



Hindustan Unilever Limited

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

21st September, 2017

Stock Code: BSE: 500696
NSE: HINDUNILVR
ISIN: INE030A01027

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

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 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 the analysts / investors at JP Morgan India Investor Summit at Delhi today.

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

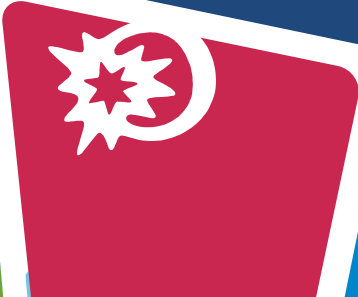


ASJ

WINNING DECISIVELY

J.P. MORGAN INDIA INVESTOR SUMMIT | 21 SEPT 2017

Sanjiv Mehta, CEO & MD



Hindustan Unilever Limited

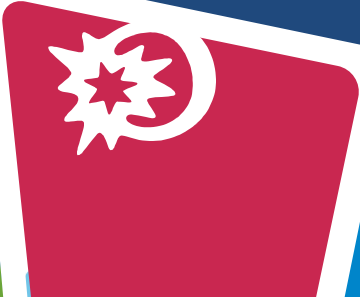
SAFE HARBOUR STATEMENT



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.

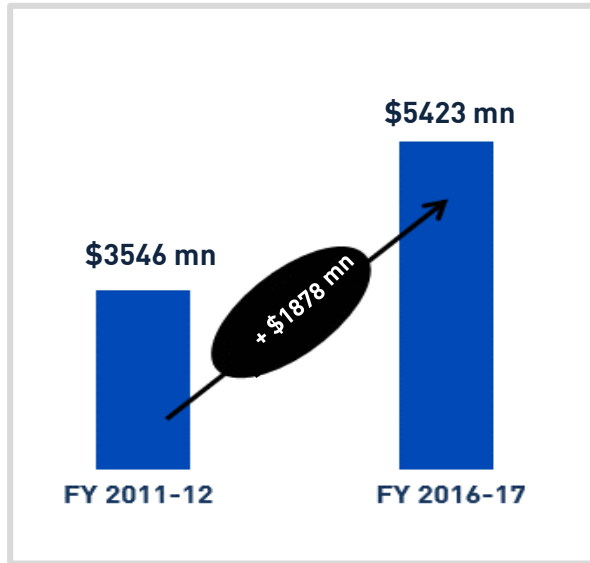
LONG TERM PERFORMANCE



Hindustan Unilever Limited

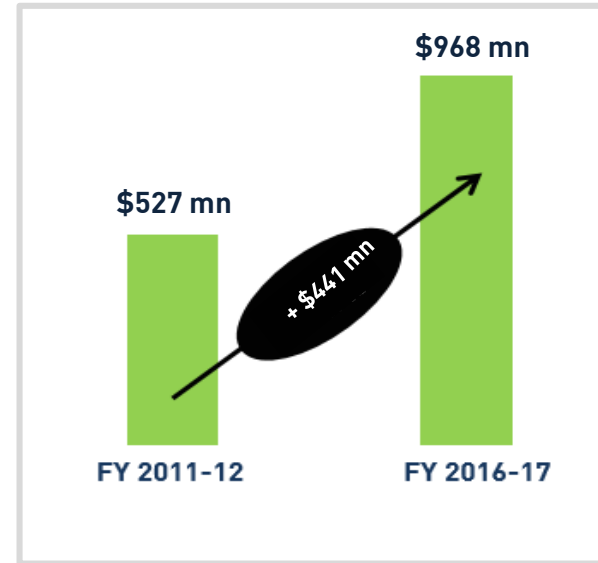
HUL PERFORMANCE - LAST 5 YEARS AT A GLANCE

Net Sales



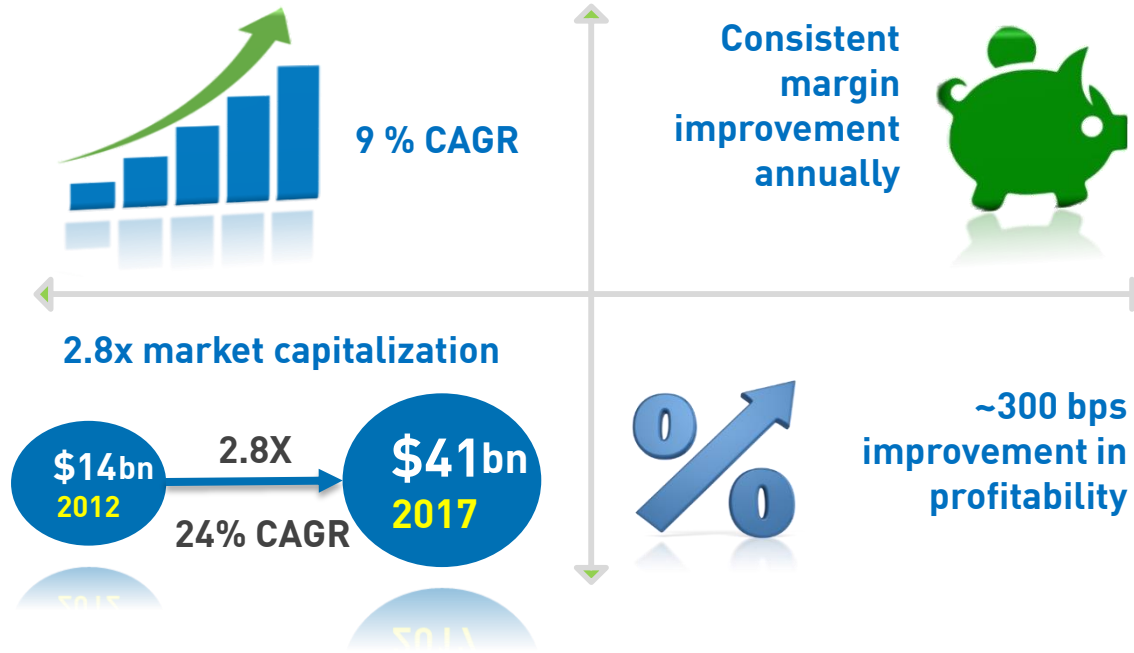
~\$ 1.9 billion added

EBITDA



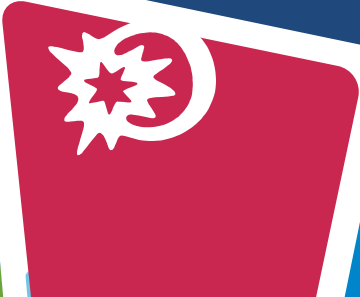
~EBITDA 1.8X

STRATEGY ON TRACK AND DELIVERING IN LAST 5 YEARS



Consistent, Competitive, Responsible, Profitable Growth delivered

RECENT DEVELOPMENTS



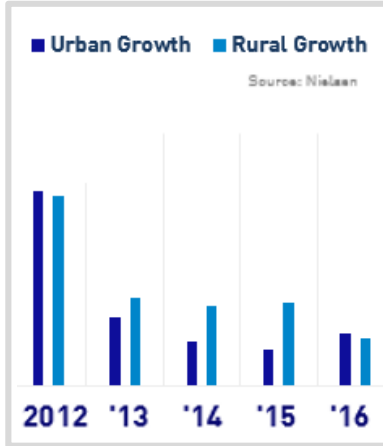
Hindustan Unilever Limited

CHALLENGING ENVIRONMENT IN THE LAST FEW QUARTERS

Subdued Consumer markets



Rural growth yet to recover



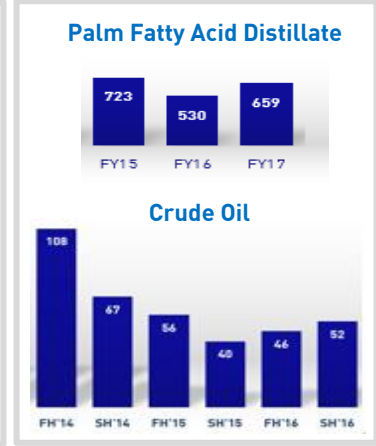
Demonetization



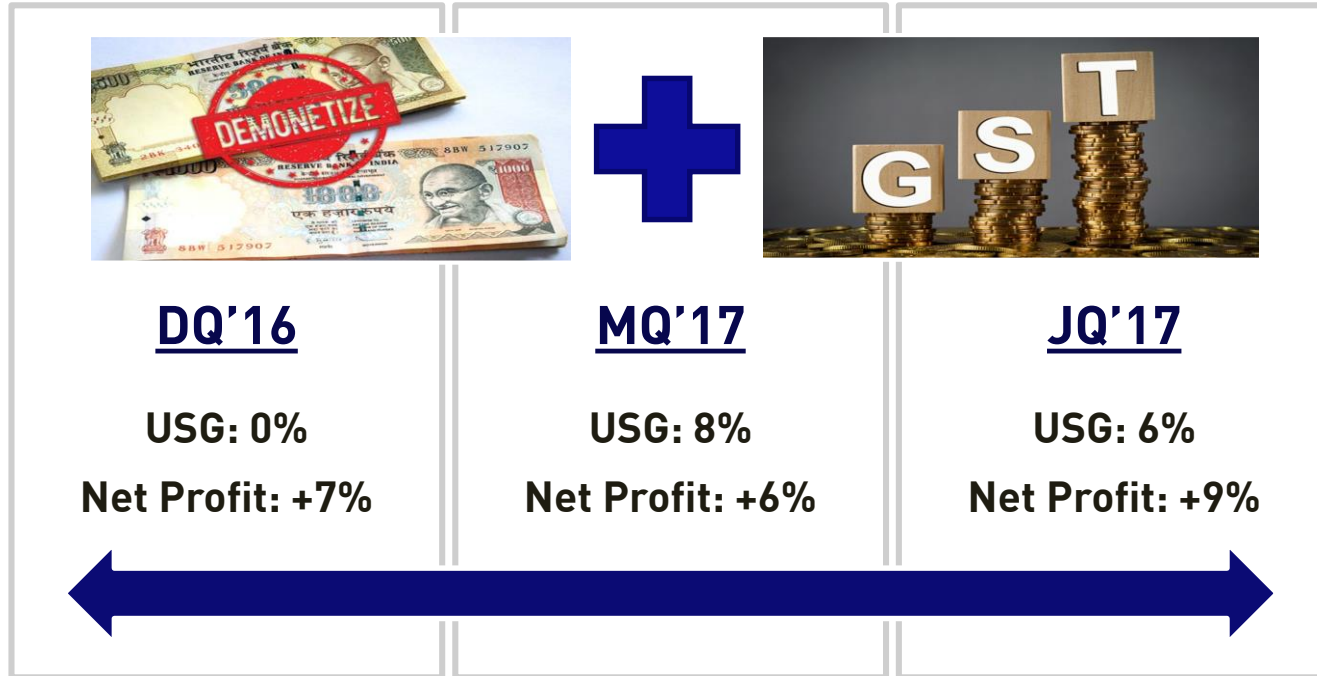
GST



Volatile Commodity costs



YET RESILIENT PERFORMANCE DELIVERED



GST: TRANSITION & WHERE WE STAND TODAY

Swift & Smooth Transition

- First secondary invoice at 12:08 am on 1st July
- Payments from the 1st working day
- HUL systems working normally from Day 1

Pricing: Price drops started landing from Day 1

Output tax changes



Detergent powders
Hair Care (excl. hair oil)
Skin creams & colour cosmetics
Instant Coffee



Detergent bars
Skin cleansing
Toothpastes
Hair oils

Present Situation in Trade

- Early part of SQ'17 was affected by various myths in trade
- Trade situation improving gradually
- Wholesale channel now stabilizing

HUL: WINNING DECISIVELY



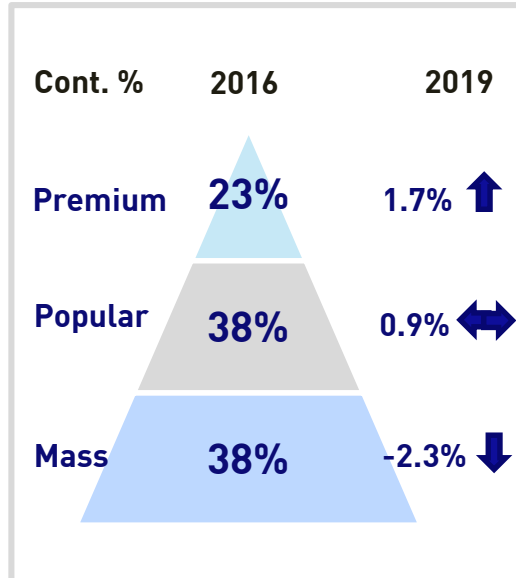
Hindustan Unilever Limited

WE CONTINUE TO REMAIN OPTIMISTIC ON THE INDIA GROWTH STORY

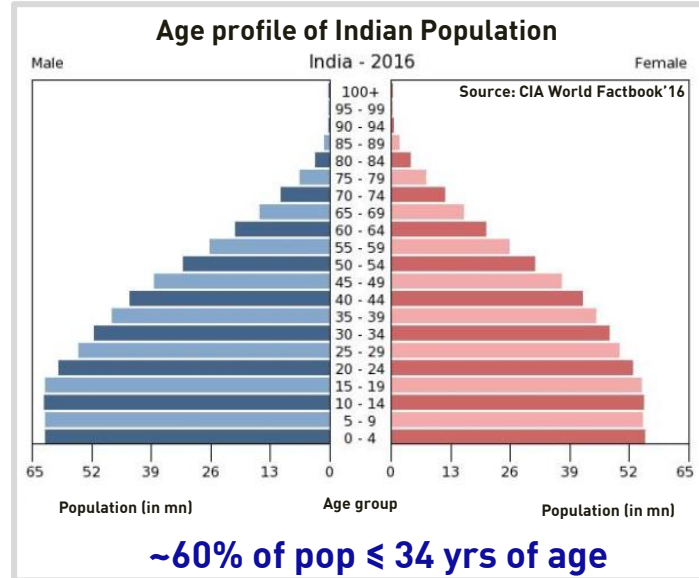


AND POSITIVE ON MID-LONG TERM OUTLOOK FOR FMCG

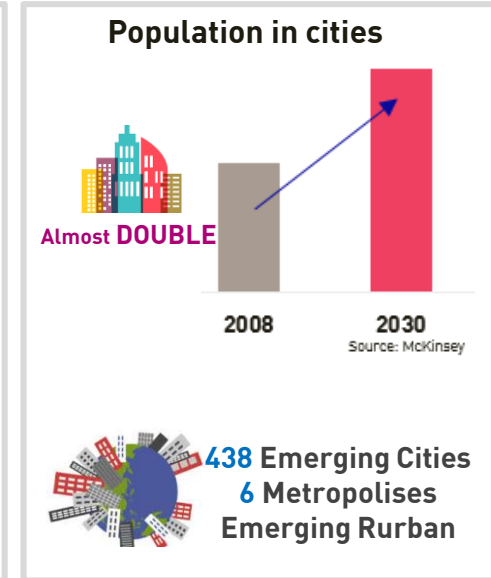
Premiumisation



Millennials

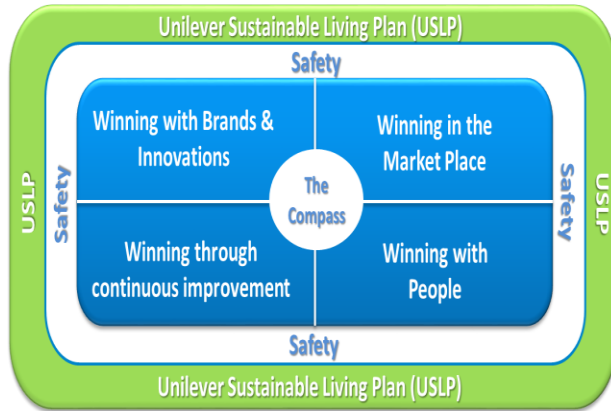


Increasing Urbanization



OUR STRATEGY REMAINS UNCHANGED

A Compelling Framework



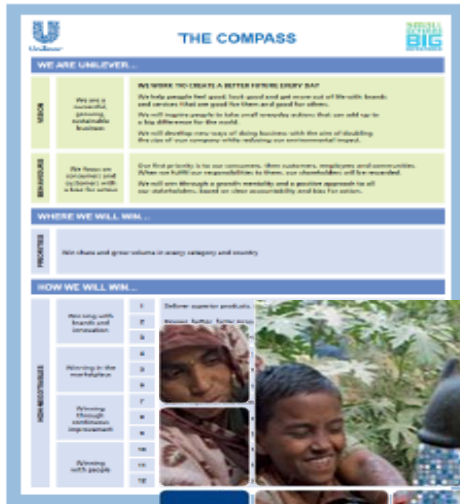
A Model Which Works



A Clear Set of Goals

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

WINNING DECISIVELY



THE COMPASS

WE ARE UNILEVER...

VISION

We are a successful, growing, sustainable business.

WE WANT TO CREATE A BETTER FUTURE EVERY DAY

We help people that spend, live good and move out of the world's poverty and ensure that we spend for them and good for others.

We will inspire people to take small everyday actions that can add up to a big difference for the world.

We will develop new ways of doing business with the aim of doubling the size of our company while reducing our environmental impact.

VALUES

We have an open heart and a passion to make the world a better place.

Our first priority is for our consumers, then customers, employees and communities. When we fulfil our responsibilities to them, our shareholders will be rewarded.

We will act through a growth mindset and a positive approach to all our stakeholders, based on clear accountability and fair for action.

WHERE WE WILL WIN...

FOCUS

We focus and grow volume in every category and country.

HOW WE WILL WIN...

CHALLENGES

Winning with brands and innovation	1	Deliver superior products.
Winning in the marketplace	2	Maximize market share.
Winning through sustainable improvement	3	Improve through continuous improvement.
Winning with people	4	Engage and inspire people.



- 1 **Winning with brands and innovation**
- 2 **Winning in the marketplace**
- 3 **Winning through continuous improvement**
- 4 **Winning with people**
- 5 **Unilever Sustainable Living Plan**



Hindustan Unilever Limited

WINNING WITH BRANDS & INNOVATION

KEY THRUSTS



Hindustan Unilever Limited

Strengthening the core



Building brands with purpose



Innovating across the portfolio



Market Development



Addressing needs of all consumers



Strengthening Naturals



Magic and craftsmanship



STRENGTHENING THE CORE



Hindustan Unilever Limited



Surf



Lux



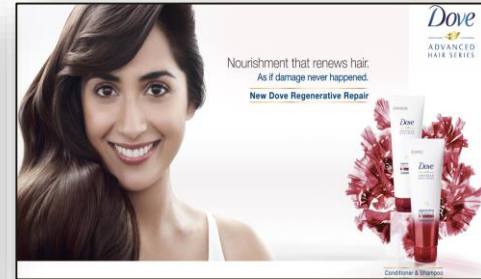
Red Label



Kissan



Fair & Lovely



Dove

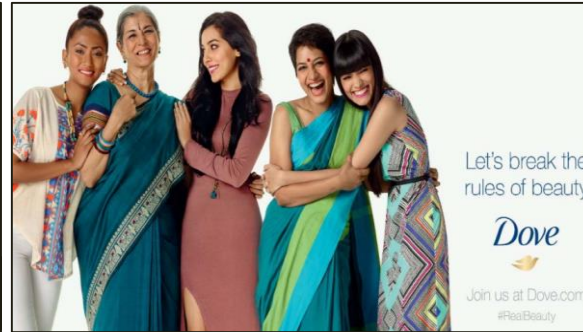


Fair & Lovely

BUILDING BRANDS WITH PURPOSE



Hindustan Unilever Limited



INNOVATING ACROSS THE PORTFOLIO



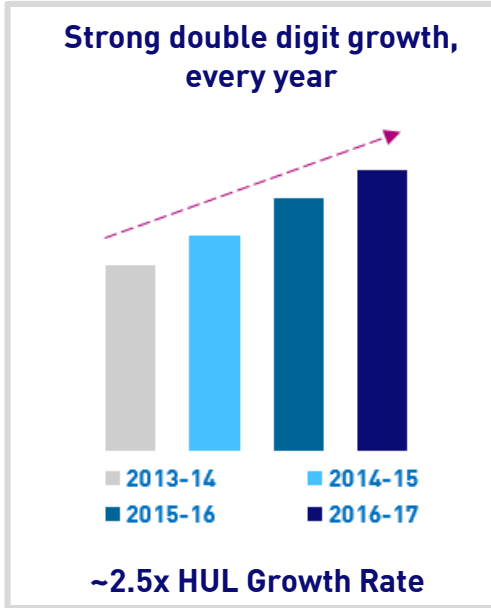
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MARKET DEVELOPMENT

BUILDING CATEGORIES OF THE FUTURE

How these categories have evolved over the years



ADDRESSING NEEDS OF ALL CONSUMERS



Hindustan Unilever Limited

Only 1 in 10 washes uses a HUL Premium laundry powder



Huge scope for premiumization



Democratizing trends across core, while driving premiumization

ADDRESSING NEEDS OF ALL CONSUMERS



Democratizing trends across core, while driving premiumization

STRENGTHENING NATURALS



Hindustan Unilever Limited

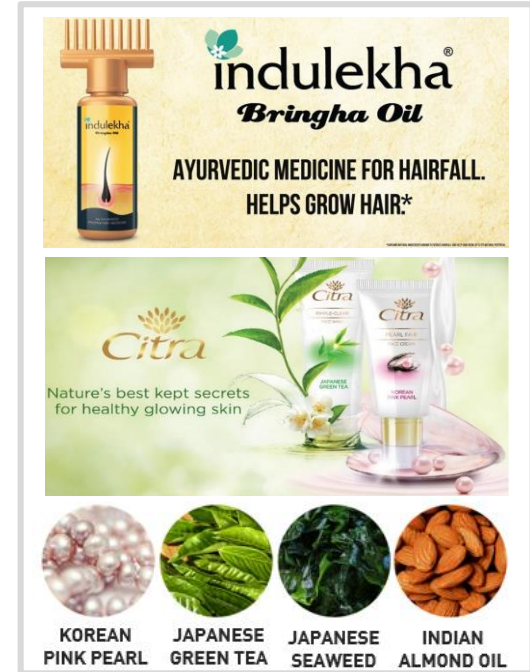
Within Existing Brands



Building Master Brands



Building Specialist Brands



Lever Ayush

LEVER AYUSH ROLLED OUT NATIONALLY



Hindustan Unilever Limited



Oral Care



Skin Care*



Body Lotions



Hand Wash



Hair Care

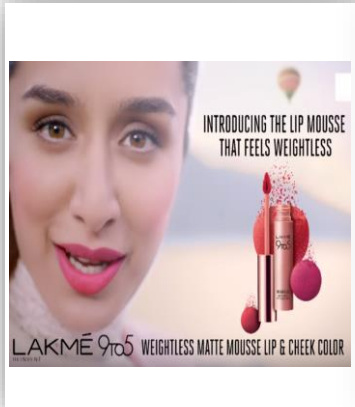


Soaps

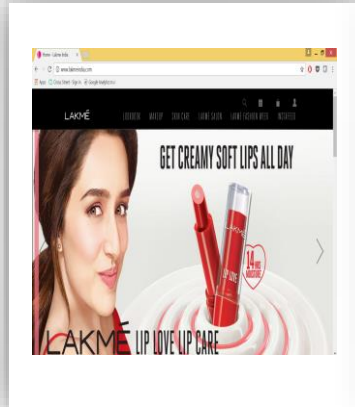
27SKUs across 6 categories in the popular range

MAGIC & CRAFTSMANSHIP WITH DIFFERENTIATED CONTENT

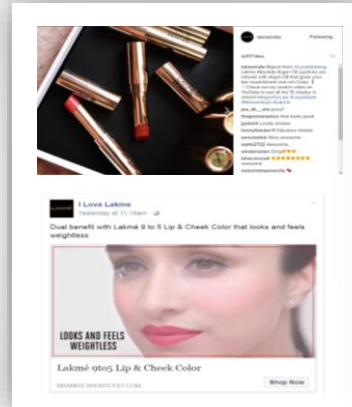
Television



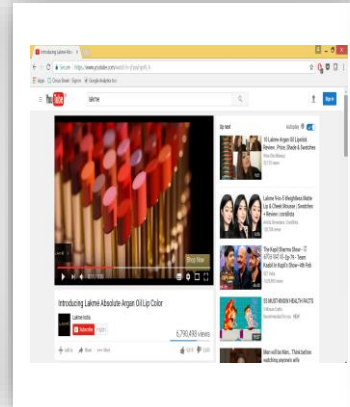
Website



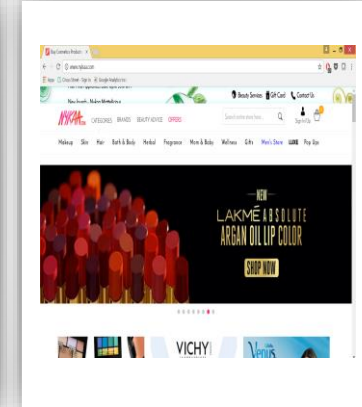
Social Media



Digital video



E-Commerce



MAGIC & CRAFTSMANSHIP

WITH DIFFERENTIATED CONTENT



PRM +
Online Behaviour +
FB Look Alikes



250K
Makeup Junkie Personae
Targeted
2x
Click Throughs achieved

Create → Curate → Channelize



100+ partners, 900+ ideas, 100 shortlisted



Hindustan Unilever Limited

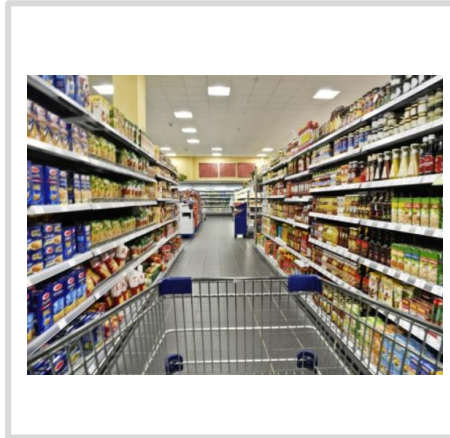
WINNING IN THE MARKET PLACE

KEY THRUSTS

Winning in Many Indias (WiMI)



Effective coverage and assortment



Partner of choice across all channels




WINNING IN MANY INDIAS (WIMI) HELPING TURBO CHARGE GROWTH WITH AGILITY

Central India



Pricing, Product Adaptation



**Cluster Specific Mixes –
Content, Communication,
Schemes**

Empowerment



**Authority to spend on local
activation now vests with
Cluster Heads**

Growth of last 2 years of Central Branch > All India Average

EFFECTIVE COVERAGE & ASSORTMENT

MORE THROUGHPUT FROM MORE STORES

More Stores



More Assortment



Every Day Perfection



More Assortment in More Stores at More Frequency

EFFECTIVE COVERAGE & ASSORTMENT

MORE THROUGHPUT FROM MORE STORES

Technology

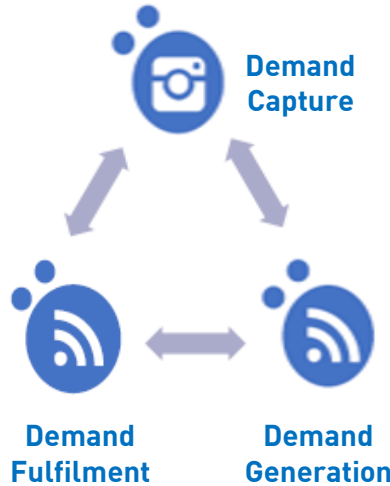


What to sell to the store



Tailor made Assortment for
'every' store

Differentiated approach



Upskilling the talent



Training

Development



Increase retention

PARTNER OF CHOICE ACROSS CHANNELS

Strengthening the existing channels



Wholesale



General Trade



Drug-pharmacy & beauty

Building channels of the future



Modern Trade



E-Commerce



Shares & Profitability in E-Commerce > Modern Trade > General Trade



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WINNING THROUGH CONTINUOUS IMPROVEMENT

KEY THRUSTS

Profitable Growth



Everyday customer service & quality at the moment of truth



Building back-end capabilities



PROFITABLE GROWTH

A Business Model That Works



Max the Mix



End-to-end cost focus



Symphony



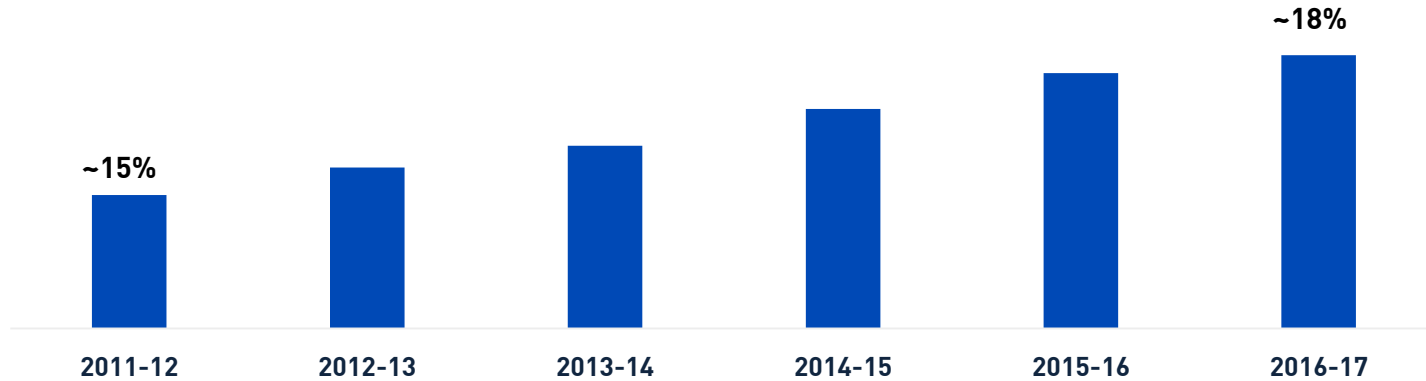
ZBB



CONSISTENT MARGIN IMPROVEMENT PLAN

DRIVEN BY SAVINGS

300 bps Margin Improvement



CONSISTENT SAVINGS DELIVERY PLAN



Smart spending & ownership mindset



New & disruptive thinking



Cutting complexity and driving agility



Targeting and delivering end to end savings of ~6% of turnover



Additional investment for future growth

EVERYDAY CUSTOMER SERVICE & QUALITY AT THE MOMENT OF TRUTH



BUILD BACK END CAPABILITIES



**Order
Management**



**Shipment
Planning**



**Shipment
Tendering**



**Tracking &
Monitoring**



**Reporting &
Analytics**

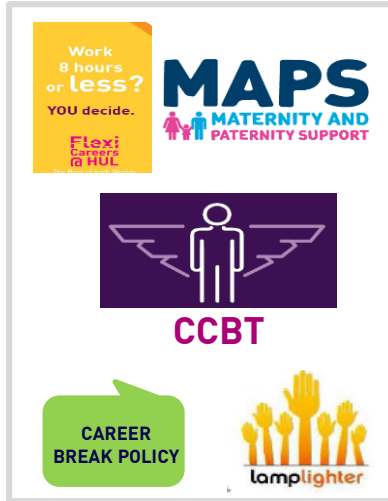


Hindustan Unilever Limited

WINNING WITH PEOPLE

WINNING WITH OUR PEOPLE

Flexible and Agile



Work 8 hours or less?
YOU decide.

Flexi Careers @ HUL

MAPS
MATERNITY AND PATERNITY SUPPORT

CCBT

CAREER BREAK POLICY

lampighter

Diversity & Inclusion



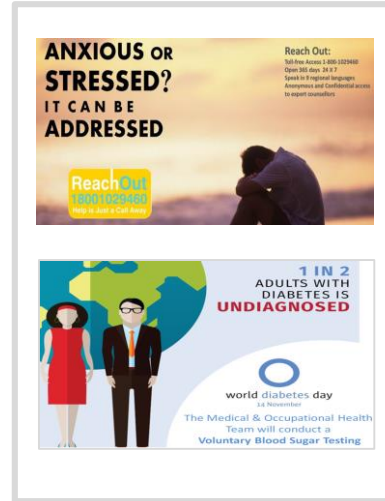
36% of Managers are WOMEN



100% WOMEN EMPLOYEE FACTORY



Employee Wellbeing



ANXIOUS or STRESSED?
IT CAN BE ADDRESSED

Reach Out:
Toll Free Access: 1-800-022490
Open: 9AM - 5PM, 24x7
Speak in 5 regional languages
Anonymous and confidential access
to expert counsellors

Reach Out
Reach to Ask a Call Today

1 IN 2
ADULTS WITH
DIABETES IS
UNDIAGNOSED

world diabetes day
14 November

The Medical & Occupational Health Team will conduct a Voluntary Blood Sugar Testing

Founders mentality



THE UNILEVER FOUNDRY



PURPOSE



PERFORMANCE,
POTENTIAL, PLAN



WELLBEING



LEARNING &
DEVELOPMENT

RETAINING TOP EMPLOYER POSITION

Employer of Choice



6th YEAR in a row

#1 Employer



Mid Career recruits &
Women

Dream Employer



8th YEAR in a row

CCBT

FASTER, MORE CONSUMER & CUSTOMER CENTRIC, FUTURE PROOFED HUL

Brand Development



Brand Building

CROSS FUNCTIONAL **CCBTs** : GLOBAL – LOCAL BRAND COMMUNITIES

Consumer & Customer Centric



Bigger innovations



Faster innovations



All about experimentation, empowerment and collaboration

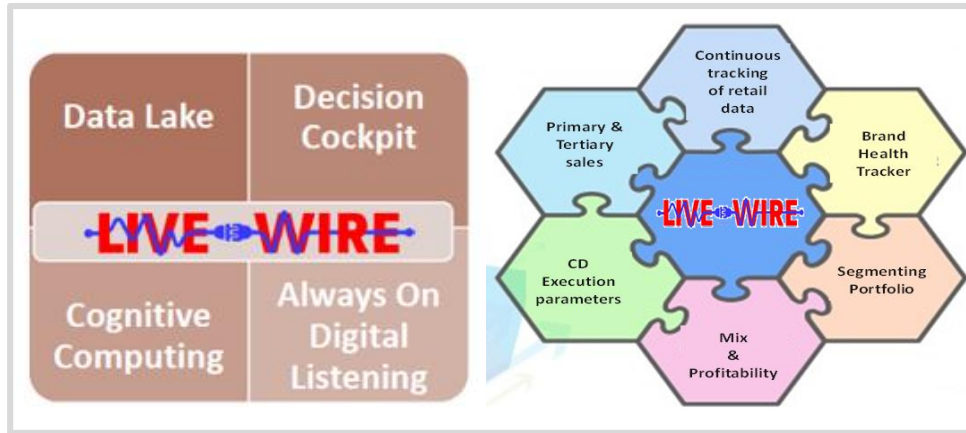
CCBT INNOVATIONS LANDING FASTER



Hindustan Unilever Limited



Advanced Analytics



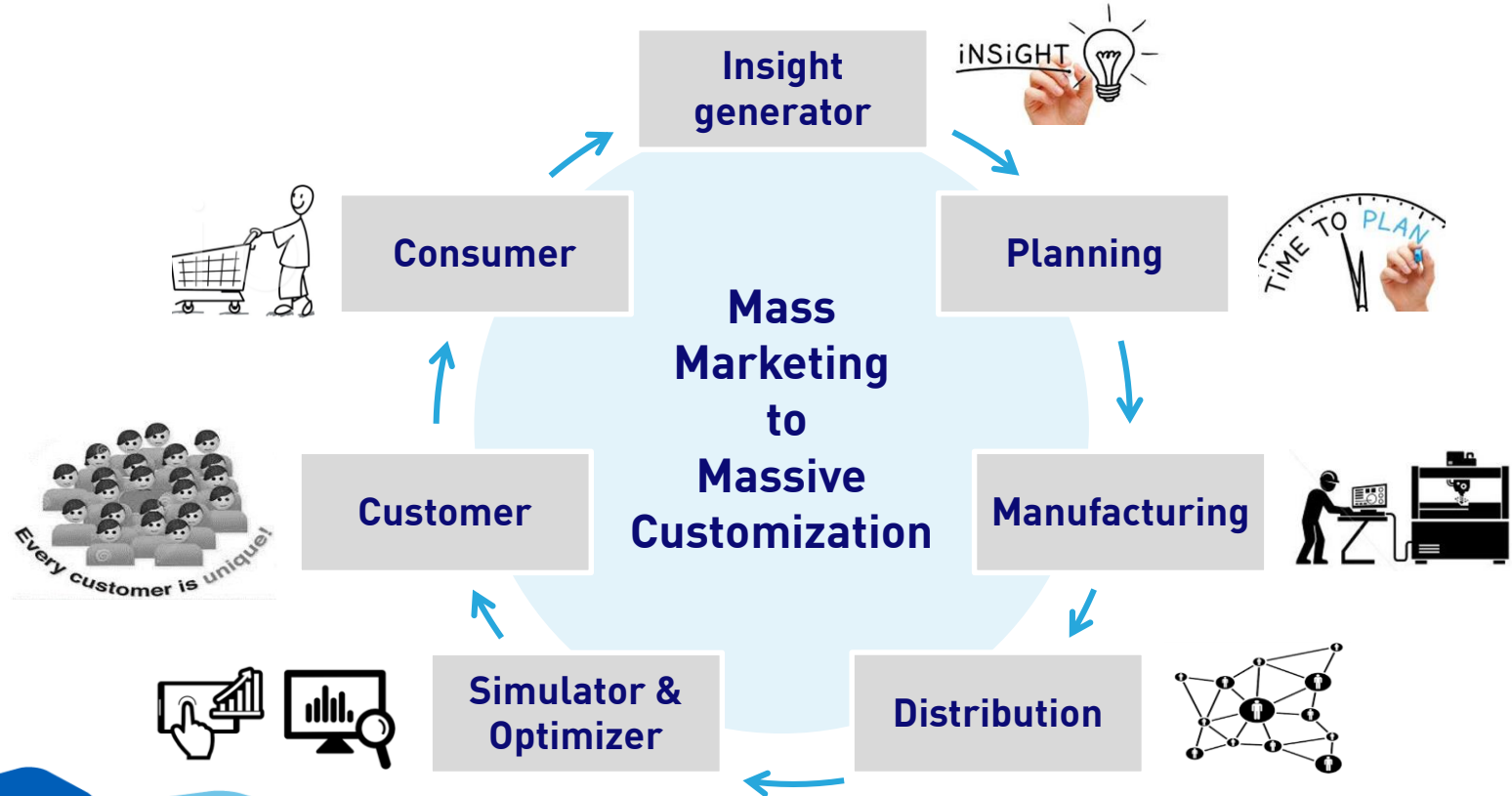
More Power to Users



Analytics driven insights

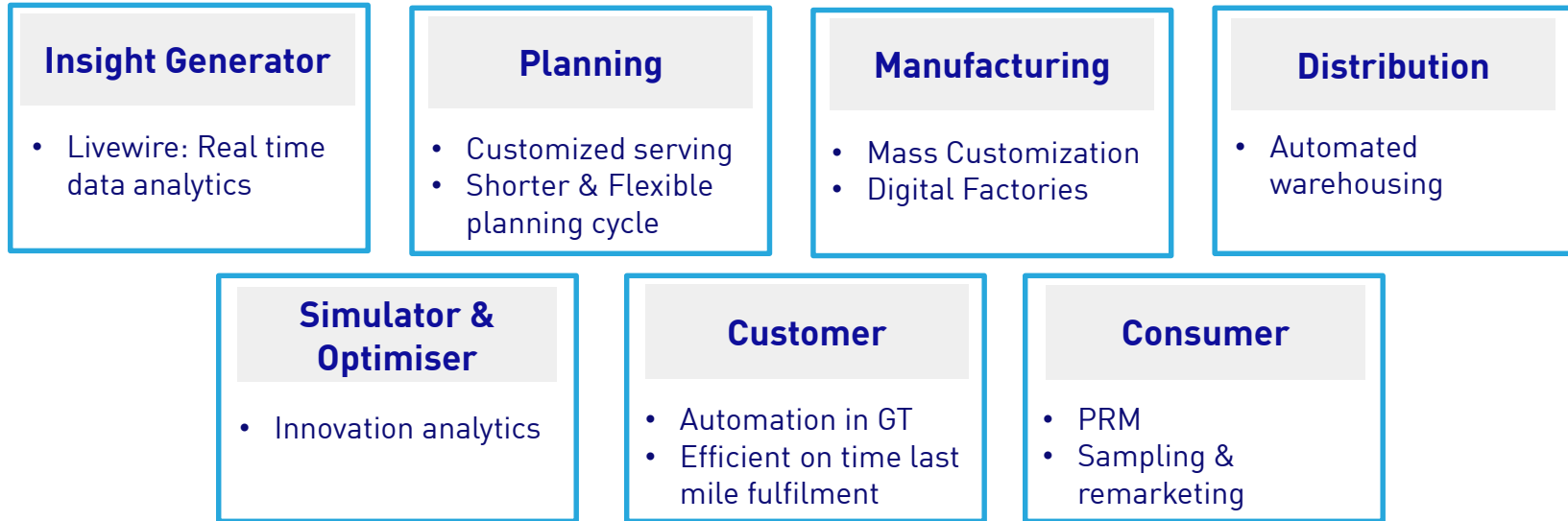
CCBT

DIGITISING HUL ACROSS THE VALUE CHAIN



CCBT

MULTIPLE KEY PROJECTS DEPLOYED ACROSS THE VALUE CHAIN



Startup Mindset: Learn, Build, Measure, Scale



Hindustan Unilever Limited

UNILEVER SUSTAINABLE LIVING PLAN

DOING WELL BY DOING GOOD



Hindustan Unilever Limited

Enhancing livelihoods



Swachh Aadat Swachh Bharat



Water conservation



Sustainable sourcing



Weaving the Sustainability Agenda across the business

ENHANCING LIVELIHOOD

Shakti



72,000 Shakti Ammas
48,000 Shaktimaans
empowered through Project
Shakti

Brands with purpose



>390,000

Youth benefited till date



Prabhat



'A community initiative of Hindustan Unilever Limited'



680,000*

People benefitted directly

SWACHH AADAT, SWACHH BHARAT

Mass Media



Haath Muh Bum
Most Viewed Campaign on YouTube
with 20 million views
75 million people reached

Swachh Basti



Touched 200,000 lives through the
pilot

Swachhata Doot



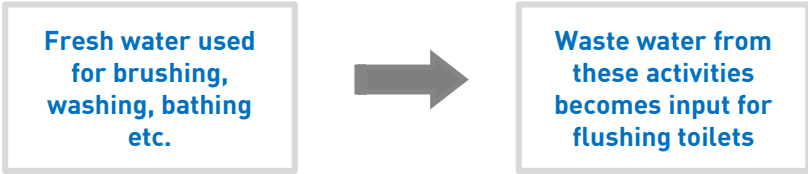
Touched 200,000 lives through our
'Swachhata Doots'

SUVIDHA CENTRE LAUNCHED

URBAN WATER HYGIENE & SANITATION COMMUNITY CENTRE



Circular economy principle used to reduce water usage



~10 mn litres
of water savings per annum



ADDRESSING THE HYGIENE NEEDS OF LOW INCOME URBAN HOUSEHOLDS

HINDUSTAN UNILEVER FOUNDATION

Water Conservation



300 billion litres*
Cumulative and Collective Potential

Crop Yield



>600,000 tonnes*
**Cumulative Annual Agriculture
Production**

Person Days Generated



>3.7 million*
Cumulative Person Days Generated



* Assured Figures as of March 2016

SUSTAINABLE SOURCING

Tomatoes



100% tomatoes used in Ketchup sourced from sustainable sources

Tea



46% Tea (16% in 2011) is sourced from estates certified as sustainable

WINNING DECISIVELY

THE COMPASS

WE ARE UNILEVER...

VISION
We are a successful, growing, sustainable business.

WE THINK "NO ONE IS A BETTER FINDER EVERY DAY"
We help people that spend, live good and move out of the world, brands and services that are good for them and good for others.
We will inspire people to take small everyday actions that can add up to a big difference for the world.
We will develop new ways of doing business with the aim of doubling the size of our company while reducing our environmental impact.

MISSION
We focus on customers and partners with a bias for action.

OUR FIRST PRIORITY IS FOR OUR CUSTOMERS, OUR CUSTOMERS, EMPLOYEES AND COMMUNITIES. THEN WE FULFIL OUR RESPONSIBILITIES TO THEM, OUR SHAREHOLDERS AND THE WORLD.
We will win through a growth mindset and a positive approach to all our stakeholders, based on clear accountability and bias for action.

WHERE WE WILL WIN...

FOCUS
Win share and gross volume in every category and country.

HOW WE WILL WIN...

CHALLENGES	Winning with brands and innovation	1	Deliver superior products.
	Winning in the marketplace	2	Reduce supply chain risk.
		3	Improve operational efficiency.
		4	Improve through continuous improvement.
Winning with people	5	Improve through continuous improvement.	
	6	Improve through continuous improvement.	



- 1 **Winning with brands and innovation**
- 2 **Winning in the marketplace**
- 3 **Winning through continuous improvement**
- 4 **Winning with people**
- 5 **Unilever Sustainable Living Plan**

THANK YOU

For More Information

VISIT OUR WEBSITE

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

HUL Annual Investor Meet 2017

HUL's Annual Investor Meet 2017 will be held on 2nd June 2017, Friday, at the HUL Head Office in Mumbai

[View more](#)



HUL INVESTOR APP

