



Hindustan Unilever Limited

Hindustan Unilever Limited
Unilever House
B D Sawant Marg
Chakala, Andheri East
Mumbai 400 099

Tel: +91 (22) 3983 0000
Web: www.hul.co.in
CIN: L15140MH1933PLC002030

7th June, 2019

Stock Code BSE: 500696
NSE: HINDUNILVR
ISIN: INE030A01027

BSE Limited,
Corporate Relationship Department,
2nd Floor, New Trading Wing,
Rotunda Building, P.J. Towers,
Dalal Street,
Mumbai – 400 001

National Stock Exchange of India Ltd
Exchange Plaza, 5th Floor,
Plot No. C/1, G Block,
Bandra – Kurla Complex,
Bandra (E),
Mumbai – 400 051

Dear Sir,

Sub: Annual Investor Meet 2019

Pursuant to Regulation 30 of Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith a copy of the presentation made to the Investors at the Annual Investor Meeting. The said presentation is also being uploaded on the Company website.

You are requested to take the above information on record.

Thanking You.

Yours faithfully,
For Hindustan Unilever Limited

Dev Bajpai
Executive Director (Legal & Corporate Affairs)
and Company Secretary
DIN: 00050516 / FCS No. 3354



Re-imagining HUL

Sanjiv Mehta, Chairman & Managing Director

Annual Investor Meet | 7th June 2019



Hindustan Unilever Limited



SAFE HARBOUR STATEMENT



Hindustan Unilever Limited

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.

OUR JOURNEY OVER THE LAST 10 YEARS



Hindustan Unilever Limited

Net Sales

Rs. 37,660 Cr.*



2.3X

~Rs. 21,000 Cr. added^

EBITDA

EBITDA margin 23%*



+ 740 bps delta

~Rs. 6,000 Cr. added

Market Capitalization

~ Rs. 370,000 Cr. *



7.1X

~Rs. 318,000 Cr. added

**Numbers pertain to FY 2018-19. Net Sales excludes other operating income. Market Capitalization as on 31st March 2019. All nos compared with FY'2008-09 which is reinstated to reflect key IND AS accounting impact; Net Sales excludes other operating income*

^Not adjusted for GST accounting impact

SOME OF THE OUTSTANDING PERFORMERS: LAST 6 YEARS

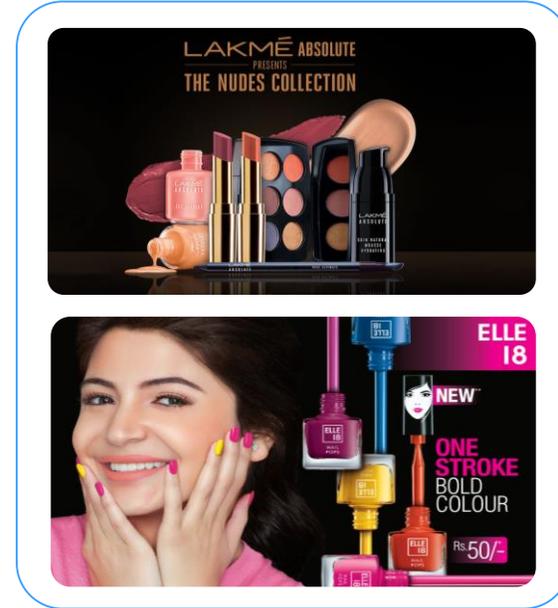


Hindustan Unilever Limited

Hair Care



Color Cosmetics



Laundry



Tea

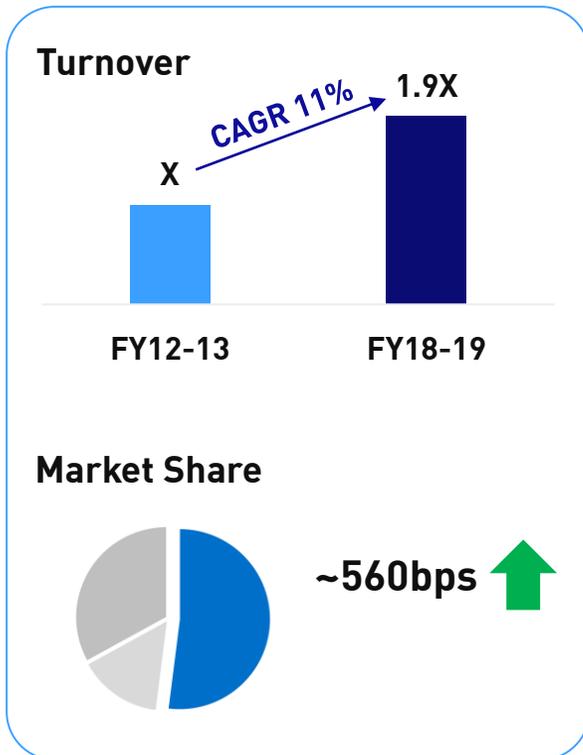


HAIR CARE

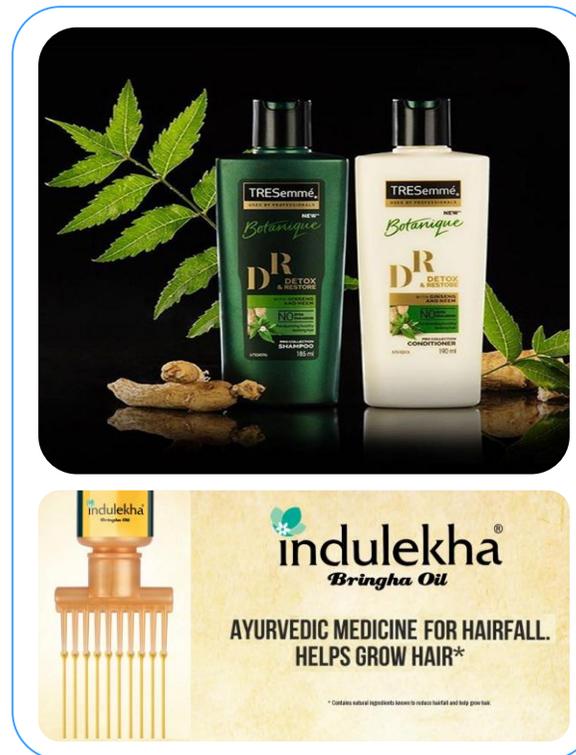


Hindustan Unilever Limited

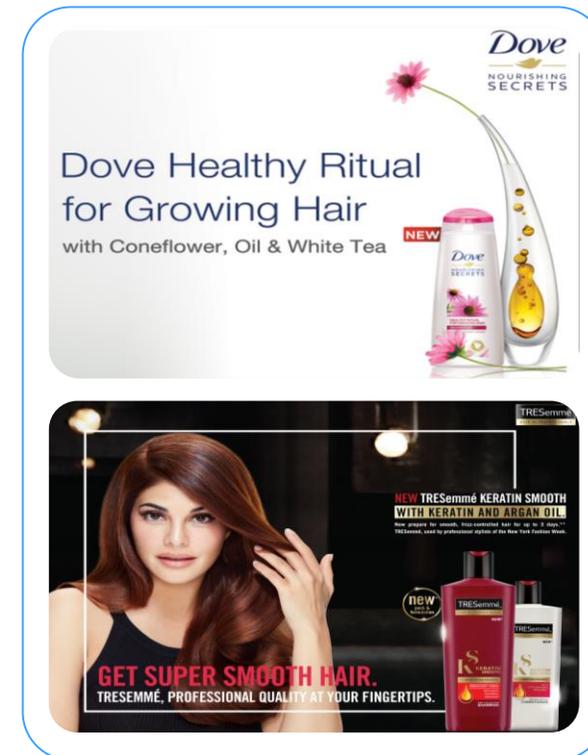
Consistent growth



Strong play in naturals



Focus on innovations and premiumization



DOVE LAUNCHED IN 2007, IS NOW THE BIGGEST HAIR CARE BRAND IN INDIA

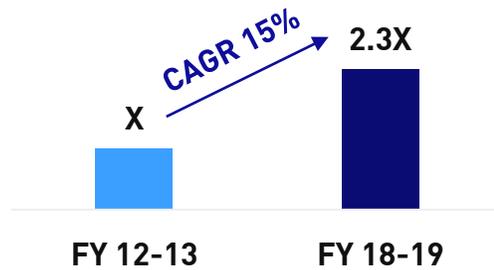
COLOR COSMETICS



Hindustan Unilever Limited

Innovation led growth

Turnover



Launches



~150 SKUs
launched
every year on
an average

Agile and innovation driven



Trend setting



Which nude are you?

BRUNCH
NUDE

SOFT
NUDE

BLUSHING
NUDE



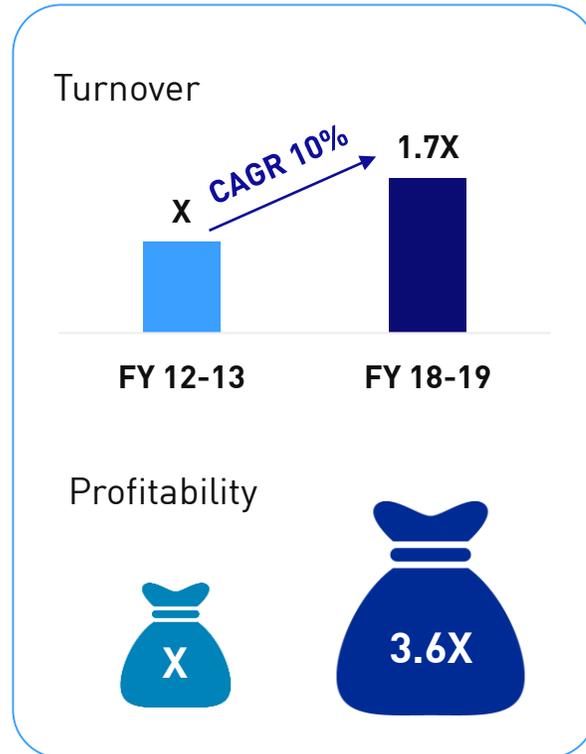
LAKME IS THE BIGGEST COSMETIC BRAND IN INDIA

LAUNDRY



Hindustan Unilever Limited

Profitable growth



Brands with purpose



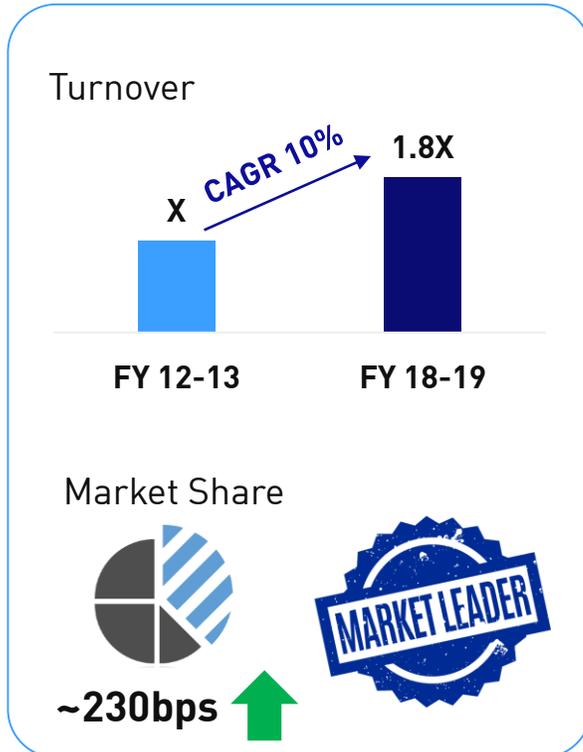
Market development & premiumization



HUL IS THE NO.1 LAUNDRY COMPANY IN INDIA



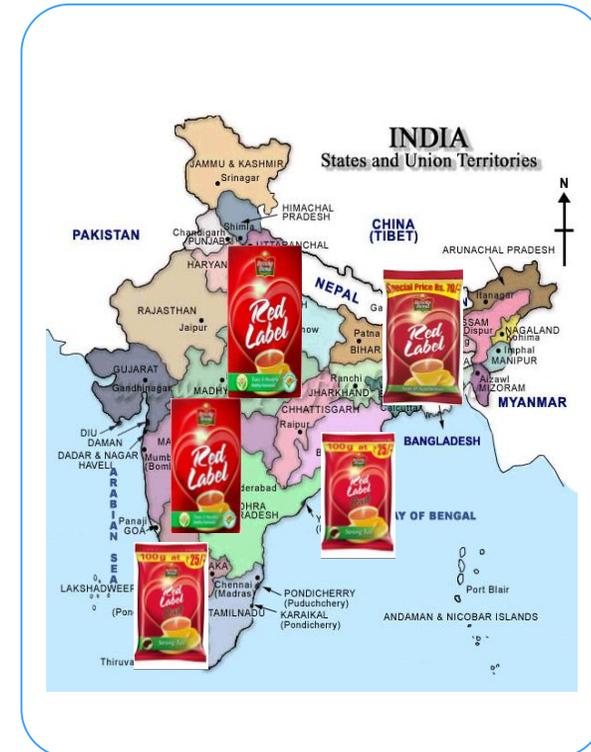
WiMI led growth



Market development



Strong WiMI play

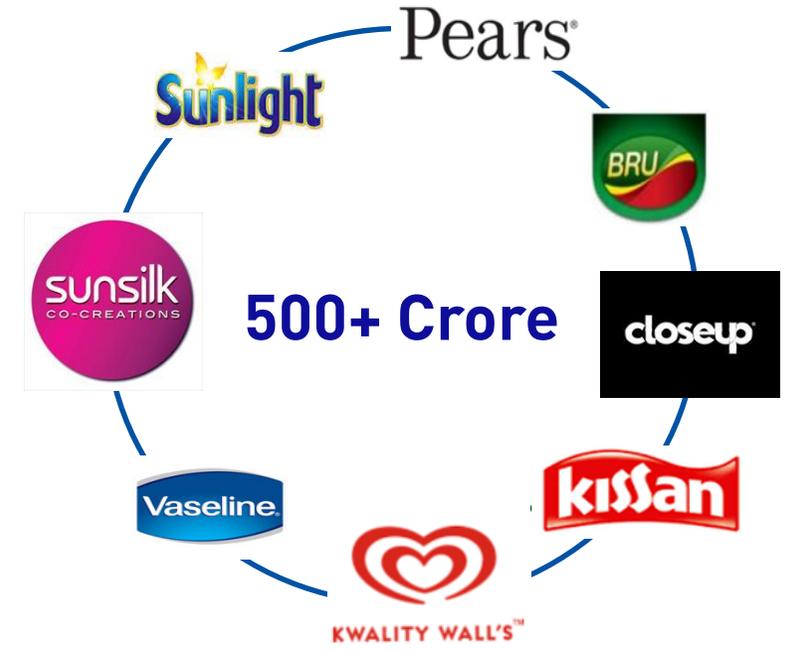
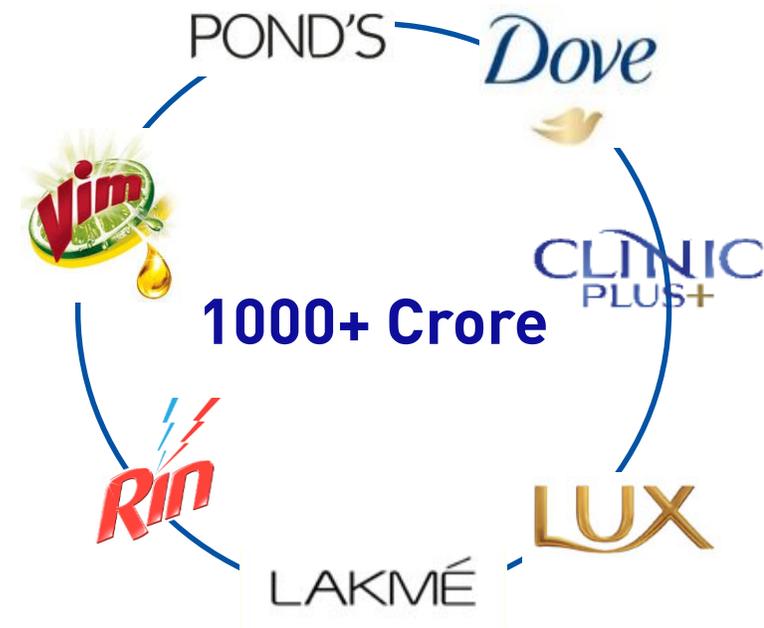


HUL IS THE NO.1 TEA COMPANY IN INDIA

OUR PORTFOLIO OF ICONIC BRANDS



Hindustan Unilever Limited



BEING RECOGNIZED



Hindustan Unilever Limited

2015



ET – Company of the year

2017 & 2018



Most Innovative #8 Globally & #1 in India

2009 - 2018



Employer of Choice in the Industry - 10 years in a row

2018



ET – Corporate Citizen of the year

2018



Business Standard – Company of the year

2018



Open Republic Achievers Awards

2018



AIMA - Business Leader of the year

INDIA – A LAND OF OPPORTUNITIES



INDIA IS BECOMING A LARGE AND BURGEONING ECONOMY



Hindustan Unilever Limited

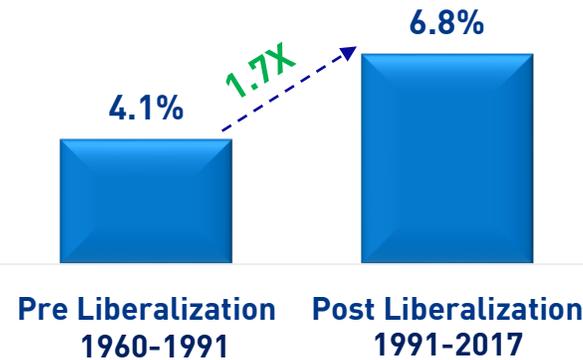
Sixth largest economy

The world's top 10 economies



Fastest growing large economy

~ 7% sustained GDP growth rates



Consumption component of GDP @ 60%

Opportunity to be a \$10Tn economy in next 15 years

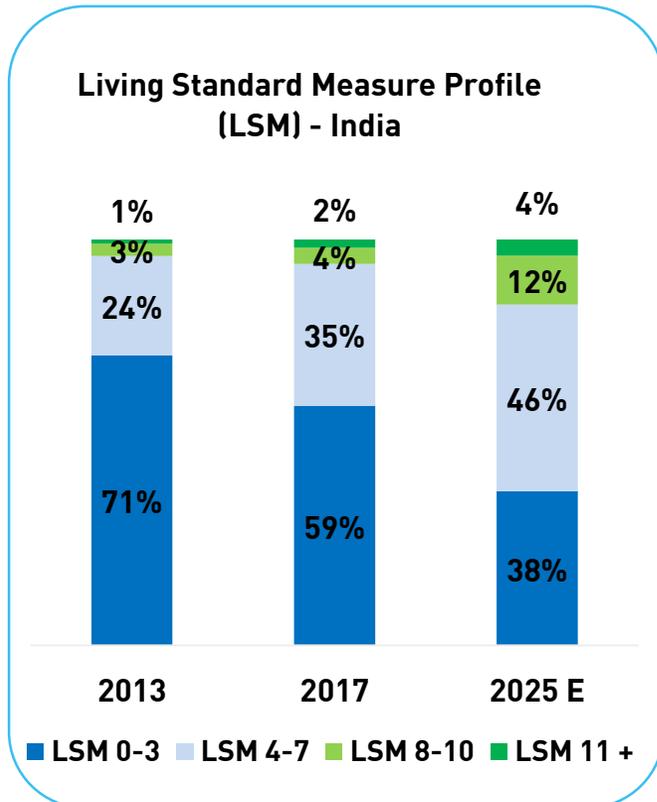


FACE OF MARKETS IS CHANGING RAPIDLY

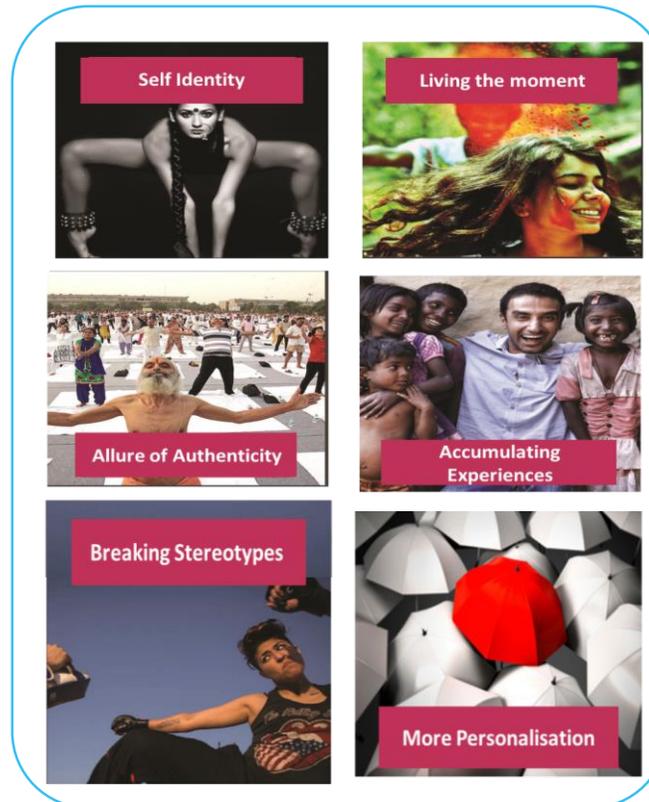


Hindustan Unilever Limited

Rising affluence



Evolving consumer trends



Technology and innovations



WITH HUGE POTENTIAL IN FMCG

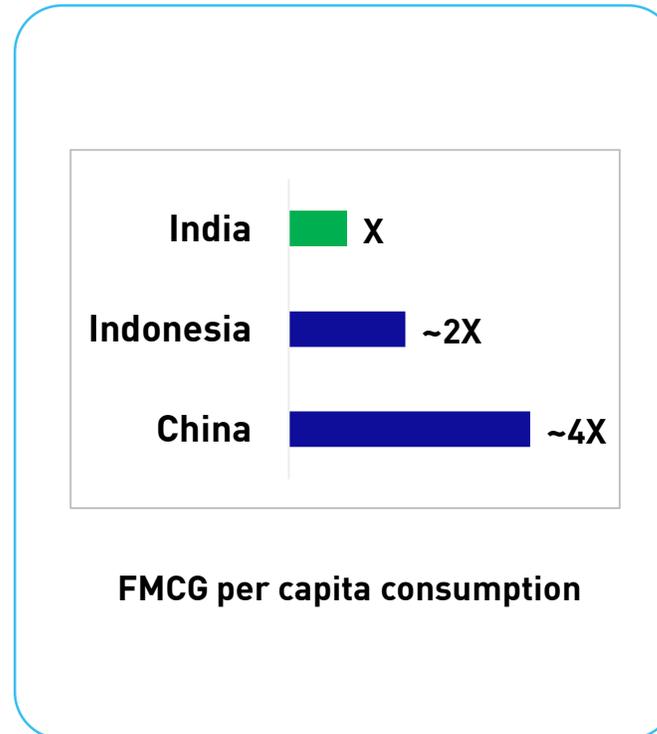


Hindustan Unilever Limited

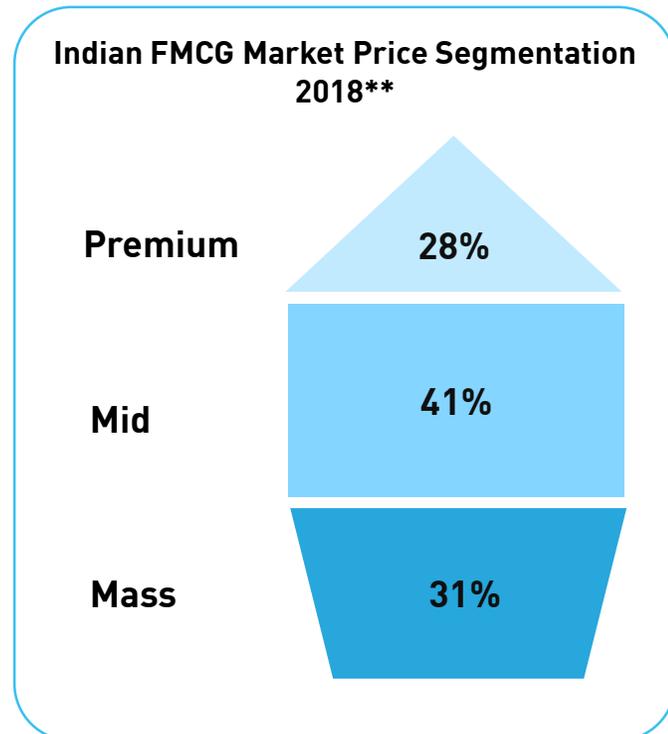
Low penetration



Low consumption



Low premiumization



* Urban Only

** FMCG Market where HUL has a presence

Penetration Data - Household Panel data from IMRB
FMCG Consumption and Market Price Segmentation - Nielsen



Hindustan Unilever Limited

WE ARE WELL POISED FOR GROWTH



OUR STRATEGY



Hindustan Unilever Limited

Building Blocks

Portfolio

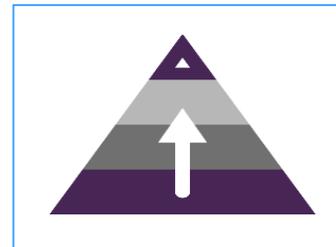
1. Strengthen the Core



2. Create categories of future



3. Drive premiumization



Rigour and Discipline

4. Generate fuel for growth

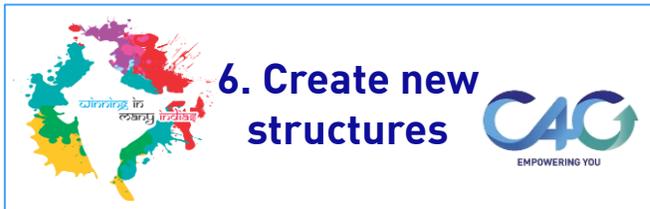


5. Execute brilliantly



Enabled by

6. Create new structures



7. Transform culture



8. Build capabilities (Re-imagining HUL)



Purpose-Led, Future-Fit

OUR STRATEGY

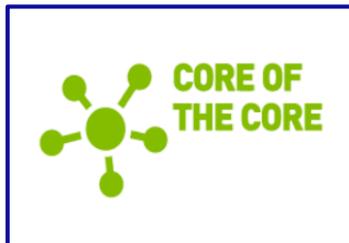


Hindustan Unilever Limited

Building Blocks

Portfolio

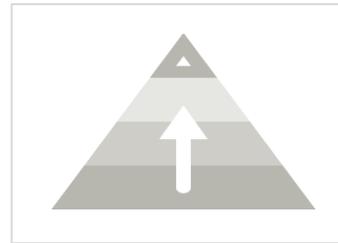
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Purpose-Led, Future-Fit

STRENGTHEN THE CORE



Hindustan Unilever Limited



**Continuous
innovation/renovation**



**Act on local
trends**



Bru adapting to consumer palette in different clusters



**Strengthen
the reach**



Kissan driving penetration

UNDERPINNED BY PURPOSE-LED COMMUNICATIONS AND ENGAGEMENT PLATFORMS

PURPOSE-LED COMMUNICATIONS & ENGAGEMENT PLATFORMS



Hindustan Unilever Limited



OUR STRATEGY



Hindustan Unilever Limited

Building Blocks

Portfolio

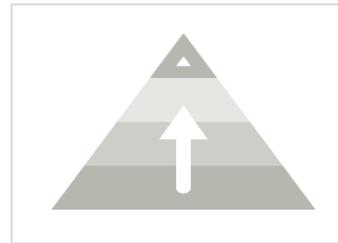
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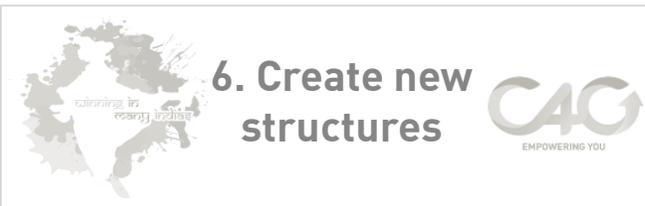


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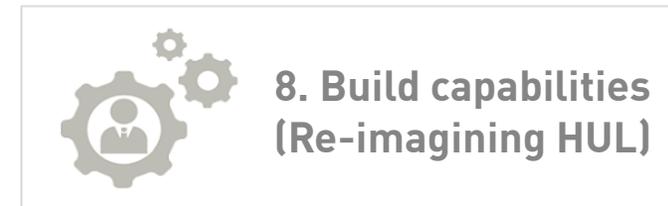
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Purpose-Led, Future-Fit

CREATE CATEGORIES OF FUTURE



Hindustan Unilever Limited

Drive category penetration

EXPLODE



ACCELERATE



SEED



Increasing penetration in Nascent Categories

More benefits



Expansion across sub-categories



Powered by consumer connects – online & offline



5X scale up in consumer contacts*

Cleanipedia

Just ask:



cleanipedia.com underlining importance of hygiene

20% OF HUL'S BUSINESS GROWING AT 2X OF HUL AVERAGE

* From 2014 to 2018

BUILD NATURALS



Hindustan Unilever Limited

Specialist brands

Master brand: Lever Ayush

Brand extensions



NATURALS PORTFOLIO GROWING AT 2X OF OVERALL HUL AVERAGE

LEVERAGE M&A TO EXPAND PORTFOLIO



Hindustan Unilever Limited

Naturals play in Hair Care



Strengthen Ice Cream portfolio



Leverage Health & Wellness trend



* Subject to regulatory approvals coming through; proposal pending with NCLT

OUR STRATEGY



Hindustan Unilever Limited

Building Blocks

Portfolio

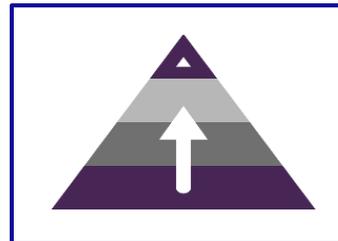
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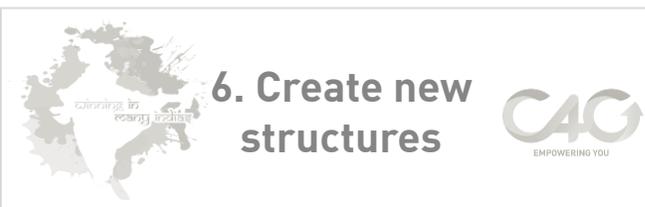


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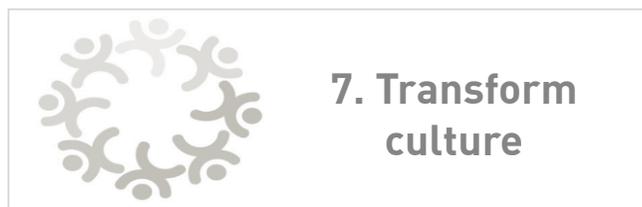


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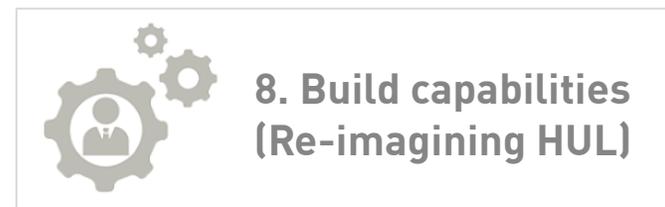
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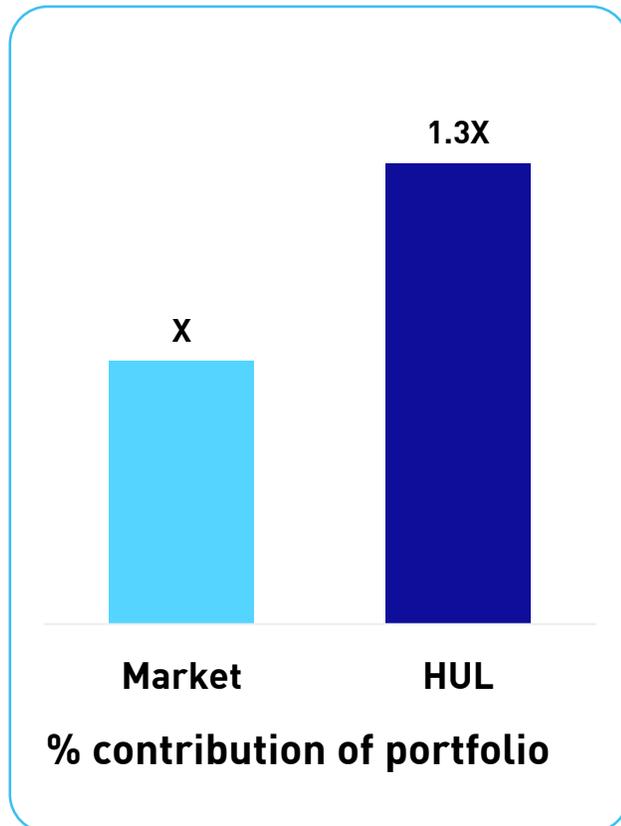
Purpose-Led, Future-Fit

DRIVE PREMIUMIZATION

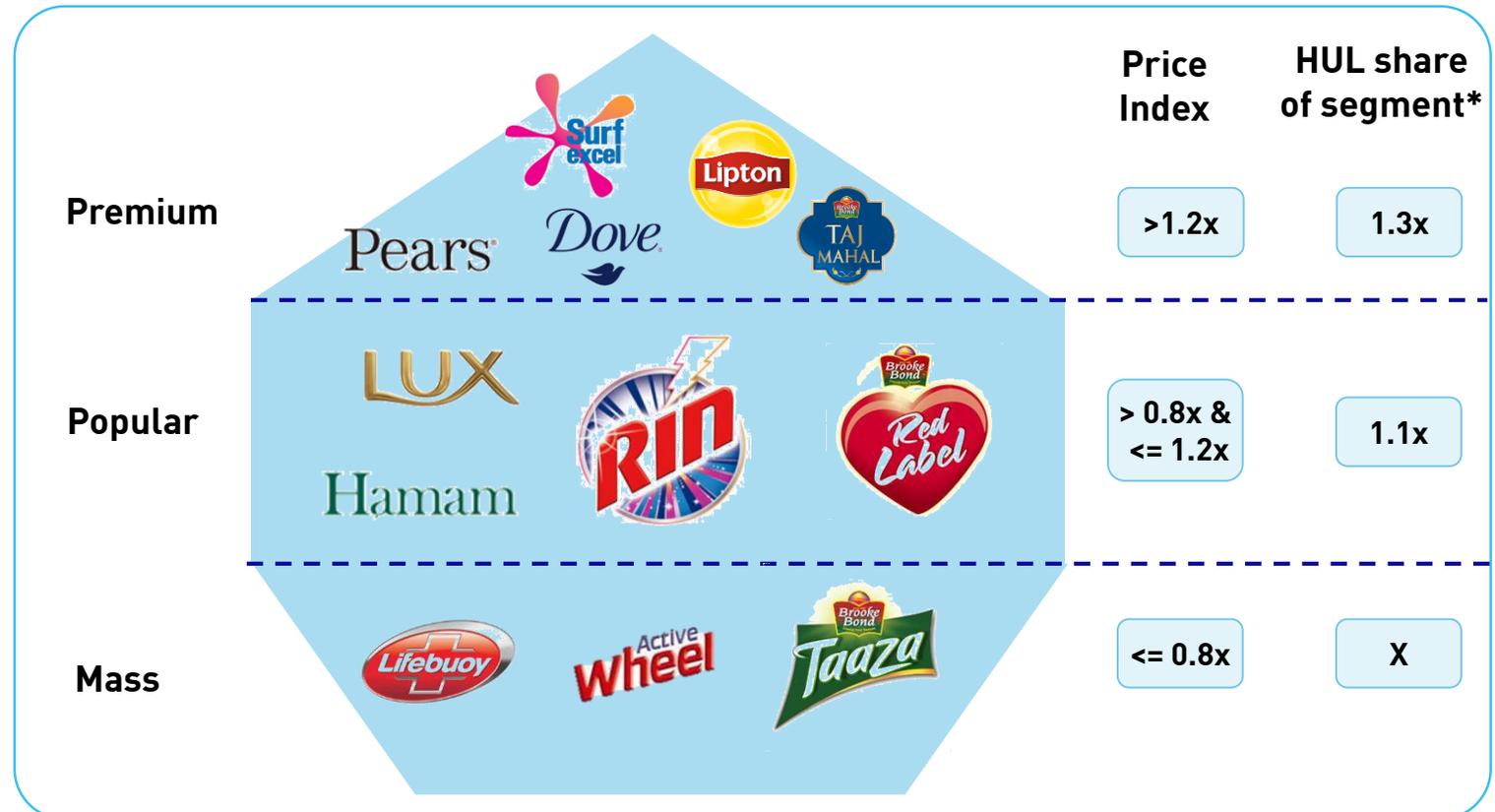


Hindustan Unilever Limited

Our premium portfolio is over-indexed to market



Portfolio straddling the pyramid



*Source: Nielsen (Urban + Rural)

OUR STRATEGY



Hindustan Unilever Limited

Building Blocks

Portfolio

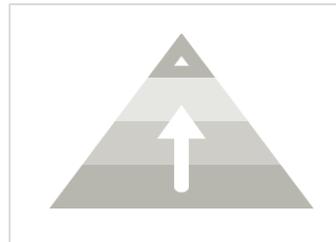
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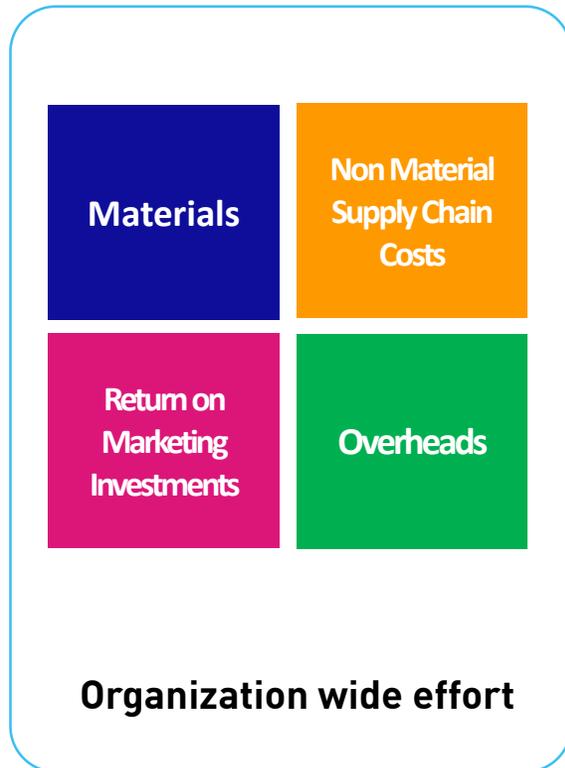
Purpose-Led, Future-Fit

GENERATE FUEL FOR GROWTH



Hindustan Unilever Limited

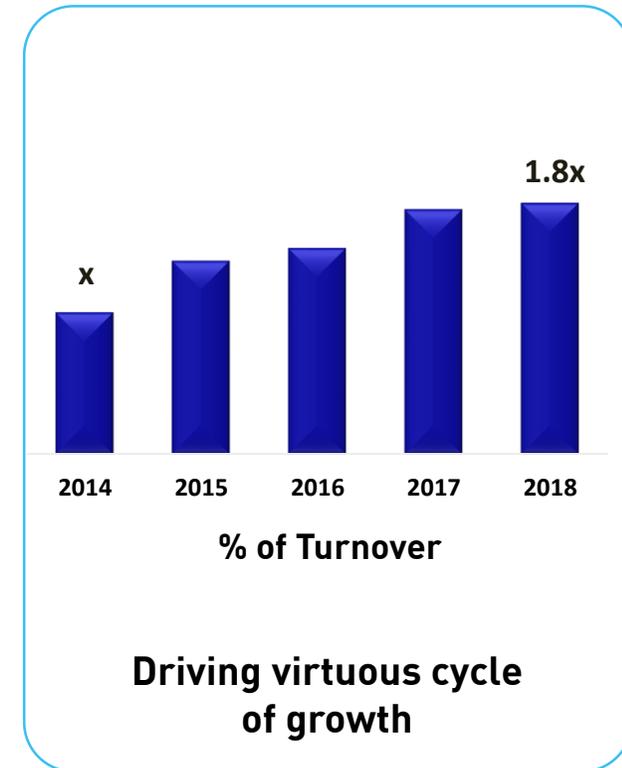
End-to-end cost focus



Powered by



Savings



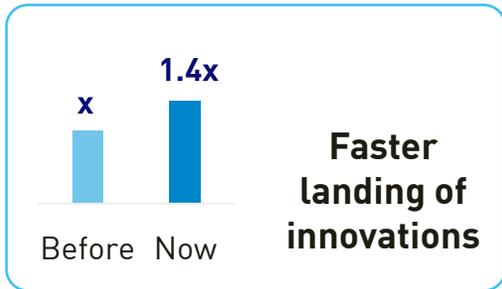
TOTAL SAVINGS > 7% OF TURNOVER

EXECUTE BRILLIANTLY



Hindustan Unilever Limited

Speed to market



Art of Pricing

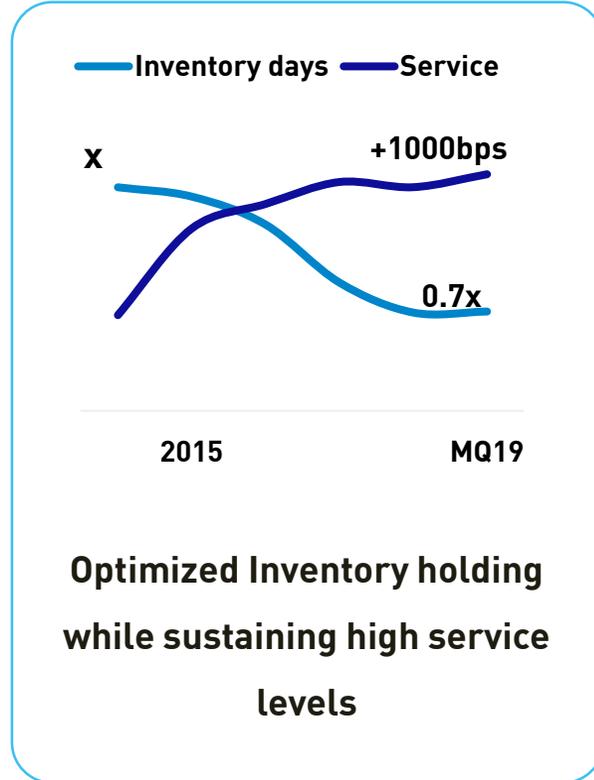
Right Pack

Right Place

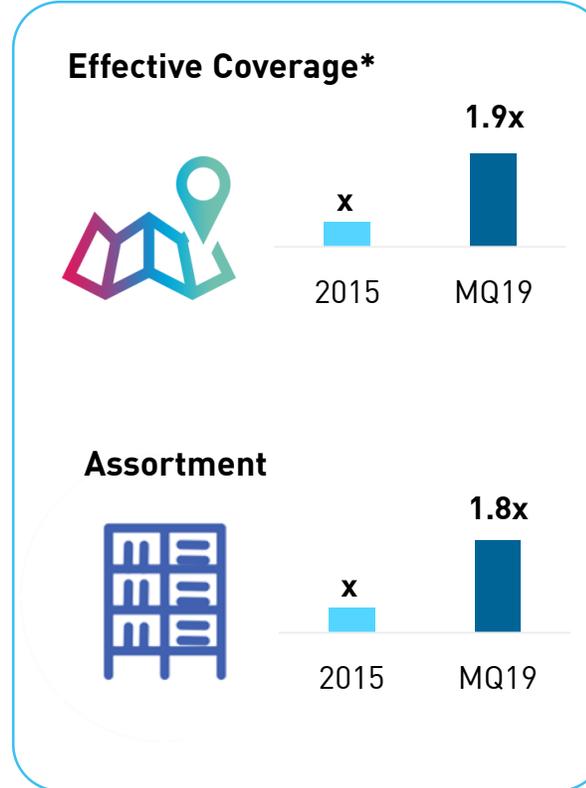
Right Price

NET REVENUE MANAGEMENT

Agile supply chain



Systematic expansion in coverage and assortment



Effective channel strategy

Accelerate Channels of Future

MT driving visibility

Ecom exploding

Traditional channels remain ever-relevant

*No. of outlets with monthly average billing >INR 500

OUR STRATEGY



Hindustan Unilever Limited

Building Blocks

Portfolio

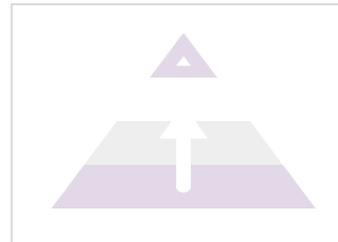
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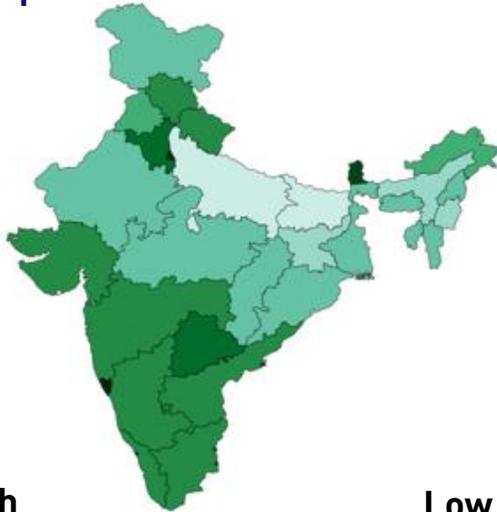
Purpose-Led, Future-Fit

CREATE NEW STRUCTURES



India
A heterogeneous country

Example:



Nominal Gross Regional Domestic Product Per Capita (US\$)



WiMI-led distinctive strategy at cluster level

Low Penetration Markets



Grow by removing barriers of proxy usage

Other Markets



Leverage by increasing usage occasions



CCBTs empowerment bringing in agility



15 mini-boards with cross-functional participation



More consumer & customer centric

Land bigger, faster innovations



Free Leadership to focus on longer term goals, manage disruption and explore inorganic growth opportunities

TRANSFORM CULTURE



Hindustan Unilever Limited

Build diverse and inclusive workplace



+2000 bps
improvement in
gender balance in
last 8 years

Embracing inclusion beyond gender
and breaking stereotypes



#NoOneleftbehind
Unstereotype the workplace



**#unstereotype the workplace
FOR EVERYONE.**

Focus on holistic wellbeing



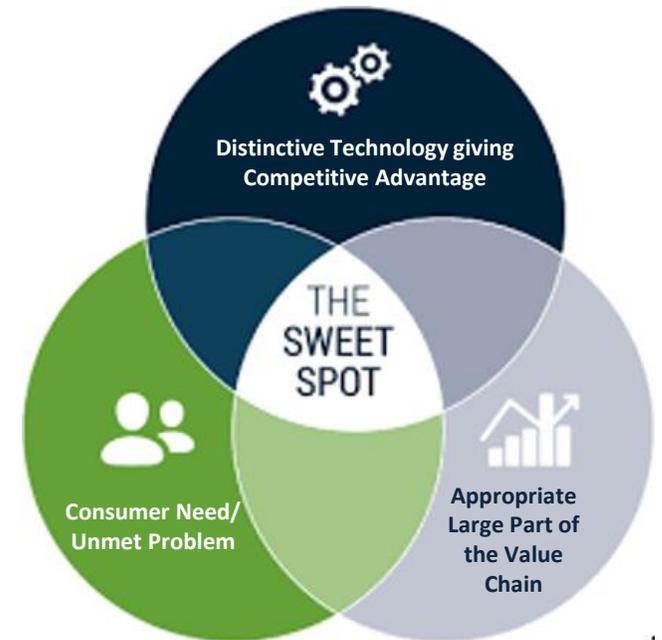
People with
purpose



Physical and
mental wellbeing

HUL Awarded
**'Unilever Health and
Wellbeing'** Gold
Category Award

Nurture experimentation culture



OUR STRATEGY

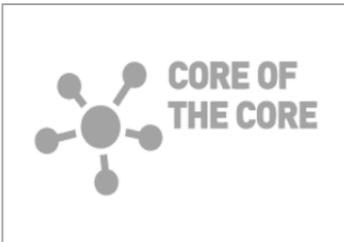


Hindustan Unilever Limited

Building Blocks

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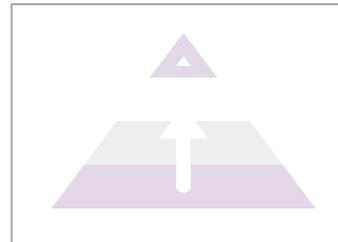
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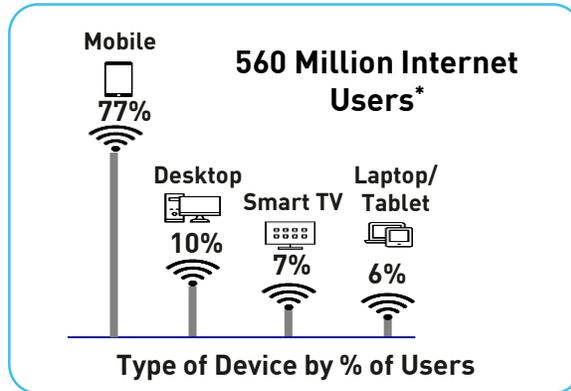
Purpose-Led, Future-Fit

DIGITAL TRENDS SHAPING INDIA

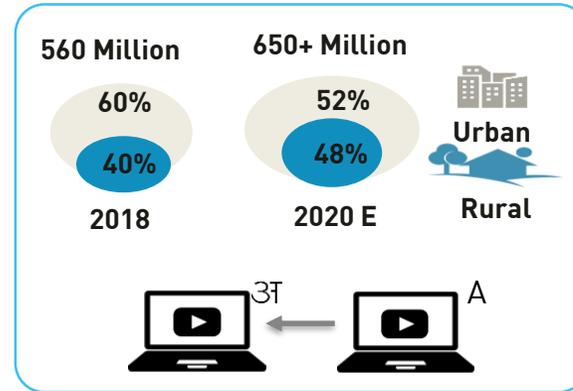


Hindustan Unilever Limited

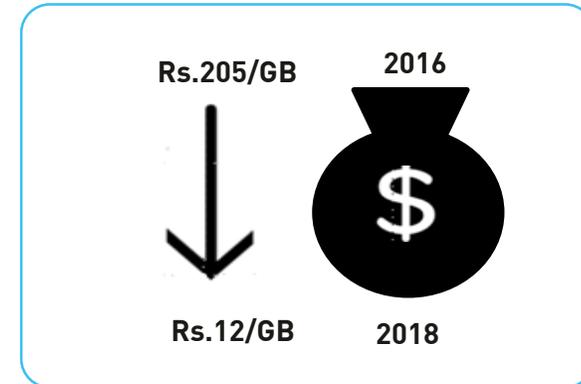
Shift to mobile viewing



Rise of rural & vernacular content



Plummeting data costs Increased usage



Exponential data growth

24.3 Billion Annual Digital Payment Transactions*

+ India stack



3rd largest start-up Ecosystem in the world#

7,200+ TECH STARTUPS

Data Sources: * India's Trillion Dollar Opportunity Feb 2019, MEITY. Decoding Digital Impact; 2017 Report by BCG & Google; YT data extracted in April 2018 Kantar IMRB Internet Report 2017,2018; 2017 KPMG Google Report on Indian Languages – Defining India's Internet,

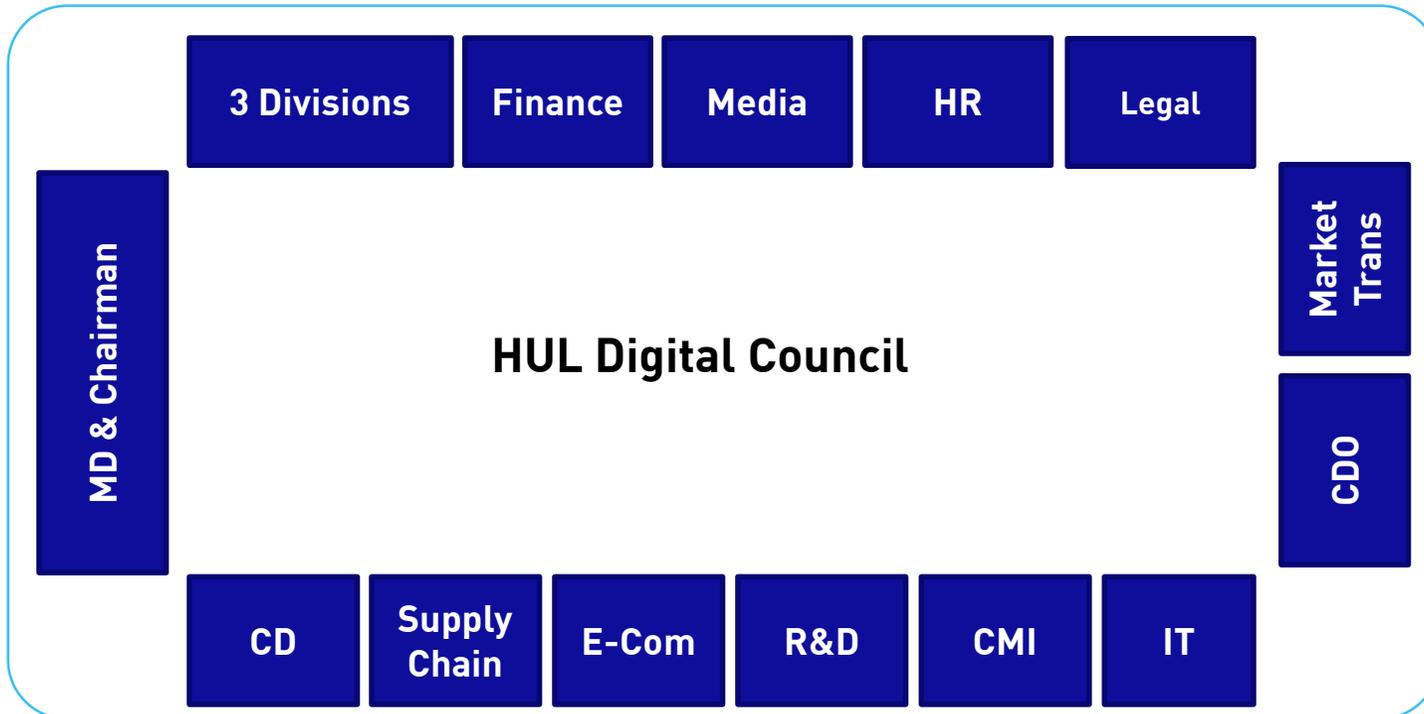
Nasscom Indian Startup Ecosystem Report 2018

A FULL PROGRAM ACROSS BUSINESS

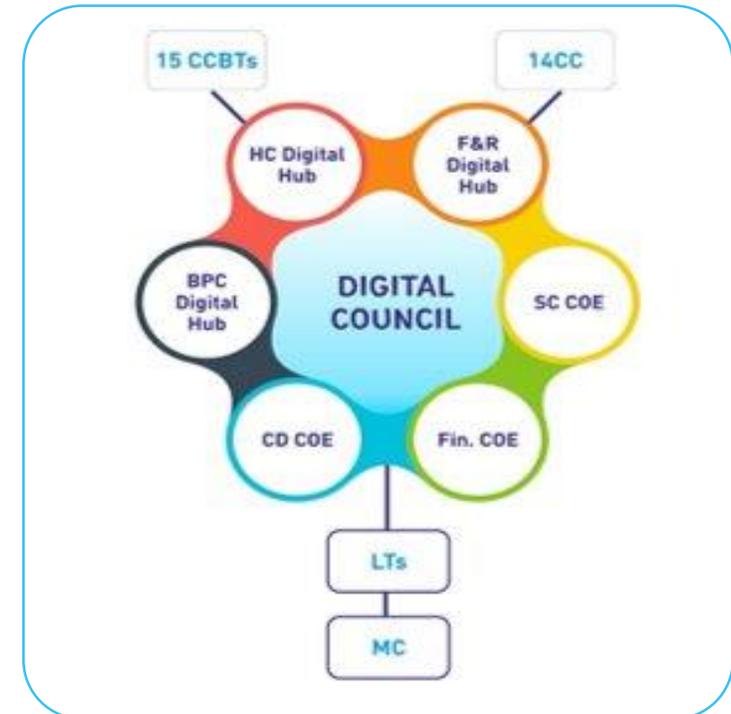


Hindustan Unilever Limited

HUL Digital Council: Representation across functions



Organization designed to enable digital transformation



PARTNERSHIPS WITH START-UP ECO SYSTEM

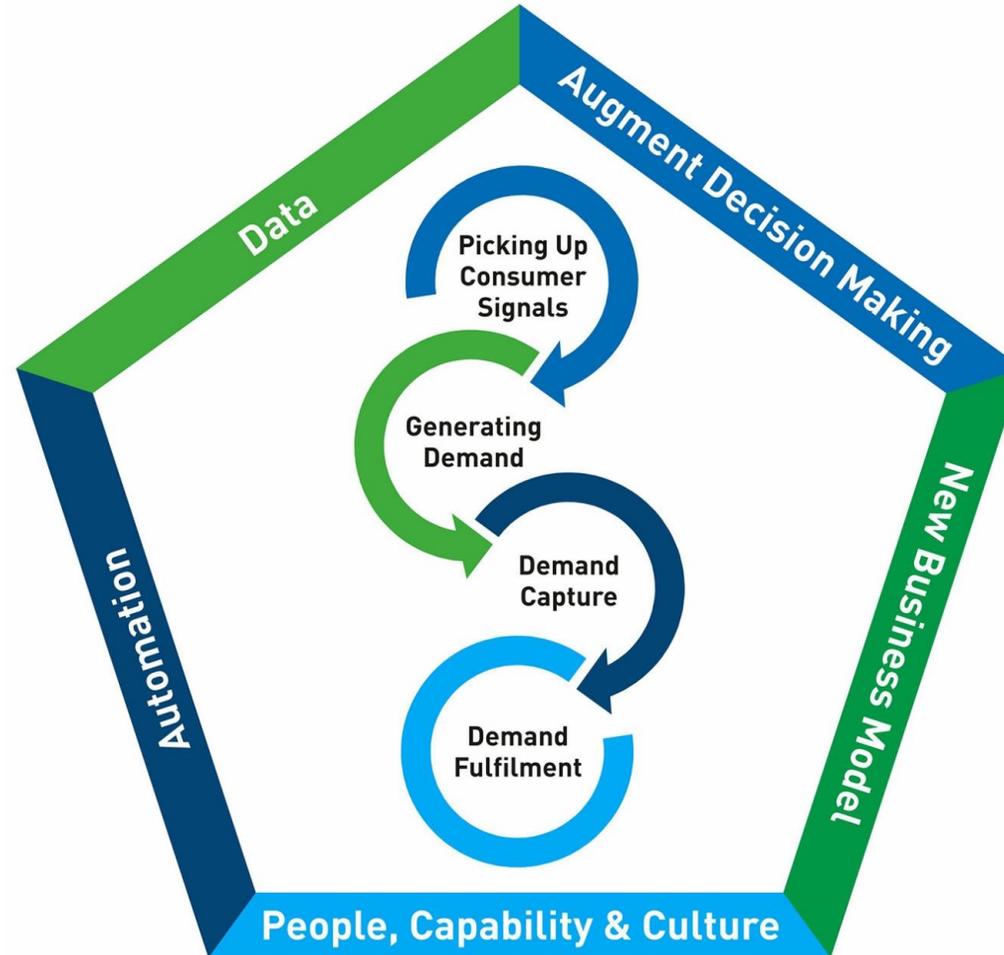
CD: Customer Development | CMI: Customer Marketing Insights | CDO: Chief Data Officer | Market Trans: Market Transformation
COE: Centre Of Excellence | LT: Leadership Team | CC: Consumer Cluster | MC: Management Committee

OUR DIGITAL TRANSFORMATION PROGRAM

RE-IMAGINING HUL



Hindustan Unilever Limited

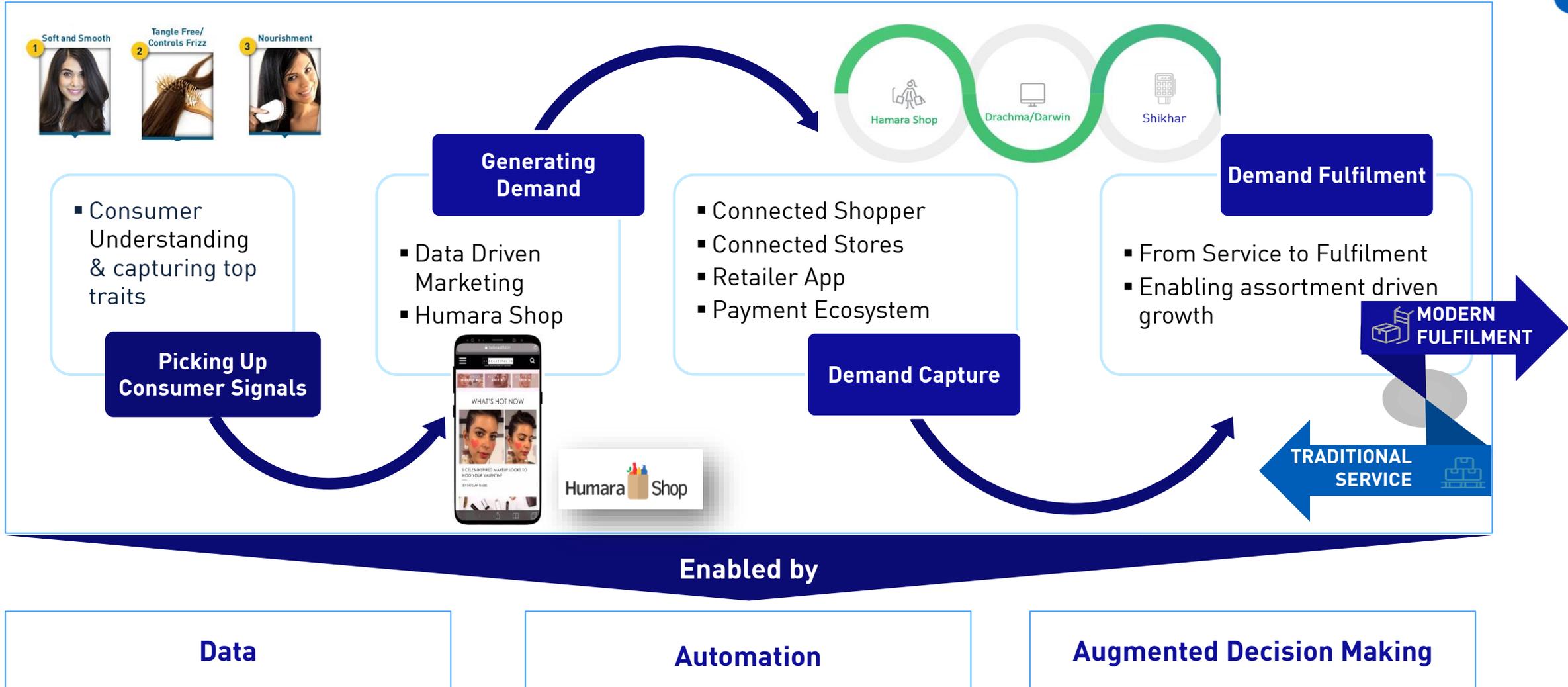


AN INTEGRATED E2E ORGANIZATION CHANGE PROGRAM LEVERAGING TECHNOLOGY

RE-IMAGINING HUL



Hindustan Unilever Limited



OUR STRATEGY

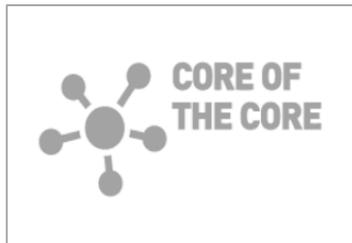


Hindustan Unilever Limited

Building Blocks

Portfolio

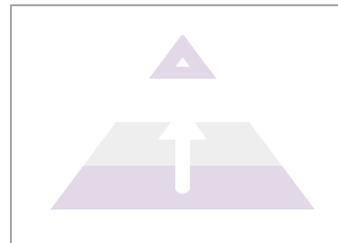
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Rigour and Discipline

4. Generate fuel for growth



5. Execute brilliantly



Enabled by

6. Create new structures



7. Transform culture



8. Build capabilities (Re-imagining HUL)



Purpose-Led, Future-Fit

MAKE SUSTAINABLE LIVING COMMONPLACE



DRIVEN BY PURPOSE : OUR SUSTAINABILITY PLAN



Hindustan Unilever Limited

Water



**Hindustan Unilever
Foundation**

> 700 BILLION LITRES
of water saved

Health and well-being



> 150 MILLION
people impacted till date

Enhancing livelihoods



100,000+
Shakti entrepreneurs

> 5,20,000
Youth benefited with Rin
Career Academy

> 2.9 million
people benefited under
Prabhat

Sustainable sourcing



100% TOMATOES
65% TEA
sourced sustainably

Becoming plastic neutral



REDUCE
REUSE
RECYCLE
RECOVER

DRIVEN BY PURPOSE : OUR SUSTAINABILITY PLAN



Hindustan Unilever Limited

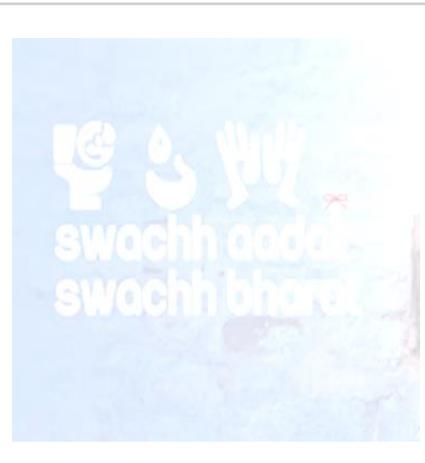
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Career Academy

> 2.9 million
people benefited under
Prabhat

Sustainable sourcing



100% TOMATOES
65% TEA
sourced sustainably

Becoming plastic neutral



REDUCE
REUSE
RECYCLE
RECOVER



Hindustan Unilever Limited



AV 1: START A LITTLE GOOD – WATER



Hindustan Unilever Limited



AV 2: HINDUSTAN UNILEVER FOUNDATION (HUF)

DRIVEN BY PURPOSE : OUR SUSTAINABILITY PLAN



Hindustan Unilever Limited

Water



**Hindustan Unilever
Foundation**

> 700 BILLION LITRES
of water saved

Health and well-being



> 150 MILLION
people impacted till date

Enhancing livelihoods



100,000+
Shakti entrepreneurs

> 5,20,000
Youth benefited with Rin
Career Academy

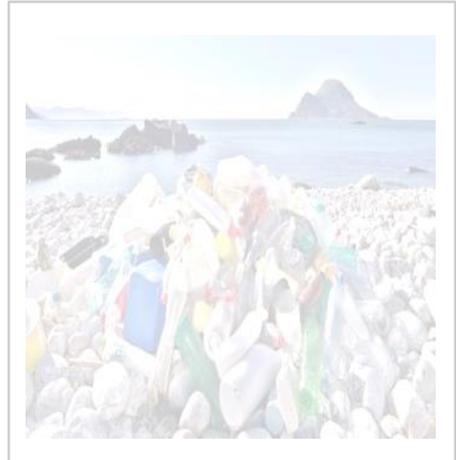
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Prabhat

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REDUCE
REUSE
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RECOVER

DRIVEN BY PURPOSE : OUR SUSTAINABILITY PLAN



Hindustan Unilever Limited

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Sustainable sourcing



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65% TEA
sourced sustainably

Becoming plastic neutral



REDUCE
REUSE
RECYCLE
RECOVER



Hindustan Unilever Limited



AV 3: SHAKTI

DRIVEN BY PURPOSE : OUR SUSTAINABILITY PLAN



Hindustan Unilever Limited

Water



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RECOVER

DRIVEN BY PURPOSE : OUR SUSTAINABILITY PLAN



Hindustan Unilever Limited

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Prabhat

Sustainable sourcing



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65% TEA
sourced sustainably

Becoming plastic neutral



**REDUCE
REUSE
RECYCLE
RECOVER**



Hindustan Unilever Limited



AV 4: START A LITTLE GOOD – PLASTIC

CLEAR AND COMPELLING GOAL



Hindustan Unilever Limited

4G Growth



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

HUL IS RE-INVENTING ITSELF TO BE PURPOSE-LED, FUTURE-FIT



Hindustan Unilever Limited



THANK YOU

For More Information



Hindustan Unilever Limited

VISIT OUR WEBSITE

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

Investor Relations

Annual Investor Meet 2019

> HUL's Annual Investor Meet 2019 will be held on 7th June 2019, Friday, at the HUL Head Office in Mumbai



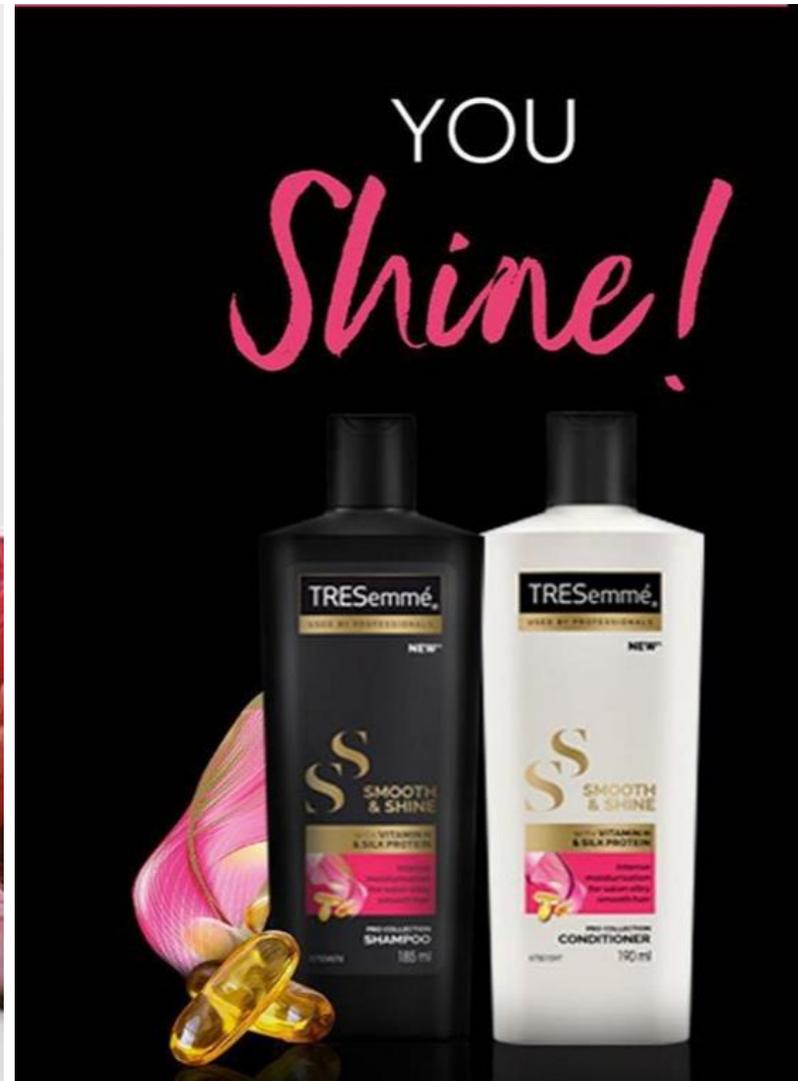
Beauty & Personal Care

Sandeep Kohli, Executive Director BPC

Annual Investor Meet | 7th June 2019



Hindustan Unilever Limited



FY 2018-19 PERFORMANCE HIGHLIGHTS



Hindustan Unilever Limited

Strong Brands

**7 Brands with
Turnover > 1000 Crores**

Net Sales

**Double Digit Turnover
Growth**

Operating Margin

**27% Operating margin*
~46 Bps# ▲**

* Segment Margins (EBIT) FY 2018-19 excludes exceptional items

Operating margin improvement in one year (FY'19 Vs. FY'18)

STRONG POSITION IN ALL KEY CATEGORIES



Hindustan Unilever Limited



#1

**Skin
Cleansing**



#1

Skin Care



#1

Hair Care



#2

Oral Care



#3

Deodorants



#1

Make up

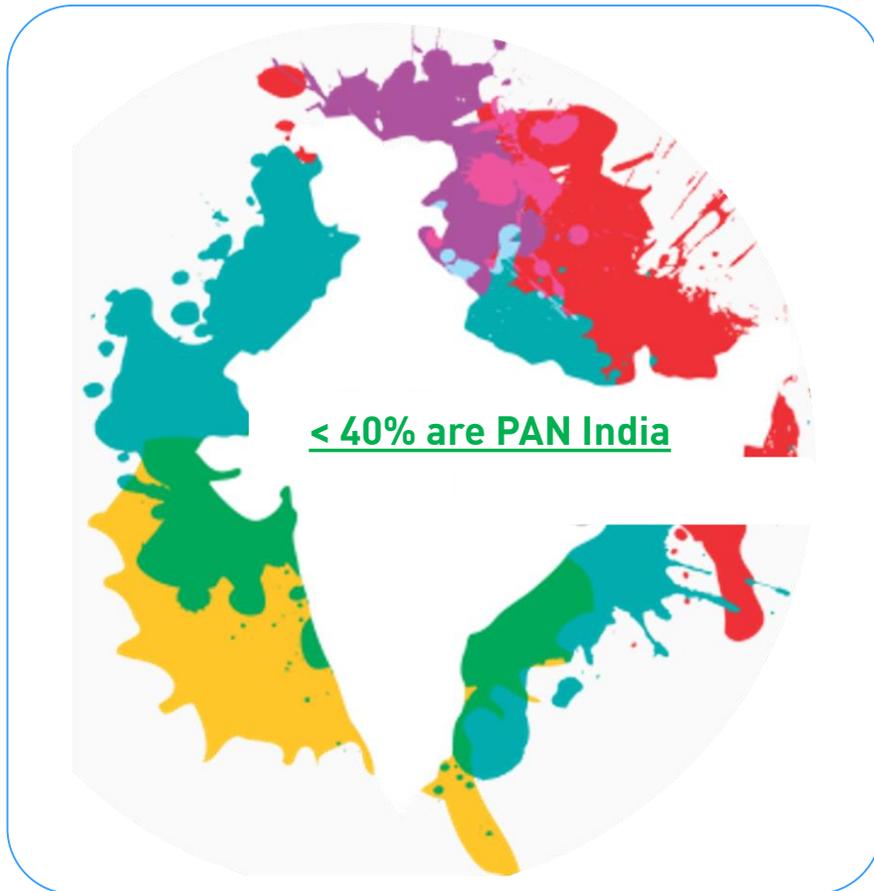
PORTFOLIO HELPS US TO WIN IN MANY INDIAS

900+ SKUs for BPC



Hindustan Unilever Limited

Tailored portfolio for each cluster



Portfolio covering all price tiers



OUR PURPOSE



**INSPIRE A BILLION INDIANS
TO TAKE MORE CARE OF THEIR PERSONAL CARE
AND THE BEAUTIFUL COUNTRY WE SHARE**

OUR STRATEGY



Hindustan Unilever Limited

Growth Segments

Core



Premium



Market Development



New Spaces



Growth Channels

MT



E-Comm



Health & Beauty



New Marketing Models

Data Driven Marketing



Content



No one:
Absolutely no one:
Did you notice Priyanka Chopra's chocolate highlights?
You think I can rock 'em!"

Purposeful Brands

Brand Engagement Platforms Rooted In Purpose



Hamam
100% Natural Neem Oil

MAKE EVERY CHILD SAFE. JOIN THE HAMAM MOTHERS' SAFETY FORCE.
Give a missed call on 9222 216 216 or log on to hamam.in
#GoSafeOutside

OUR STRATEGY



Hindustan Unilever Limited

Growth Segments

Core



Premium



Market Development



New Spaces



Channels

New Marketing Models

Purposeful Brands

Comm Health & Beauty



Data Driven Marketing



Content



Brand Engagement Platforms Rooted In Purpose



GROWTH SEGMENTS: CORE

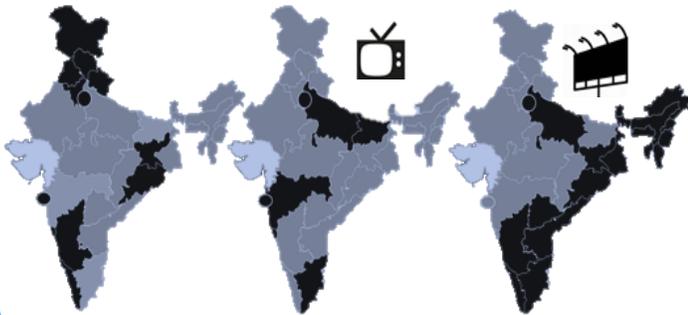


Hindustan Unilever Limited

Recruit more users

Annual Penetration Quarterly Penetration

Using Data Analytics to Drive mix



Drive access packs



Keep brands aspirational





Hindustan Unilever Limited



AV 01: LUX TVC

GROWTH SEGMENTS: PREMIUM



Hindustan Unilever Limited

New benefit spaces

Leading trends

"I did not expect such a change, my skin is glowing!"
Aadishree, Stylist

Take the Dove 7 clay test

Switch to Dove for softer, smoother and glowing skin.

LAKME 9to5
CC CLEAR FOUNDATION CREAM
CC CLEAR FOUNDATION CREAM

Fajr's Lovely BB CREAM
JUST RIGHT MAKEUP LOOK

POND'S
white beauty BB+
All-in-One BB+ Foundation Cream SPF 30 PA+++

ARGAN OIL NOURISHED MAKE-UP AND SKINCARE

LAKME REINVENT ABSOLUTE ARGAN OIL COLLECTION

Reverse up to 100% of hair damage from pollution!
New Dove Environmental Defence.

Shampoo and Conditioner

NEW TRESemmé KERATIN SMOOTH WITH KERATIN AND ARGAN OIL

3 DAYS OF SMOOTH, FRIZZ-CONTROLLED HAIR**

*Refers to new product formulation.

POND'S pure white face wash

3 Triple Action Glow
Fight dullness caused by pollution

GROWTH SEGMENTS: MARKET DEVELOPMENT



Hindustan Unilever Limited

The opportunity

$$\text{PCC in India} = \frac{1}{2} \text{ PCC in Indonesia}$$

Our approach



GROWTH SEGMENTS: NEW SPACES



Hindustan Unilever Limited

Naturals



Mens





Hindustan Unilever Limited



AV 02: INDULEKHA TVC

OUR STRATEGY



Hindustan Unilever Limited

Growth Segments

Core



Premium



Market Development



New Spaces



Growth Channels

MT



E-Comm



Health & Beauty



Marketing Models

Content



Purposeful Brands

Brand Engagement Platforms Rooted In Purpose



GROWTH CHANNELS



Hindustan Unilever Limited

Modern Trade



E-Commerce



Health & Beauty



OUR STRATEGY



Hindustan Unilever Limited

Growth Segments

Core



Premium



MD



New Spaces



Growth Channels

MT



E-Comm



H&M



Useful Brands

Engagement platforms
noted in purpose



New Marketing Models

Data Driven
Marketing



Content

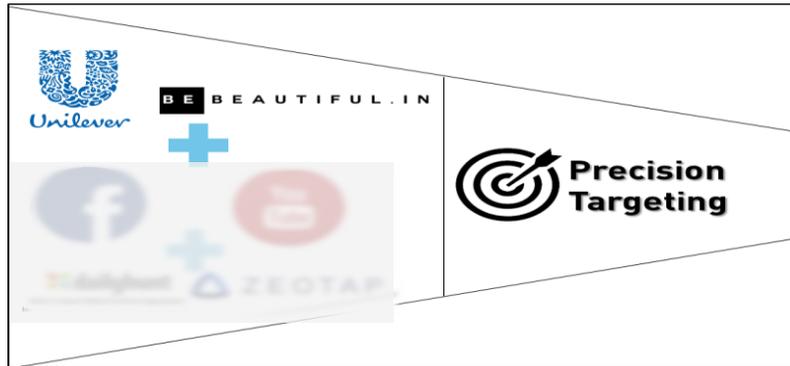


NEW MARKETING MODELS



Hindustan Unilever Limited

Data driven marketing



This collage highlights various POND'S products and marketing messages. It includes a laptop with the text 'Don't let work stress affect your skin', a list of oils (ARGAN OIL, ROSE OIL, MARULA OIL, JOJOBA), a tube of 'SWEET SLEEP' cream, and a jar of 'WAKE UP TO YOUNGER LOOKING SKIN!' cream. At the bottom, there's a message 'Turn Back Time, Bring Back Youthful Skin!' and a product shot of 'POND'S age miracle™ Eye Cream with RP-C 24'. The terms 'ROI' and 'BRAND EQUITY' are prominently displayed with upward arrows.

Content

#Beauty and Personal Care Wikipedia

BE BEAUTIFUL . IN

YOUR EVERYDAY BEAUTY EXPERT

The content block consists of two parts. The left part is a 'MYTH BUSTING' article titled 'SUNSCREEN MAKES OILY SKIN OILIER'. It states: 'Look for a lightweight sunscreen formula or an oil-free moisturiser with SPF that will hydrate and protect your skin. Re-apply every 3 hours.' The right part is a social media-style post featuring Priyanka Chopra. It says: 'No one : Absolutely no one : Me : Did you notice Priyanka Chopra's chocolate highlights? Do you think I can rock it?'.



Hindustan Unilever Limited



AV 03: BE BEAUTIFUL

OUR STRATEGY



Hindustan Unilever Limited

Growth Segments

Core



Premium



Market Development



New Spaces



Growth Channels

MT



E-Comm

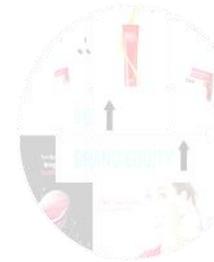


Health & Beauty



New Markets

Data Driven Marketing



Purposeful Brands

Brand Engagement platforms rooted in purpose



PURPOSEFUL BRANDS

Brand engagement platform rooted in Purpose



Hindustan Unilever Limited

Dove #ShowUs



Fair & Lovely

FAL Foundation





Hindustan Unilever Limited

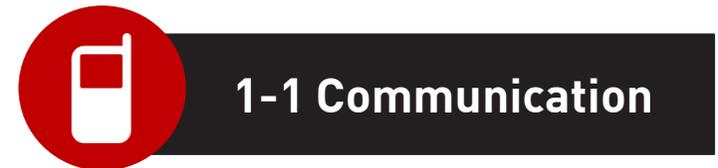
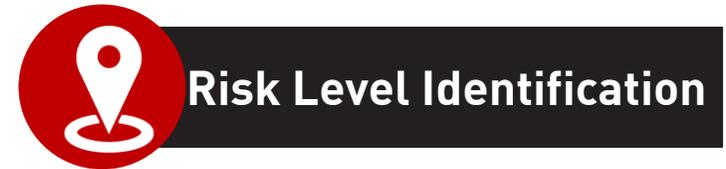
 **AV 04: FAIR & LOVELY TVC**

PURPOSEFUL BRANDS

Connecting with “media dark” India via Lifebuoy Infection Alert System



Hindustan Unilever Limited



PURPOSEFUL BRANDS

HAMAM #GoSafeOutside



Hindustan Unilever Limited



Self Defence Training



Watch on Crime



Secured Mother's Network



1-1 Communication



Hindustan Unilever Limited



AV 05: HAMAM PURPOSE

OUR STRATEGY



Hindustan Unilever Limited

Growth Segments

Core

Premium

Market Development

New Spaces

Growth Channels

MT

E-Comm

Health & Beauty

New Marketing Models

Data Driven Marketing

Content

No one:
Absolutely no one:
* Did you notice Priyanka Chopra's chocolate highlights?
"You think I can rock 'em!"

Purposeful Brands

Brand Engagement Platforms Rooted In Purpose

Hamam

MAKE EVERY CHILD SAFE. JOIN THE HAMAM MOTHERS' SAFETY FORCE.

#GoSafeOutside

INSPIRE A BILLION INDIANS TO TAKE MORE CARE OF THEIR PERSONAL CARE AND THE BEAUTIFUL COUNTRY WE SHARE

THANK YOU !



Hindustan Unilever Limited



Home Care

Priya Nair, Executive Director HC
Annual Investor Meet | 7th June 2019



Hindustan Unilever Limited



FY 2018-19 PERFORMANCE HIGHLIGHTS

Strong Brands



**4 Brands with
Turnover > 1000 Crores**

Net Sales



**Double Digit Turnover
Growth**

Operating Margin



**17% Operating margin*
~160 Bps# ▲**

** Segment Margins (EBIT) FY 2018-19 excludes exceptional items*

Operating margin improvement in one year (FY'19 Vs. FY'18)

STRONG POSITION IN ALL KEY CATEGORIES



#1

Laundry



#1

**Household
Care**



#3

**Water
Purifiers**

OUR PURPOSE



Making
your home
a better world



Making
our world
a better home.

Home Care



OUR STRATEGY

Growth Segments

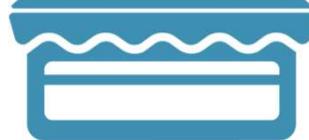
Premiumization



Growth Channels

MT

SUPERMARKET



E-Comm



Building Future Formats & Benefits



Purposeful Brands



OUR STRATEGY



Hindustan Unilever Limited

Growth Segments

Premiumization



Growth Channels

MT

SUPERMARKET



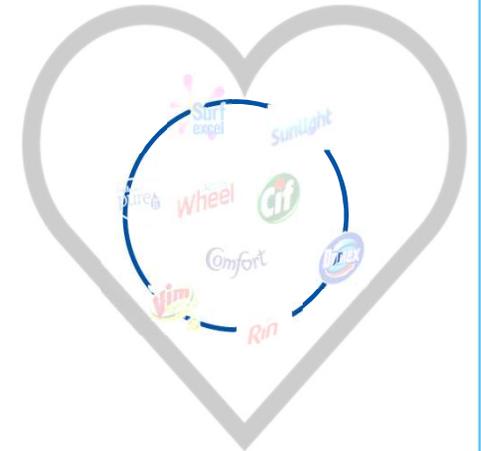
E-Comm



Building Future Formats & Benefits

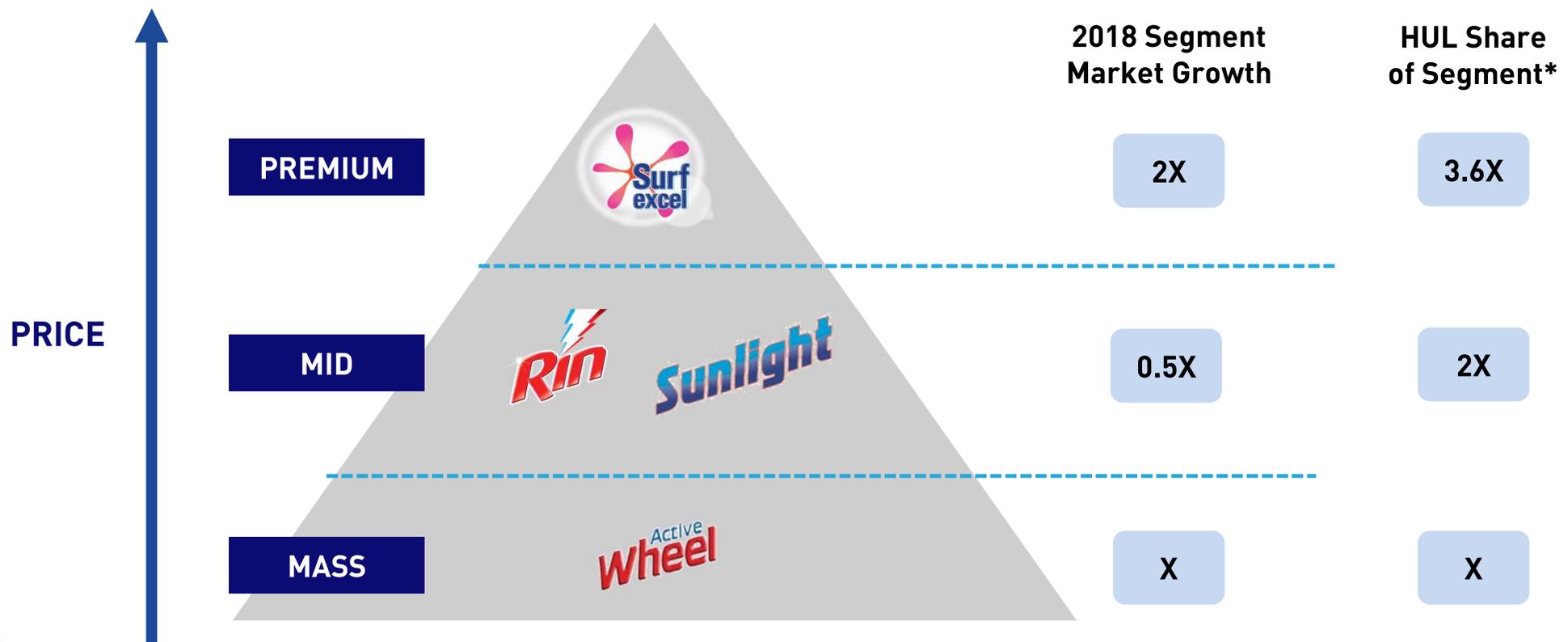


Purposeful Brands



PREMIUMIZATION IN LAUNDRY

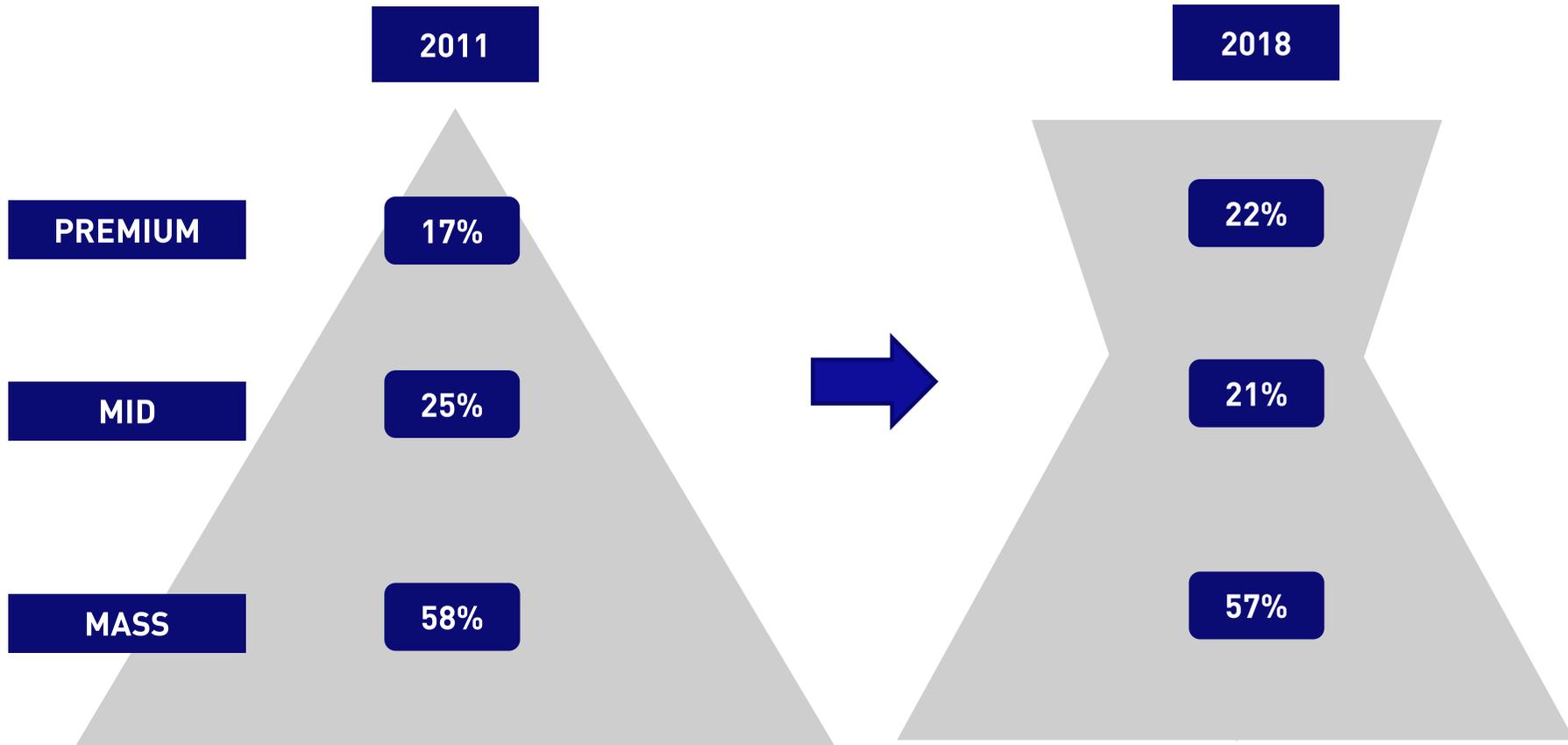
PORTFOLIO GEARED TO DRIVE UPGRADATION



*Nielsen: MAT April 2019

PREMIUMIZATION IN LAUNDRY

WE HAVE RESHAPED THE MARKET SIGNIFICANTLY TO PREMIUM



PREMIUMIZATION MODEL

Building strong brand equity



Driving access

Rs 5/10 Packs



OUR STRATEGY

Growth Segments

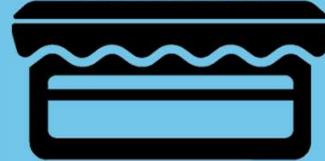
Premiumization



Growth Channels

MT

SUPERMARKET



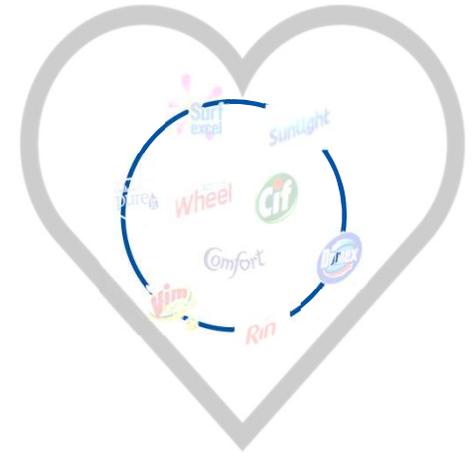
E-Comm



Building Future Formats & Benefits



Purposeful Brands



CHANNELS OF THE FUTURE



Hindustan Unilever Limited

Over indexed share

1.5X

Modern Trade + E-Commerce
Share over indexed compared to
General Trade

Seed future innovations



Use E-Commerce for new
innovations

Win in the online shelf



Point of Sale in E-Commerce provides
new opportunities

OUR STRATEGY



Hindustan Unilever Limited

Growth Segments

Premiumization



Growth Channels

MT

SUPERMARKET



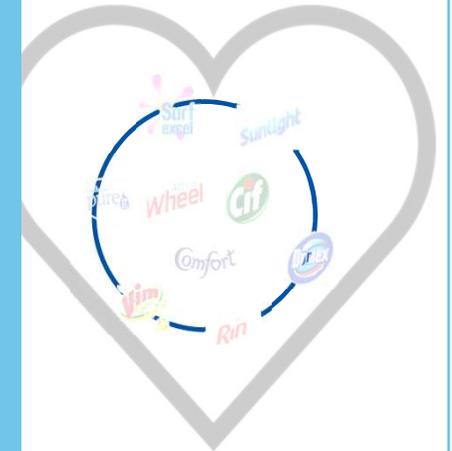
E-Comm



Building Future Formats & Benefits



Purposeful Brands



DEVELOPING FABRIC SOLUTIONS LIQUIDS



Hindustan Unilever Limited

Creating a portfolio



Easy Wash Liquid launch



▶ AV 1: Surf Excel Easy Wash Liquid



GROWING FABRIC CONDITIONERS THROUGH MARKET DEVELOPMENT

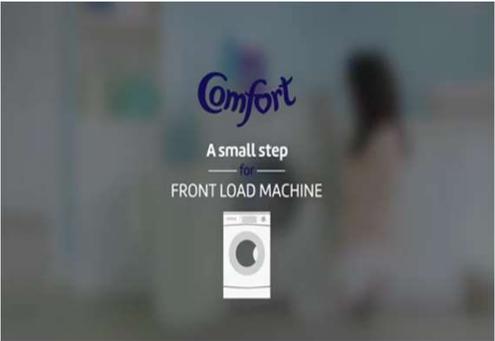


Hindustan Unilever Limited

Strong portfolio



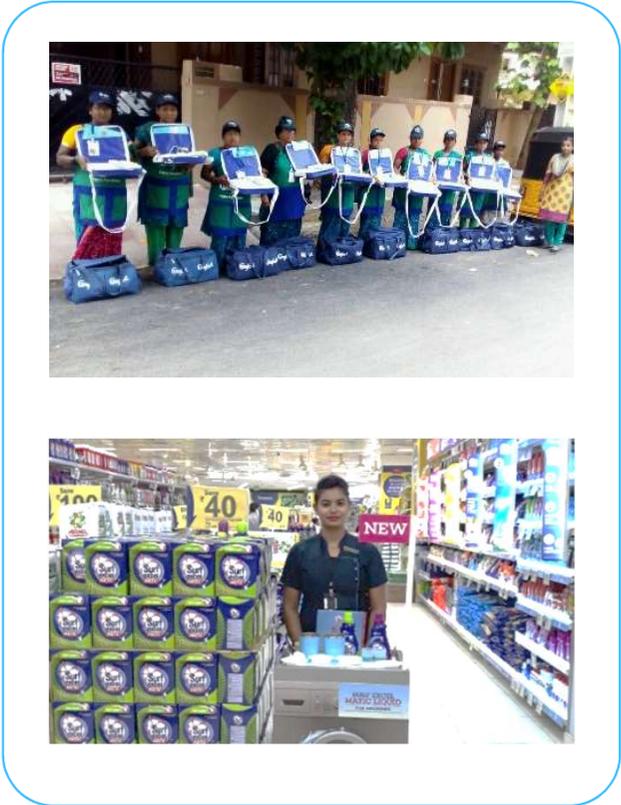
AV 2: Comfort



AV 3: Comfort



Home to home and in-store education



LEVERAGING DIGITAL TO BUILD LIQUID DISHWASH



Hindustan Unilever Limited

Building reach using digital media



21 Cities

Precision marketing



No scratches



Removes malodor



AV 4 & 5: Vim Dishwash Liquid Gel



OFFERING A DIFFERENTIATED BENEFIT TO BUILD TOILET CLEANERS



Hindustan Unilever Limited

Portfolio

Rim Block



Liquid



Powder



▶ AV 6: Domex Powder



Proposition

Removes germs that cause malodor

Clean & not smelly



Changing the benefit ladder



BUILDING PUREIT

Grow portfolio of RO purifiers

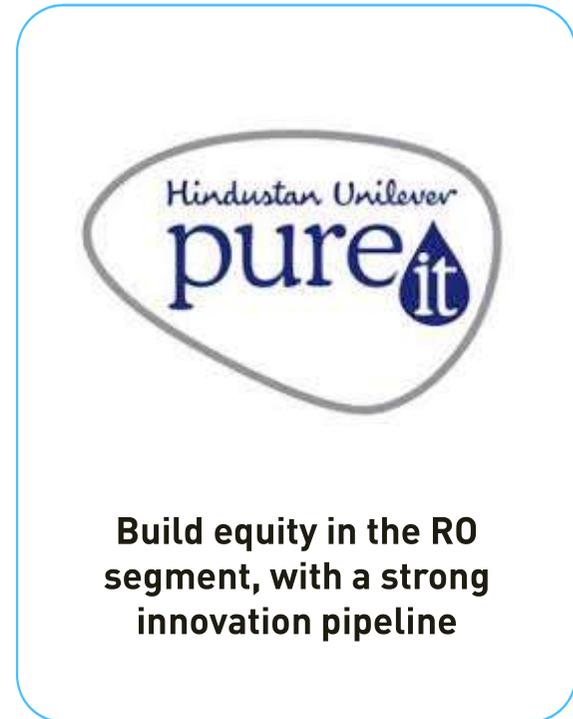


▶ AV 7: Pureit Copper RO



Hindustan Unilever Limited

Build brand equity in RO



OUR STRATEGY

Growth Segments

Premiumization



Growth Channels

MT

SUPERMARKET



E-Comm



Building Future Formats & Benefits



Purposeful Brands



ICONIC PURPOSE-LED BRANDS

NO.1 & NO.2 EQUITY BRANDS IN LAUNDRY, NO.1 BRAND IN HOUSEHOLD CARE*



Hindustan Unilever Limited

SURF EXCEL



RIN



WHEEL



VIM



DOMEX



*Brand Power Metric from Milward Brown

SURF EXCEL: HOLI CAMPAIGN



#RANGLAAYESANG



Becoming a part of popular culture with Holi
Festival of colours = Seamless fit with 'Dirt is Good'



The Big Idea: Our unique take on Holi
"If the colours of Holi bring people together, then **DIRT IS GOOD!**"



Translating into a complete activation package
Special Edition Holi packs

▶ AV 8: Surf Excel #RangLaayeSang

OUR STRATEGY



Hindustan Unilever Limited

Growth Segments

Premiumization



Growth Channels

MT



SUPERMARKET

E-Comm



Building Future Formats & Benefits



Purposeful Brands



MAKING YOUR HOME A BETTER WORLD | MAKING OUR WORLD A BETTER HOME

THANK YOU



Hindustan Unilever Limited



Foods & Refreshment

Sudhir Sitapati, Executive Director F&R

Annual Investor Meet | 7th June 2019



Hindustan Unilever Limited

ENJOY INTERNATIONAL TASTES AT HOME.

#dipsreadcook

kissan
SINCE 1934
Pizza & Pasta SAUCE

WITH 100% REAL VEGETABLES

KWALITY WALL'S

OREO
AND CREAM

SO ALPHONSO MANGO
WHY POP... NO FACTION

SHAMELESS VANILLA
HEY! PUT SOMETHING ON ME!

CRUNCHILICIOUS BUTTERSOTCH
IT'LL CRACK YOU UP!

BRU
Gold

BRU
IS ALWAYS
A GOOD
IDEA!

BRU
Gold

FY 2018-19 PERFORMANCE HIGHLIGHTS



Hindustan Unilever Limited

Strong Brands



**4 Brands with
Turnover > 500 Crores**

Net Sales



**Double Digit Turnover
Growth**

Operating Margin



**17% Operating Margin*
~180 Bps# ▲**

* Segment Margins (EBIT) FY 2018-19 excludes exceptional items

Operating margin improvement in one year (FY'19 Vs. FY'18)

STRONG POSITION IN ALL KEY CATEGORIES



#1

Tea



#2

Coffee



#1

Ketchup



#1

Jams*



#2

Ice Creams*

OUR PURPOSE

TO HELP SHAPE INDIA'S FOOD REVOLUTION

As one of India's largest Foods & Refreshment companies, we will use science & expertise to serve the majority of Indians by preserving the goodness of farm in a healthy, hygienic and sustainable way.

OUR STRATEGY



Hindustan Unilever Limited

Growth Segments



Growth Channels



M&A



*Subject to regulatory approvals



Purposeful Brands



OUR STRATEGY



Hindustan Unilever Limited

Growth Segments



Growth Channels

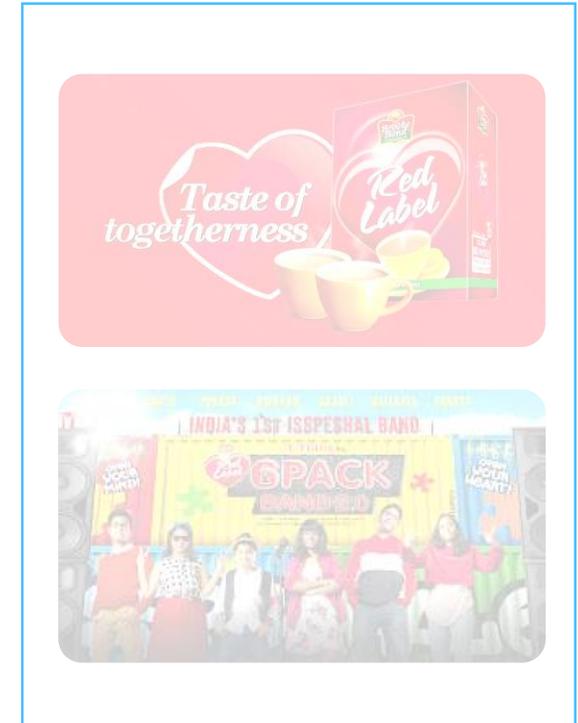


M&A



*Subject to regulatory approvals

Purposeful Brands



NATURAL CARE HAS SUCCESSFULLY LEVERAGED THE TREND OF HEALTH AND WELLNESS



Iconic brands



Persuasive communication with strong claims

▶ AV 02: Red Label Natural Care



Consistent results



Natural Care

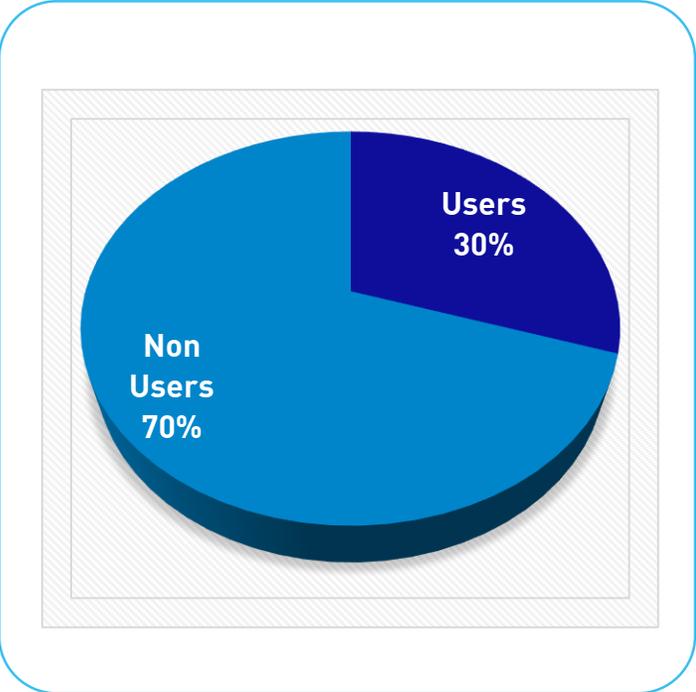
~2X

in the last 3 years

DEVELOPING THE KETCHUP MARKET IN INDIA



Underpenetrated category



Communication aimed at market development

AV 03: Kissan TVC



Leading the market development

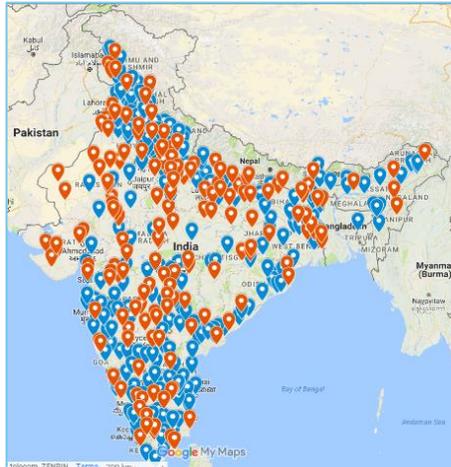
4 out of every 5 category entrants through kissan



REVISED STRATEGY HAS HELPED US DOUBLE OUR GROWTH RATES IN ICE CREAMS IN LAST 2 YEARS



Organic expansion



X Towns



6X Towns

2014

2019

Entering BOP



Kulfi Stick Rs. 10

Blockbuster innovations



OUR STRATEGY



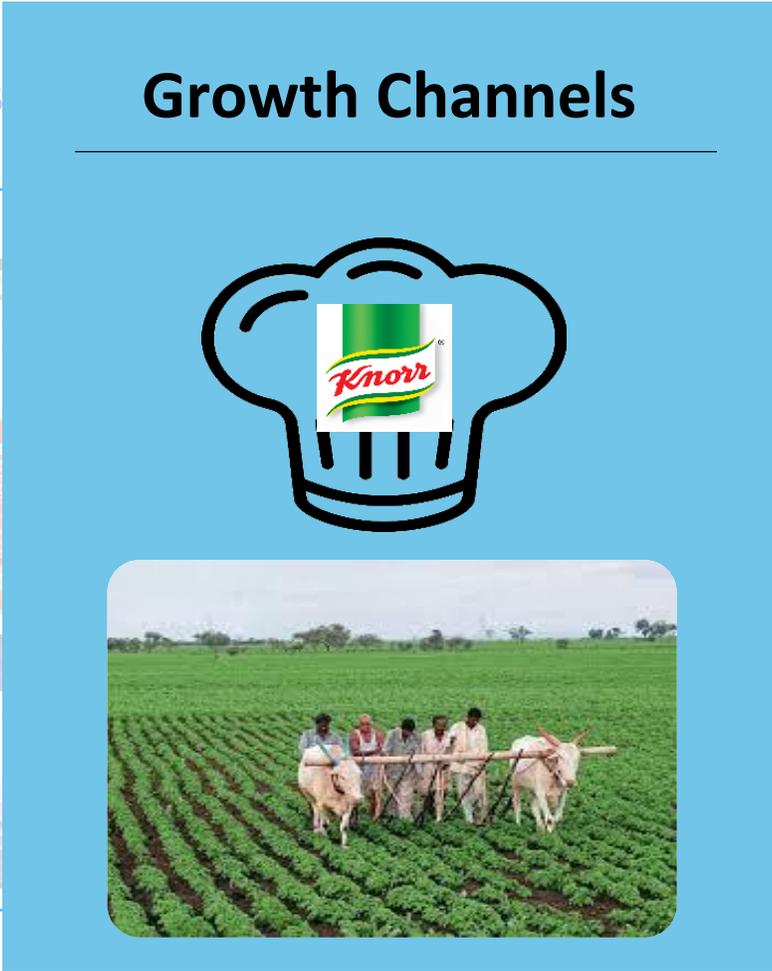
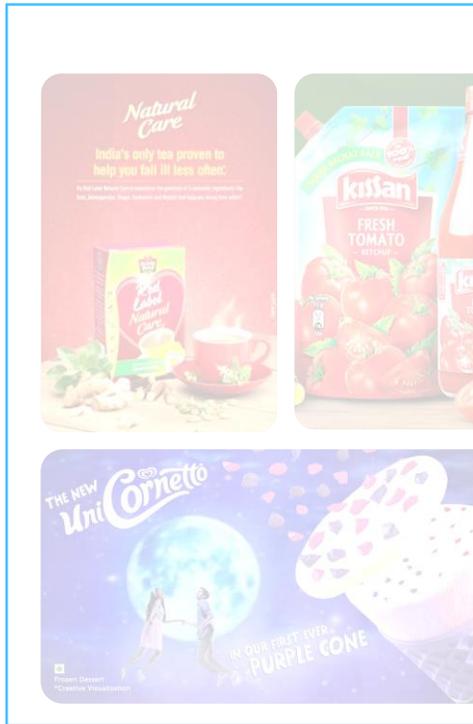
Hindustan Unilever Limited

Growth Segments

Growth Channels

M&A

Purposeful Brands



UNILEVER FOOD SOLUTIONS



Huge opportunity



Food Service
48 USD Bn



Pharmaceuticals
23 USD Bn



TV
12 USD Bn



Huge headroom to grow

Our strategy



Bring global successes to India

8 quarters of strong growth



3.5X

Local Chain Accounts



2X

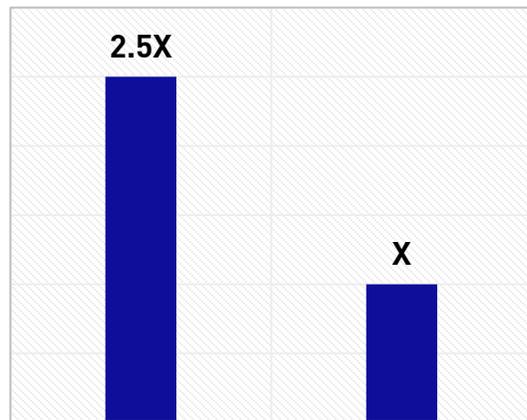
Star Hotels

TEA: BRILLIANT BASICS UNLOCKED MASSIVE OPPORTUNITY IN RURAL



Rural opportunity

HUL Tea market share



Urban India Rural India

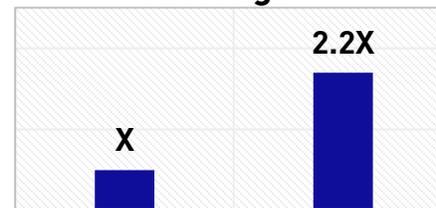
Under indexed rural share

Our strategy

▶ AV 04: Brooke Bond Taaza TVC



HUL Tea Direct Coverage



MQ 16

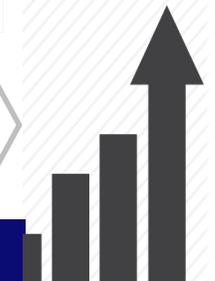
MQ 19

Significant results in last 3 years



2X

HUL TEA PORTFOLIO



OUR STRATEGY



Hindustan Unilever Limited

Growth Segments

Growth Channels

M&A

Purposeful Brands



HUL F&R CONUNDRUM WAS

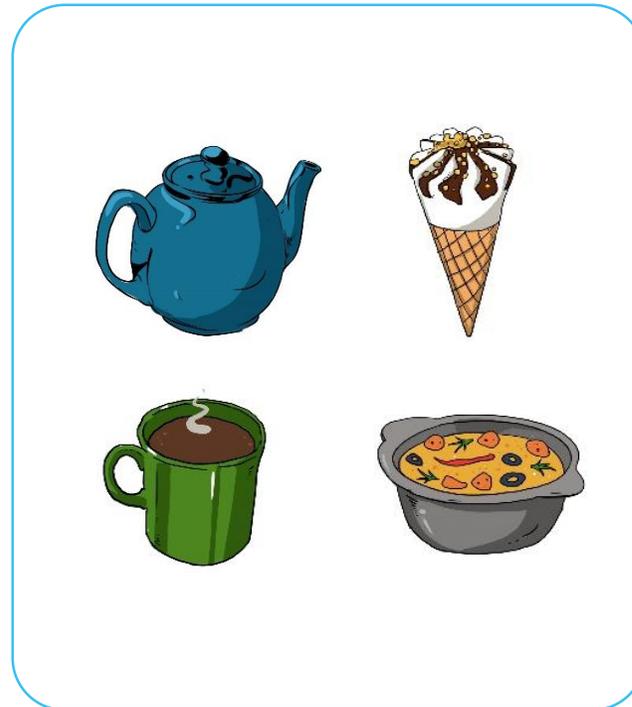


STRONG EXISTING BUSINESS

~7000 Crore
Double digit growth



Market leaders / winning shares



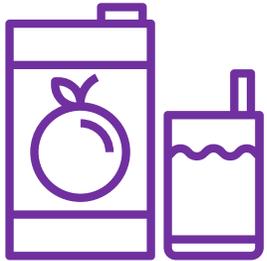
... BUT PLAYED IN SLOWER GROWING PARTS

HUL was playing in a relatively smaller, slower growing highly penetrated part of the market

HEALTH FOOD DRINKS (HFD) MARKET IN INDIA



Large & consolidated



**1 Billion Euro Market
With GSK dominance in
Shares**

Yet under-penetrated



25% Penetration

Brands with strong equity



Having strong margins



**With scope for even
higher margins**

HUL-GSK DEAL



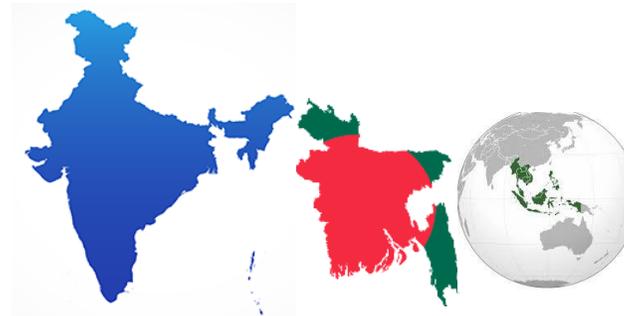
Portfolio



**Broad portfolio of
Nourishing Malt-based Drinks**

High EBIT margin

HFD deal contours



**Deal is global in scope
\$ 3.8 Bn - India**

20 Markets IPR & Commercial Op.

OTC/OH



OTC Portfolio

On commission selling agent

ON TRACK AS PER PLAN ON THE REGULATORY APPROVALS FOR THE MERGER

ADITYA ACQUISITION GIVES US Foothold IN NEWER MARKETS



HUL acquires Adityaa Milk Ice Cream brand

Adityaa Milk is a fast-growing brand and brings in distribution and portfolio synergies to Kwality Wall's across Maharashtra, Goa, Karnataka and Kerala

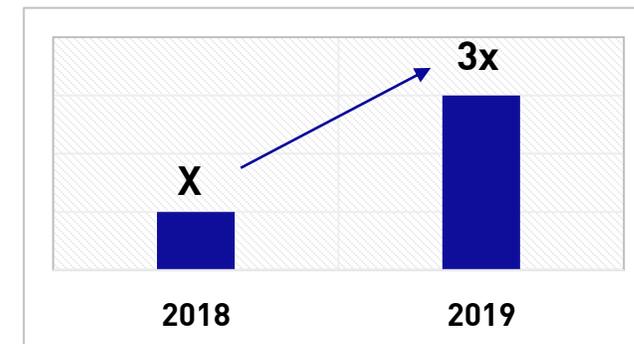


Enabled us to play BOP



Mini cone
Rs. 10

Unlocked physical availability in new markets



HUL + Adityaa cabinets in key markets*

*Kerala, Rest of Karnataka & Rest of Maharashtra

OUR STRATEGY

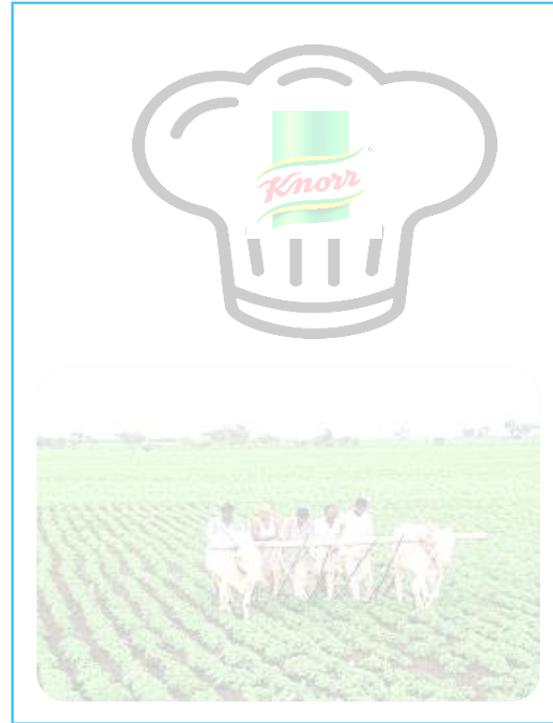


Hindustan Unilever Limited

Growth Segments



Growth Channels



M&A



Purposeful Brands



RED LABEL: TASTE OF TOGETHERNESS



Hindustan Unilever Limited



Purpose at the heart of all communications



Topics of relevance



Market leadership



External recognition

▶ AV 05: Red Label Purpose

MARKET LEADERSHIP IN TEA UNDERPINNED BY PURPOSE-LED ENGAGEMENTS

OUR STRATEGY



Hindustan Unilever Limited

Growth Segments



Growth Channels



M&A



Purposeful Brands



TO HELP SHAPE INDIA'S FOOD REVOLUTION



Hindustan Unilever Limited

THANK YOU

ENJOY
INTERNATIONAL
TASTES AT HOME.

#dipsreadcook



BRU
IS ALWAYS
A GOOD
IDEA!



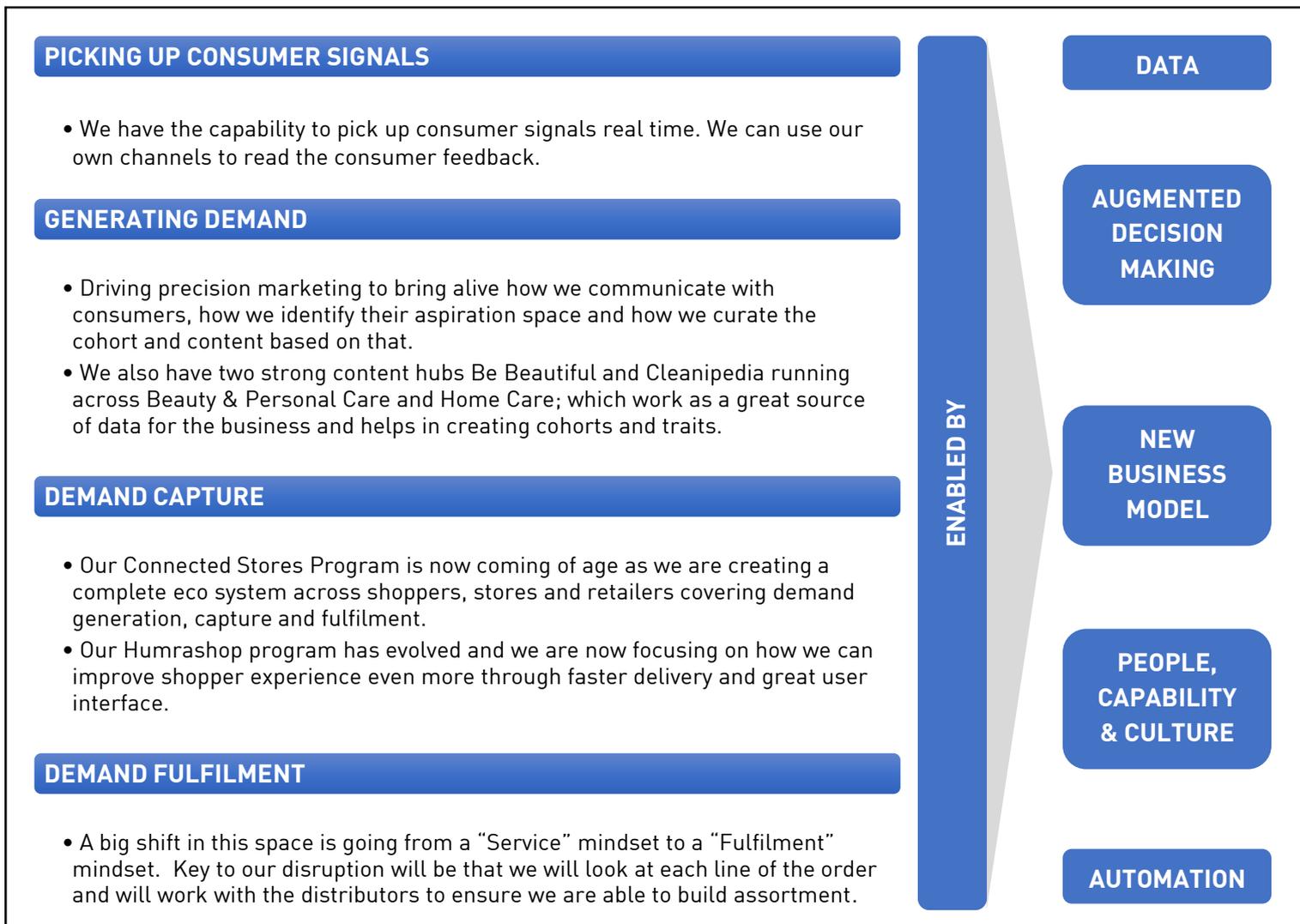
ANNUAL INVESTOR MEET 2019: BREAKOUT SESSION

RE-IMAGINING HUL: DIGITAL TRANSFORMATION TO BUILD A FUTURE FIT HUL

With a population 1.3 billion and a GDP of ~US\$2.6 trillion, India's ascend to the world economy is a well-known story. However, critical to India's next growth trajectory will be the surge in the digital ecosystem that will catapult it to a US\$ 10 trillion economy. Today the country has 1.2 billion* mobile phone subscriptions and 560 million* internet subscribers, making it one of the fastest digitising country. A mammoth 8.3 GB* per capita data consumption/ month is making it one of the highest data consuming market. In 2018, Indians have downloaded 12 billion* apps, changing the dynamics of consumer experience. Despite these staggering numbers, only ~50% of Indians are online, speaking volumes of the huge disparity across India. We call it 'the Great Divide', which is making it imperative for us to serve all of India.

With disruption becoming par for the course, we observe different retailer and distributor's business models and a non-linear consumer journey. To be at the forefront of such a changing ecosystem, we continue to put a big thrust on leveraging technology and data-led decision-making. We are choreographing an integrated end-to-end organization change program across functions as encapsulated in our vision 'Re-imagining HUL'. Today we don't have full visibility to the extent of growth potential in the market due to asymmetry of information across the value chain. An integrated solution will bring information together in a more harmonised manner which we believe will help us leverage the full potential of growth.

The 'Re-imagining HUL' program in summary:



Collectively, these initiatives will strengthen our data moat, and build an organization which is purpose led and future fit.