



# Hindustan Unilever Limited

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

13th 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 CLSA Hong Kong Investor Conference on 14th September, 2017.

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

CLSA INVESTOR CONFERENCE | 14 SEPT 2017

Sanjiv Mehta, CEO & MD



*Hindustan Unilever Limited*

# SAFE HARBOUR STATEMENT



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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.

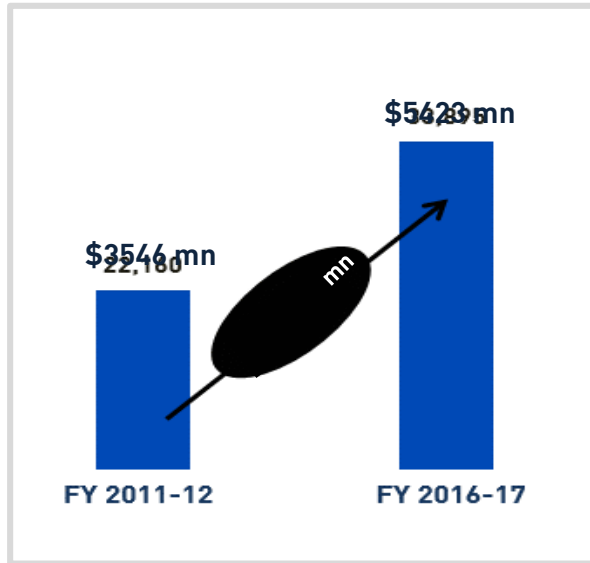
# LONG TERM PERFORMANCE



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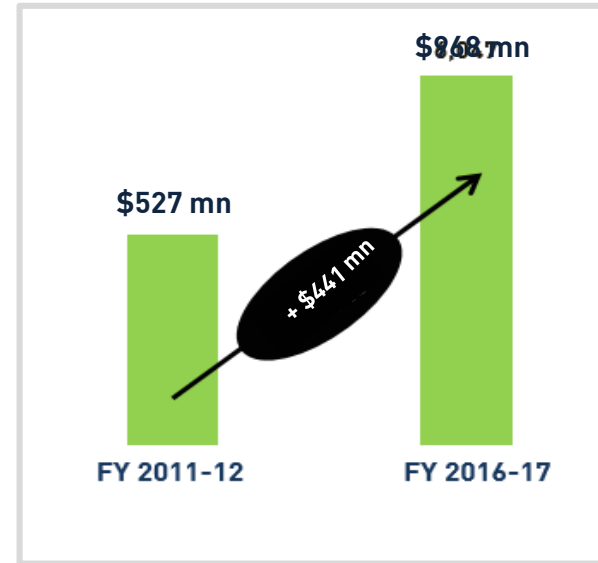
# HUL PERFORMANCE - LAST 5 YEARS AT A GLANCE

## Net Sales



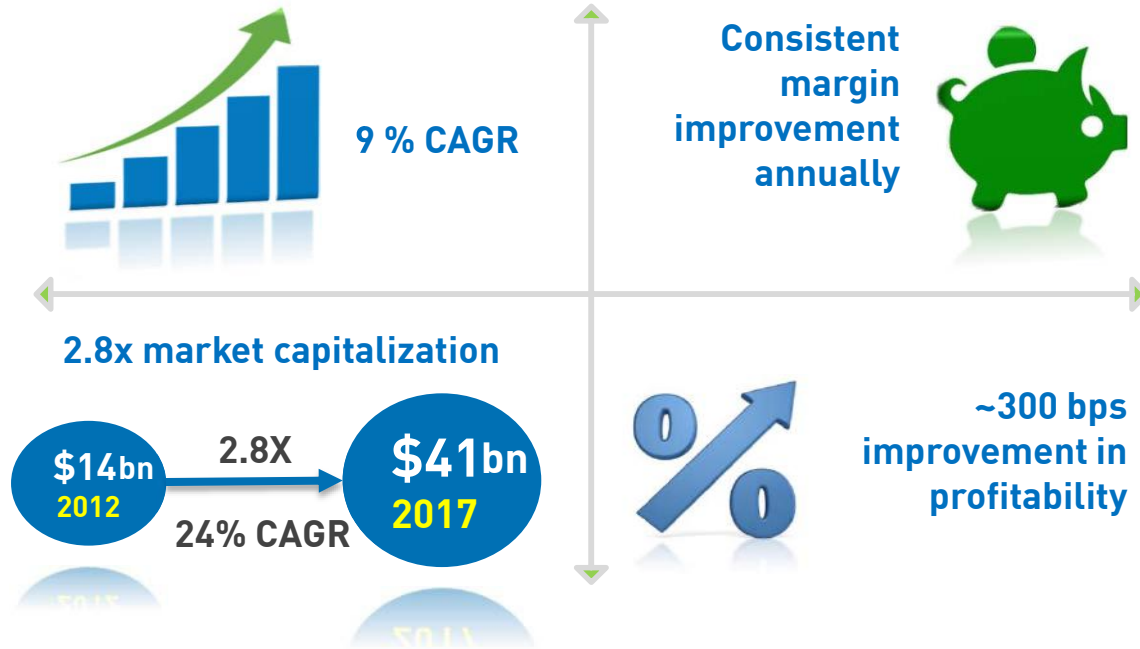
~\$ 1.9 billion added

## EBITDA



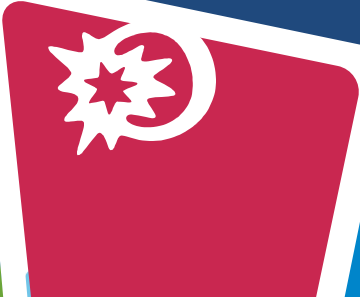
~EBITDA 1.8X

# STRATEGY ON TRACK AND DELIVERING IN LAST 5 YEARS



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

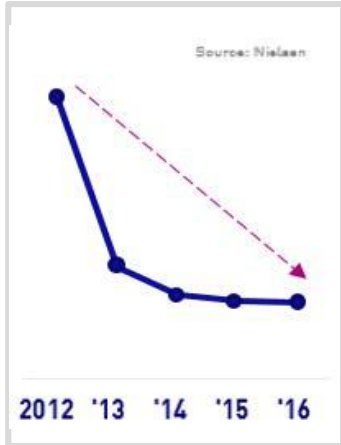
# RECENT DEVELOPMENTS



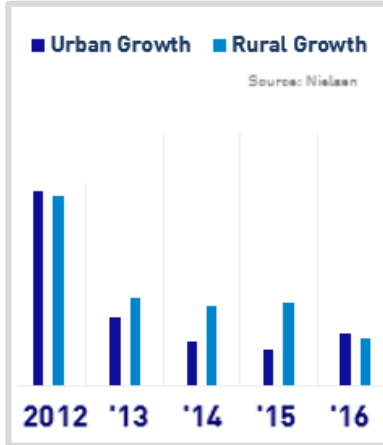
*Hindustan Unilever Limited*

# CHALLENGING ENVIRONMENT IN THE LAST FEW QUARTERS

## Subdued Consumer markets



## Rural growth yet to recover



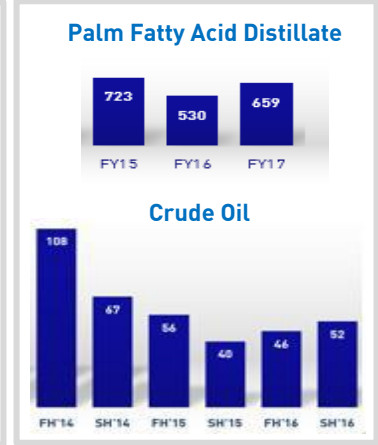
## Demonetization



## GST

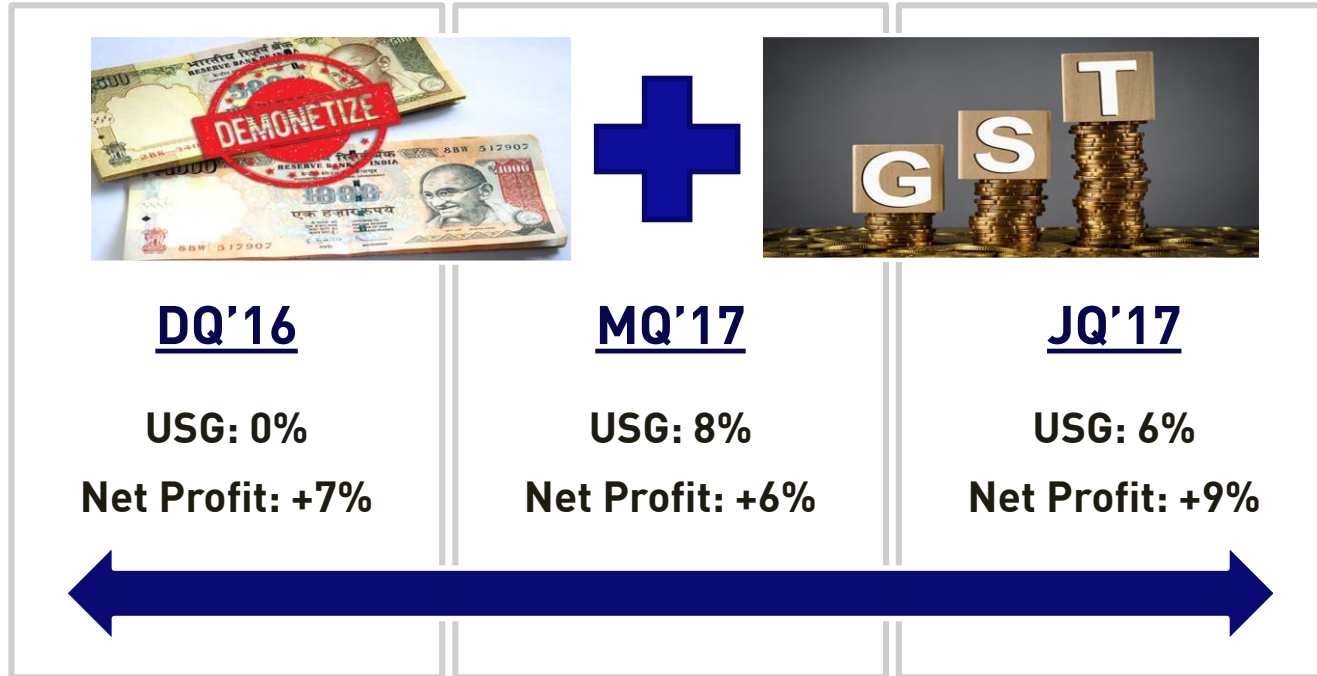


## Volatile Commodity costs





# 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



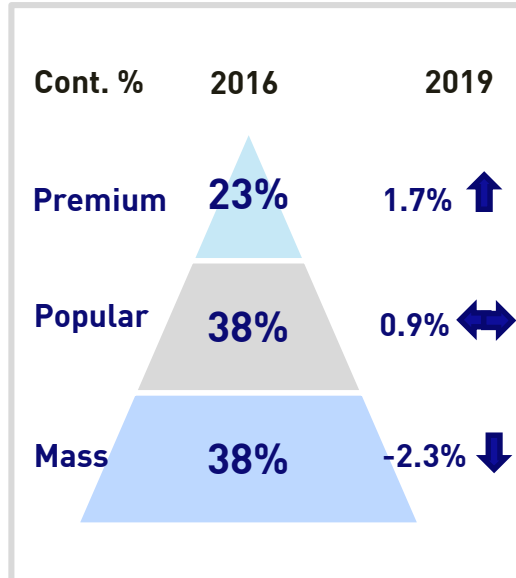
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# WE CONTINUE TO REMAIN OPTIMISTIC ON THE INDIA GROWTH STORY

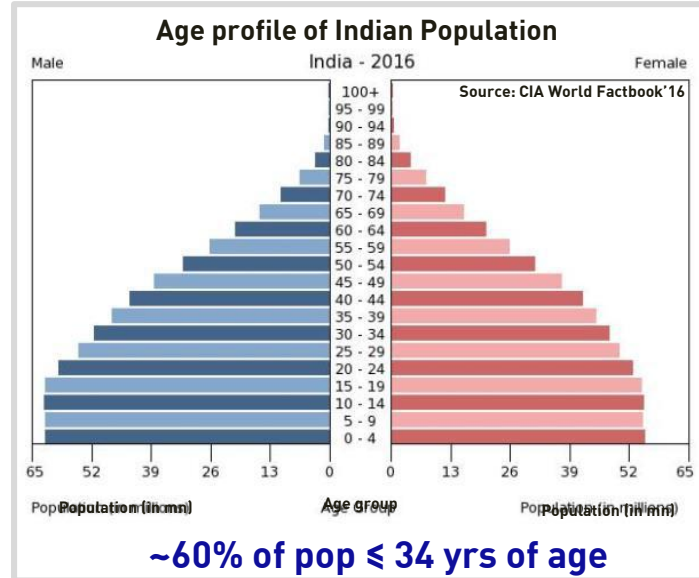


# AND POSITIVE ON MID-LONG TERM OUTLOOK FOR FMCG

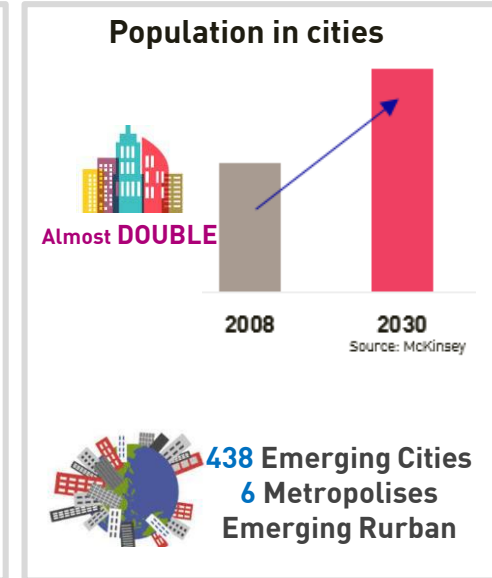
## Premiumisation



## 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...**

**USIN** We use a successful business model. We work tirelessly to better serve every day. We're always there for you. We're always there for you. We're always there for you.

**INNOVATE** We focus on innovation and growth. We're always there for you. We're always there for you. We're always there for you.

**WHERE WE WILL WIN...**

**MARKETS** We focus on innovation and growth. We're always there for you. We're always there for you. We're always there for you.

**HOW WE WILL WIN...**

COMPETITORS	1	Deliver superior products.
	2	Maximize market share.
	3	Winning through innovation.
	4	Winning through operational excellence.
5	Winning through customer engagement.	
6	Winning through talent.	
7	Winning through sustainability.	
8	Winning through digital.	
9	Winning through partnerships.	
10	Winning through leadership.	



- Winning with brands and innovation**
- Winning in the marketplace**
- Winning through continuous improvement**
- Winning with people**
- Unilever Sustainable Living Plan**



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# WINNING WITH BRANDS & INNOVATION



# KEY THRUSTS

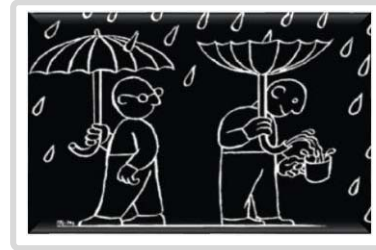
## Strengthening the core



## Building brands with purpose



## Innovating across the portfolio



## Market Development



## Addressing needs of all consumers



## Strengthening Naturals



## Magic and craftsmanship



# STRENGTHENING THE CORE



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Surf



Lux



Red Label



Kissan



Fair & Lovely



Dove



Fair & Lovely

# BUILDING BRANDS WITH PURPOSE



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# INNOVATING ACROSS THE PORTFOLIO



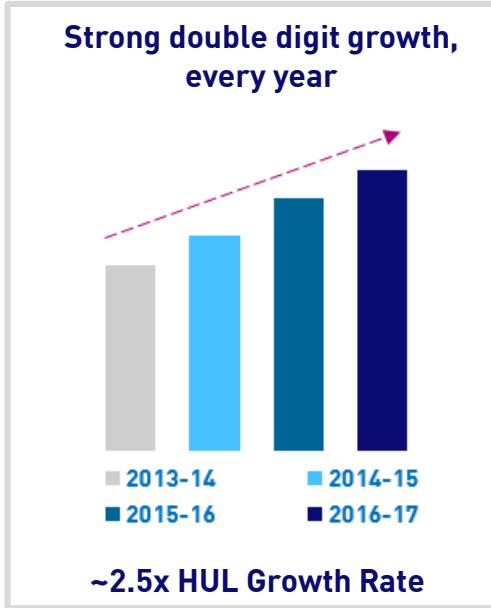
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# MARKET DEVELOPMENT

## BUILDING CATEGORIES OF THE FUTURE

### How these categories have evolved over the years



# ADDRESSING NEEDS OF ALL CONSUMERS



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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



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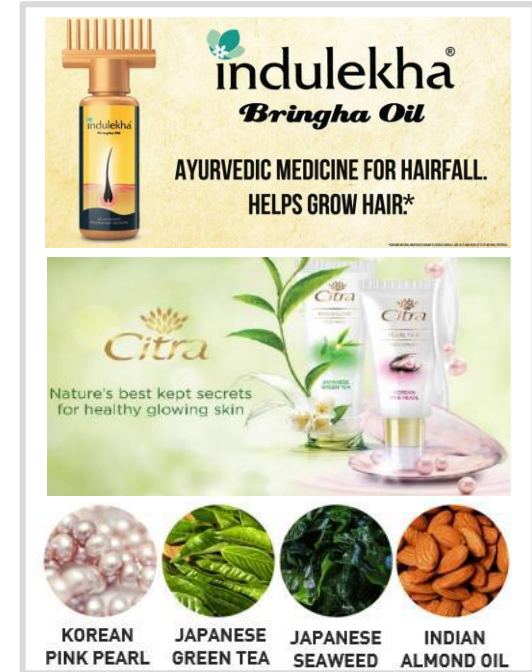
## Within Existing Brands



## Building Master Brands



## Building Specialist Brands



Lever Ayush



# LEVER AYUSH ROLLED OUT NATIONALLY



Oral Care



Skin Care\*



Body Lotions



Hand Wash



Hair Care

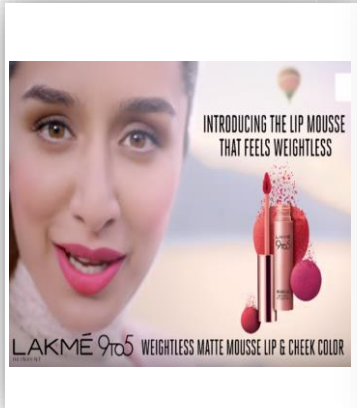


Soaps

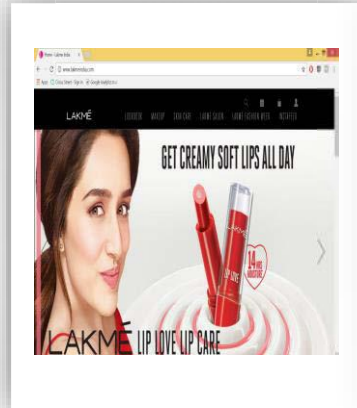
27SKUs across 6 categories in the popular range

# MAGIC & CRAFTSMANSHIP WITH DIFFERENTIATED CONTENT

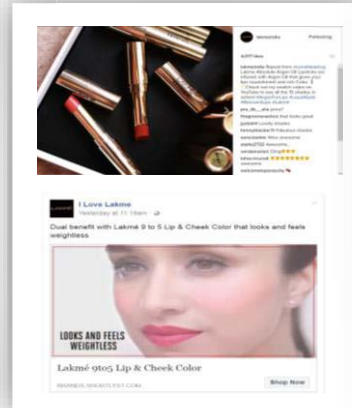
## Television



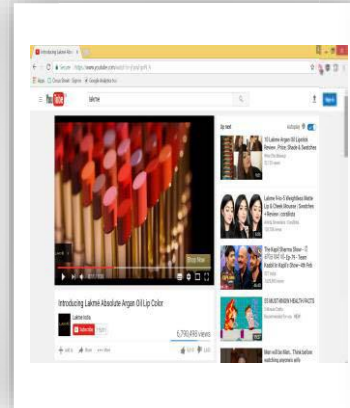
## Website



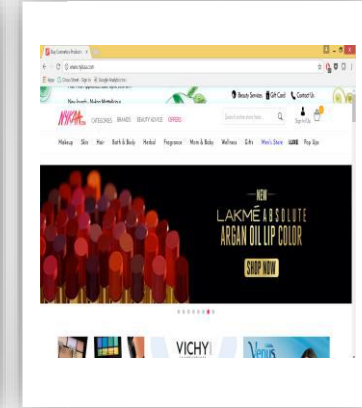
## Social Media



## 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



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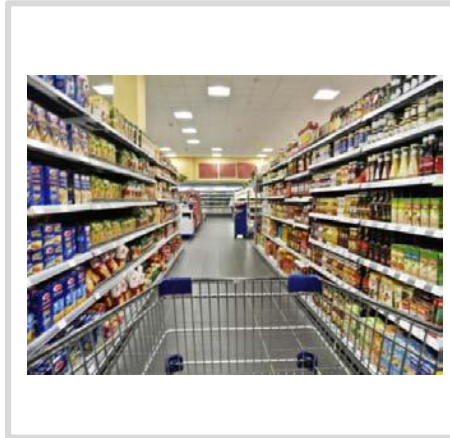
# WINNING IN THE MARKET PLACE

# 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

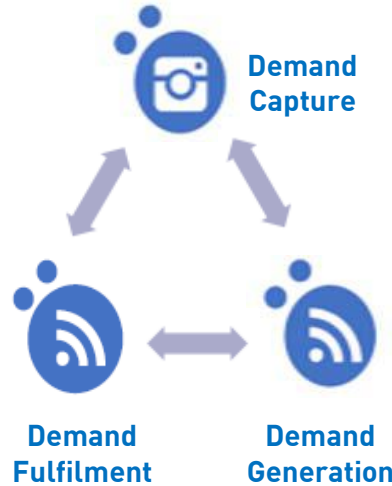


What to sell to the store



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



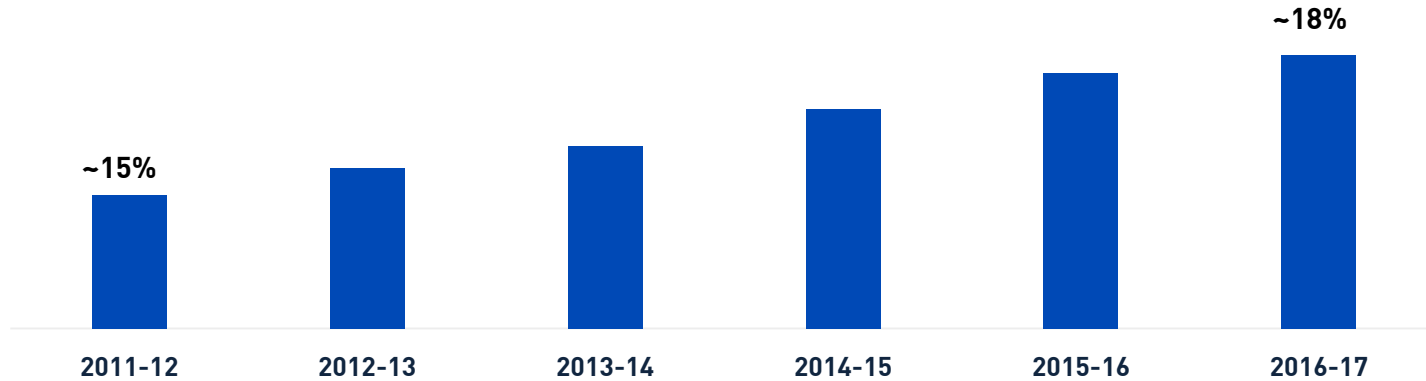
## ZBB



# 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**



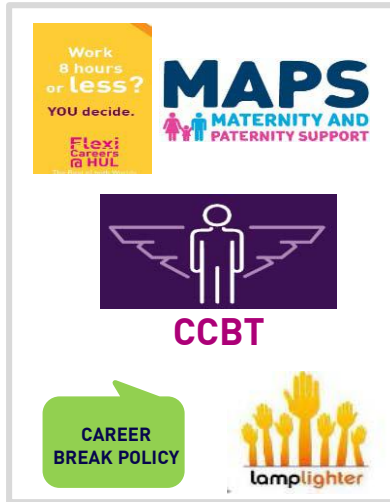


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# WINNING WITH PEOPLE

# 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 24x7 (022)4901 Open 9AM - 6PM, 24x7 Speak in 5 regional languages Download and install the app to report incidents


**Reach Out** Employee Support

**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



6<sup>th</sup> YEAR in a row

#1 Employer



Mid Career recruits &  
Women

Dream Employer



8<sup>th</sup> 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



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# CCBT

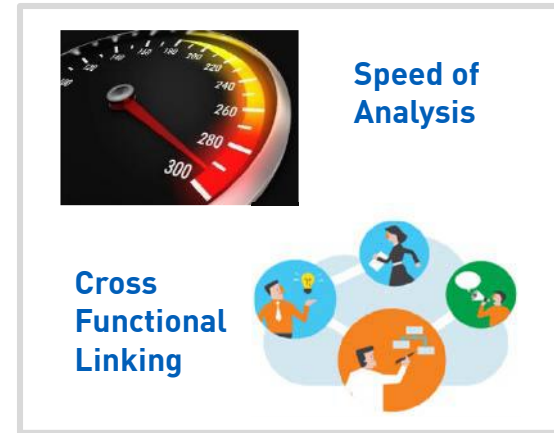
## AGILE EXECUTION BACKED BY BIG DATA ANALYTICS



### Advanced Analytics



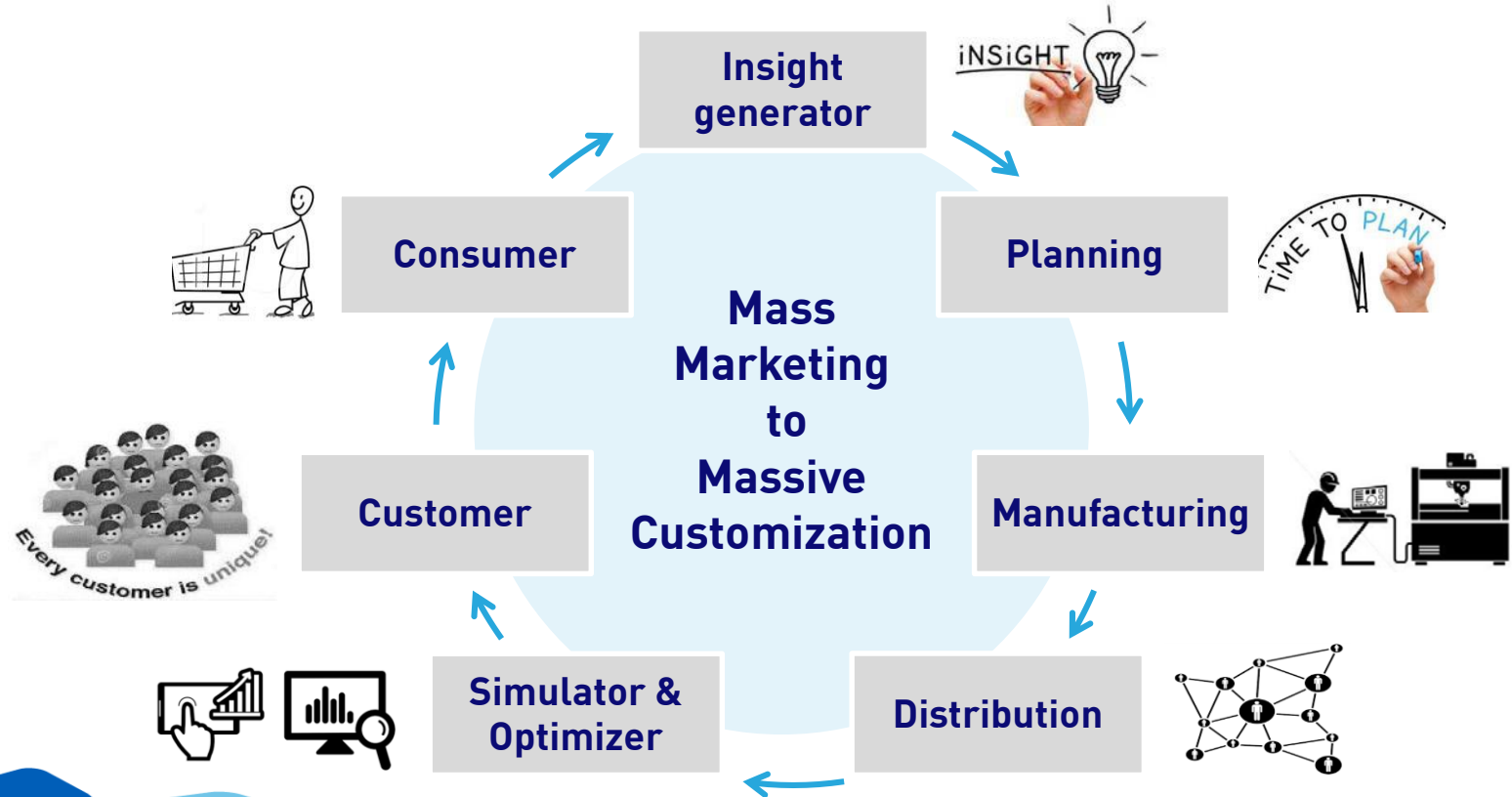
### More Power to Users



### Analytics driven insights

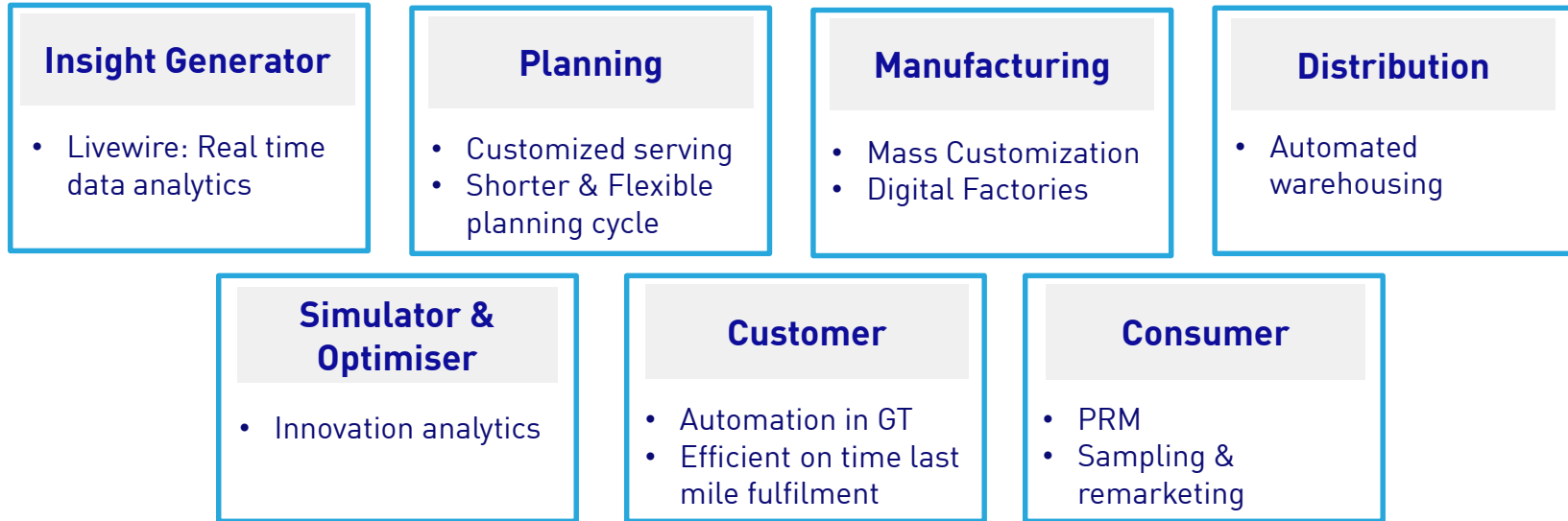
# CCBT

## DIGITISING HUL ACROSS THE VALUE CHAIN



# CCBT

## MULTIPLE KEY PROJECTS DEPLOYED ACROSS THE VALUE CHAIN



**Startup Mindset: Learn, Build, Measure, Scale**





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# UNILEVER SUSTAINABLE LIVING PLAN

# DOING WELL BY DOING GOOD



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## 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



**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



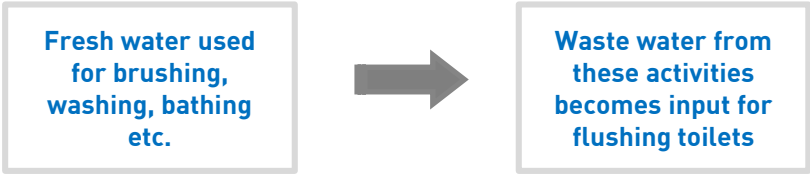
Touched 200,000 lives through our  
'Swachhata Doots'

# 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



Hindustan Unilever Limited

## 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...**

**USIN**

We use a successful business model.

**WE WORK TO CREATE A BETTER EVERY DAY**

Workily enough that spend, fast growth and more out of the water brands and services that are good for them and good for others.

We will improve people's lives and the planet through our products and services.

We will develop many more of things because with the size of doubling the size of our company while reducing our environmental impact.

**INNOVATE**

We focus on innovation and growth in emerging markets.

Our first priority is to our customers, their customers, employees and communities. When we build our responsibility to them, our shareholders will be rewarded.

We will act through a growth mindset and a growth approach to all our stakeholders, based on their accessibility and the for others.

**WHERE WE WILL WIN...**

**MARKETS**

High volume and growth volume in every category and country.

**HOW WE WILL WIN...**

**COMPETITIVENESS**

Winning with brands and innovation	1	Deliver superior products.
Winning in the marketplace	2	Maximize market share.
Winning through business improvement	3	Improve operational efficiency.
Winning with people	4	Attract, develop and retain talent.

-  **Winning with brands and innovation**
-  **Winning in the marketplace**
-  **Winning through continuous improvement**
-  **Winning with people**
-  **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

