



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

2nd August, 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: Investor Presentation

Pursuant to the Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith a copy of the presentation to be made to a group of investors at Mumbai today.

You are requested to take the above information on your record.

Thanking You.

Yours faithfully,

For Hindustan Unilever Limited

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



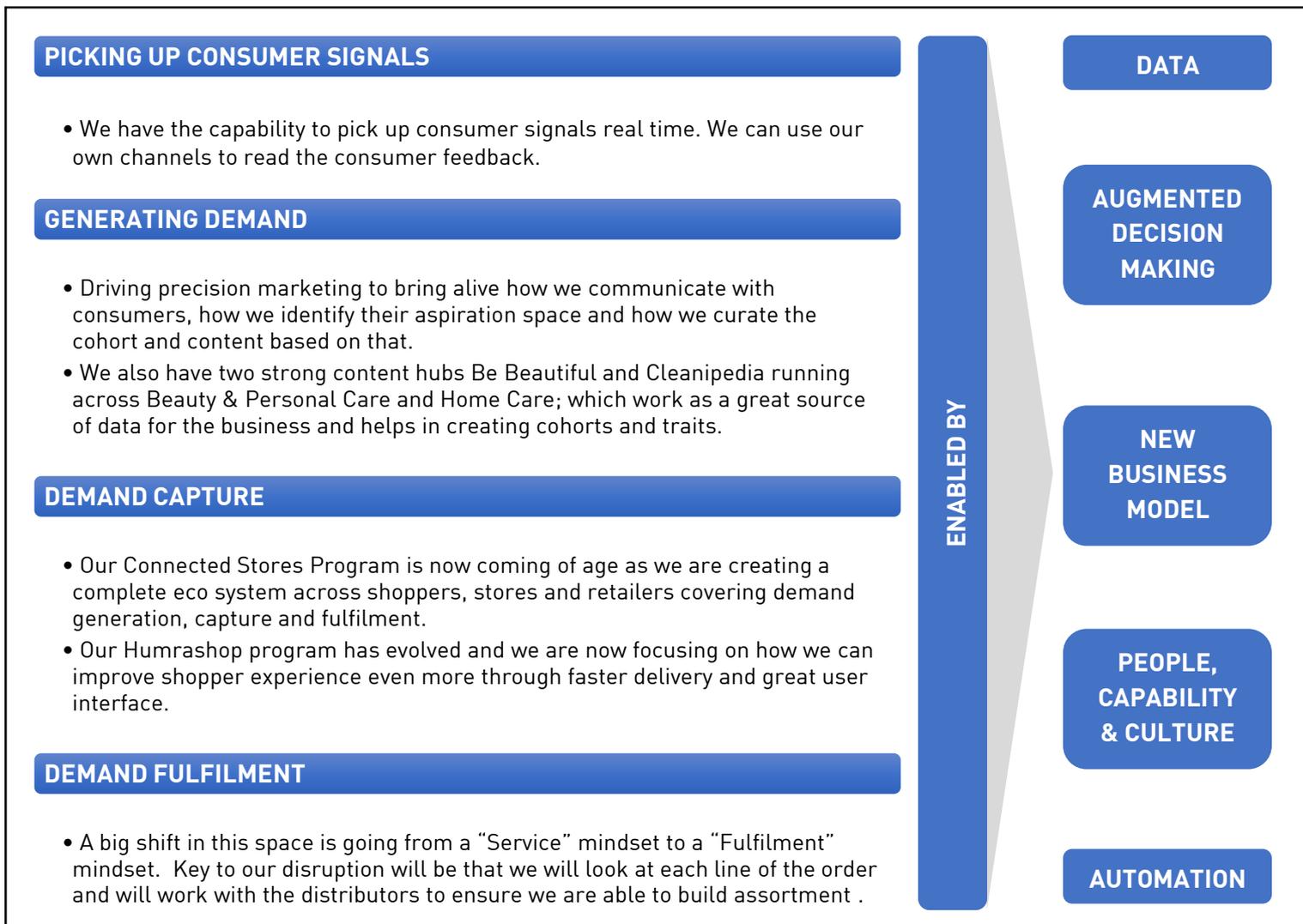
ANNUAL INVESTOR MEET 2019: BREAKOUT SESSION

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.

Foods & Refreshment

Sudhir Sitapati, Executive Director F&R



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

KWALITY WALL'S

SO ALPHONSO MANGO
WHY POP... NO FACTORY

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

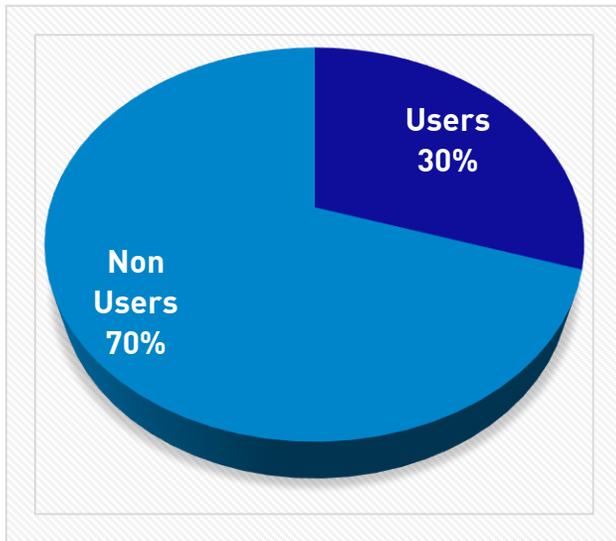
~2X

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



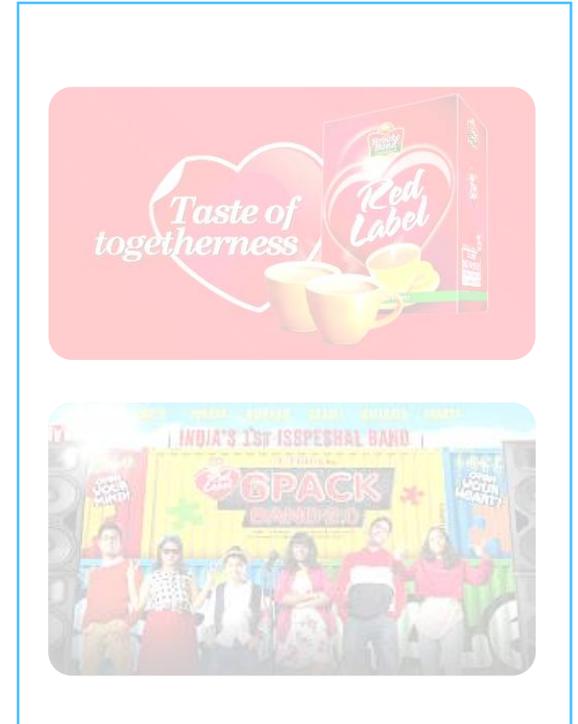
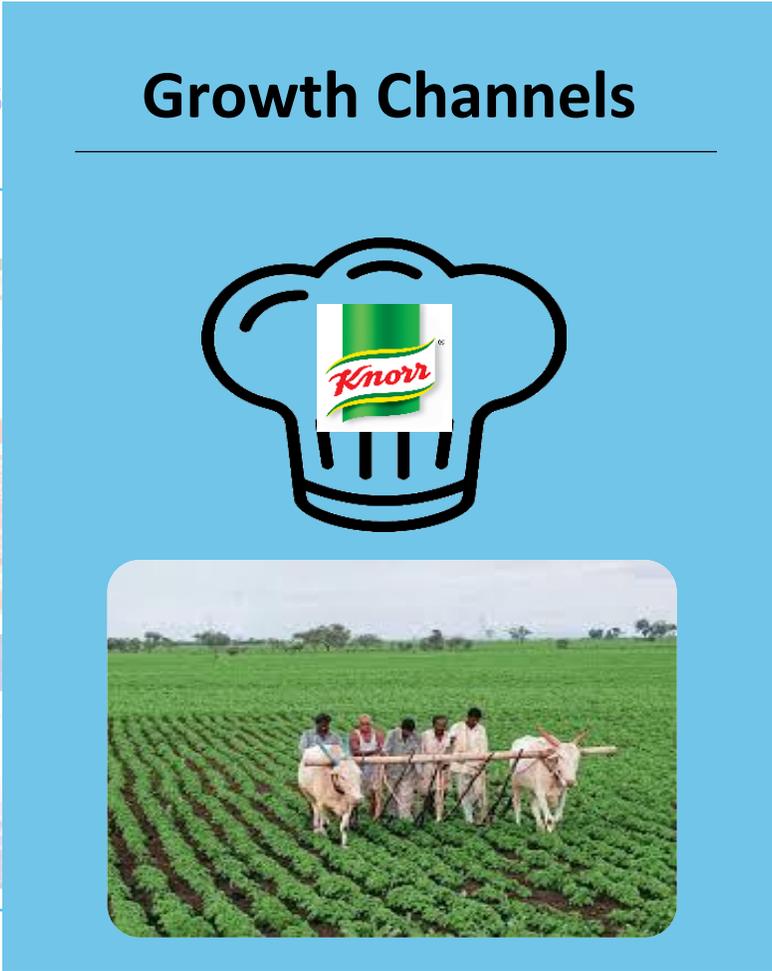
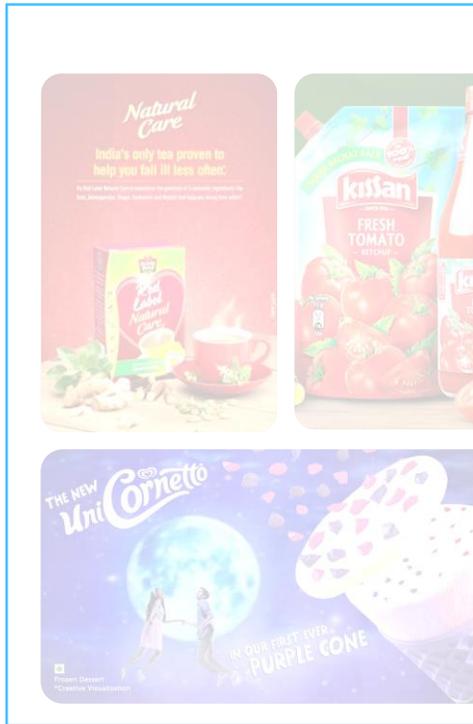
Hindustan Unilever Limited

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

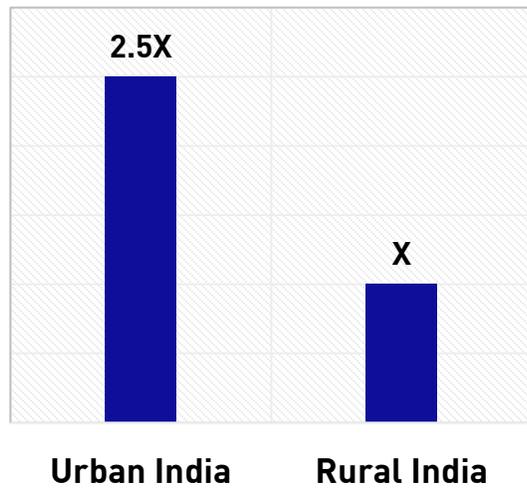
Star Hotels

TEA: BRILLIANT BASICS UNLOCKED MASSIVE OPPORTUNITY IN RURAL



Rural opportunity

HUL Tea market share



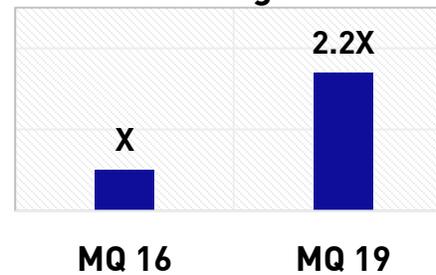
Under indexed rural share

Our strategy

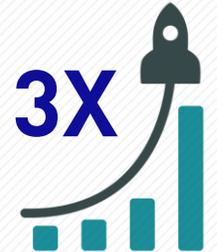
AV 04: Brooke Bond Taaza TVC



HUL Tea Direct Coverage



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

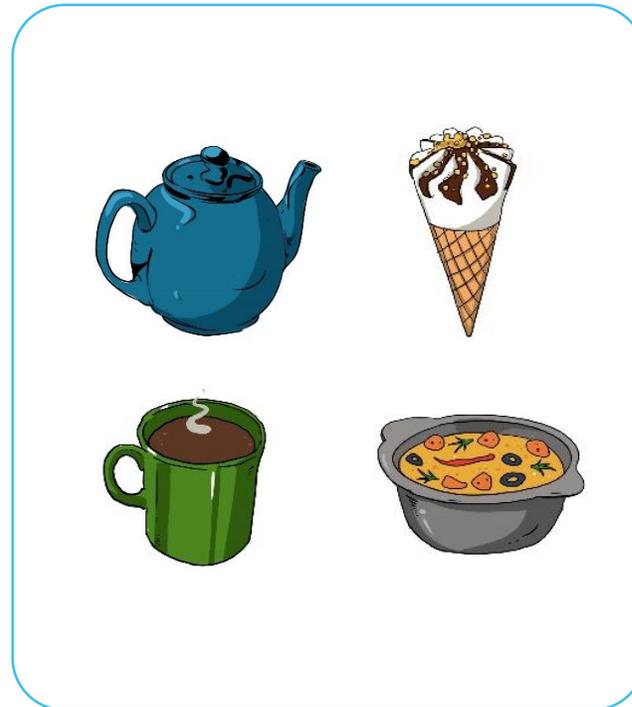


STRONG EXISTING BUSINESS

~7000 Crore
Double digit growth



Market leaders / winning shares



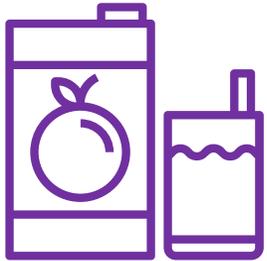
... BUT PLAYED IN SLOWER GROWING PARTS

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



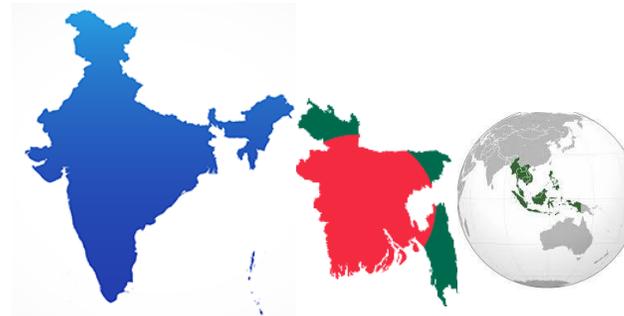
Portfolio



**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

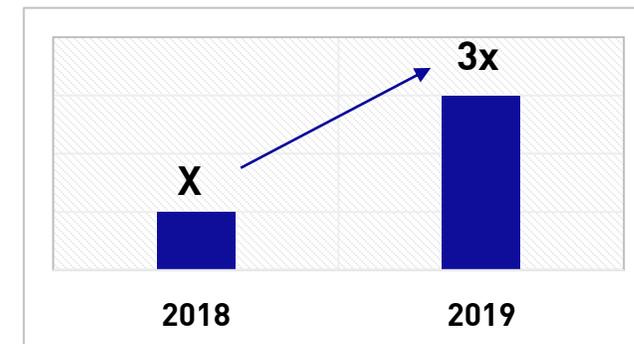


Enabled us to play BOP



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

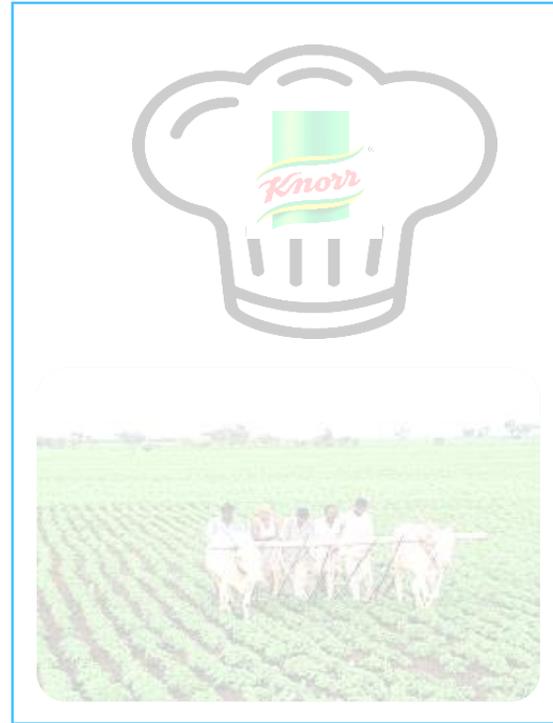


Hindustan Unilever Limited

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!





TRANSFORMING
DISTRIBUTIVE
TRADE WITH
TECHNOLOGY

INDIA CD LANDSCAPE

3K+

Distributors

19k+

Sales
Representatives

30k+

Logistics
Manpower

4000+

Merchandisers

5000+

Beauty
Advisors



120k+

Shakti Entrepreneurs

WIDEST RURAL REACH

140 Mn

Units Sold per Day



3 Units sold to every Indian Citizen monthly

600k Sq. Ft

of Trade Assets

BIGGEST IN STORE MERCHANDIZING

WIDEST DISTRIBUTION REACH (OL)

Many brands reach over million outlets

*क्लिनिक प्लस प्रोटीन घटक में-केटोनिंग हार्मोन द्वारा उत्पन्न आधारीत, महीन के महीन फोस्फोरस और नियंत्रक रसमे/हारे क्लिनिक प्लस असेसरी वैध नहीं है। आरोग्यविशेष्यके संसंस्थालत वैश्वी उपलब्ध

Intention causing germs Please follow any additional precautions recommended by health authorities. Avoid contact with infected person as far as possible.

GENERAL TRADE

MODERN TRADE

E-COMMERCE

+

+ **+**

+ **+** **+**

MARKET SHARE

+

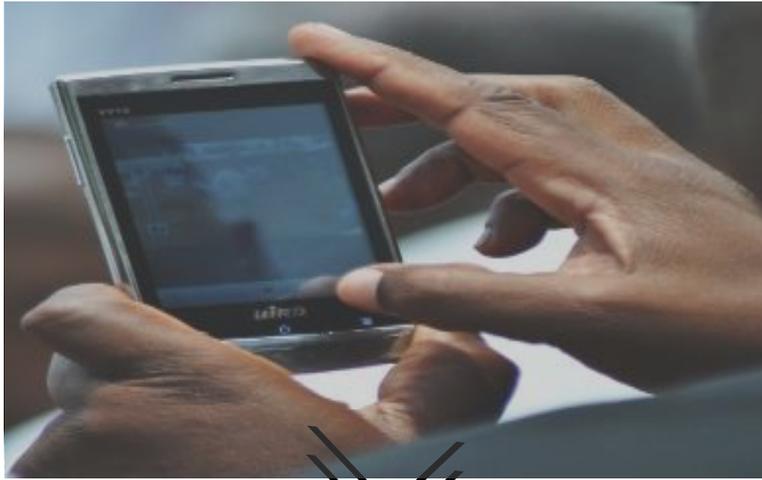
+ **+**

+ **+** **+**

GROSS MARGIN

Pillars of CD Strategy

.....



DEMAND CAPTURE

cover the right outlets at
the right frequency with the
right assortment



DEMAND FULFILMENT

speedy delivery of
order(s) to outlets at the
most optimal cost



DEMAND GENERATION

world class in store
execution & shopper
loyalty to win at the
point of purchase



DEMAND CAPTURE



—
Increase
Direct Reach
Distribution
—


More Stores

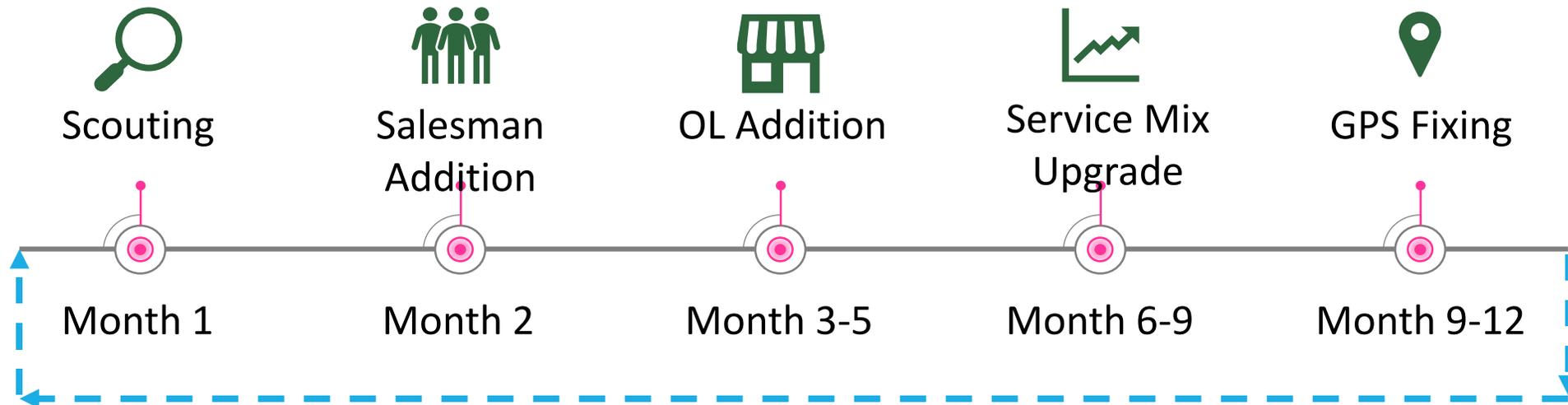

More
Assortment


Democratize
Ordering

Adding Stores – following the sustainable rhythm

Building a Rhythm of outlet addition

Streamlining the process of outlet addition – making it **repeatable, scalable & efficient**



Increase
Direct Reach
Distribution



More Stores



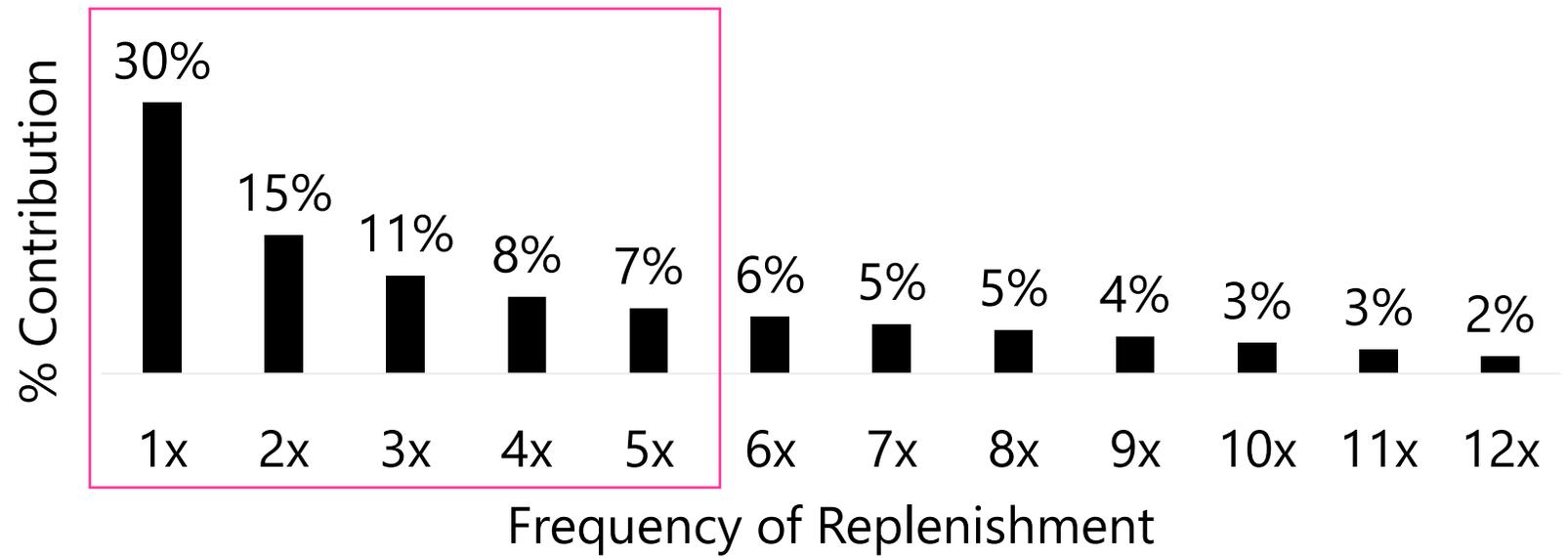
More
Assortment



Democratize
Ordering

Better Replenishment is our biggest lever to grow assortment

Spread of Replenishment Across our Universe



“ Assortment is not just about the sale of new packs but also **their subsequent replenishment** ”

Simplified KPIs



Total Lines Sold Per Day



Total Assortment

 **Easy to Sell** Set of packs an outlet regularly buys

 **Easy to Earn** Set of incremental packs which have a priority

Simplified Interface



Increase
Direct Reach
Distribution



More Stores



More
Assortment

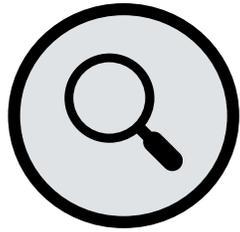


Democratize
Ordering

Democratize order taking from Salesman : B2B App ¹⁴



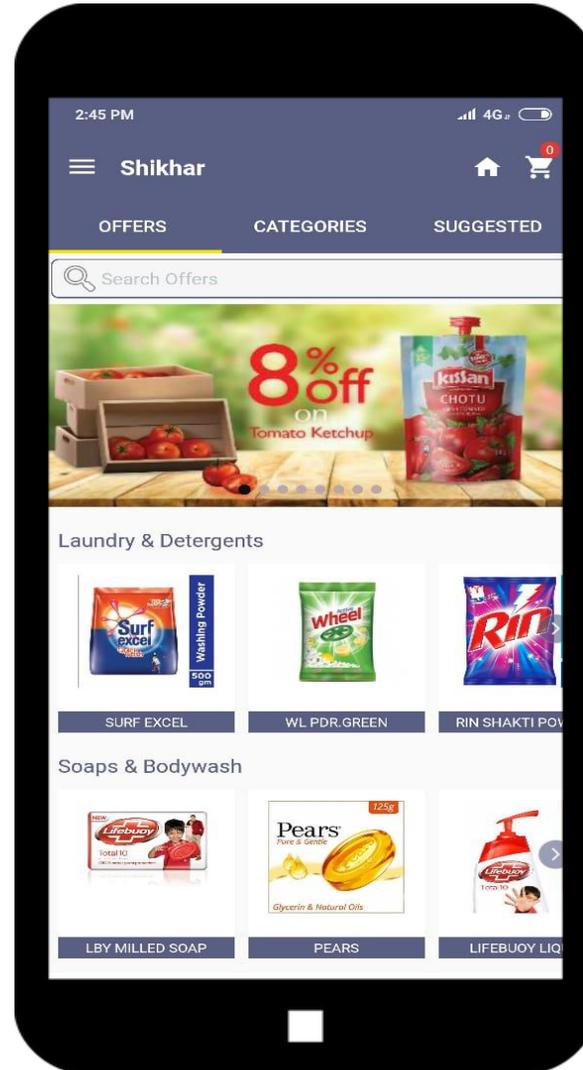
Any time ordering



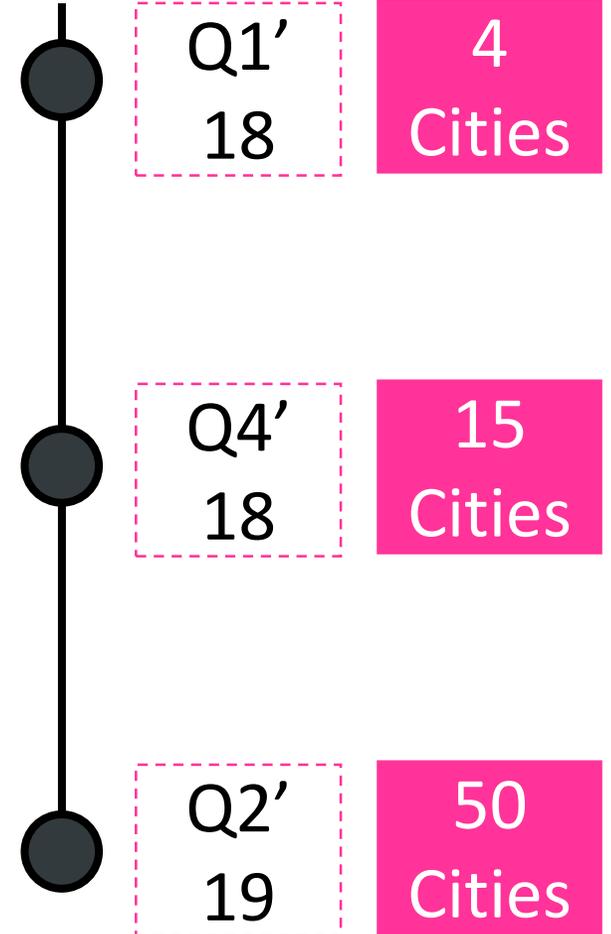
Business Transparency



Customized Promotions



RAPID SCALE UP



An aerial, high-angle photograph of a bustling street market in India. The street is packed with a dense crowd of people and numerous yellow auto-rickshaws. The market stalls are covered with colorful awnings in shades of blue, yellow, and red. On the left side, there are traditional Indian buildings with white facades and domes. In the background, a large billboard for 'CHIRIMEX' is visible. The overall scene depicts a vibrant and busy urban environment.

DEMAND FULFILMENT



- N+2 Delivery

- Back end automation



Delivery
Transparency

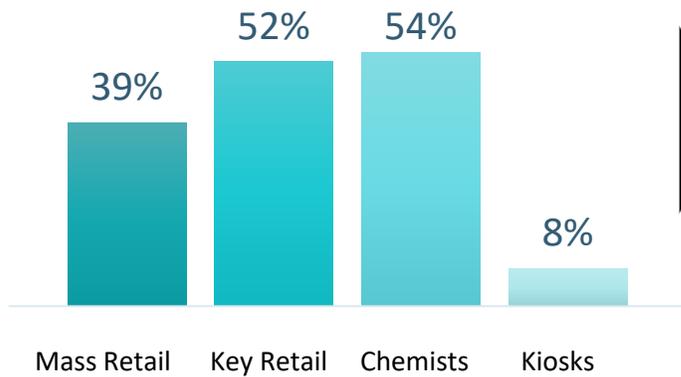


Automation

Faster & on-time deliveries key for growth

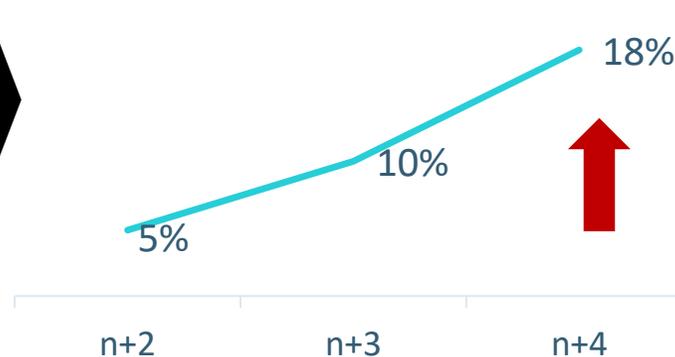
+ Delivery Optimization is key to improve last mile efficiency

Higher the delay in delivery



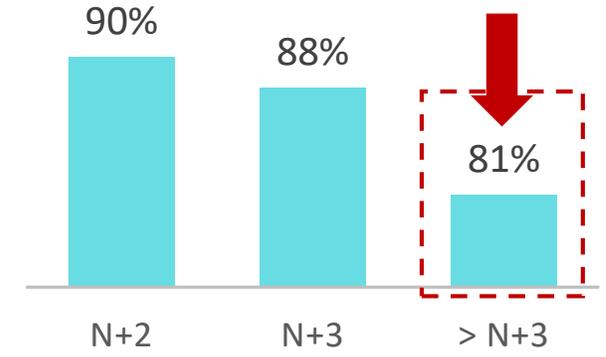
N+2 Delivery

Larger is the Cost of Delay

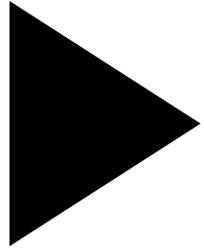


%age Return as per delivery date

Lesser is the Productivity



Probability of billing in next salesman visit



AV : Demand Fulfilment

- N+2 Delivery

- Back end automation



Delivery
Transparency



Automation

Handling Complexity through Robotization





DEMAND GENERATION



- Wiring up
Program Stores

- Activate B2C



Wire Up
Stores



Direct to
Consumer

Wiring Up Stores & winning at scale



Billing Solution

Cashless Payments

Shopper Retargeting

Loyalty Program

Benefits from Wired Stores



Shopper
transaction level
insights



Customized
promotions



Stronger
retailer
relationship



Premiumizing
shoppers and
wider
assortment



Zero response
time on
competitive
actions



Improved
Shopper
loyalty

- Wiring up
Program Stores

- Activate B2C



Wire Up
Stores



Direct to
Consumer

B2B2C : Humarashop – The power of Hyperlocal

Your Local Kirana, Now Online

1800 419 1019

HumaraShop

SIGN IN / SIGN UP

Humara  Shop

CATEGORIES

Search products & brands



OFFER ZONE

BASKET 0



Buy Dove Shampoo & Get
FLAT
₹100
OFF*

SHOP NOW

*T & C apply.

Dove Shampoo
Flat 100 Off

Winter Care
Upto 20% Off

Surf Excel Matic
Flat 100 Off

Lifebuoy Handwash
Flat 40 Off

Indulekha
Upto 15% Off

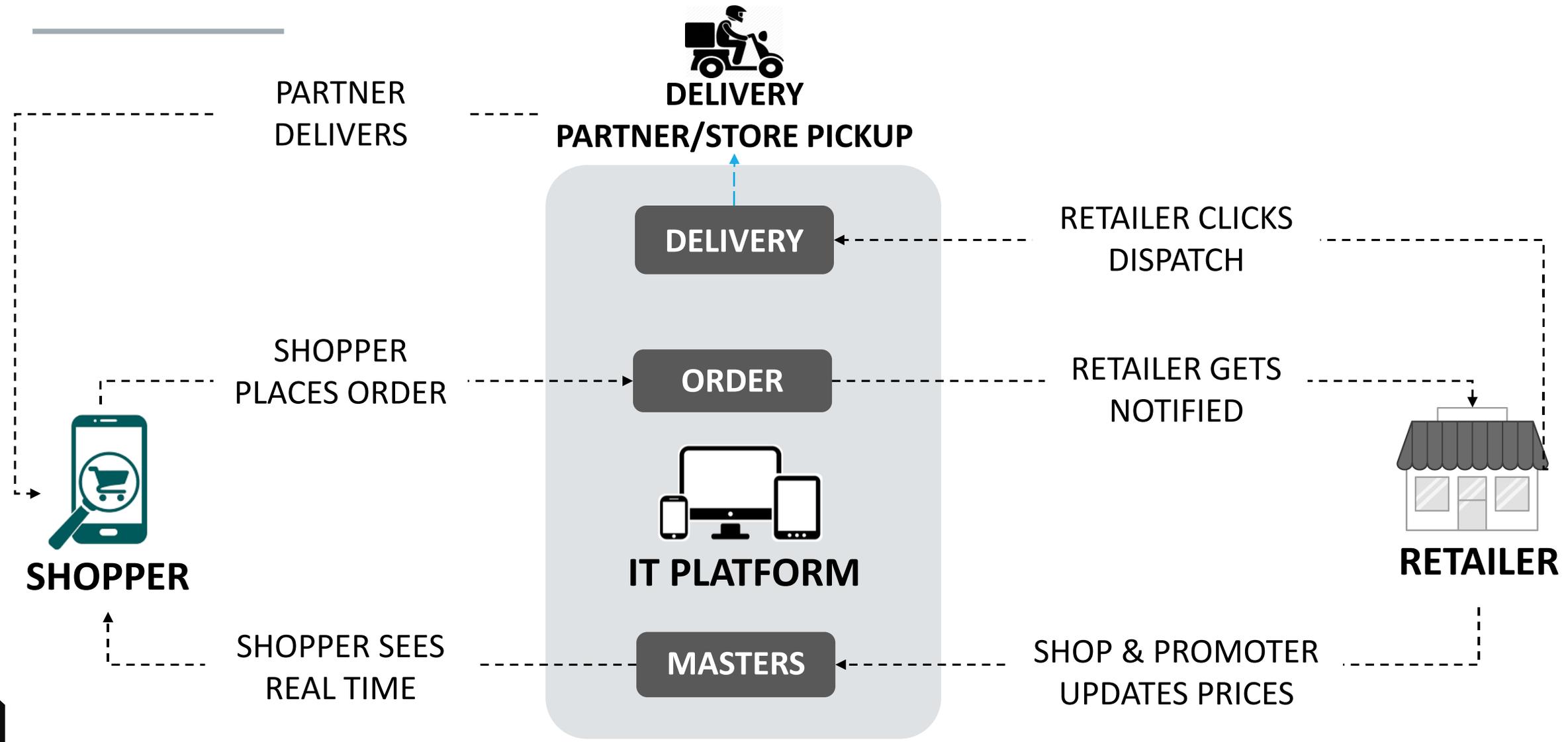
Vim Dishwash Gel
Upto 15% Off

Recommended for You

Offers

Bestsellers

B2B2C : Humarashop – The power of Hyperlocal



CD Strategy : Summary



DEMAND CAPTURE

More Stores

More Assortment

Democratize Ordering



DEMAND FULFILMENT

Delivery Transparency

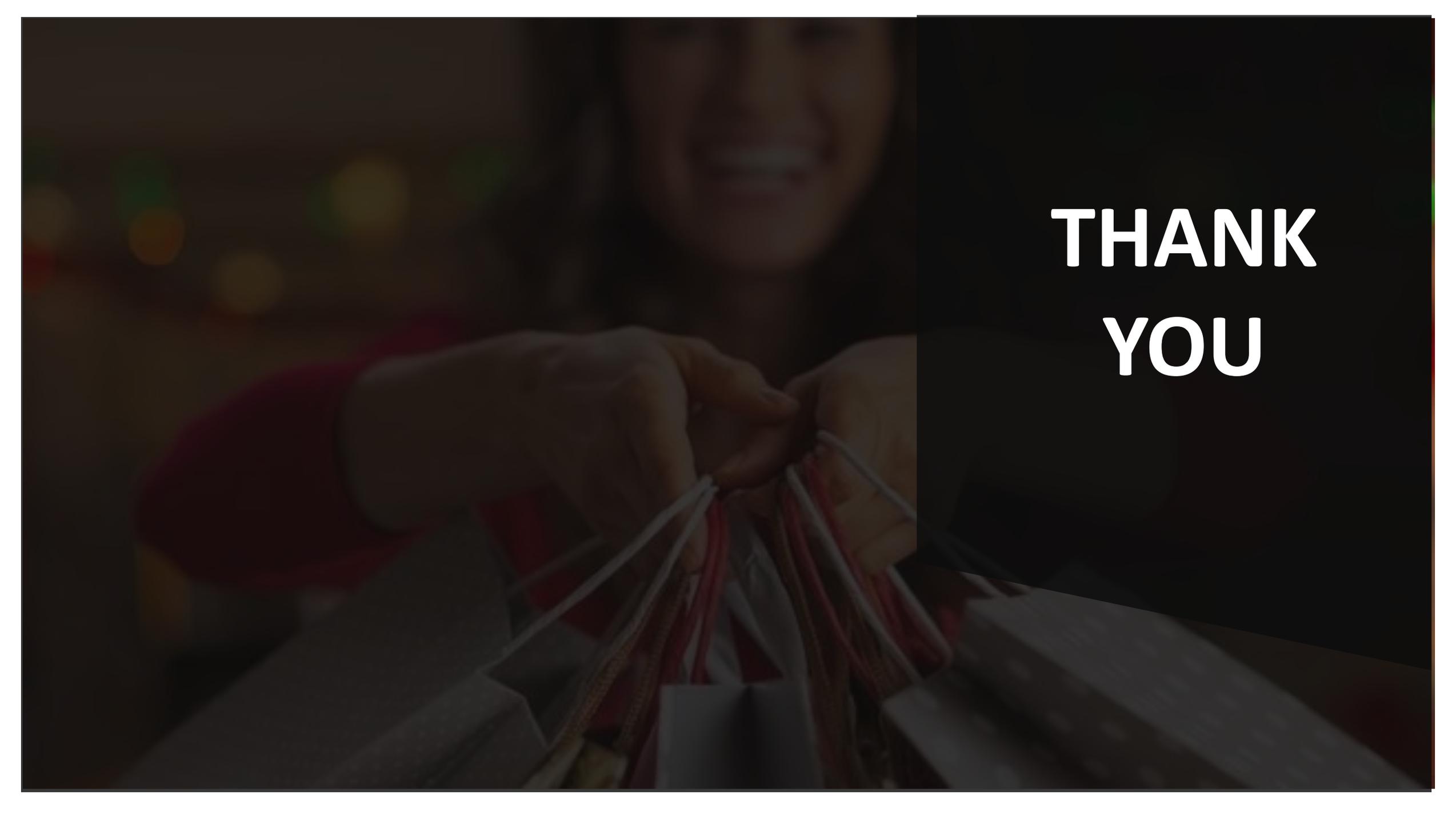
Automation



DEMAND GENERATION

Wire up Stores

Direct to Consumer

A person is shown from the chest up, holding several white shopping bags with red and white striped handles. The person's face is partially visible, showing a slight smile. The background is dark with colorful bokeh lights. A large black rectangular area on the right side of the image contains the text 'THANK YOU' in white, bold, sans-serif font.

**THANK
YOU**