



Hindustan Unilever Limited

Hindustan Unilever Limited
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Chakala, Andheri East
Mumbai 400 099

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

17th May, 2017

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 analysts/investors on financial results of the Company for the quarter and year ended 31st March, 2017.

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

Thanking You.
Yours faithfully,
For Hindustan Unilever Limited

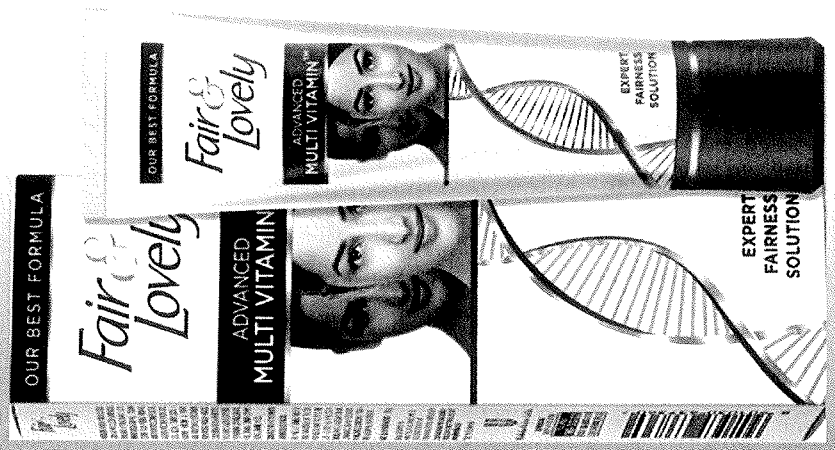
Dev Bajpai
Executive Director (Legal & Corporate Affairs)
and Company Secretary
DIN:00050516

presentation

Fair & Lovely | ADVANCED MULTI VITAMIN
FAIRNESS LIKE LASER LIGHT TREATMENT



FAIRNESS LIKE IPL TREATMENT*



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Safe Harbor Statement



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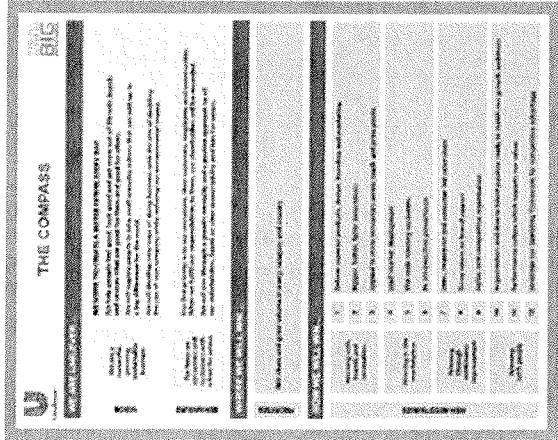
This Release / Communication, except for the historical information, may contain statements, including the words or phrases such as 'expects, anticipates, intends, will, would, undertakes, aims, estimates, contemplates, seeks to, objective, goal, projects, should' and similar expressions or variations 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.

Agenda

1	Strategy
2	Business Context
3	Current Quarter Performance
4	Financial Year Performance
5	Looking Ahead

Clear and compelling strategy

Strategic Framework



THE COMPASS

OUR STRATEGIC FRAMEWORK

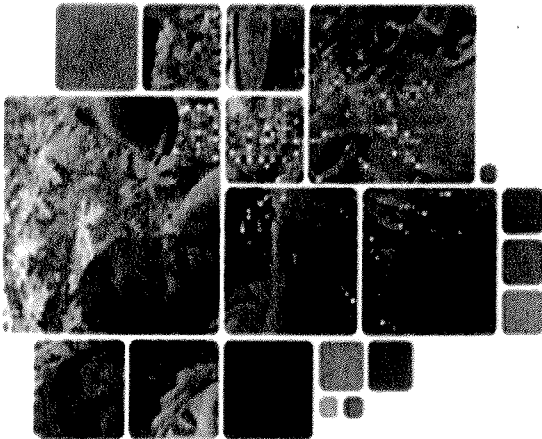
OUR STRATEGIC FRAMEWORK IS BUILT AROUND THREE KEY AREAS:

- Business Excellence:** We focus on driving growth, improving productivity and efficiency, and reducing costs to create value for our shareholders.
- Customer Centricity:** We focus on understanding our customers' needs and preferences, and delivering superior products and services that meet their needs.
- Sustainable Living Plan:** We focus on creating a positive impact on society and the environment, and ensuring our business is sustainable in the long term.

OUR STRATEGIC FRAMEWORK IS SUPPORTED BY SEVERAL KEY CAPABILITIES:

- Operational Excellence:** We focus on improving our manufacturing and supply chain processes to ensure we can deliver high-quality products at a competitive price.
- Marketing Excellence:** We focus on understanding our customers' needs and preferences, and delivering superior marketing campaigns that drive growth.
- Human Capital Excellence:** We focus on attracting, developing, and retaining top talent, and creating a positive work environment that fosters innovation and productivity.
- Financial Excellence:** We focus on managing our financial resources effectively, and ensuring we have sufficient resources to support our growth strategy.

Sustainable Living Plan



Goals

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

MQ '17: Summary

- ❑ Market conditions stabilize in the quarter
- ❑ Input cost inflation moderates
- ❑ HUL : Profitable volume driven growth delivered





MQ'17: Profitable volume driven growth delivered

- ❑ **Domestic Consumer growth at +8%; underlying volume growth at +4%**
- ❑ **EBITDA at Rs. 1,651 Crores up by 12%; margin up 90 bps**
 - COGS lower by 20 bps as inflation moderates
 - Brand communication objectives met, while delivering 80 bps of BMI savings
- ❑ **PAT (bei) at Rs. 1,118 crores up 8%; Net Profit at Rs. 1,183 crores up 6%**

Segmental Performance

Segments	Sales Growth* (%)
Home Care	8%
Personal Care	8%
Foods	2%
Refreshment	11%
Domestic Consumer	8%

Home Care: Broad based growth driven by premiumization

Personal Care: Growth rebounds in both Personal Products & Personal Wash

Foods: Modest growth in packaged foods

Refreshment: Robust growth sustained

Sales growth = Segment Turnover growth excluding Other Operational Income

*Excludes impact of A&D



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Continued focus on innovations



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**TAAZGI
ZABARDAST,
AB SIRF ₹10!**

closeup
 closeup

LAKMÉ SUN EXPERT
**BLOCKS UPTO 97%
HARMFUL SUNRAYS**

**The world will
notice your shine.**

RID
 Keep shining

**SIG
NAT
URE**

**NEW
FROM
WALL'S**

DISC
RED VELVET
 PATILAKA

**FRUITS KA
YUMMY TASTE**

**BE
FRESH**

**BE
FRAGRANT**

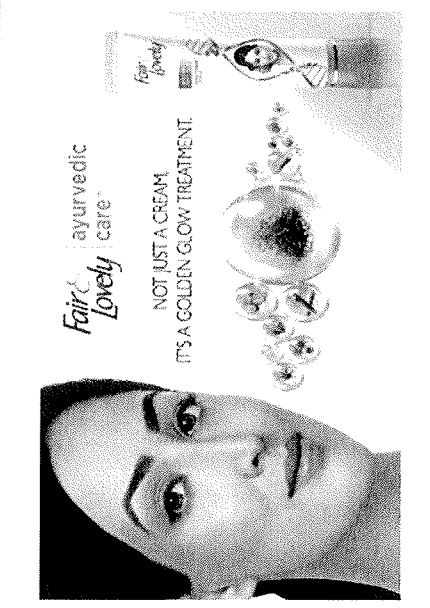
Progressively building the naturals portfolio

Within the existing portfolio



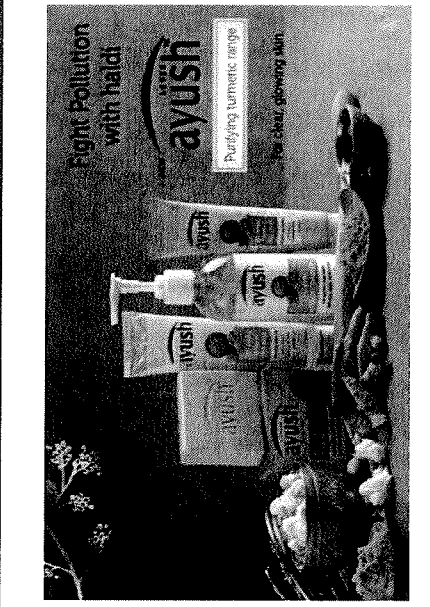
Natural variants introduced in existing brands

Expanding footprint to new geographies



Expanding footprint to North & Central India

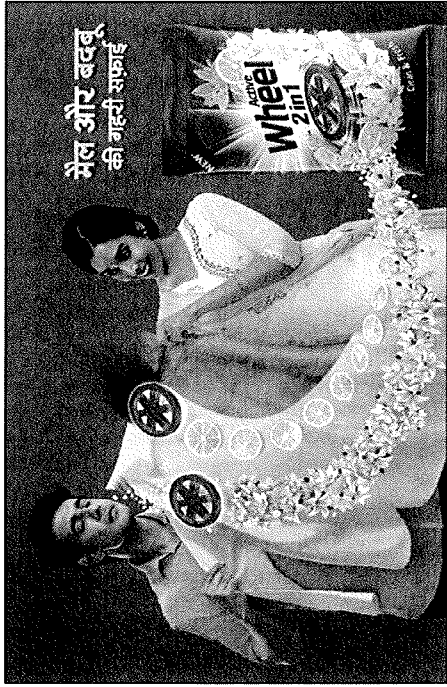
Building a master brand



LEVER Ayush launched in South India in DQ'16 well received

Home Care

Broad based growth driven by premiumization



- ❑ **Fabric Wash:** Growth driven by the premium segment
 - Surf sustains strong volume led growth momentum
- ❑ **Household Care:** Vim liquids sustain strong performance
- ❑ **Water:** Strong volume led growth delivered

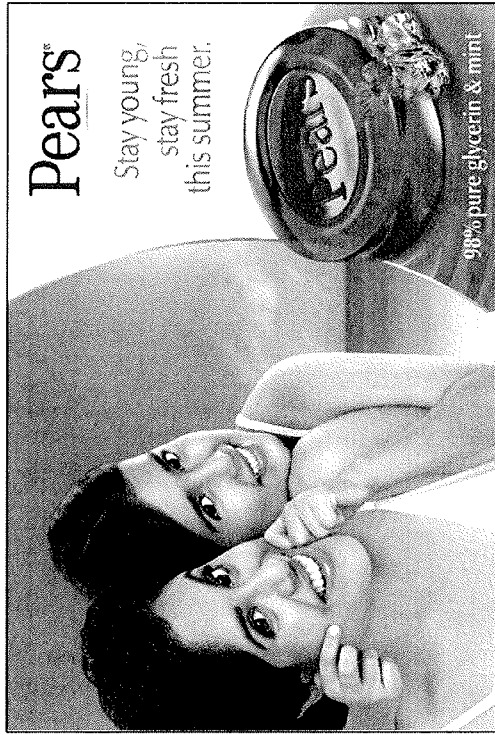


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Personal Care

Growth rebounds in both Personal Products and Personal Wash

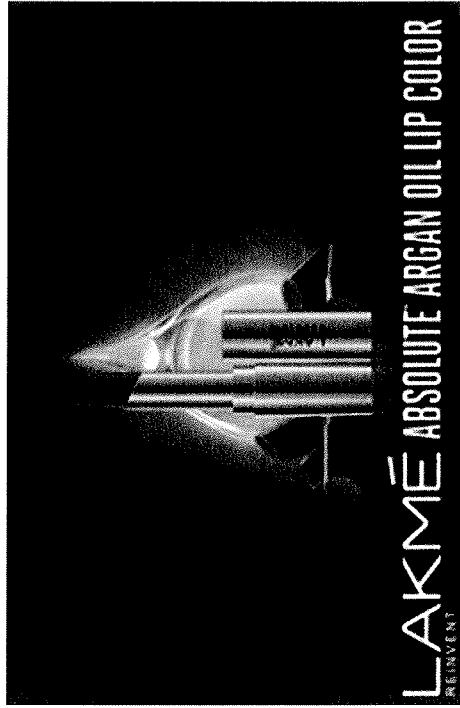


- ❑ **Personal Wash:** Broad Based growth across all brands
 - Input costs stable
 - Dove and Pears lead premiumization
 - Lux new variant well received
- ❑ **Skin Care:** Robust growth driven by Fair & Lovely relaunch
- ❑ **Hair Care:** Broad-based double digit growth delivered



Personal Care : Contd.

Growth rebounds in both Personal Products and Personal Wash



- ❑ **Colour Cosmetics:** Lakmé delivers strong innovation led growth
- ❑ **Oral Care:** Subdued performance
 - Close up relaunched
 - Lever Ayush oral range well received
- ❑ **Deodorants:** Axe delivers strong growth



Foods

Modest growth in Packaged Foods

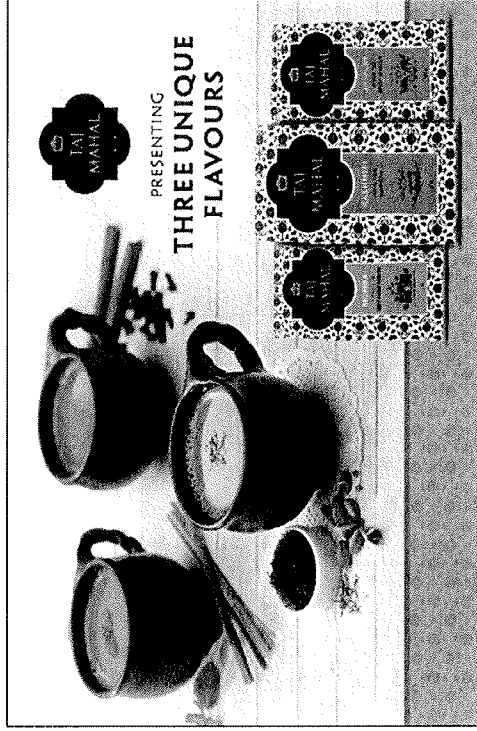


- ❑ Continued focus on market development
- ❑ **Kissan:** Strong growth delivered in Ketchups and Jams
- ❑ **Knorr:** Growth impacted by strong comparator



Refreshment

Robust growth sustained



☐ **Tea:** Broad based double-digit growth

☐ **Coffee:** Bru Gold continues to drive premiumization

☐ **Ice Cream & Frozen Desserts:** Robust innovation led growth delivered



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MQ 2017: Results Summary

Rs. Crores

Particulars	MQ'17	MQ'16	Growth %
Sales	8,773	8,193	7*
EBITDA	1,651	1,470	12
EBITDA Margin [%]	18.8%	17.9%	90 bps
Other Income	83	101	
Exceptional Items – Credit / (Charge)	(1)	51	
PBT	1,619	1,534	
Less : Tax	436	420	
PAT bei	1,118	1,039	8
Net Profit	1,183	1,114	6

- Domestic Consumer growth at 8% [*Reported growth includes impact of A&D]
- Exceptional item includes sale of Modern Foods business in the base



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Full Year Performance FY '16-17

FY 2016-17: Results Summary

Rs. Crores

Particulars	FY'15-16	FY'16-17	Growth %
Sales	32,929	33,895	3*
EBITDA	5,749	6,047	5
EBITDA margin (%)	17.46	17.84	38 bps
PAT bei	4,116	4,247	3
Net Profit	4,137	4,490	9

- Domestic Consumer growth at 4%, underlying volume growth at 1%
- Improvement in operating margins delivered for 6th consecutive year

Final dividend



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Particulars	FY'15-16	FY'16-17
Dividend Per Share	16	17
Interim	6.5	7
Final*	9.5	10
No. of Shares (Cr.)	216.39	216.43
Total Dividend (Rs. Cr.)	3462	3679
Div. Dist. Tax (Rs. Cr.)	677	715
Total Dividend Outflow (Rs. Cr.)	4140	4394

*Final Dividend number for FY 2016-17 is subject to approval by the shareholders at the AGM



GST – Welcome reform; Transitional challenges to be addressed

In the Short Term

- Trade pipelines likely to thin down
 - Presumptive credit percentage, a key concern
- Impact to vary across channels

Open Items

- Final rates for various products
- Formal confirmation of start date
- Compensation for fiscal benefits
- Other operational details
 - E.g.: GST return formats

Transition to GST

- Net benefits on tax rates to be passed on
- HUL & our eco system targeting to be ready on time for July 1st transition
- However, smooth and timely transition requires early clarification on open items

Looking ahead

Near term

- Consumer sentiment improving
- Input costs stable
- GST** : Welcome reform; Transitional challenges to be addressed

Strategy unchanged

- Focus on volume driven growth and improvement in operating margin
- Consistent, Competitive, Profitable, Responsible Growth



For more information & updates

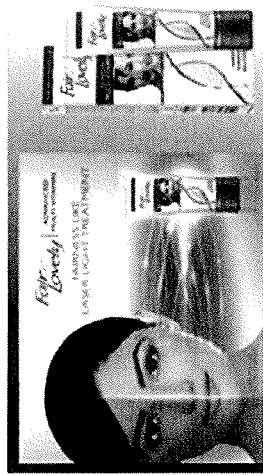
Visit our website

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

March Quarter 2017 results

Hindustan Unilever Limited will release its financial results for March Quarter 2017 on Wednesday 17 May 2017

> View more



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HUL Investor App

A promotional graphic for the HUL Investor App. It features three screenshots of the app's interface: one on a smartphone showing a list of items, one on a tablet showing a line graph, and one on a tablet showing a 'QO 1Q Results Presentation' slide. Below the screenshots is a large QR code. To the right of the QR code is the Hindustan Unilever Limited logo. Further right are logos for 'Available on the App Store' and 'ANDROID APP ON Google Play'.