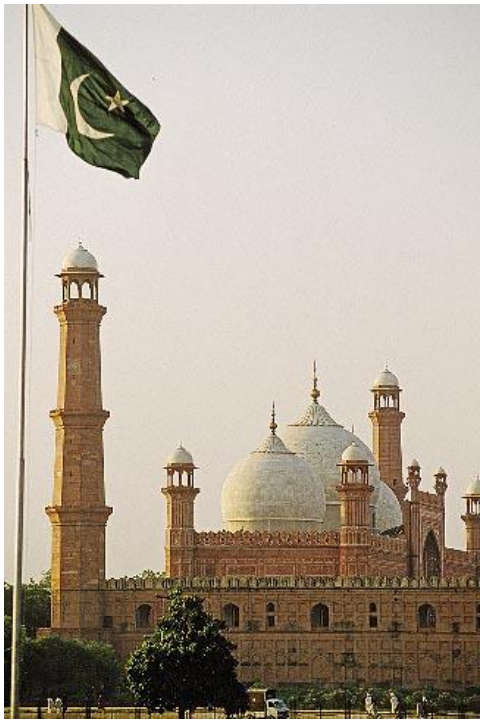


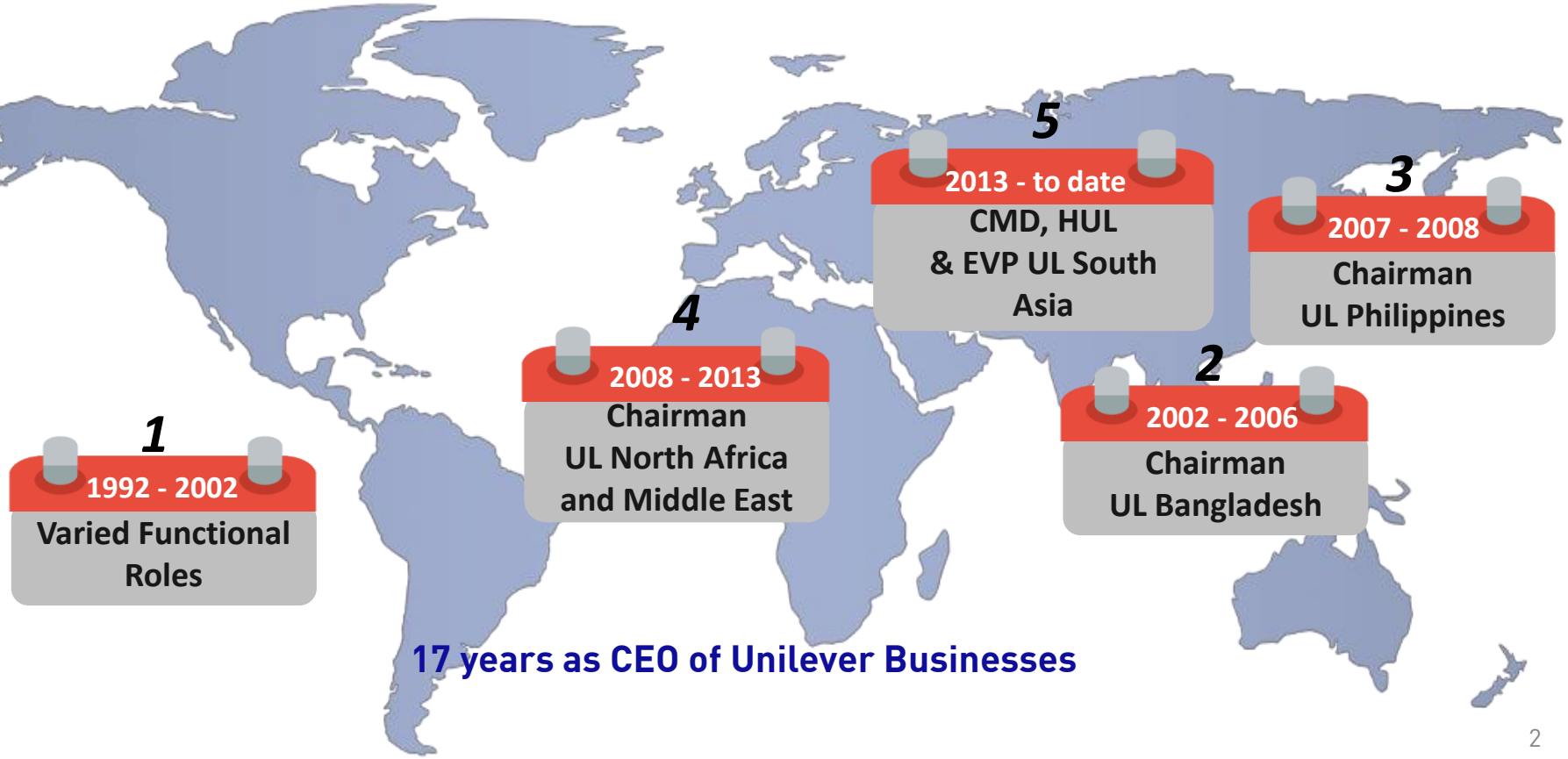
Unilever South Asia

Sanjiv Mehta

Dec 4th 2018



My Introduction - 26 years with Unilever



17 years as CEO of Unilever Businesses

Home to 25% of world population

South Asia



30+ Languages

8+ Religions

India

Pakistan

Bangladesh

Sri Lanka

Nepal

Multiple commonalities



Colonial history



Cricket







Food and spices



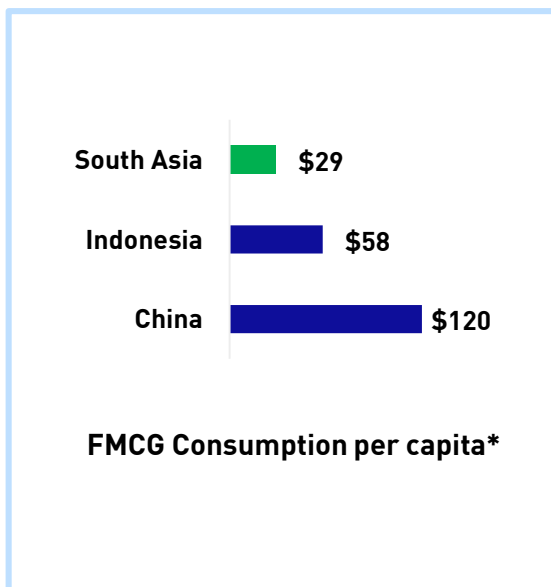
Big festivals

Huge headroom to grow

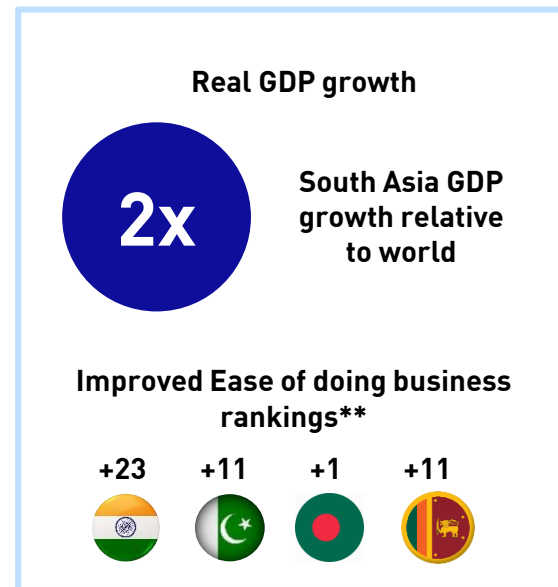
Large millennial population

| Countries | % population below 24 years# | Median Age# |
|---|------------------------------|-------------|
|  | 45% | 28 |
|  | 52% | 24 |
|  | 46% | 27 |
|  | 38% | 33 |

Low FMCG consumption



Fast growing region



Source: CIA Factbook

* Source: Nielsen

** 2019 movement vs 2018

AV : South Asian consumers



Unilever's 130+ years of presence in South Asia



Sunlight soap introduced to India

1888

Unilever sets up subsidiary in India

1931



Sri Lanka operations begin

1938

Unilever Pakistan incorporated



1948



Indian subsidiaries consolidated under Hindustan Lever Limited

1956

Unilever Bangladesh carved out



1971



Unilever Nepal set up as HLL's subsidiary

1992

HLL renamed as "Hindustan Unilever Limited"



2007

Unilever increases stake in HUL to 67%

2013

HUL market cap crosses \$50bn

2018

Largest FMCG company in each of the countries

Great fusion of global and local brands



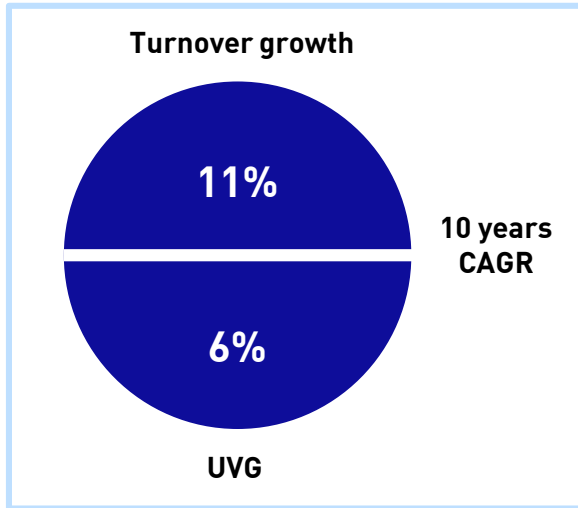
80% Revenue from categories with No.1 market position

| Skin Cleansing | 1 | 1 | 1 | 1 |
|----------------|---|-------------|-------------|-------------|
| Face Care | 1 | 1 | 1 | 1 |
| Hair Care | 1 | 1 | 1 | 1 |
| Hand & Body | 1 | 1 | 1 | 1 |
| Toothpaste | 2 | Not Tracked | 1 | 1 |
| Laundry | 1 | 1 | 1 | 1 |
| Household Care | 1 | | 1 | Not Tracked |
| Tea | 1 | 2 | | 2 |
| Ketchup | 1 | Not Tracked | Not Tracked | Not Tracked |
| Noodles | | 1 | | Not Tracked |

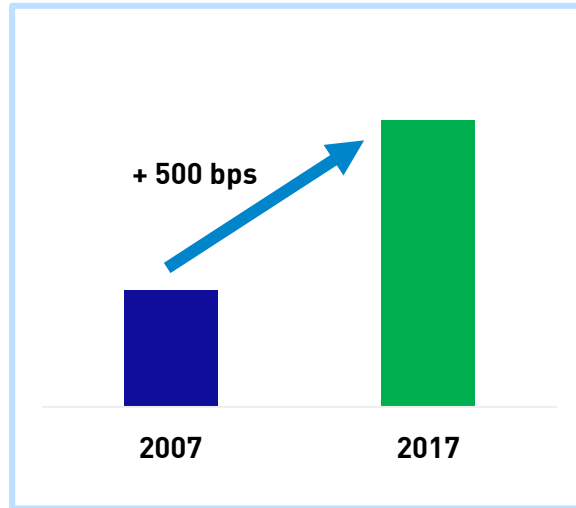
Not Tracked

Unilever South Asia performance – Last 10 years

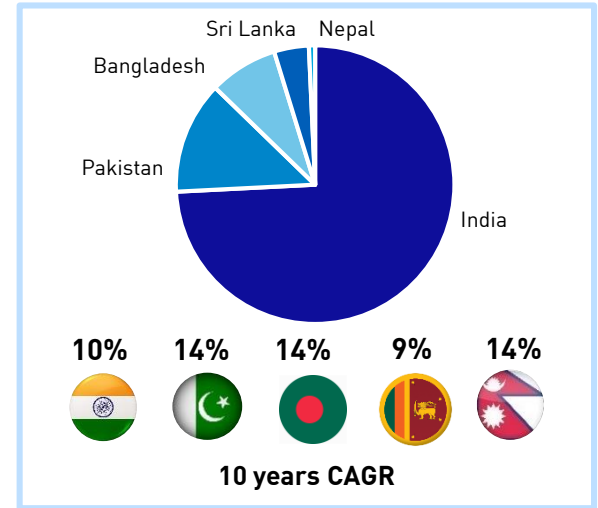
Double digit topline growth



Robust margin* expansion



Broad based sales growth





Hindustan Unilever Limited

INDIA'S LARGEST FMCG COMPANY



Hindustan Unilever Limited : €4.5bn powerhouse

HUL performance



10% CAGR over 10 years*

530 bps EBIT improvement

Among the **top 5** most valuable companies in India with market cap of \$51b**



Our footprint



Nearly **every household** uses one or more of our brands

Our brands are available in **8mn+** stores



Recognition



'Dream Employer' for **9 years** in a row among top Indian universities



#8 Globally and **#1** in India



13 HUL brands in India's Top 50 Most Trusted Brands

*HUL performance as per India local reporting

** Market capitalization converted to USD based on rate as of 22nd Nov 2018

Consistent high performance across Divisions

A few examples in the last 6 years

Beauty & Personal Care

Hair

Turnover



1.9x

Market Share



~ 700 bps

Largest Beauty & Personal Care company in India

Home Care

Fabric Solutions

Turnover



1.8x

Profitability



3.7x

Largest Home Care company in India

Foods & Refreshment*

Tea

Turnover



1.8x

Profitability



2.0x

Largest Tea company in India

*On completion of merger with GSKCH, our F&R business will become one of the largest in the country

Our strategy is anchored around..

Growth

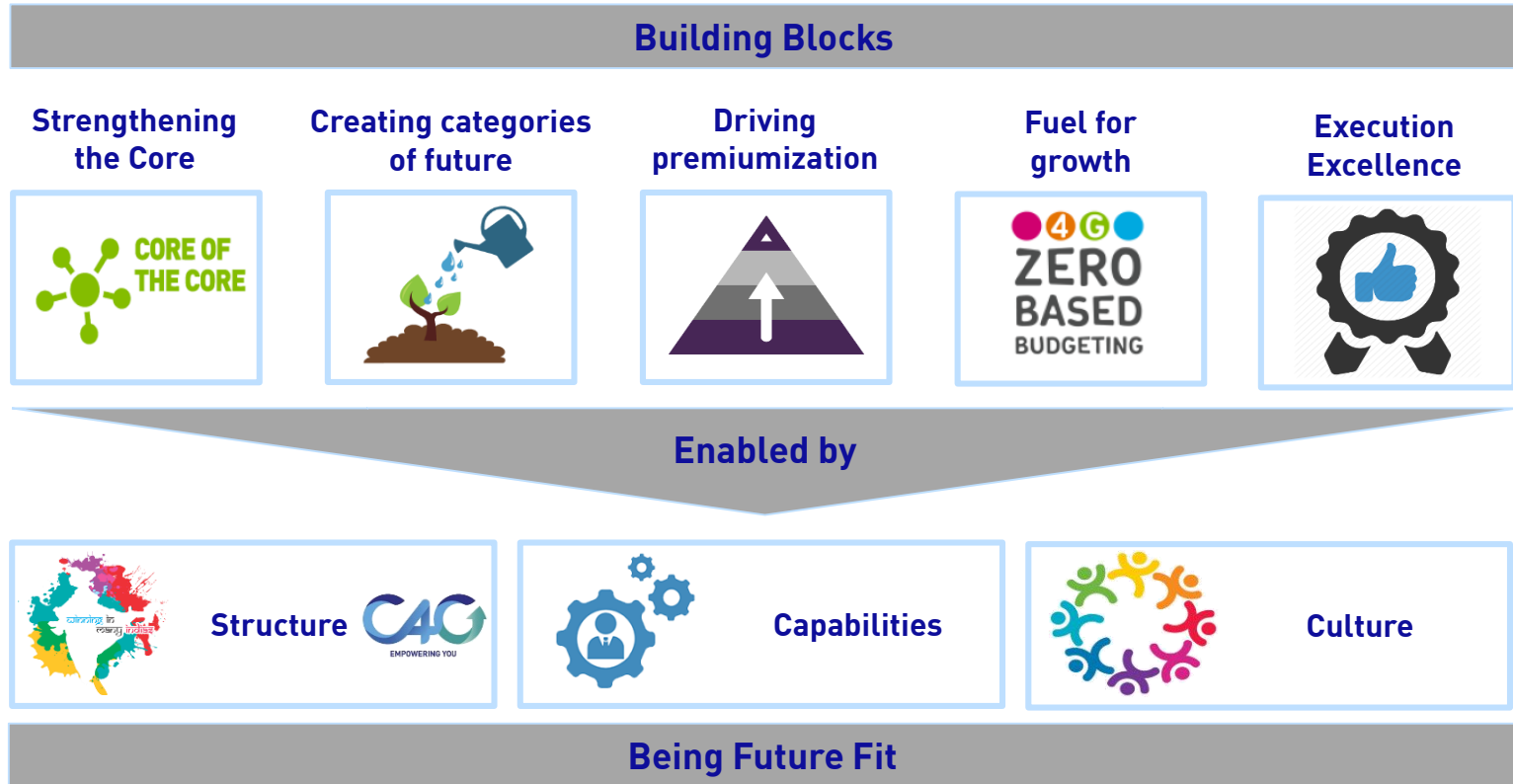


**Consistent, Competitive,
Profitable, Responsible
Growth**

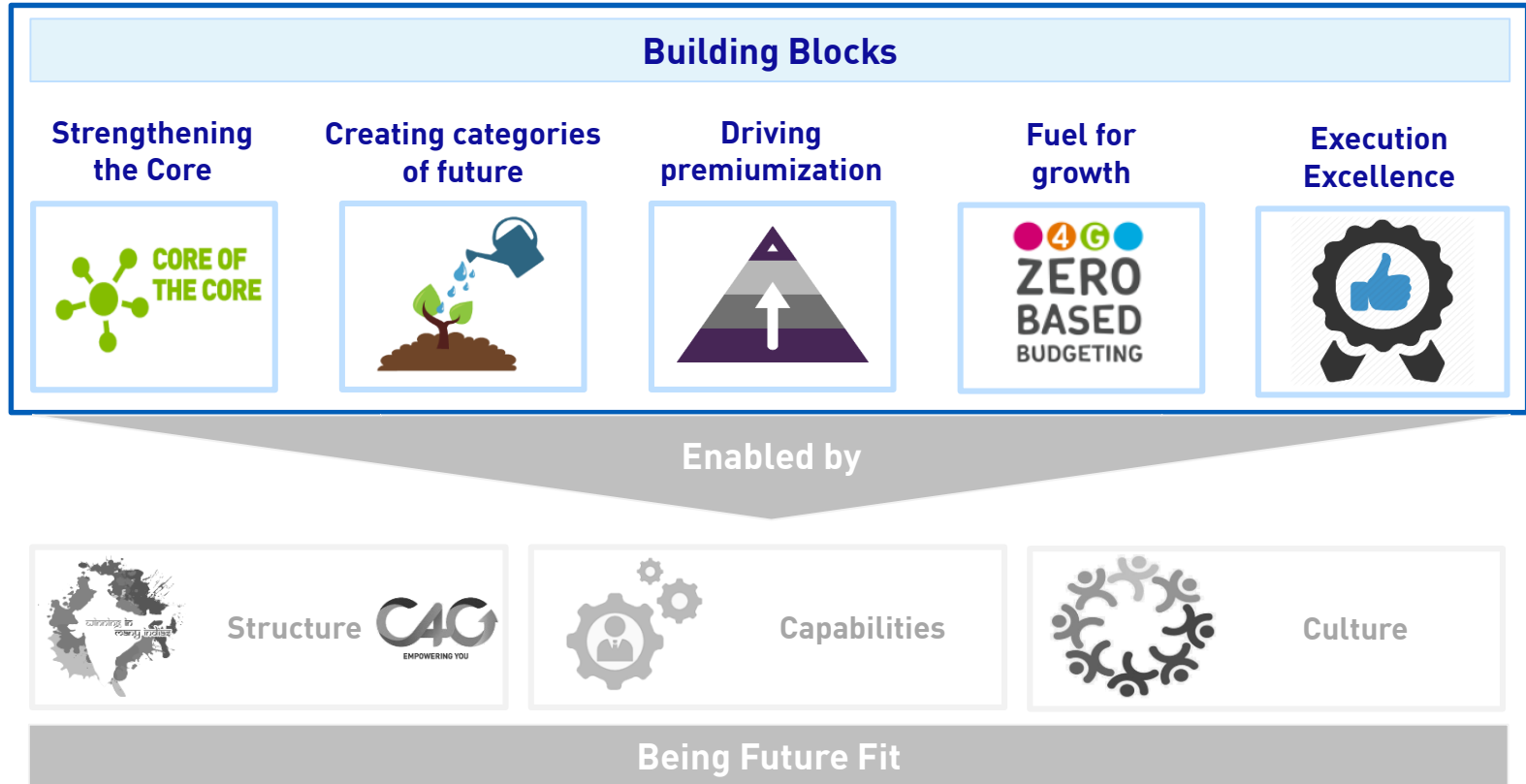
Underpinned by Unilever Sustainable Living Plan



Strategy in action



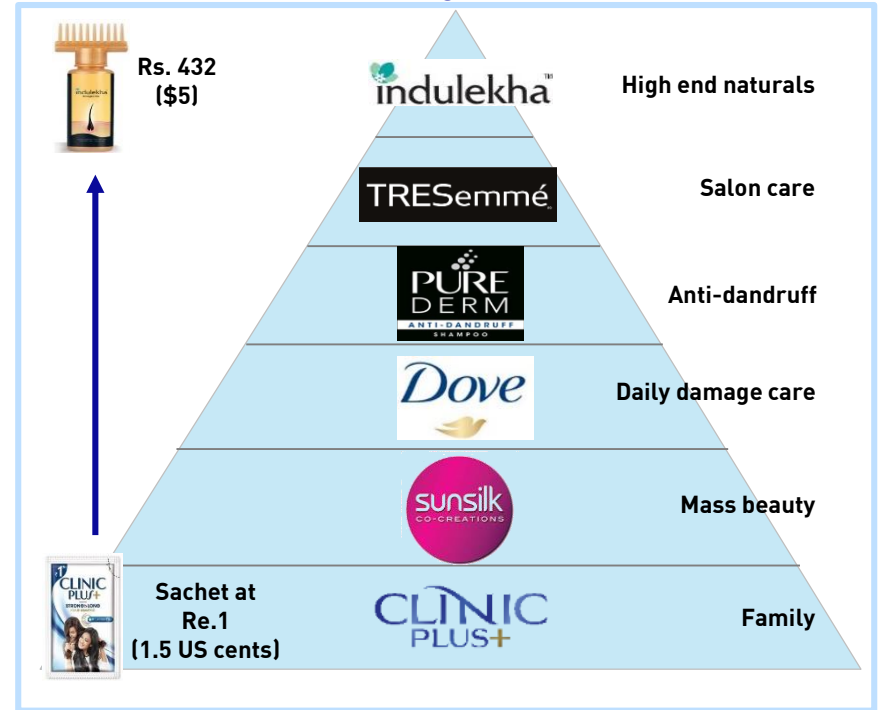
Strategy in action



Our Core portfolio



Straddling the price-benefit pyramid For e.g. Hair



Strengthening the Core



Making the Core more aspirational through purpose led brands



Constantly innovating and renovating the Core



Focused SKUs at deaveraged level using local insights



Focus on driving penetration & weighted distribution



Building iconic engagement platforms

Lakmé Fashion Week



Fair & Lovely Foundation



Lifebuoy Help a child reach 5



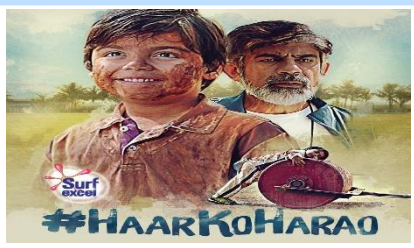
Lux Golden Rose Awards



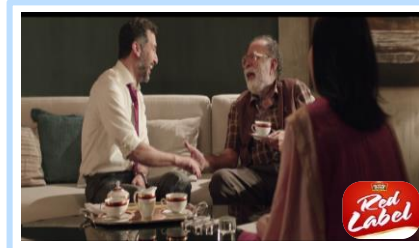
Rin Career Academy



Surf Excel Haar ko Harao



Red Label taste of togetherness



Kissan Tiffin Time Table



Innovations driving our growth

POND'S
 नॉन-ऑइली फ्रेश ग्लो हर सीज़न में.
POND'S
 LIGHT MOISTURISER

आंखें: सिंथेटिक व + सिंथेटिक कृत्रिम रंगों के बिना।
 त्वचा: तैलाकार त्वचा के लिए उपयुक्त।

A MOISTURISING BREAKTHROUGH BY THE POND'S INSTITUTE | POND'S.IN

TRESemmé
 USED BY PROFESSIONALS

new
TRESemmé
 Pro Collection

*New pack and formula

NEW
SURF EXCEL
MATIC LIQUID
 FOR MACHINES

NEW FRONT LOAD

Cornetto
OREO

QUALITY WALLS

KAREENA KAPOOR KHAN
 COLLECTION
 BY LAKME

ज़बरदस्त चमक का वादा
पानी लगे आधा^

Rin
 ₹10^ ONLY

चमकते रहना

170 ml

NEW
Lifebuoy Haldi
 Power of Haldi, Now in Lifebuoy
 100% Better Skin Protection

NEW 100% Better Skin Protection!
Lifebuoy
 Turmeric and Honey
 WHISKY PROTECT

Our Market development portfolio

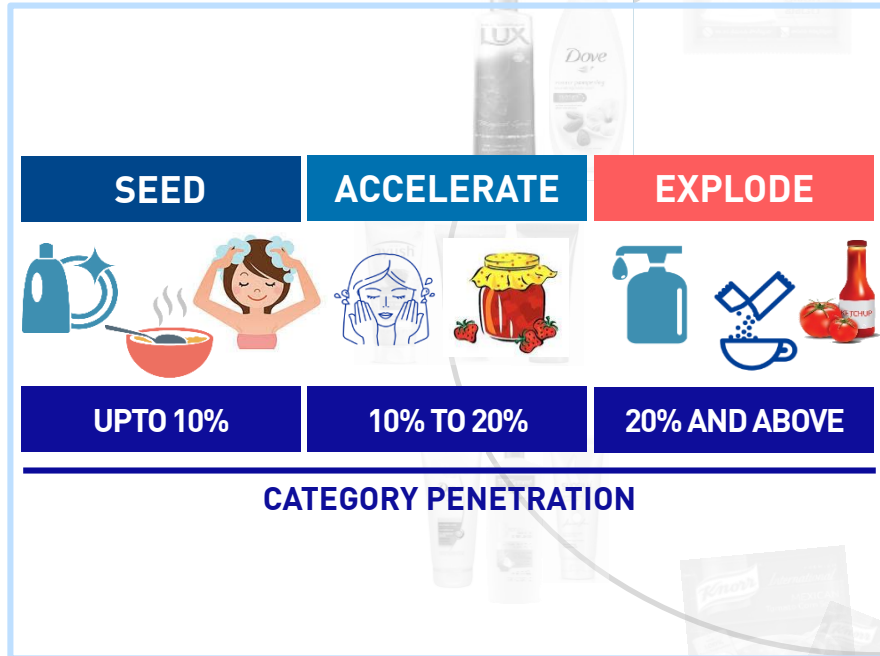


Nascent categories penetration

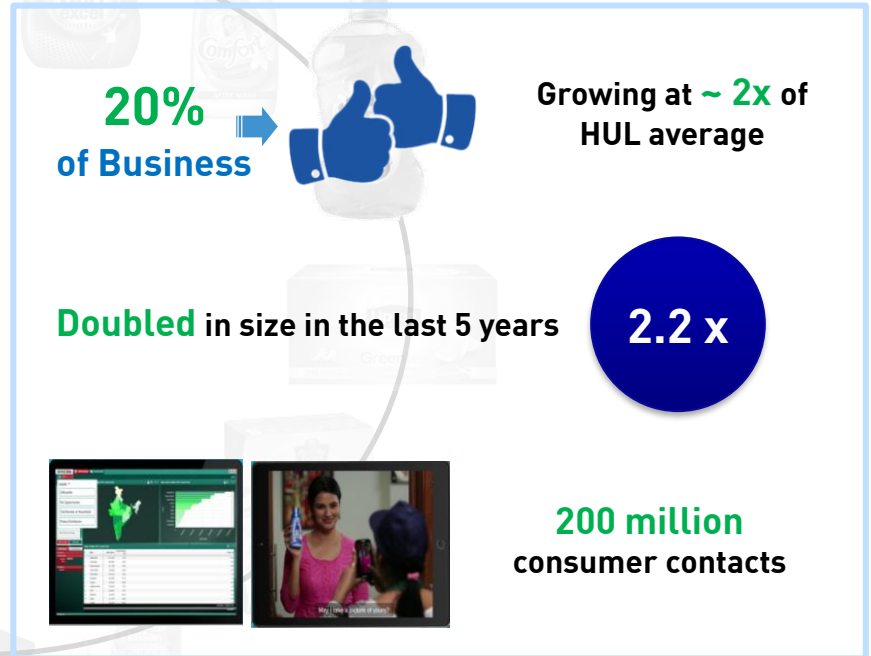


Creating categories of the future

Market development model



Driving category penetration



Leading with trends

Naturals



Perfume on the go



Fabric sensations



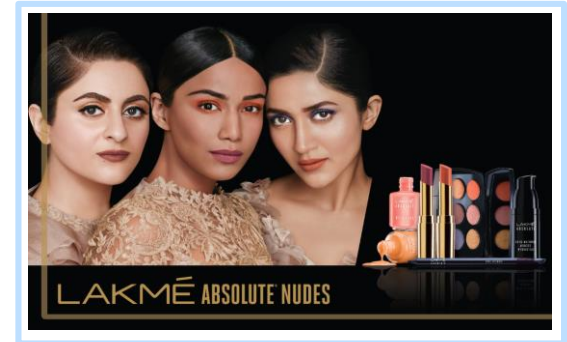
Male grooming



Health

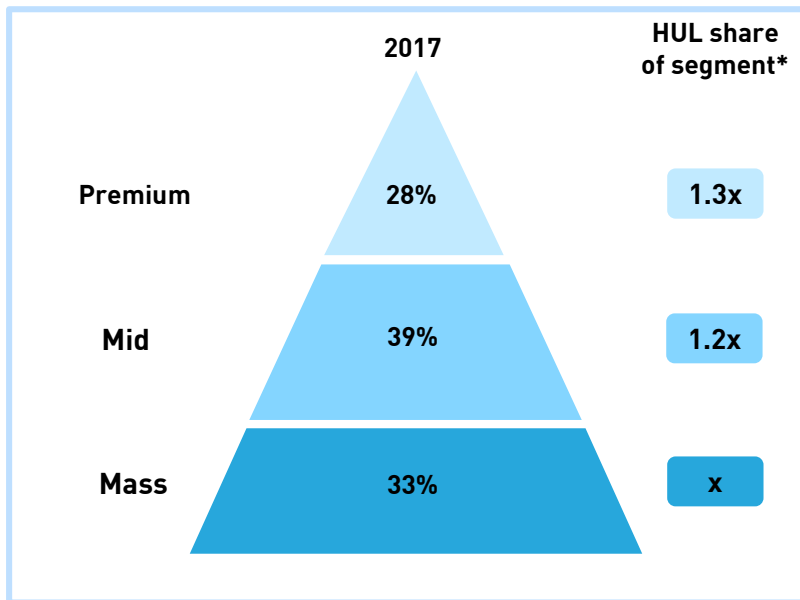


Reinvent Indian look

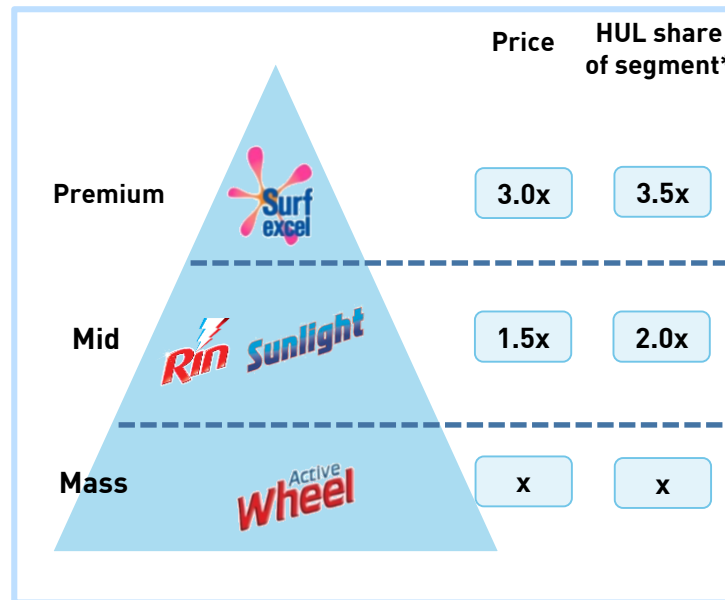


Driving Premiumization

Market growing faster in the premium segment

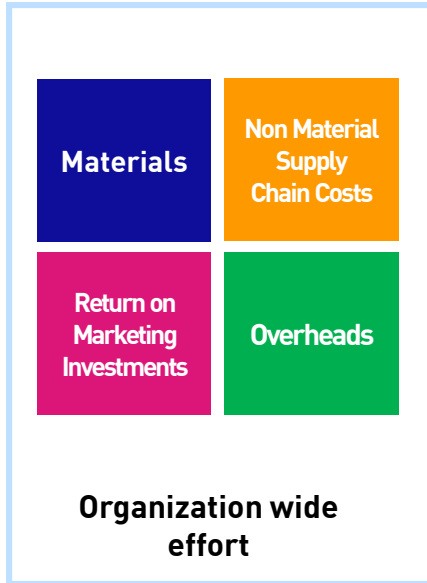


Example : Fabric Solutions

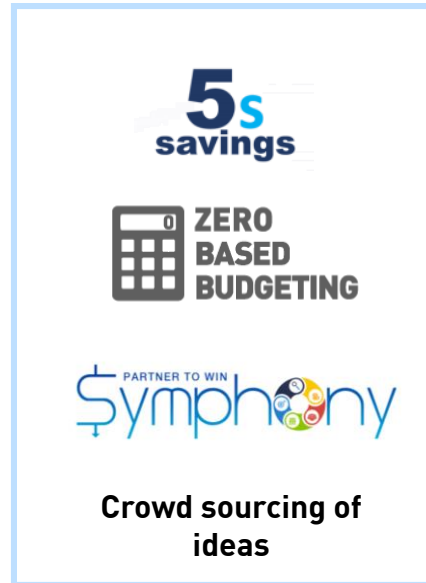


Fuel for growth

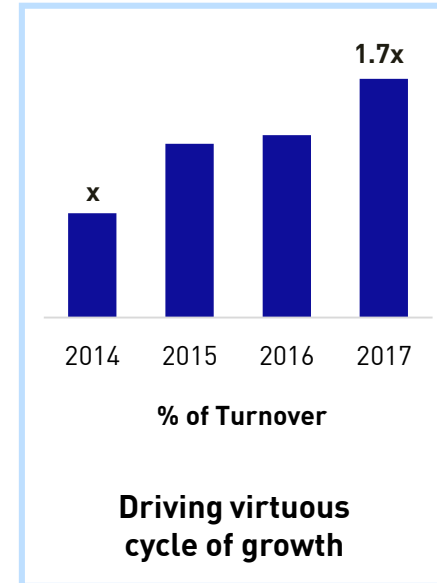
End-to-end cost focus



Powered by

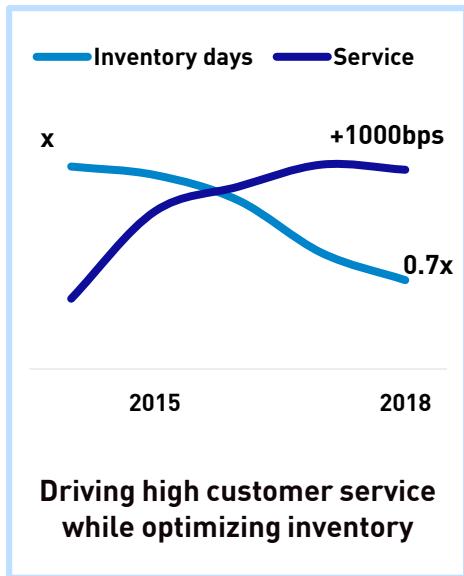


Savings

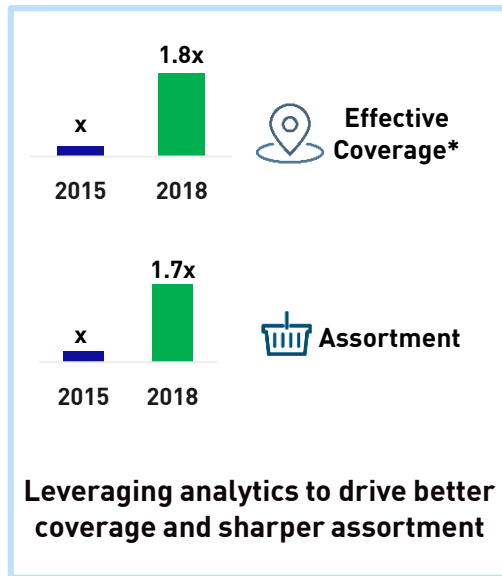


Execution excellence

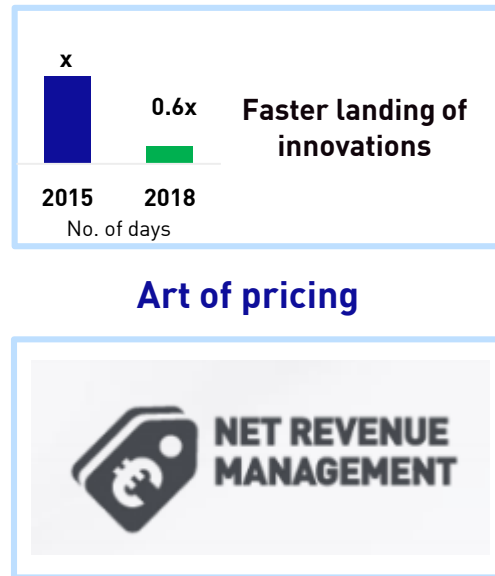
Agile Supply Chain



Front end execution



Speed to market



India is a heterogenous country

Diverse demographics



Multiple languages
8 Major religions

Varied affluence levels



LSM 7+ = 8% nationally
(Range of 5-48%)

Different media habits



Mobile internet penetration:
Rural- 18%*; Urban- 59%*

Differential category adoption



Penetration in adjacent
states also not the same

Customer Development

Sharper strategy leveraging the ecosystem



Demand Capture
Right outlets, Right frequency, Right assortment



Demand Fulfill
On time delivery at optimal cost



Demand Generate
World class in store execution

Traditional trade channels will remain relevant



Wholesale
Aids ↑ Width of distribution



Retail
Accessibility at arm's reach of desire



Shakti
Deep rural distribution

Building channels of the future



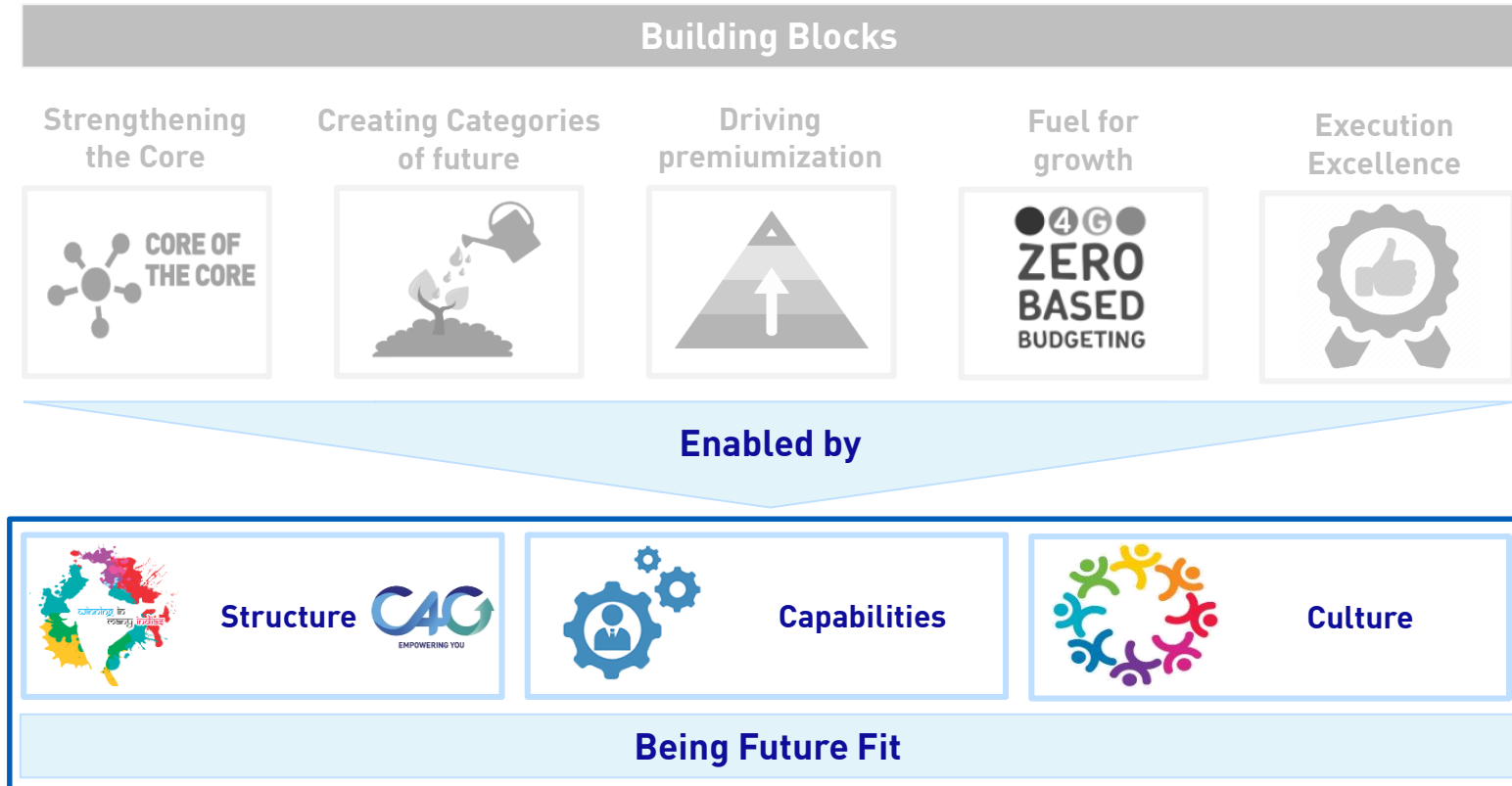
Modern Trade - Driving visibility



Explode Ecommerce - Partnerships and exclusive ranges

Growth and profitability in E-Com > Modern Trade > Traditional Trade

Strategy in action





Winning in Many Indias



WiMI in action

From 4 branches to 14 consumer clusters

Distinctive strategy at a cluster level

Customized product propositions & media deployment for every cluster

Empowered Cluster Heads enabling faster decision making closest to the point of action

WiMI is a competitive edge for HUL

Winning in Many Indias – few examples

Proposition in face care

Low penetration markets



Grow by removing barriers of proxy usage

Other markets



Leverage by increasing usage occasions

Pricing and proposition in fabric solutions



Uttar Pradesh

Majority mass



Upgradation through mid and premium bars and powders



Tamil Nadu

Majority mid



Upgradation through top end formats – Matic liquids

Product in Refreshment

Punjab and Karnataka




Designed for color and taste preference



C4G in action

Country Category Business Team : 15 Mini – Boards



Marketing
Customer Development
Finance
Supply Chain
Research & Development

Functions in a CCBT

Merger of brand building and brand development



Empowered to deliver in-year P&L



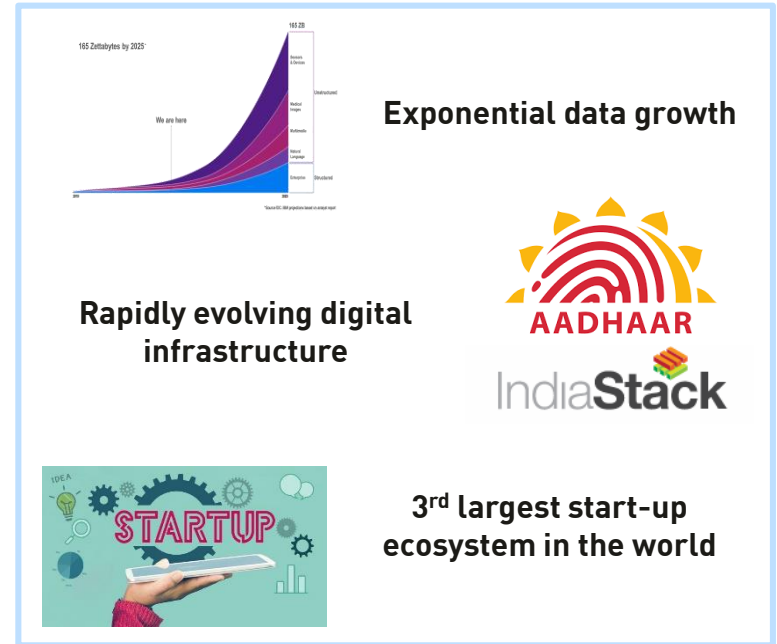
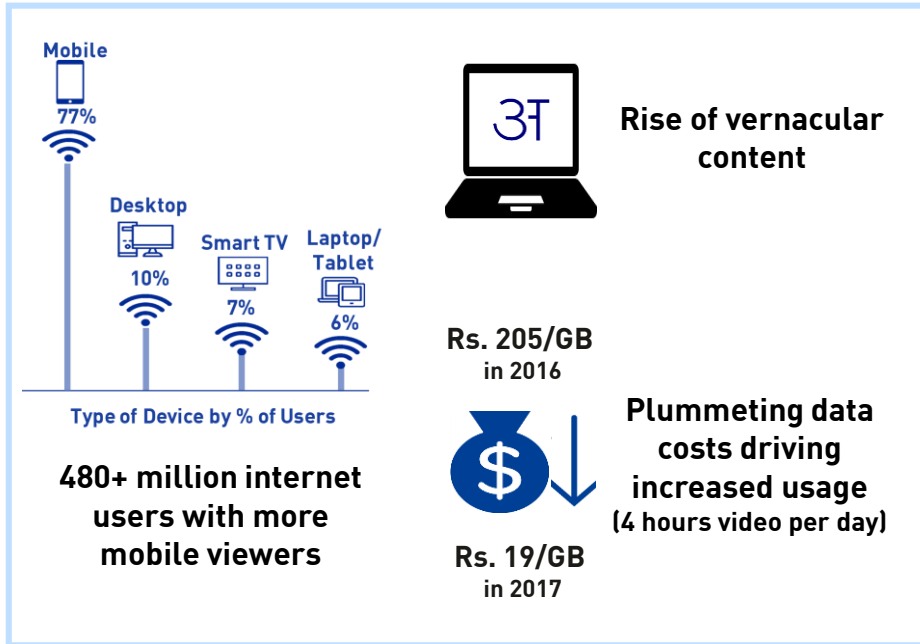
More consumer & customer centric



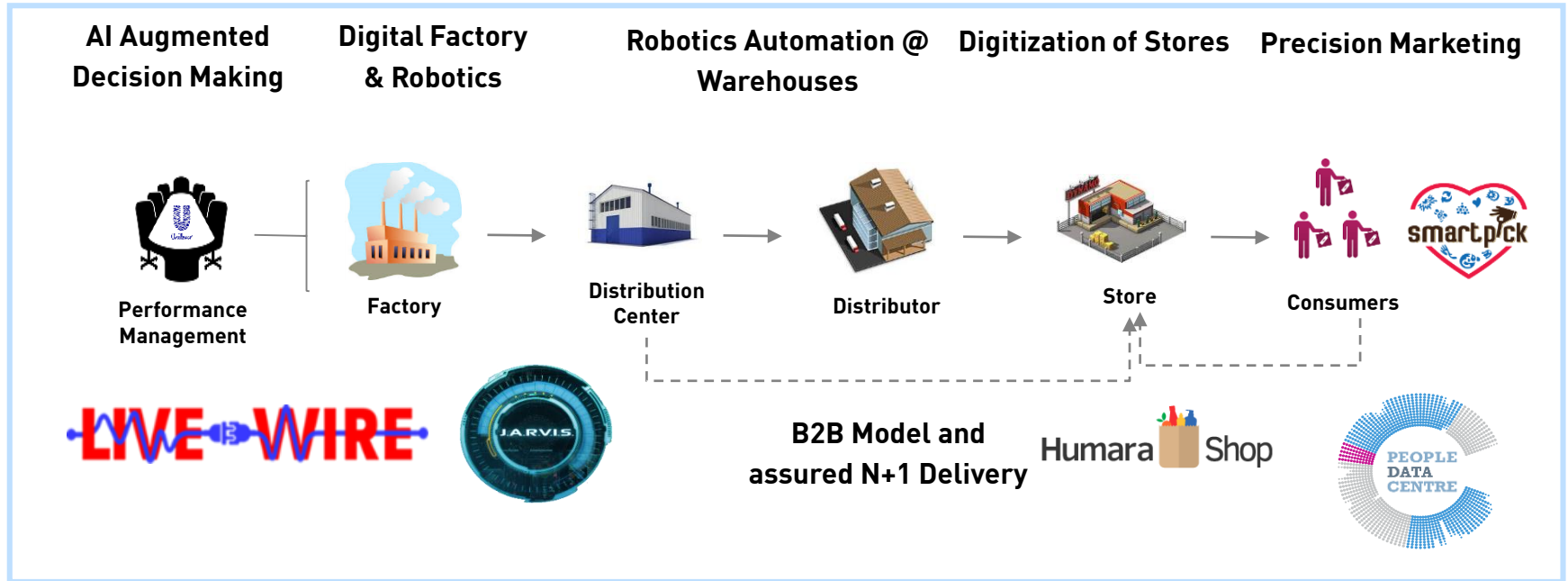
Land bigger, faster innovations

Liberating HUL Leadership Team to focus on longer term goals, exploring inorganic growth opportunities and managing disruptions

Digital trends shaping India



Leading the disruption along our value chain



Harnessing the power of 'Data as an enterprise asset'

Winning culture: Focus on Wellbeing, Diversity & Inclusion

Nurturing an experimentation culture



Building an Inclusive Workplace

+1200 bps improvement in gender balance

Embracing inclusion beyond gender and breaking stereotypes

Holistic Wellbeing

#1 MAKE YOUR LIFE STORY #2 SET YOUR PURPOSE STATEMENT #3 DEVELOP A PURPOSE TO IMPACT PLAN #4 START LIVING YOUR PURPOSE

PHYSICAL Energy mapping
PURPOSEFUL Finding our big rocks
WELLBEING
MENTAL Focus and flow
EMOTIONAL Reaction, reflection and recovery

People with purpose
Physical and mental wellbeing

UNILEVER
SUSTAINABLE
LIVING PLAN



Unilever Sustainable Living Plan

Health & Wellbeing



>67 million people reached -
Lifebuoy Handwashing Programme

83 billion litres of safe drinking water provided by **Pureit**

~1.1 million people impacted through **Domex Toilet Academy**

Sustainable Sourcing

100% tomatoes are sourced from sustainable sources



52% tea is sourced from estates certified as sustainable

Enhancing Livelihoods



90,000+ Shakti entrepreneurs network

1.7 million people benefitted



Over **420,000 people** trained

600,000+ women enrolled



Thought Leadership



450 billion litres of water saving potential created



100% of our plastics packaging to be reusable, recyclable or compostable by 2025



AV : USLP in action



Key Messages

- Unilever has a **rich history and deep heritage** in South Asia spanning over 100 years
- South Asia has **huge headroom to grow** being home to the largest millennial population, growing affluence, rising urbanization and burgeoning digital connectivity
- Unilever has strong business in South Asia and a **clear and compelling strategy** across divisions
- We are **future proofing** our business through market development, agile organization structures and building distinctive capabilities across the value chain leveraging data and technology
- **USLP** continues to be our key differentiator

Unilever South Asia

Sanjiv Mehta

Dec 4th 2018

