



Hindustan Unilever Limited

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

Tel: +91 (22) 5043 3000
Web: www.hul.co.in
CIN: L15140MH1933PLC002030

4th December, 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 'Goldman Sachs CIO India Tour 2019', 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



Hindustan Unilever Limited

Sanjiv Mehta, Chairman & Managing Director

Goldman Sachs: India CIO Tour | 4th December 2019



Hindustan Unilever Limited

Vaseline

SUN + POLLUTION PROTECTION

PROTECT YOUR SKIN. RESTORE ITS NATURAL GLOW.

Vaseline
healthy white sun-pollution protection
PPF
SPF 24 PA++

VASELINE SUN & POLLUTION PROTECTION LOTION

PPF Formula

Pollution Protection Formula works as a shield which protects your skin from pollutants and blocks them from causing further damage.

SPF 24 PA++

SPF 24 PA++ blocks & protects your skin from UVA and UVB rays of the sun.

love & care
EXPERT CARE WASH

SHINING SILKS

love & care
EXPERT CARE WASH

FINE COTTONS

love & care
EXPERT CARE WASH

SOFT WOOLLENS

love & care
EXPERT CARE WASH

TAJ MAHAL

Wah Taj!

NIRALI KARTIK
Mewati Gharana

SAFE HARBOUR 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.

OUR STRATEGY

BUILDING BLOCKS

PORTFOLIO

Strengthen the Core



Create categories of future



Drive premiumization



RIGOUR AND DISCIPLINE

Generate fuel for growth



Execute brilliantly



ENABLED BY

STRUCTURE



- De-average India
- Nimble & Empowered teams

CULTURE



- Be Human
- Be Purposeful
- Be Accountable

PEOPLE & CAPABILITIES



- Diverse & Inclusive
- Re-imagining HUL

PURPOSE-LED, FUTURE-FIT

OUR STRATEGY

BUILDING BLOCKS

PORTFOLIO

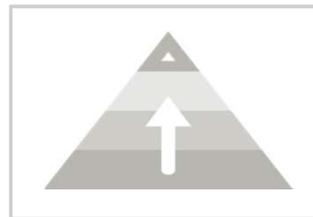
Strengthen the Core



Create categories of future



Drive premiumization

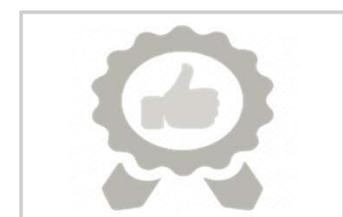


RIGOUR AND DISCIPLINE

Generate fuel for growth



Execute brilliantly

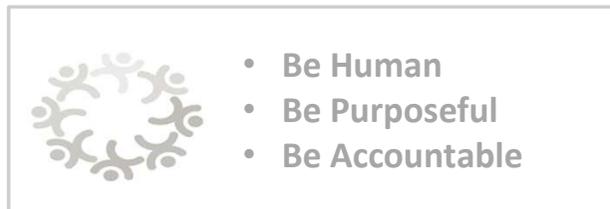


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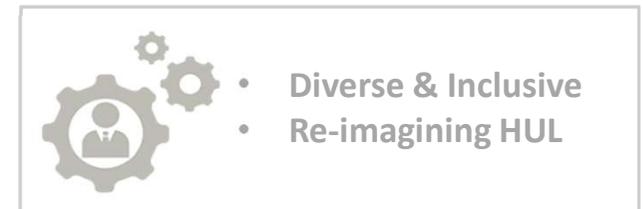
STRUCTURE



CULTURE



PEOPLE & CAPABILITIES



PURPOSE-LED, FUTURE-FIT

PURPOSEFUL BRANDS STRENGTHENING OUR CORE



Hindustan Unilever Limited

Laundry

Surf Excel: Dirt is Good!

CAGR 10%



Profitability

Building brands with purpose;
Driving premiumization



HUL IS THE NO.1 LAUNDRY COMPANY IN INDIA

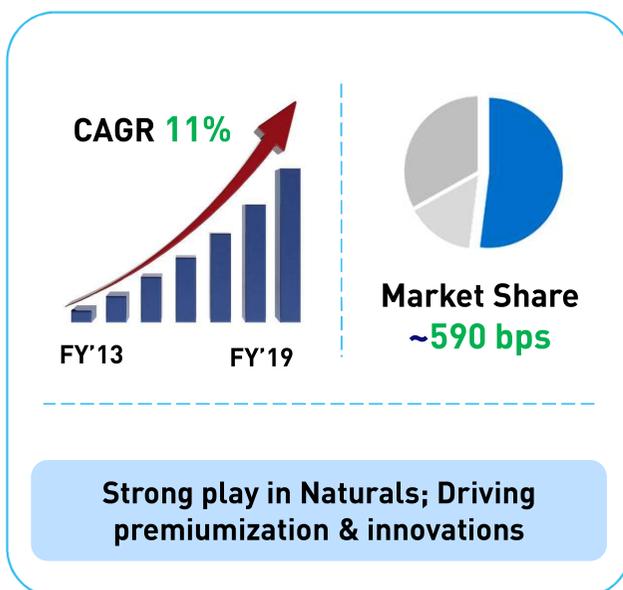


Hindustan Unilever Limited

 **AV 1: Surf Excel #RangLaayeSang**

PURPOSEFUL BRANDS STRENGTHENING OUR CORE

Hair Care



Clinic Plus #Meri Beti Strong



HUL IS THE NO.1 HAIR CARE COMPANY IN INDIA



 **AV 2: Clinic Plus #MeriBetiStrong**

PURPOSEFUL BRANDS STRENGTHENING OUR CORE



Hindustan Unilever Limited

Tea

Red Label: Taste of togetherness



HUL IS THE NO.1 TEA COMPANY IN INDIA



Hindustan Unilever Limited

 **AV 3: Red Label #TasteOfTogetherness**

OUR STRATEGY

BUILDING BLOCKS

PORTFOLIO

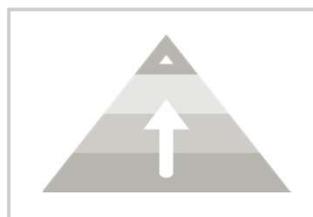
Strengthen the Core



Create categories of future



Drive premiumization



RIGOUR AND DISCIPLINE

Generate fuel for growth

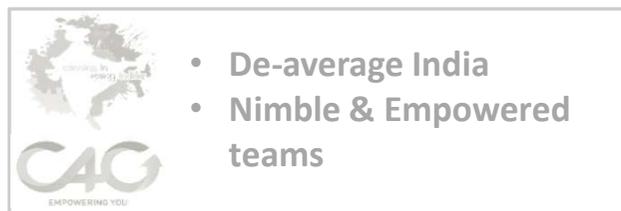


Execute brilliantly

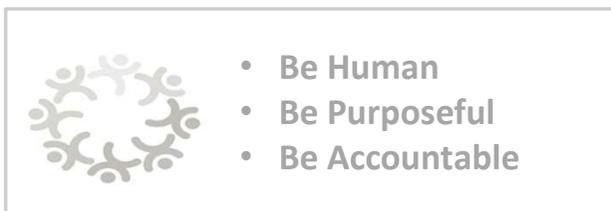


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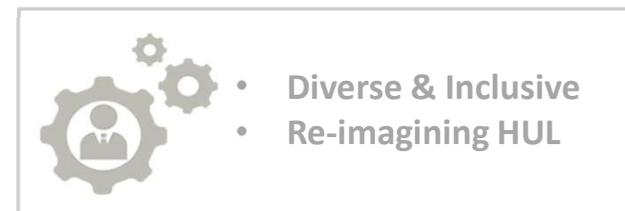
STRUCTURE



CULTURE



PEOPLE & CAPABILITIES



PURPOSE-LED, FUTURE-FIT

MARKET DEVELOPMENT

Drive category penetration

EXPLODE



ACCELERATE



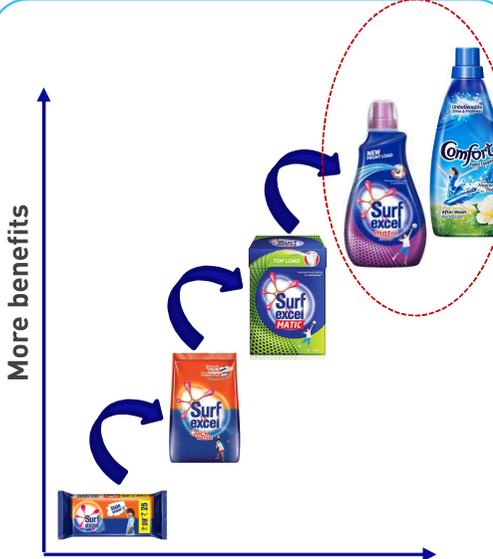
SEED



Increasing penetration in Nascent Categories

More benefits

More benefits



Rising Income

Building Liquids Portfolio

Expansion across sub-categories



Foraying into Body wash and Anti-perspirants

Powered by consumer connects – online & offline



May I take a picture of yours?

5X scale up in consumer contacts*

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

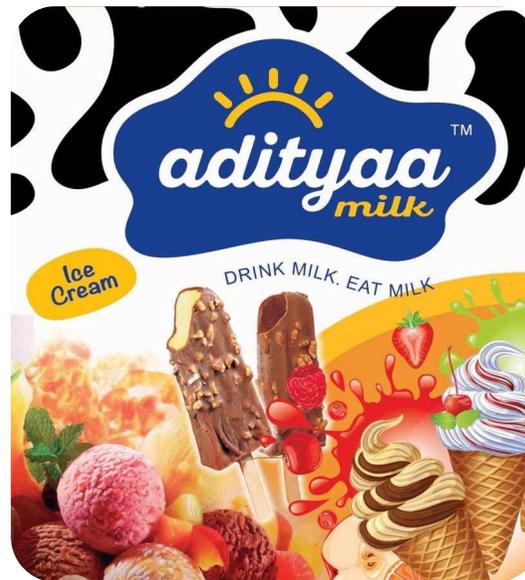
* From 2014 to 2018

LEVERAGE M&A TO EXPAND PORTFOLIO

Naturals play in Hair Care



Strengthen Ice Cream portfolio



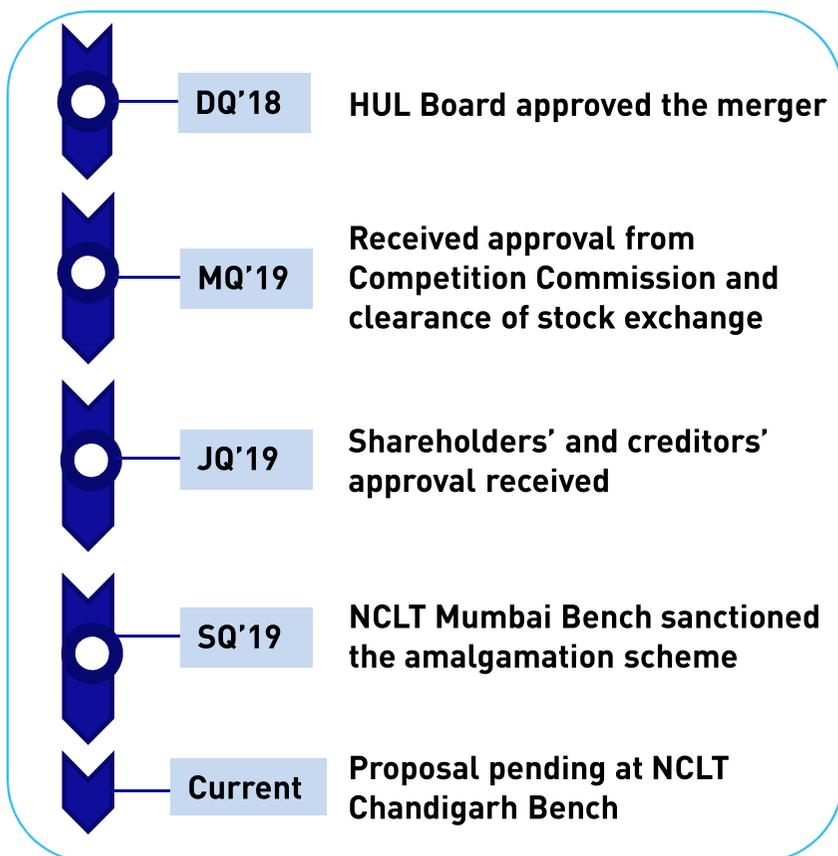
Leverage Health & Wellness trend



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

GSK UPDATE

Current status of regulatory approvals



State of readiness for integration



**VERTICAL TAKE-OFF
ON DAY 1**

OUR STRATEGY

BUILDING BLOCKS

PORTFOLIO

Strengthen the Core



Create categories of future



Drive premiumization



RIGOUR AND DISCIPLINE

Generate fuel for growth



Execute brilliantly

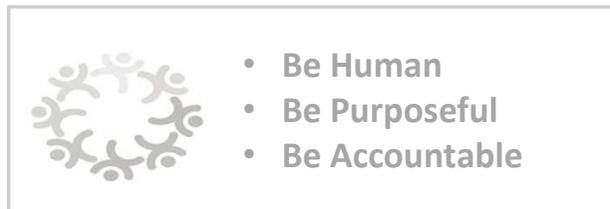


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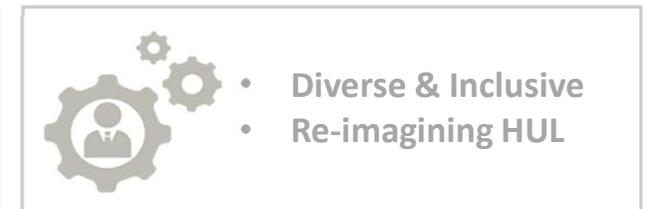
STRUCTURE



CULTURE



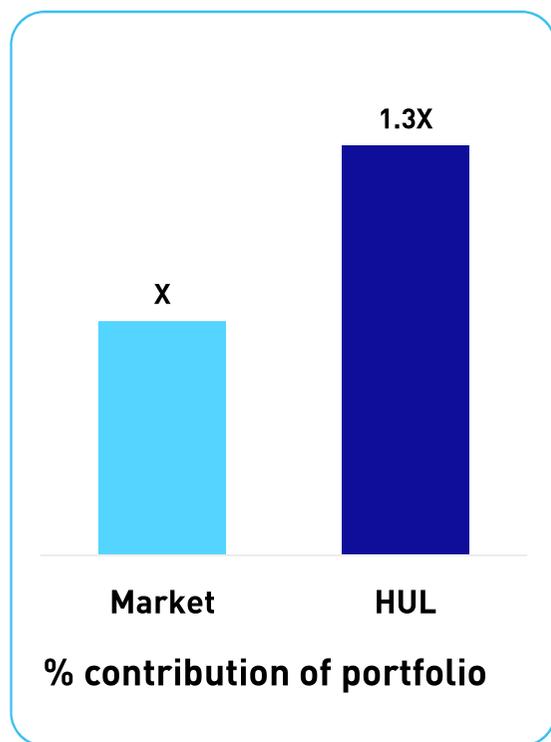
PEOPLE & CAPABILITIES



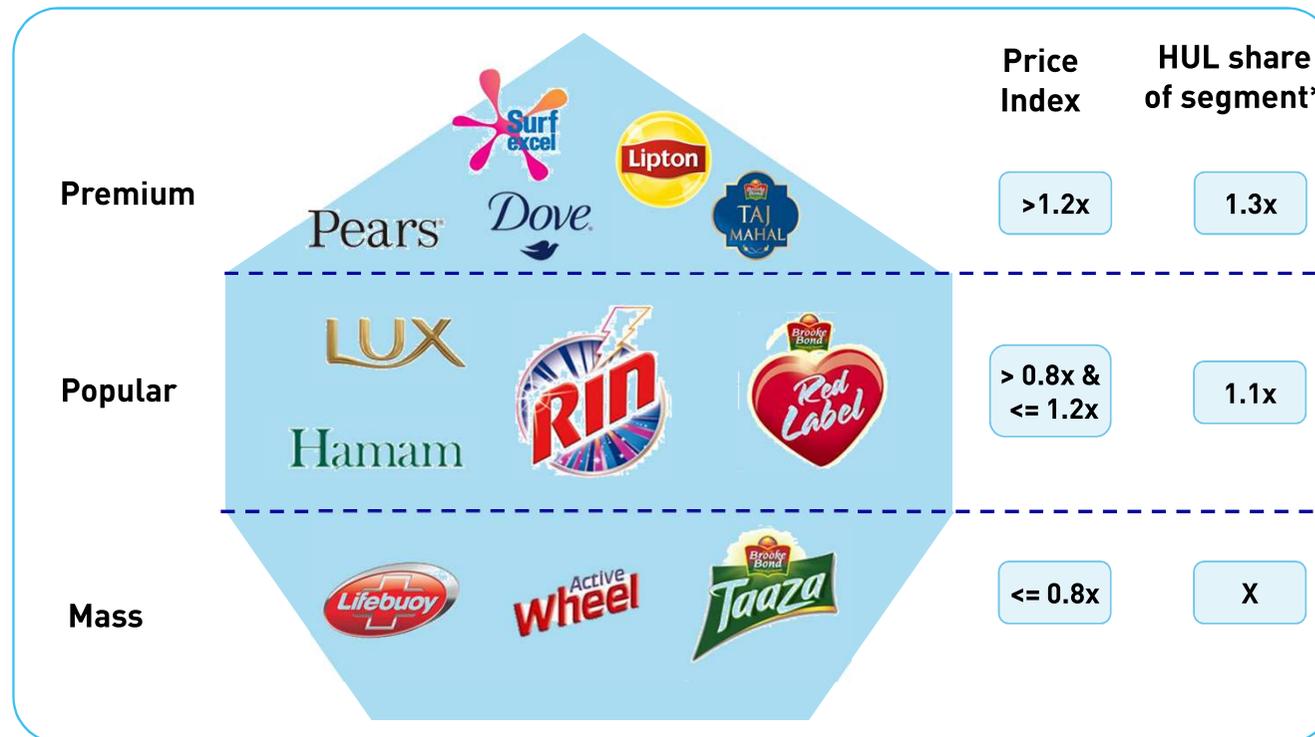
PURPOSE-LED, FUTURE-FIT

DRIVE PREMIUMIZATION

Our premium portfolio is over-indexed to market



Portfolio straddling the pyramid



*Source: Nielsen (Urban + Rural) 16

OUR STRATEGY

BUILDING BLOCKS

PORTFOLIO

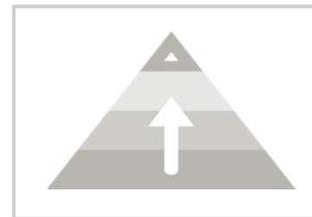
Strengthen the Core



Create categories of future



Drive premiumization



RIGOUR AND DISCIPLINE

Generate fuel for growth

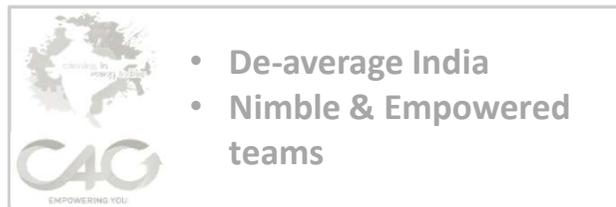


Execute brilliantly

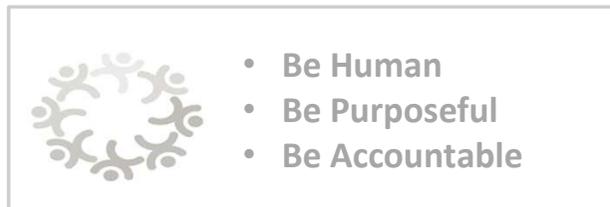


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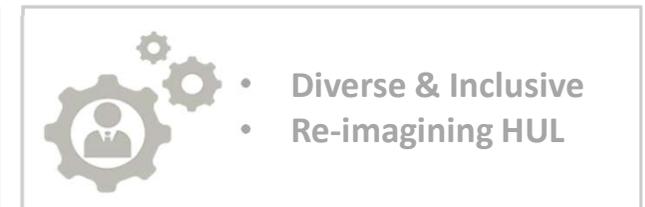
STRUCTURE



CULTURE



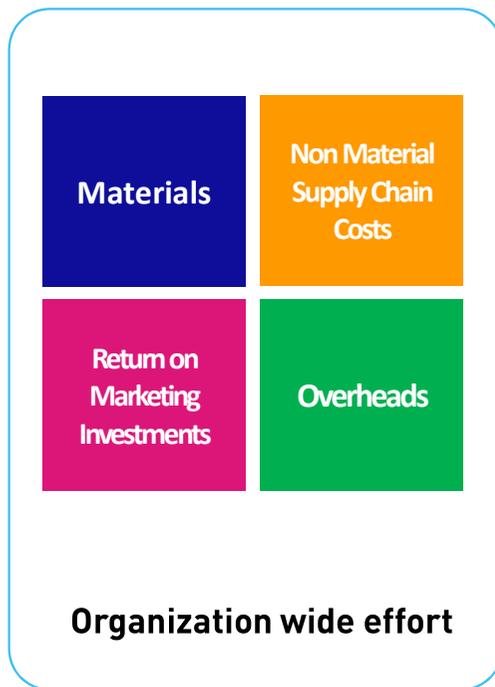
PEOPLE & CAPABILITIES



PURPOSE-LED, FUTURE-FIT

GENERATE FUEL FOR GROWTH

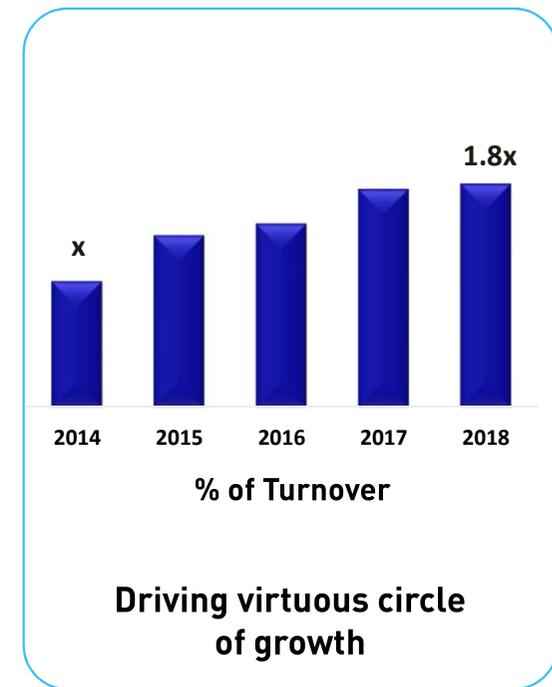
End-to-end cost focus



Powered by



Savings



TOTAL SAVINGS > 7% OF TURNOVER

OUR STRATEGY

BUILDING BLOCKS

PORTFOLIO

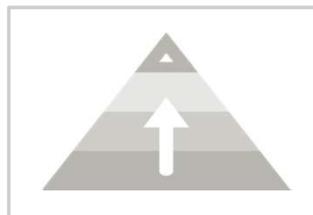
Strengthen the Core



Create categories of future



Drive premiumization



RIGOUR AND DISCIPLINE

Generate fuel for growth

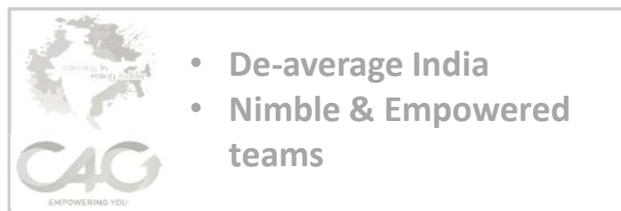


Execute brilliantly

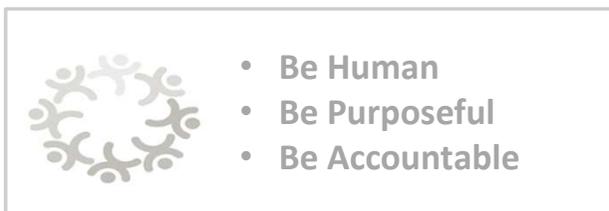


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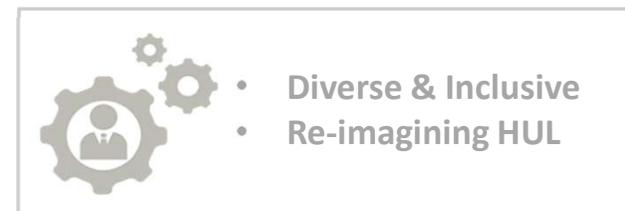
STRUCTURE



CULTURE



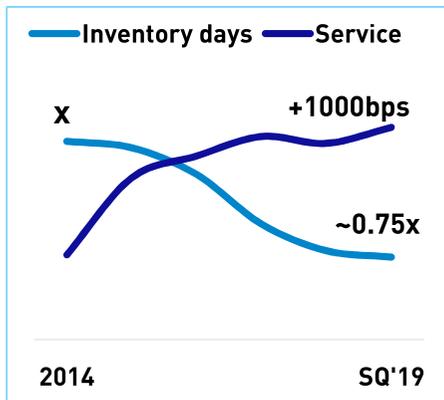
PEOPLE & CAPABILITIES



PURPOSE-LED, FUTURE-FIT

EXECUTE BRILLIANTLY

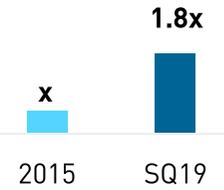
Agile supply chain



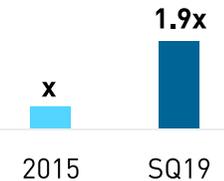
Optimized Inventory holding while sustaining high service levels

Systematic expansion in coverage and assortment

Effective Coverage*



Assortment



Our tailwinds in channels of future



Market share
1.2X



Growth
2X-5X



Margin
ACCRETIVE

Our share & profitability in Ecommerce > MT > GT

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

OUR STRATEGY

BUILDING BLOCKS

PORTFOLIO

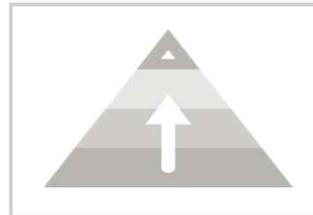
Strengthen the Core



Create categories of future



Drive premiumization

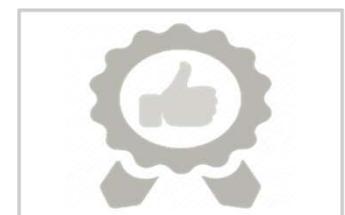


RIGOUR AND DISCIPLINE

Generate fuel for growth



Execute brilliantly



ENABLED BY

STRUCTURE



- De-average India
- Nimble & Empowered teams

CULTURE



- Be Human
- Be Purposeful
- Be Accountable

PEOPLE & CAPABILITIES



- Diverse & Inclusive
- Re-imagining HUL

PURPOSE-LED, FUTURE-FIT

WINNING IN MANY INDIAS

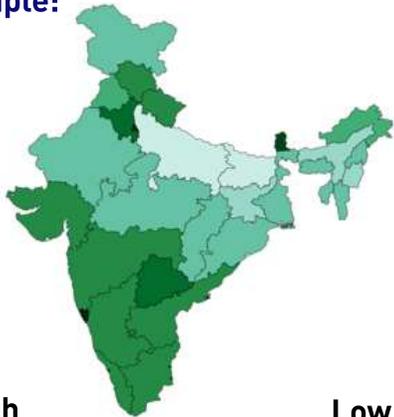


Hindustan Unilever Limited



India
A heterogeneous country

Example:



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



WiMI-led distinctive premiumization strategy

Majority Mass :
Uttar Pradesh



Upgradation through mid and premium bars and powders

Majority Mid:
Tamil Nadu



Upgradation through top end formats – Matic liquids



WiMI-led distinctive product strategy

Punjab & Karnataka

Beverages portfolio designed for different color and taste preferences in the clusters



CENTRAL BRANCH GROWING AT ~1.5X OF HUL AVERAGE

NIMBLE AND EMPOWERED TEAMS BY C4G

COUNTRY CATEGORY BUSINESS TEAM : 3 DIVISIONS SPLIT INTO **15 MINI-BOARDS**



Functions in a CCBT



Merger of Brand Building and Brand Development



Empowered to deliver in-year P&L



More consumer & customer centric



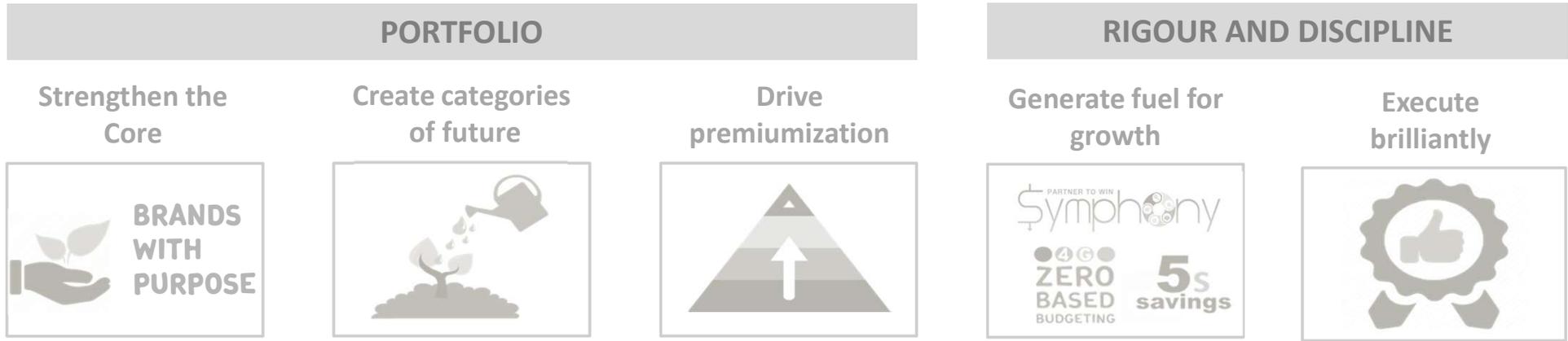
Land bigger, faster innovations

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

LANDING INNOVATIONS FASTER WITH 1.4X SPEED TO MARKET

OUR STRATEGY

BUILDING BLOCKS



ENABLED BY



PURPOSE-LED, FUTURE-FIT

BE HUMAN



Hindustan Unilever Limited

Leaders building leaders



Nurturing future leaders



Curated personalized learning



Talent immersions



Cross-laning



Holistic wellbeing



People with purpose



Physical and mental wellbeing



HUL Awarded 'Unilever Health and Wellbeing' Gold Category Award

Partnering with Customers & Sales force



Skilling distributors HUL + IIM Ahmedabad



Securing salesman with insurance schemes



Strengthening Shakti through Direct Benefit Transfer



Hindustan Unilever Limited

 **AV 4: Shakti**

BE PURPOSEFUL



Hindustan Unilever Limited

Water conservation



HINDUSTAN UNILEVER FOUNDATION

**> 900 BILLION LITRES
of water saved**

Driving community sanitation and hygiene



- Making slums clean, hygienic and habitable
- Using circular economy principles to reduce water use

Becoming plastic neutral



**REDUCE
REUSE
RECYCLE
RECOVER**



Hindustan Unilever Limited

AV 5: HUF Water conservation + Suvidha



Hindustan Unilever Limited

 **AV 6: Plastics – Start a little good**

BE ACCOUNTABLE

Flexible goals



Empowering individuals & teams to re-prioritize and respond with agility



Compassionate & direct feedback

Pioneering Growth Culture



Assessment & Rewards



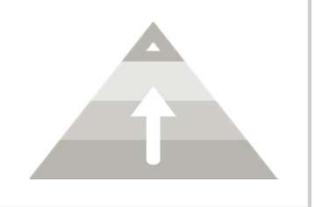
One performance signal



Differentiated reward scheme

OUR STRATEGY

BUILDING BLOCKS

PORTFOLIO			RIGOUR AND DISCIPLINE	
Strengthen the Core	Create categories of future	Drive premiumization	Generate fuel for growth	Execute brilliantly
 <p>BRANDS WITH PURPOSE</p>			 <p>PARTNER TO WIN Symphony 4G ZERO BASED BUDGETING 5s savings</p>	

ENABLED BY

STRUCTURE	CULTURE	PEOPLE & CAPABILITIES
 <ul style="list-style-type: none"> • De-average India • Nimble & Empowered teams 	 <ul style="list-style-type: none"> • Be Human • Be Purposeful • Be Accountable 	 <ul style="list-style-type: none"> • Diverse & Inclusive • Re-imagining HUL

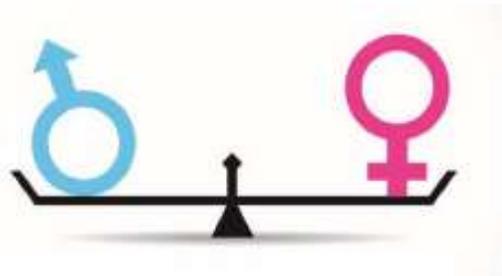
PURPOSE-LED, FUTURE-FIT

DIVERSE & INCLUSIVE



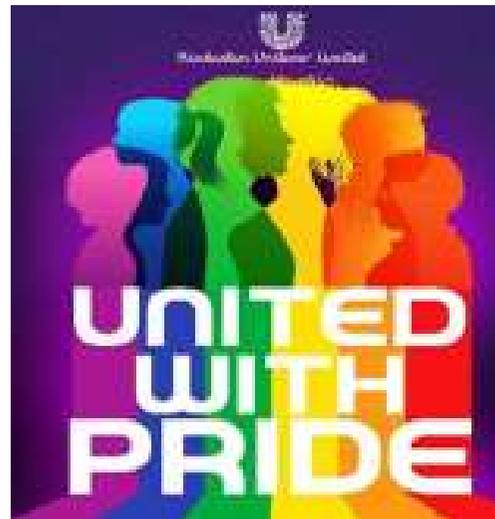
Hindustan Unilever Limited

Gender balance



+2000 BPS
improvement in gender balance
in last 8 years

LGBT inclusion



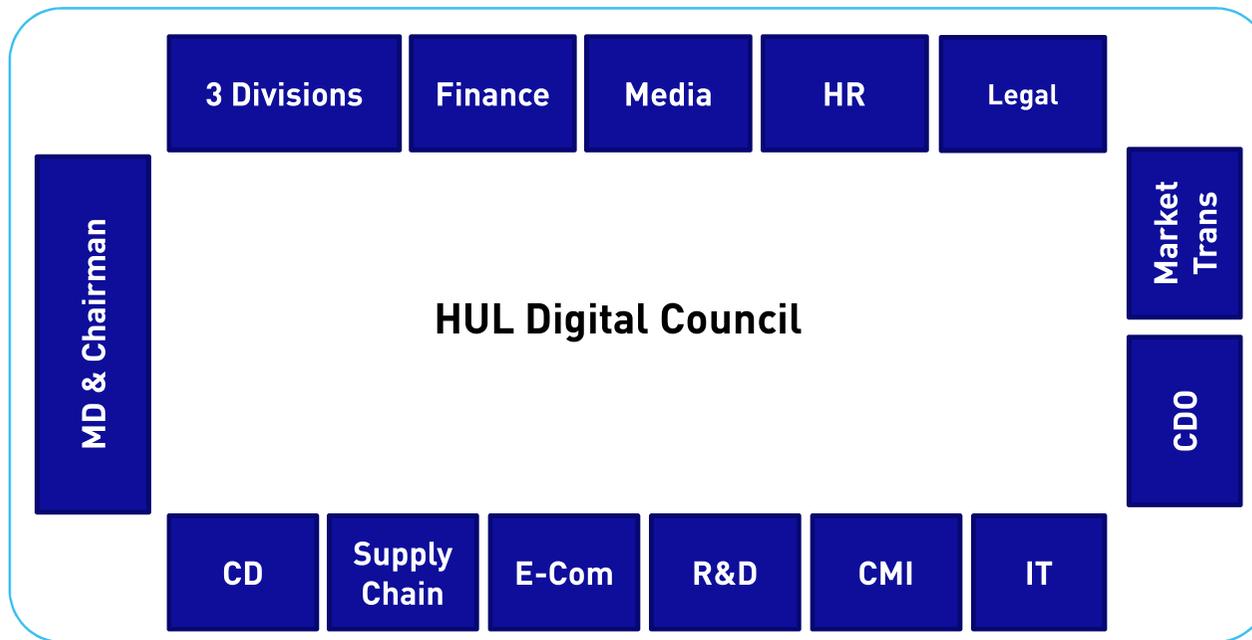
Breaking stereotypes



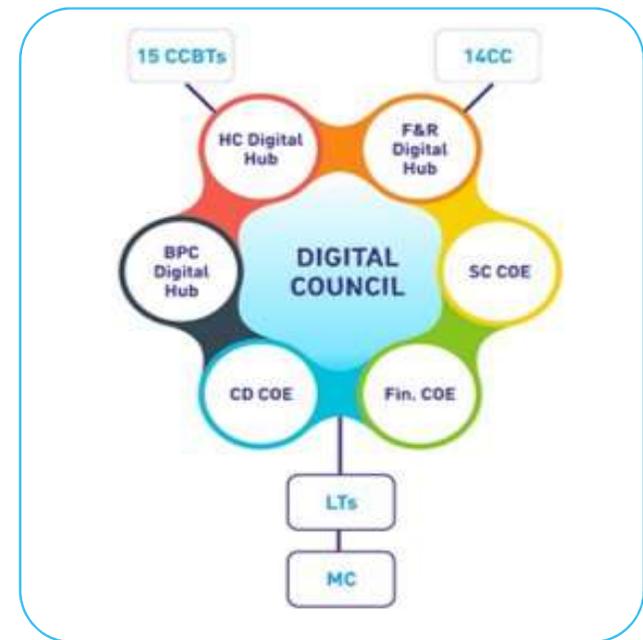
RE-IMAGINING HUL

AN INTEGRATED E2E PROGRAM ACROSS BUSINESS

HUL Digital Council: Representation across functions



Organization designed to enable digital transformation



PARTNERSHIP WITH START-UP ECOSYSTEM

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

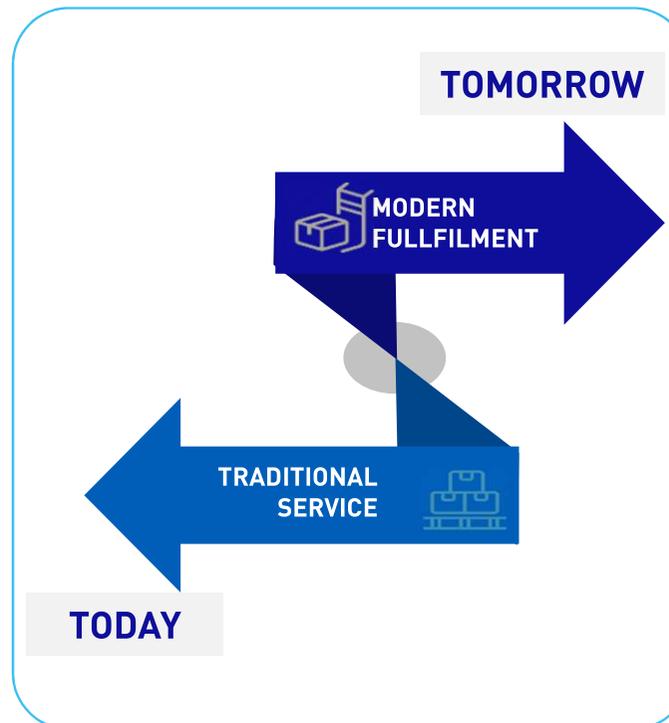
SUPPLY CHAIN TRANSFORMATION

Robotic factory & warehouse



IoT enabled optimising to
'Perfect operating conditions'
'No touch operations'
'Energy management'

From service to fulfilment



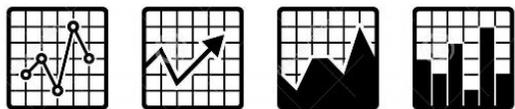
Strengthening distributor & retail business



ASSISTED & PREDICTIVE DECISION MAKING

Livewire: Democratizing data

LIVE WIRE



CAPTURE ANALYSE LEVERAGE

Jarvis: Enabling decisions



WHAT → WHERE → WHO



Embedding in the business decisions

PRICE PLACE PROMOTIONS



Jarvis in action

Differential investment choices



Reallocating Media Investments across WIMI Clusters

What-if scenario planning



Competitive actions Vs. our actions

PRECISION MARKETING



Hindustan Unilever Limited

Data driven creative generation

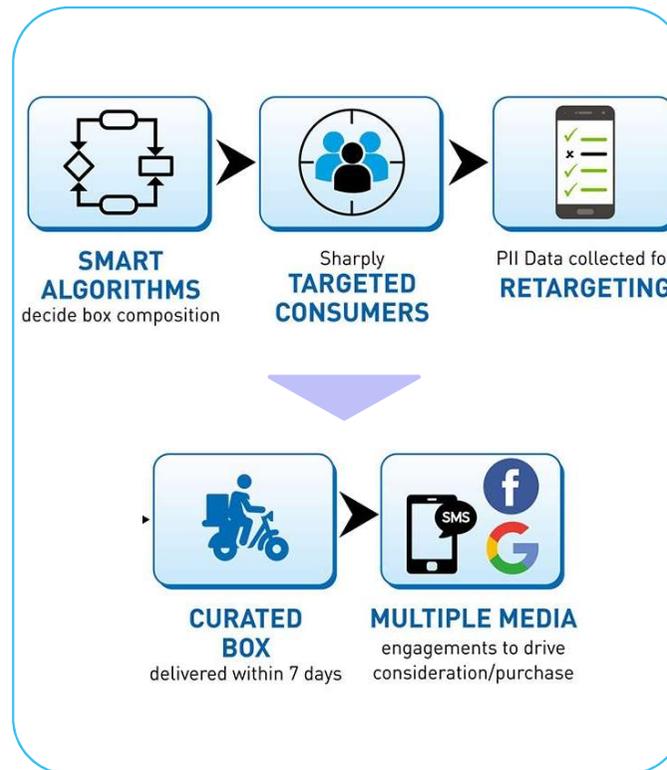
Axe: Mapped out high stakes moments in a guy's life

15 cohorts with 82 short form creatives

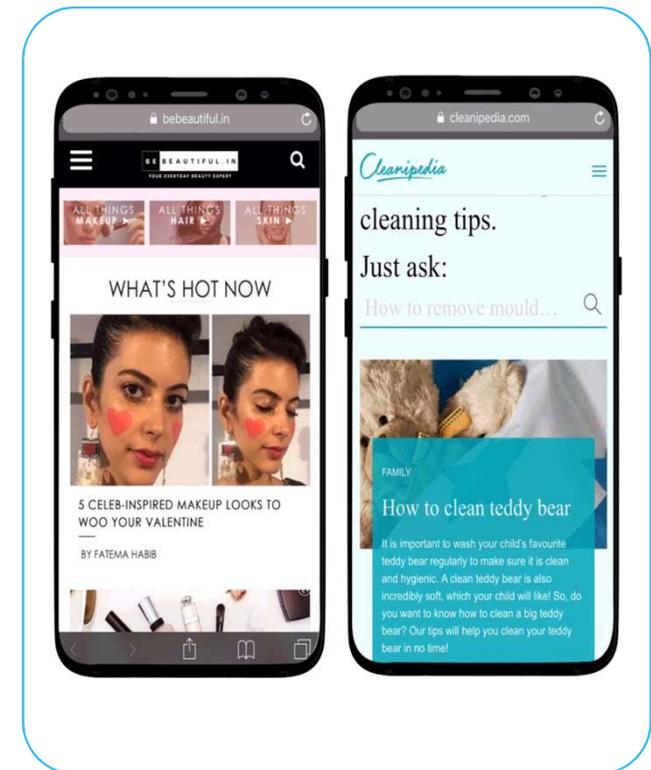
EARLY MORNING WORKOUT	COMMUTE	WATCH MUSIC VIDEOS	PLAN YOUR NEXT TRIP	CATCH UP WITH YOUR GANG
PLAY VIDEOGAMES	GO SWIPING ON TINDER	CATCH THE EVENING GAME	GO OUT ON A DATE	CATCH A MOVIE

Top performing routes taken forward

Smartpick: Targeted digital sampling



Expert content curation



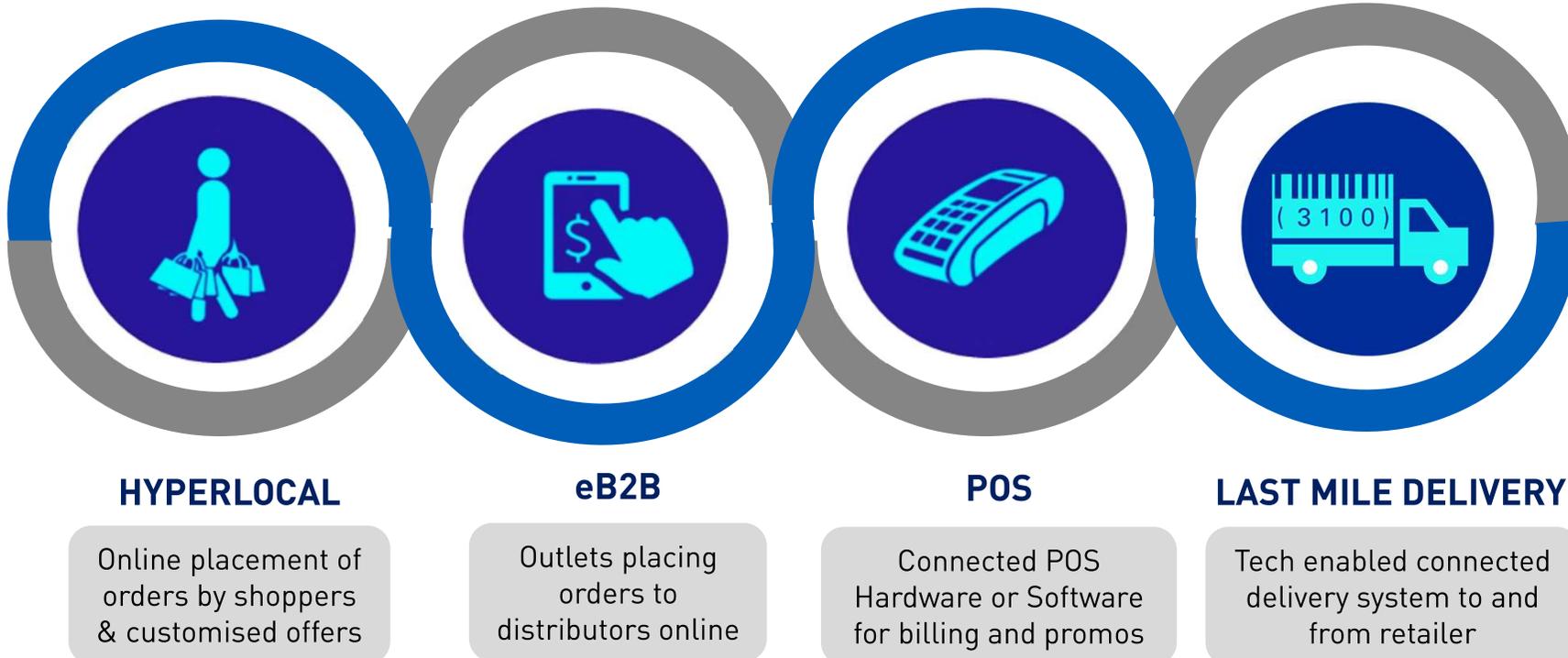


Hindustan Unilever Limited

 **AV 7: Axe Ticket**

CONNECTED STORES

Wire up to disrupt before we get disrupted





**OUR CLEAR AND
CONSISTENT STRATEGY
MANIFESTS INTO A
RESILIENT BUSINESS...**

CONSISTENT HIGH PERFORMANCE

Delivered market beating growths



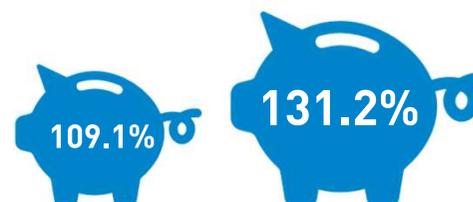
9% CAGR
over 10 years*

Consistent margin improvement



32 OUT OF 33
QUARTERS
EBITDA improvement

High return on capital employed



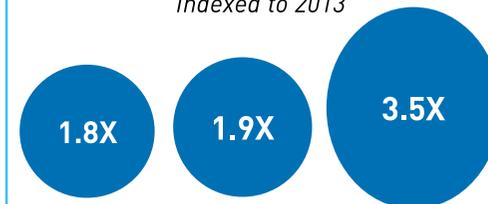
FY
2012-13

FY
2018-19

ROCE (%)

Leading value creation

Share price appreciation
Indexed to 2013



BSE FMCG
Index

Sensex

HUL



4TH LARGEST
Indian company by
market cap of
\$61B**

*HUL performance as per India local reporting
**Market capitalization converted to USD based on rate as of 20th Nov 2019

LEADING WITH EXTERNAL RECOGNITIONS

2018



**Business Standard
Company of the year**

2018



**ET Corporate Citizen
of the year**

2018



**#8 Globally
#1 in India**

2009-18



**'Employer of Choice'
in the industry
for 10 years in a row**

CREATING A PURPOSE-LED AND FUTURE-FIT HUL



THANK YOU

For More Information

VISIT OUR WEBSITE

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

Investor Relations

Goldman Sachs CIO India Tour 2019

Chairman & Managing Director, Mr. Sanjiv Mehta presented on 4th December 2019

