



Hindustan Unilever Limited

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

4th December, 2018

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 by Mr. Sanjiv Mehta at Unilever Investor Event to be held at registered office of the Company at Mumbai 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 / FCS No. F3354

UNILEVER INVESTOR EVENT

04 DEC 2018

Sanjiv Mehta, Chairman & Managing Director
Hindustan Unilever Limited



Hindustan Unilever Limited



Hindustan Unilever Limited

INDIA'S LARGEST FMCG COMPANY



Hindustan Unilever Limited : €4.5bn powerhouse

HUL performance



10% CAGR over 10 years*

530 bps EBIT improvement

Among the **top 5** most valuable companies in India with market cap of \$51b**



Our footprint



Nearly **every household** uses one or more of our brands

Our brands are available in **8mn+** stores



Recognition



'Dream Employer' for **9 years** in a row among top Indian universities



#8 Globally and **#1** in India



13 HUL brands in India's Top 50 Most Trusted Brands

*HUL performance as per India local reporting

** Market capitalization converted to USD based on rate as of 22nd Nov 2018

Consistent high performance across Divisions

A few examples in the last 6 years



Beauty & Personal Care

Hair

Turnover



1.9x

Market Share



~ 700 bps

Largest Beauty & Personal Care company in India



Home Care

Fabric Solutions

Turnover



1.8x

Profitability



3.7x

Largest Home Care company in India



Foods & Refreshment*

Tea

Turnover



1.8x

Profitability



2.0x

Largest Tea company in India

* On completion of merger with GSKCH, our F&R business will become one of the largest in the country

Our strategy is anchored around..

Growth

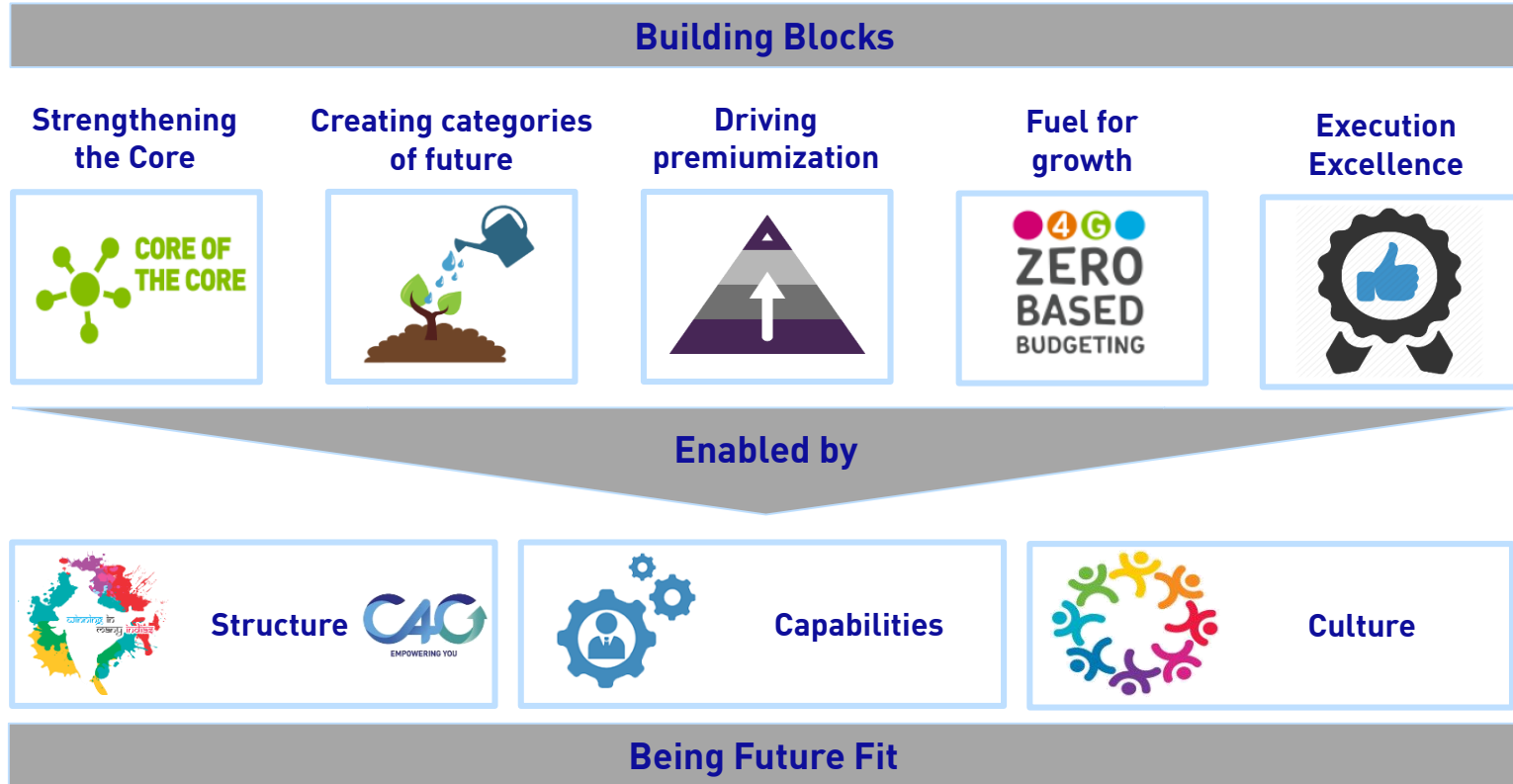


**Consistent, Competitive,
Profitable, Responsible
Growth**

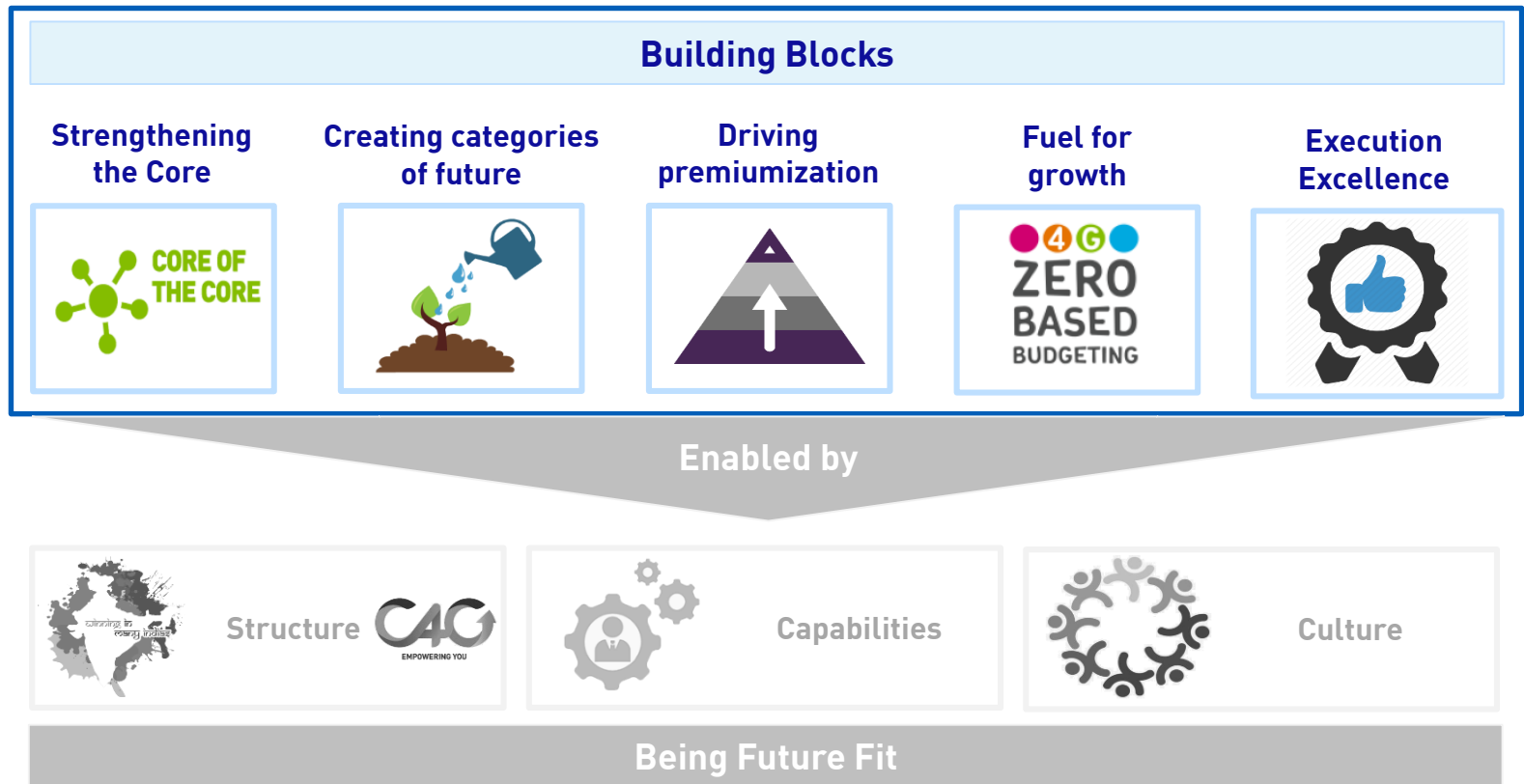
Underpinned by Unilever Sustainable Living Plan



Strategy in action



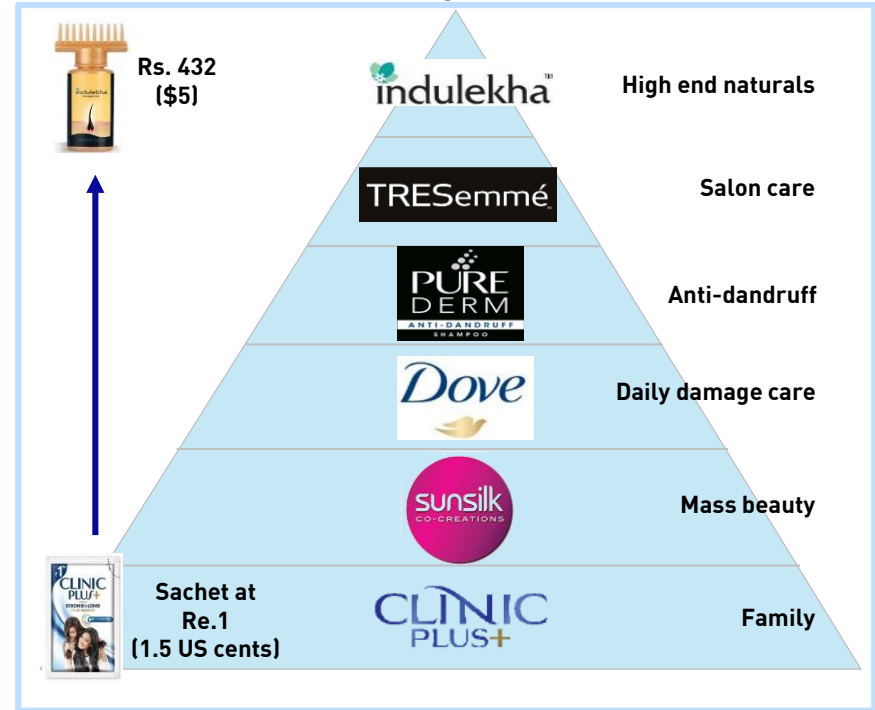
Strategy in action



Our Core portfolio



Straddling the price-benefit pyramid For e.g. Hair



Strengthening the Core



Making the Core more aspirational through purpose led brands



Constantly innovating and renovating the Core



Focused SKUs at deaveraged level using local insights



Focus on driving penetration & weighted distribution



Building iconic engagement platforms

Lakmé Fashion Week



Fair & Lovely Foundation



Lifebuoy Help a child reach 5



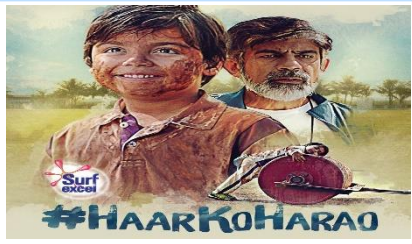
Lux Golden Rose Awards



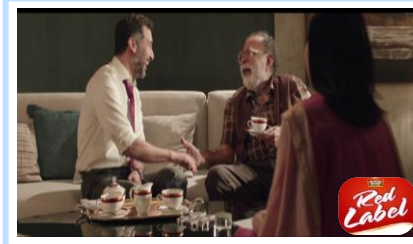
Rin Career Academy



Surf Excel Haar ko Harao



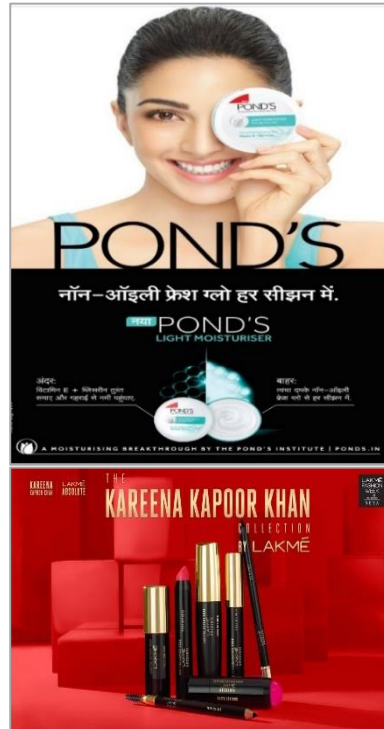
Red Label taste of togetherness



Kissan Tiffin Time Table



Innovations driving our growth



Our Market development portfolio

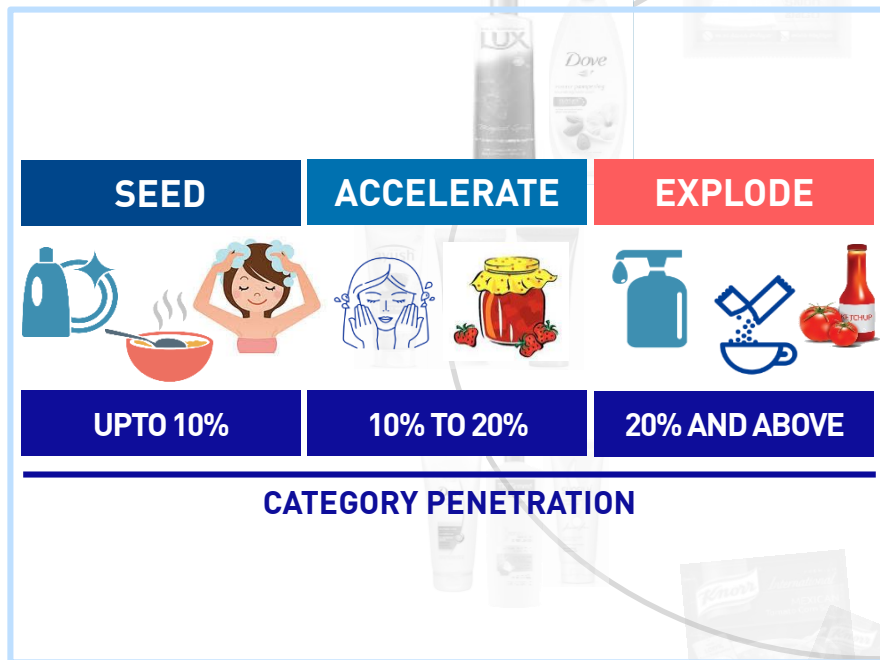


Nascent categories penetration



Creating categories of the future

Market development model



Driving category penetration

20%
of Business



Growing at ~ **2x** of
HUL average

Doubled in size in the last 5 years

2.2 x



200 million
consumer contacts

Leading with trends

Naturals



Perfume on the go



Fabric sensations



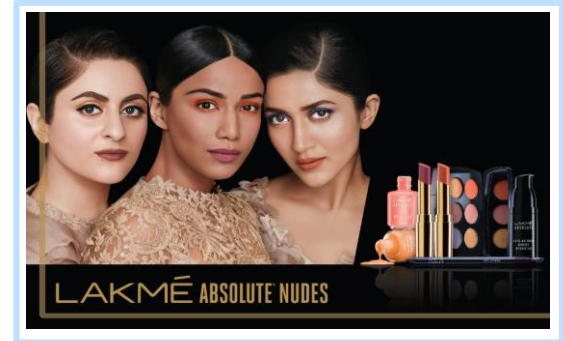
Male grooming



Health

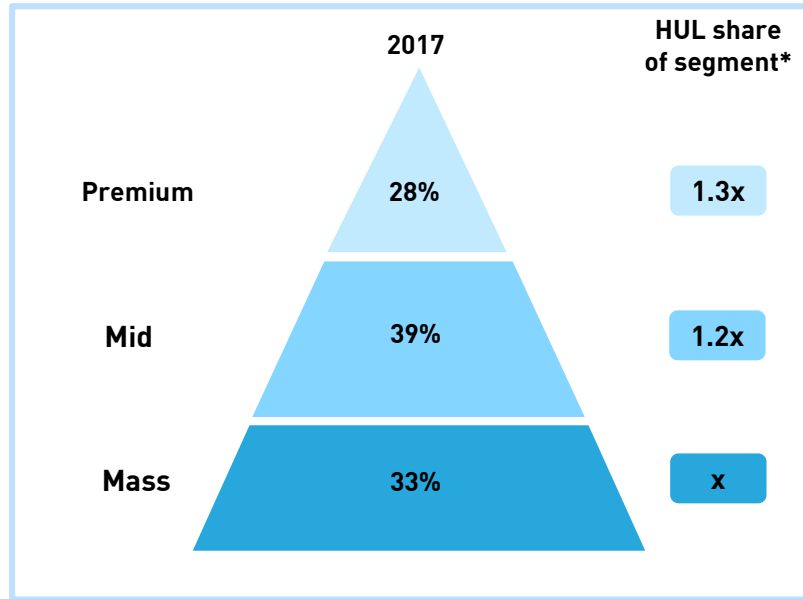


Reinvent Indian look

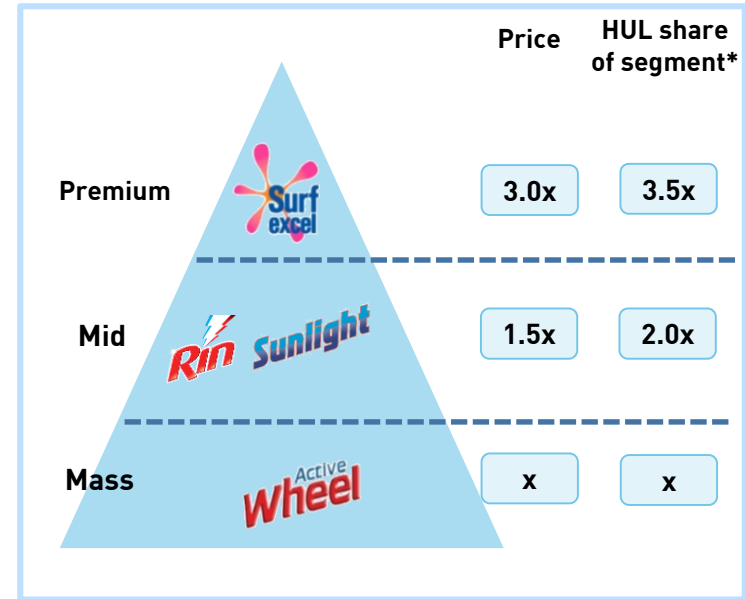


Driving Premiumization

Market growing faster in the premium segment



Example : Fabric Solutions



Fuel for growth

End-to-end cost focus



Organization wide effort

Powered by

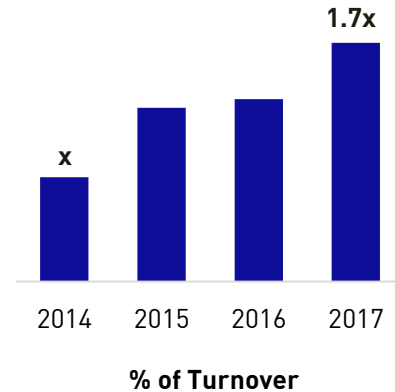
5s
savings

 **ZERO
BASED
BUDGETING**

PARTNER TO WIN
\$ymphony

Crowd sourcing of ideas

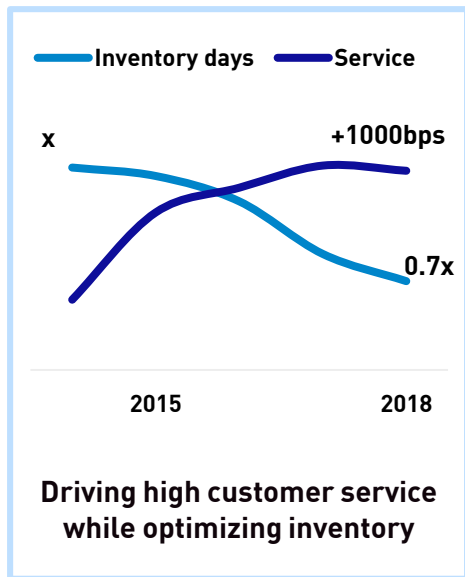
Savings



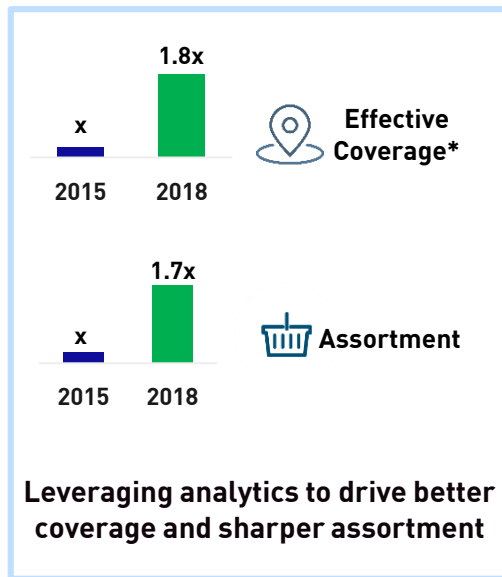
Driving virtuous cycle of growth

Execution excellence

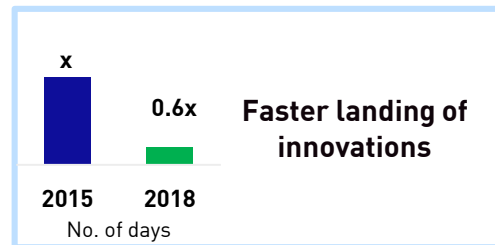
Agile Supply Chain



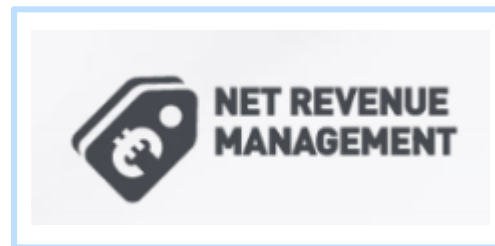
Front end execution



Speed to market



Art of pricing



India is a heterogenous country



Diverse demographics



Multiple languages
8 Major religions

Varied affluence levels



LSM 7+ = 8% nationally
(Range of 5-48%)

Different media habits



Mobile internet penetration:
Rural- 18%*; Urban- 59%*

Differential category adoption



Penetration in adjacent
states also not the same

Customer Development

Sharper strategy leveraging the ecosystem



Demand Capture
Right outlets, Right frequency, Right assortment



Demand Fulfill
On time delivery at optimal cost



Demand Generate
World class in store execution

Traditional trade channels will remain relevant



Wholesale
Aids ↑ Width of distribution



Retail
Accessibility at arm's reach of desire



Shakti
Deep rural distribution

Building channels of the future



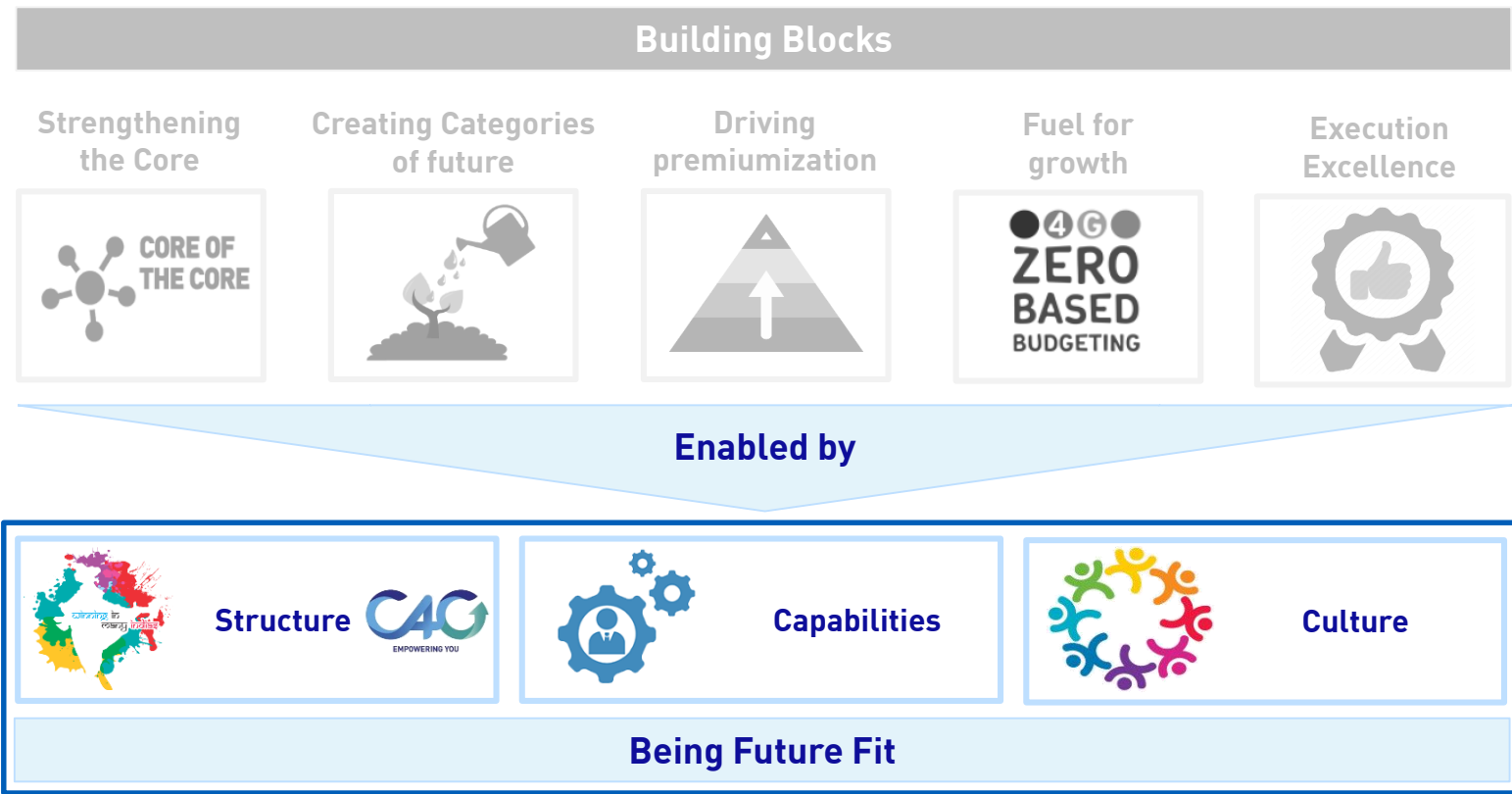
Modern Trade - Driving visibility



Explode Ecommerce - Partnerships and exclusive ranges

Growth and profitability in E-Com > Modern Trade > Traditional Trade

Strategy in action





Winning in Many Indias



WiMI in action

From 4 branches to
14 consumer
clusters

Distinctive strategy
at a cluster level

Customized product
propositions &
media deployment
for every cluster

Empowered Cluster
Heads enabling
faster decision
making closest to
the point of action

WiMI is a competitive edge for HUL

Winning in Many Indias – few examples

Proposition in face care

Low penetration markets



Grow by removing barriers of proxy usage

Other markets



Leverage by increasing usage occasions

Pricing and proposition in fabric solutions



Uttar Pradesh

Majority mass



Upgradation through mid and premium bars and powders



Tamil Nadu

Majority mid



Upgradation through top end formats – Matic liquids

Product in Refreshment

Punjab and Karnataka



Designed for color and taste preference



C4G in action

Country Category Business Team : 15 Mini – Boards



Functions in a CCBT



Merger of brand building and brand development



Empowered to deliver in-year P&L



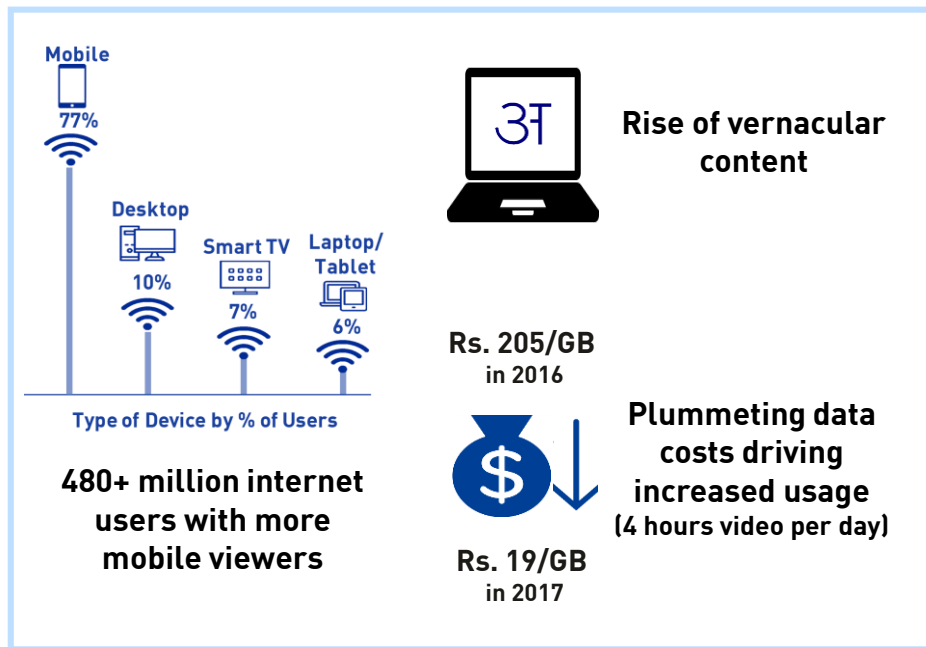
More consumer & customer centric



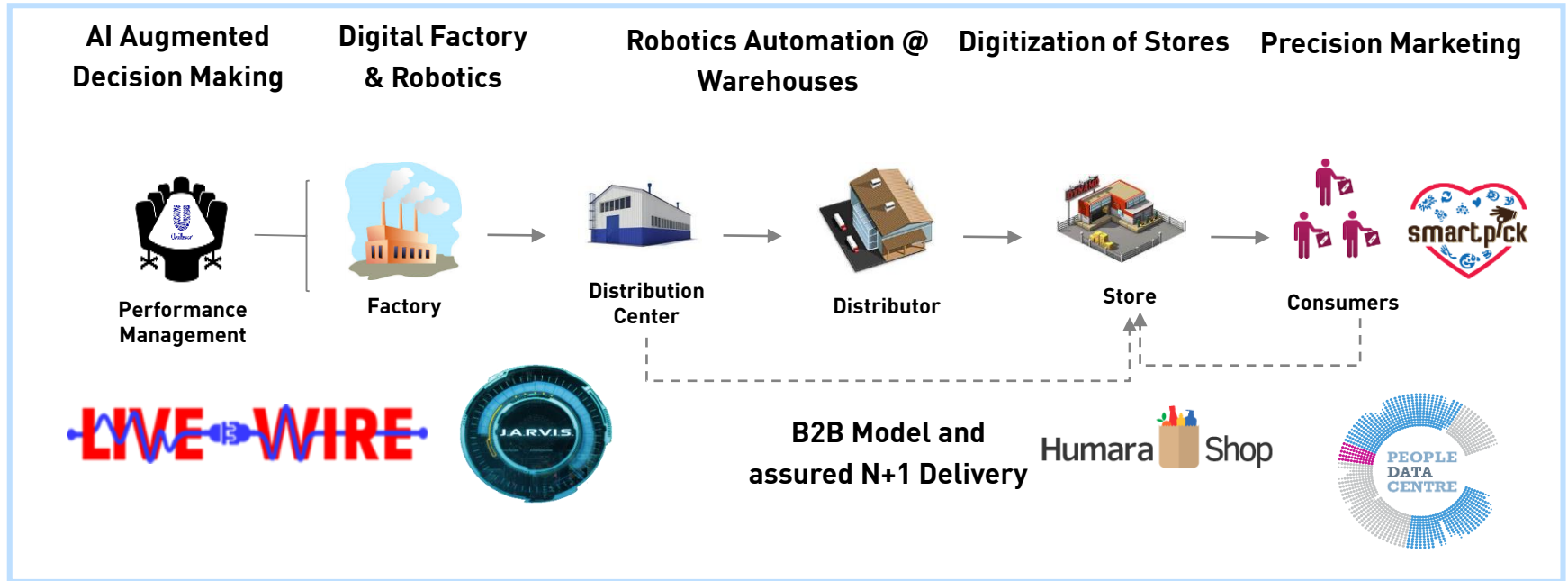
Land bigger, faster innovations

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

Digital trends shaping India



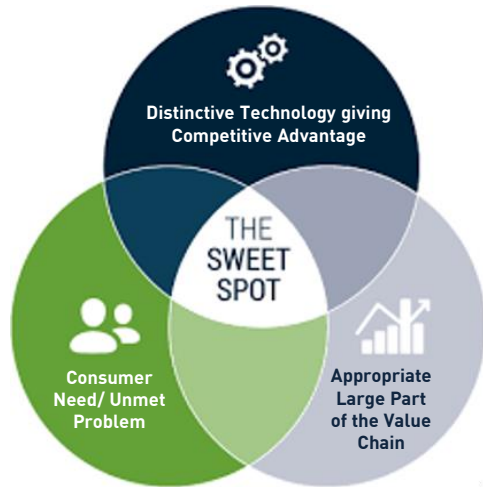
Leading the disruption along our value chain



Harnessing the power of 'Data as an enterprise asset'

Winning culture: Focus on Wellbeing, Diversity & Inclusion

Nurturing an experimentation culture



Building an Inclusive Workplace



+1200 bps
improvement in
gender balance



Embracing
inclusion **beyond**
gender and
breaking
stereotypes

Holistic Wellbeing



**People with
purpose**



**Physical and
mental wellbeing**

UNILEVER
SUSTAINABLE
LIVING PLAN



Unilever Sustainable Living Plan

Health & Wellbeing



>67 million people reached -
Lifebuoy Handwashing Programme

83 billion litres of safe drinking water provided by **Pureit**

~1.1 million people impacted through **Domex Toilet Academy**

Sustainable Sourcing

100% tomatoes are sourced from sustainable sources



52% tea is sourced from estates certified as sustainable

Enhancing Livelihoods



90,000+ Shakti entrepreneurs network

1.7 million people benefitted



600,000+ women enrolled

Over **420,000 people** trained



Thought Leadership



450 billion litres of water saving potential created

100% of our plastics packaging to be reusable, recyclable or compostable by 2025



Key Messages

- Unilever has a **rich history and deep heritage** in South Asia spanning over 100 years
- South Asia has **huge headroom to grow** being home to the largest millennial population, growing affluence, rising urbanization and burgeoning digital connectivity
- Unilever has strong business in South Asia and a **clear and compelling strategy** across divisions
- We are **future proofing** our business through market development, agile organization structures and building distinctive capabilities across the value chain leveraging data and technology
- **USLP** continues to be our key differentiator

Thank you
For more information



Hindustan Unilever Limited

VISIT OUR WEBSITE

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