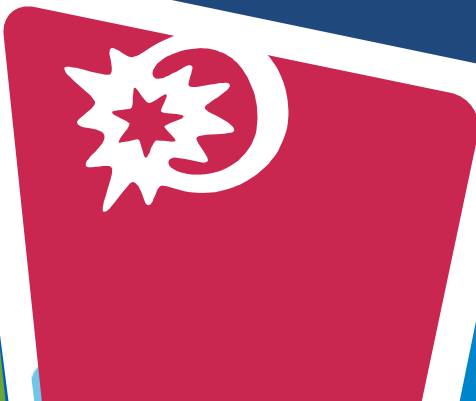


RE-IMAGINING HUL

CLSA INVESTOR CONFERENCE | 12 SEP 2018

Sanjiv Mehta, Chairman & Managing Director



Hindustan Unilever Limited

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.

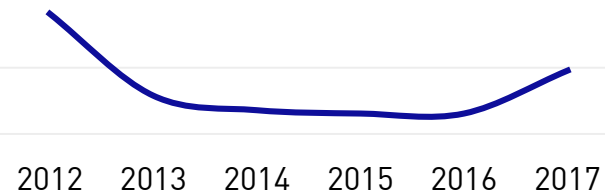
RAPID PACE OF CHANGE : LAST 5 YEARS



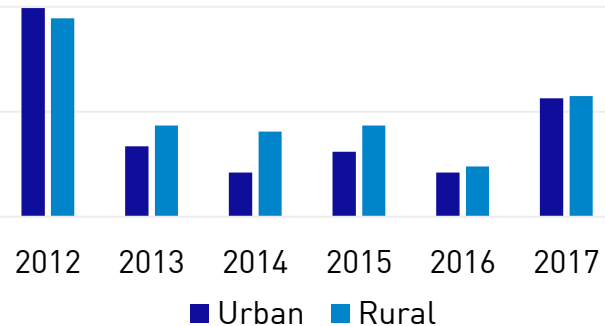
Hindustan Unilever Limited

Market Context

Market Growth



Urban – Rural Growth



Rural Growth subdued till 2017

Disruptions & Climate Extremities



GST: Biggest Tax reform in India

Foods safety



Demonetization of 86% currency in circulation

Floods and Droughts

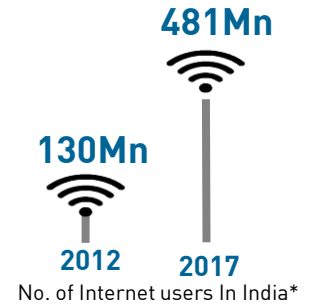


Consumers & Competition



Growing affluence and aspirations

Rapid increase in Internet and mobile usage



Increased competitive intensity

PERFORMANCE IN THE LAST 6 YEARS

Net Sales

~\$1.9bn
added[^]



EBITDA

~\$573 Mn
added



Market Capitalization

~\$37bn*
added



All nos compared with FY'11-12 which is reinstated to reflect key IND AS accounting impact

[^]Not adjusted for GST accounting impact & hence the net sales number looks deflated

**Difference in market capitalization converted to USD based on rate as of 7th Sep 2018*

A FEW EXAMPLES OF CONSISTENT HIGH PERFORMANCE

Laundry



Hair Care



Tea



LAUNDRY – LAST 6 YEARS



Hindustan Unilever Limited



Turnover



1.8 X

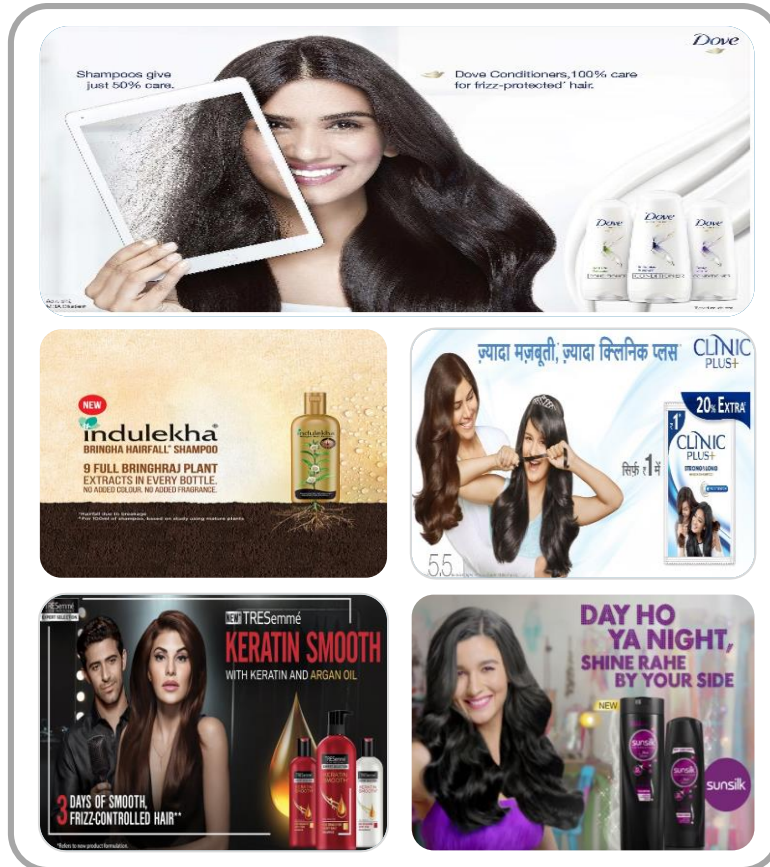
Profitability



3.7 X

Consistent Growth in Topline & Bottom line

HAIR CARE – LAST 6 YEARS



Turnover



1.9 X

Market Share



~700bps ↑

**Consistent delivery on all fronts powered
by strong portfolio**

TEA – LAST 6 YEARS



Turnover



1.8 X

Profitability



2.0 X

No. 1 Tea Company in India

BEING RECOGNISED



Hindustan Unilever Limited



**Best Performing
Unilever Business
2014**

**Aon Hewitt
Top Companies
for Leaders 2014**

**# 3 Company globally
for building leaders
2014**



**Economic Times –
Company of the year
2015**



**#8 Globally and
#1 in India
2018**



**Corporate Citizen of
the year
2018**



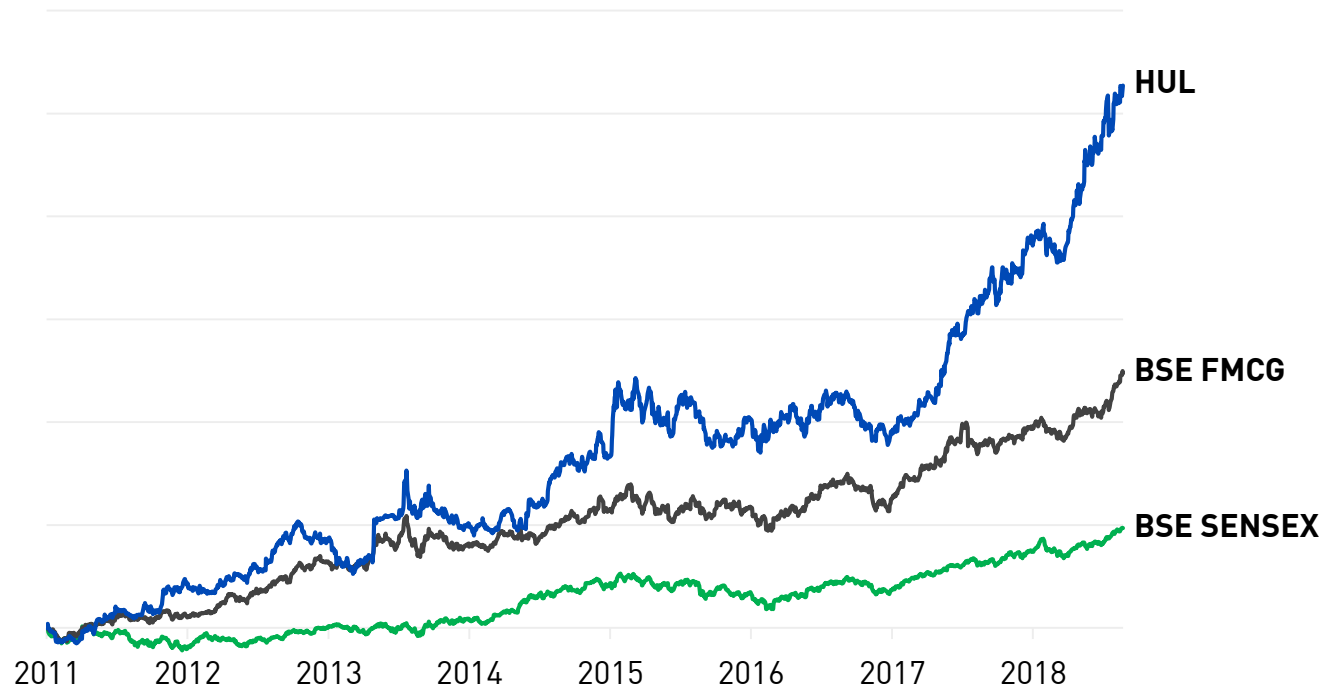
‘Dream Employer’ for 9 years in a row among top Indian universities

HUL SHARE PERFORMANCE

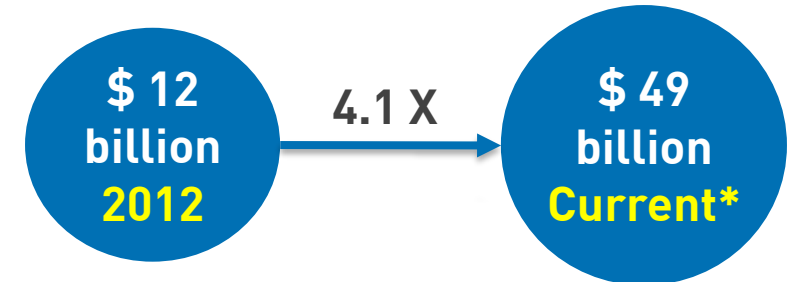


Hindustan Unilever Limited

Performance vs Indices



Market Capitalization



HUL among the top 5 most valuable companies in India*

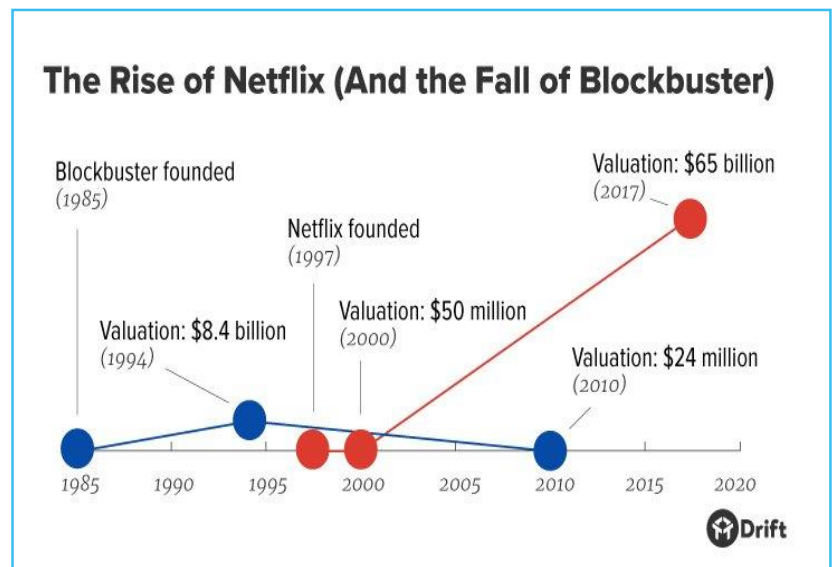
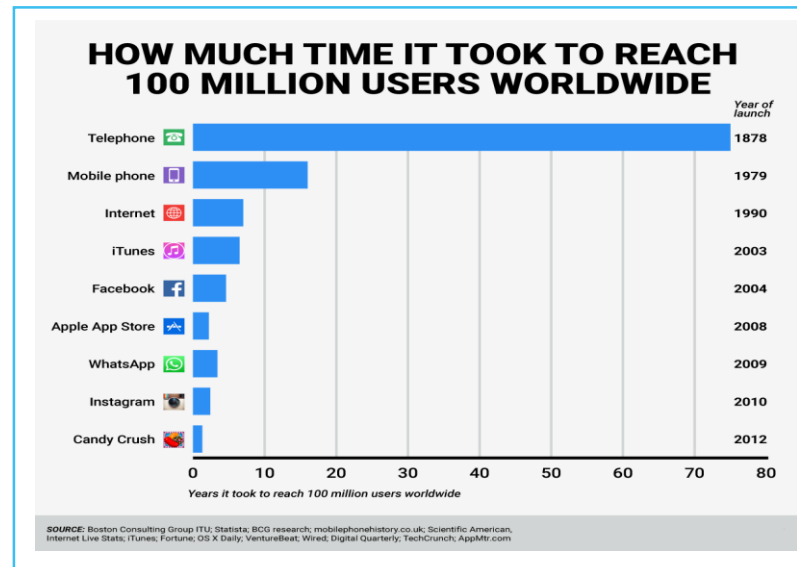
Markets rewarding our Consistent, Competitive, Profitable and Responsible Growth

USD to INR conversion rate used as of 7th Sep 2018

*Based on market capitalization as of 7th Sep 2018

THE WORLD AROUND US IS CHANGING..

With dramatic disruptions ...



A 20 word tweet can start a revolution today !

IT'S AN AGE OF CHANGE AND DISRUPTION



Hindustan Unilever Limited



Millennials / Gen Z



There is a thrill of purpose



Changing family dynamics



Uncertainties and Volatility are the new normal



Globally connected but there is a search for authenticity



Digital disruptions reshaping business models

AND HENCE THERE IS A NEED FOR...



Hindustan Unilever Limited

Consumer Centricity



Speed & Agility



Digital Connectivity



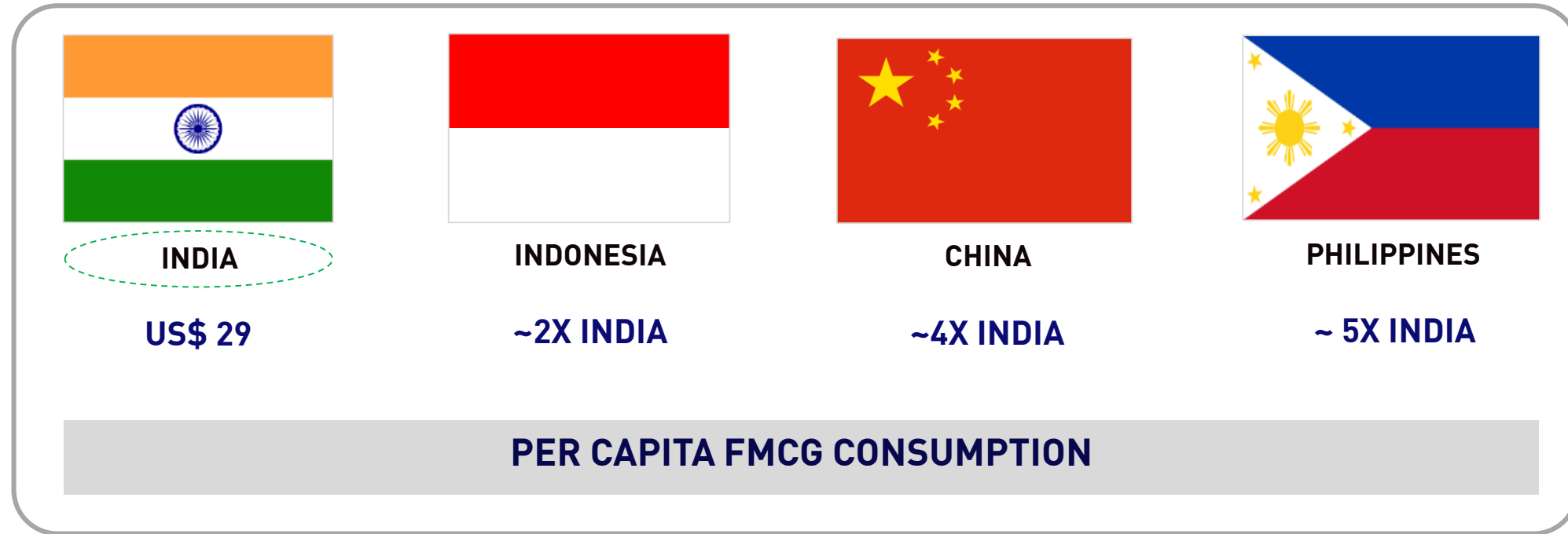
Being Glocal



FMCG CONTINUES TO BE A BIG OPPORTUNITY IN INDIA



Hindustan Unilever Limited



To tap this big opportunity, we need more money in the hands of more people i.e. Inclusive Growth

MARKETS SHOWING EARLY SIGNS OF REVIVAL

Tailwinds



Good monsoon

Increasing MSP*

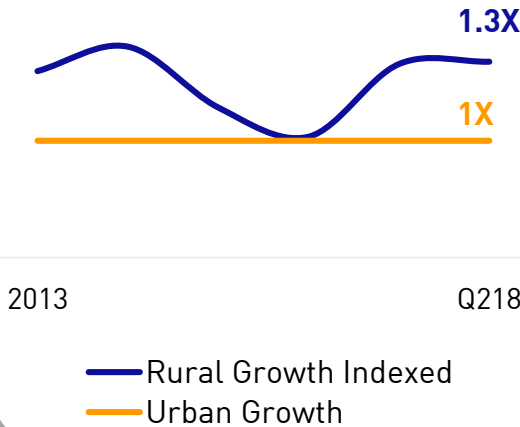


Upcoming elections

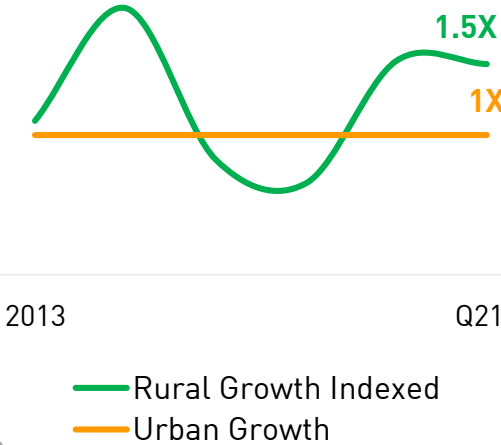
Currency & Crude



Rural vs Urban value growth



Rural vs Urban volume growth



Rural growth on an upward trajectory; Gradual improvement in demand

**WINNING IN THE FUTURE NEEDS A
DIFFERENT APPROACH**





RE-IMAGINING HUL FOR THE FUTURE

RE-IMAGINING HUL



Hindustan Unilever Limited

Re-imagining our structure



Re-imagining our portfolio



Re-imagining magic in marketing



Re-imagining our trade channels



Re-imagining the value chain



Re-imagining fuel for growth



Re-imagining culture of the organisation



RE-IMAGINING HUL



Hindustan Unilever Limited

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INDIA IS A HETEROGENOUS COUNTRY



Hindustan Unilever Limited

Diverse demographics



Multiple languages
8 Major religions

Varied affluence levels



LSM 7+ = 9% nationally
(Range of 5-48%)

Different media habits



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

Differential category adoption

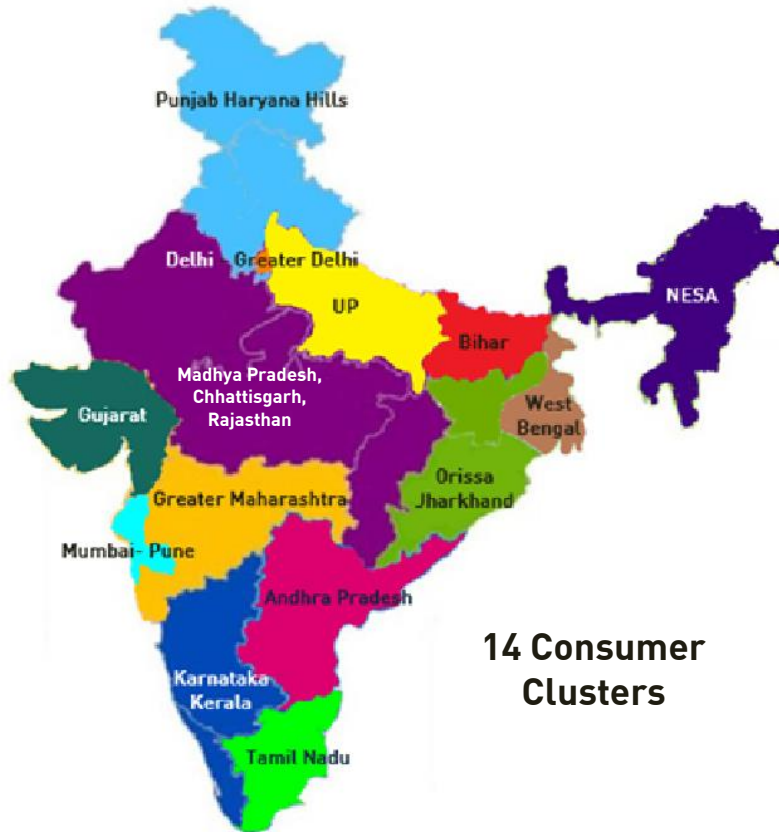


Market share in adjacent
states also not the same

WINNING IN MANY INDIAS (WiMI)



Hindustan Unilever Limited



14 Consumer Clusters



WiMI in action

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

CCBTs: 15 MINI-BOARDS IN ACTION



Building a stronger sense of empowerment & ownership

**Multi functional
representations in CCBTs**



**Merger of Brand Development
& Brand Building**



Responsible for delivering in-year P&L

LIBERATING THE MANAGEMENT COMMITTEE TO FOCUS ON LONGER TERM GOALS

**Build new
business models**



**Greater focus on
talent & capabilities**



**Explore Inorganic
growth opportunities**



**Coach & Mentor
CCBTs**



RE-IMAGINING HUL



Hindustan Unilever Limited

Re-imagining our
structure



Re-imagining our
portfolio



Re-imagining magic
in marketing



Re-imagining our
trade channels



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value chain



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growth



Re-imagining culture
of the organisation



STRENGTHENING THE CORE



Hindustan Unilever Limited



**Focus on driving
penetration &
weighted
distribution**



**Constantly
innovating and
renovating the
core**



**Focused SKUs at
cluster level to
address demands
of all Indias**



**Making the core
more aspirational**

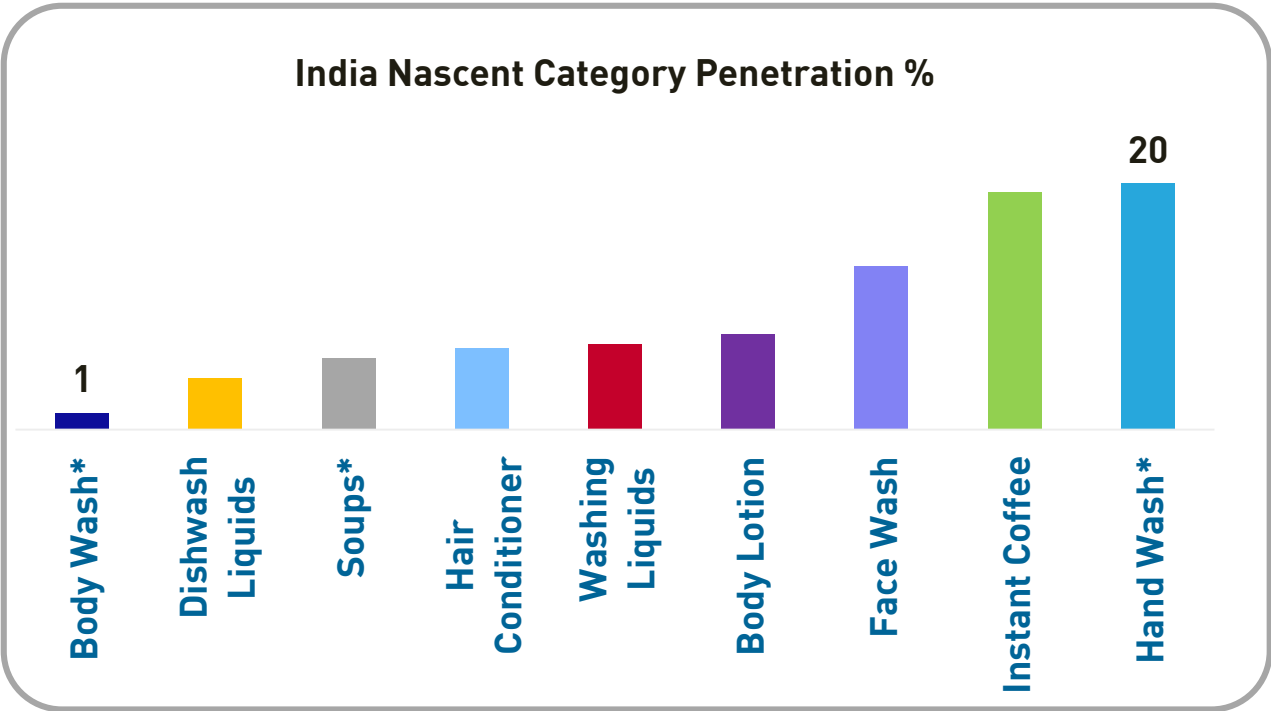


**Offering multiple
value additions
across the core
portfolio**



CREATING CATEGORIES OF THE FUTURE

Opportunities to premiumize and up trade; huge headroom to grow



MARKET DEVELOPMENT & PREMIUMIZATION

Powered by education demos and sampling

Business Results



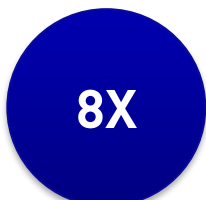
Growing at ~2X HUL Average

Science of Sampling



2014

Consumer contacts



2017

BRIDGING PORTFOLIO GAPS



Hindustan Unilever Limited

No 1 in Green Tea



Pioneering Trends BB cream



Male grooming range co-created with Amazon



Building the Anti Perspirant category



Toilet cleaning powder made for Indian toilets



Tailormade for the Indian skin tones



India's No.1 Fabric Conditioner brand



Making Traditional Ingredients Contemporary



BUILDING NATURALS

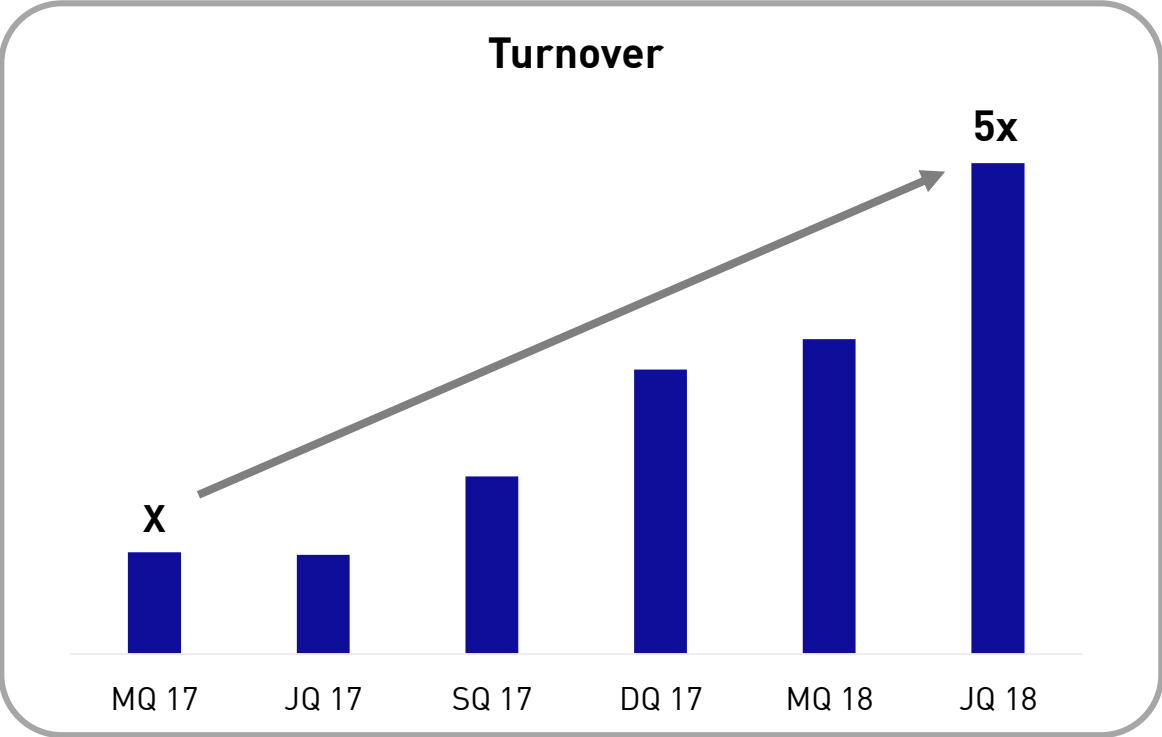


Hindustan Unilever Limited



Naturals portfolio growing ~2.5X of overall HUL average

BUILDING SPECIALIST BRANDS - INDULEKHA



Growth exceeding our acquisition business case

EXPANDING ICE CREAM PORTFOLIO

Innovations



Rs. 10* Access Packs



Acquisition



Tap into Distribution and Unlock Portfolio Synergies

*Equivalent to \$0.14

RE-IMAGINING HUL



Hindustan Unilever Limited

Re-imagining our
structure



Re-imagining our
portfolio



Re-imagining magic
in marketing



Re-imagining our
trade channels



Re-imagining the
value chain



Re-imagining fuel for
growth



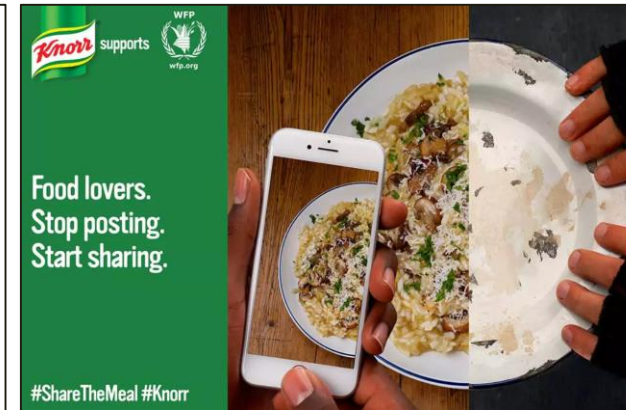
Re-imagining culture
of the organisation



BUILDING BRANDS WITH PURPOSE



Hindustan Unilever Limited



CONSISTENTLY EVOLVING BRAND COMMUNICATION



Hindustan Unilever Limited

2005



Pride

2011



Loyalty & Forgiveness

2013



Empathy & Love

2017



Learning from Failure

2005



A cup of motherly love

2008



A cup with little sips of life

2010



Health & Taste

2014



Taste & Togetherness

2017



Taste & Togetherness



Surf AV

BUILDING ICONIC ENGAGEMENT PLATFORMS



Hindustan Unilever Limited

Lux Golden Rose Awards



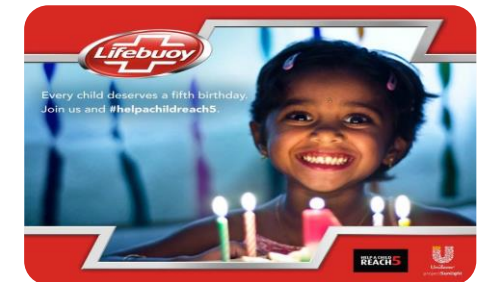
Lakmé Fashion Week



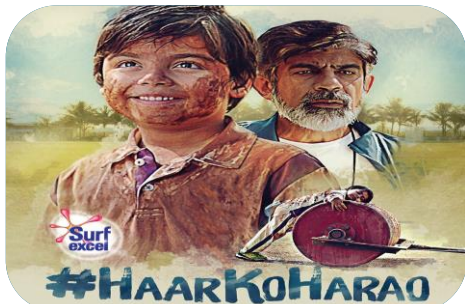
FAL Foundation



Lifebuoy help a child reach 5



Surf Excel Haar Ko Harao



Rin Career Academy



Red Label Taste and Togetherness



Kissan Tiffin Timetable



BUILDING DIFFERENTIATED CONTENT

Digital Video



LFW* Content



Social Media



PR & Influencers



Massive outreach
with bloggers &
influencers

Ecommerce



RE-IMAGINING HUL



Hindustan Unilever Limited

Re-imagining our
structure



Re-imagining our
portfolio



Re-imagining magic
in marketing



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trade channels



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value chain



Re-imagining fuel for
growth



Re-imagining culture
of the organisation



GENERAL TRADE WILL CONTINUE TO REMAIN BIG

More throughput from more stores

All GT channels will remain relevant

Wholesale



Aids ↑ Width of distribution

Retail



Accessibility at arm's reach of desire

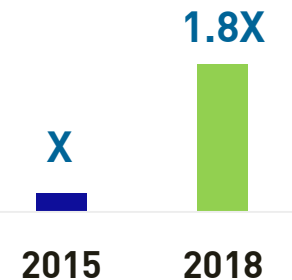
Shakti



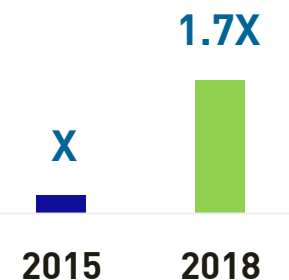
Deep Rural distribution

Driving effective coverage & assortment

EFFECTIVE COVERAGE



ASSORTMENT



In a country of ~600k villages & 10Mn outlets, GT even after 10 years, will remain an important channel

BUILDING CHANNELS OF THE FUTURE



Hindustan Unilever Limited

Modern Trade



Driving visibility across Modern Trade

ECommerce



Exclusive male grooming range co-created with partner

Our Growth & Profitability in ECommerce > Modern Trade > Traditional Trade

RE-IMAGINING HUL



Hindustan Unilever Limited

Re-imagining our
structure



Re-imagining our
portfolio



Re-imagining magic
in marketing



Re-imagining our
trade channels



Re-imagining the
value chain



Re-imagining fuel for
growth



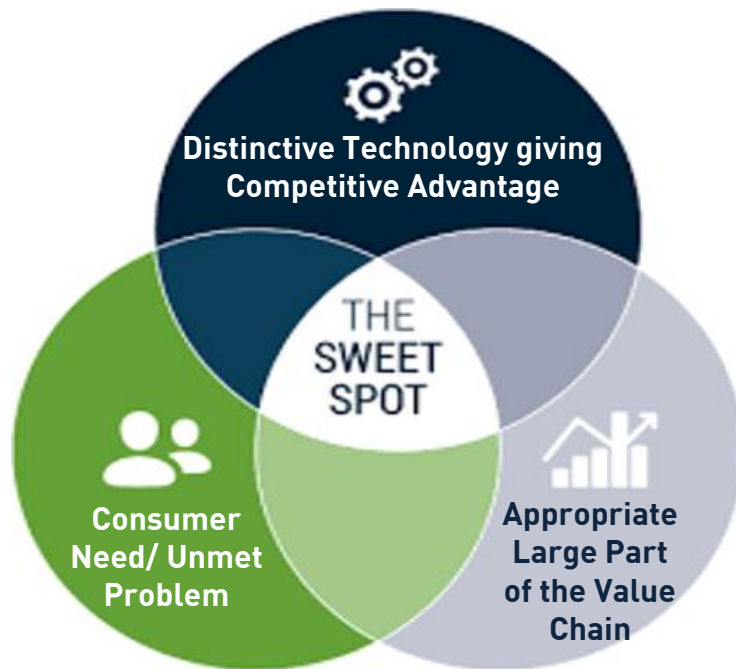
Re-imagining culture
of the organisation



TECHNOLOGY AVAILABLE TODAY, OPENS UP A LOT OF OPPORTUNITIES



Hindustan Unilever Limited



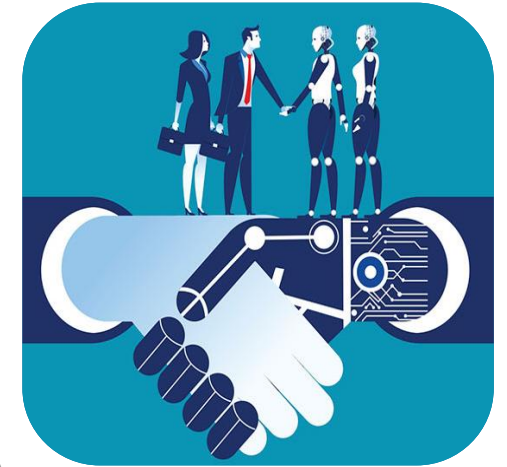
Internet of Things



Cloud Technology



Artificial intelligence



OUR DATA STRATEGY



Hindustan Unilever Limited



WE CHOSE TO DISRUPT THAN BE DISRUPTED



Hindustan Unilever Limited

Insights



R&D



Manufacturing



Distribution



Communication



Consumer Journey



RE-IMAGINING HUL: OUR VISION



Hindustan Unilever Limited

*“Re-imagine HUL of the future by choreographing a holistic approach **across the value chain** to completely transform the way we do business in a connected world”*



RE-IMAGINING SUPPLY CHAIN



Hindustan Unilever Limited



Plan



- 1 Day Planning Cycle (real-time)
- Integrated S&OP
- Segmentation 2.0

Source



- Integrated e-tendering
- Realtime Forecast
- Smart Inventory modelling

Make



- Digital Factory
- Smart Robotics
- Network redesign

Deliver



- New Logistic models
- Efficient Fulfilment Centres



Robotization AV

RE-IMAGINING MARKETING



Hindustan Unilever Limited

Granular data analysis
and tracking



Advanced Analytics &
Decision Support System



Social Listening: Always
on Conversation



Precision Marketing:
Consumer Journey



Precision Targeting
and Deployment



Re-imagining Marketing AV

RE-IMAGINING CUSTOMER DEVELOPMENT



Demand Capture



Demand Fulfilment



Demand Generation

Providing superior customer service through vertical task specialization across the three pillars interlinked through modular IT capabilities

DEMAND CAPTURE

Salesman Chatbots

Enhance salesman productivity with chatbots

Product Discovery



Know your Current QOC



Answer Outlet Queries



Unlock Potential



Learn @ your speed



Easy Policies






Advanced Analytics / AI

Driving better and sharper assortment

Algorithmic Segmentation of Outlets



Understanding behaviors

Smarter recommendation

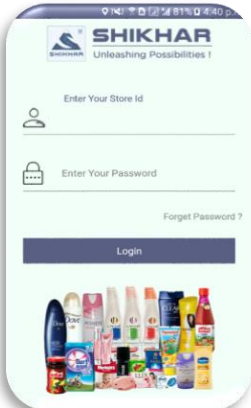
Shikhar app

All inclusive retailer engagement tool

User friendly Interface

Retailer Self-service

Information Transparency



Customer Engagement

Product Information

Convenient Tracking

DEMAND FULFILMENT

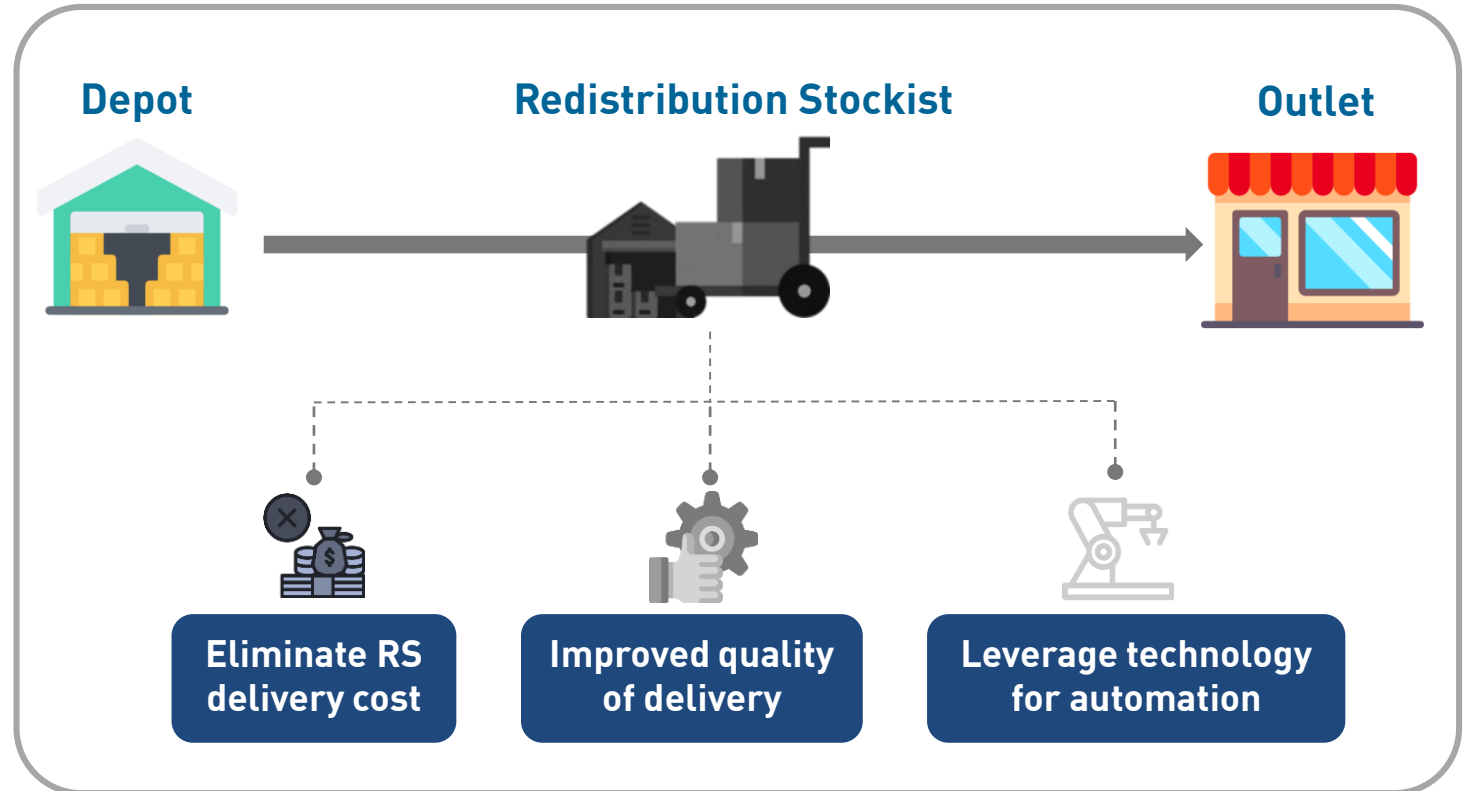


Hindustan Unilever Limited

Demand Fulfilment



- **Project Shogun: Deliver with speed to trade and ensure efficient fulfilment**
- **Impact App : A delivery interface to unlock benefits for retail stockist**



Project Shogun AV

DEMAND GENERATION



Hindustan Unilever Limited

Demand Generation



- Scaling up B2C (HumaraShop)
- Leverage technology to improve shelf presence

Humara Shop

Categories: Search products & brands

OFFER ZONE

BASKET 0

Local Kirana, Now Online

1800-419-1019

HumaraShop

SIGN IN / SIGN UP

LAKMÉ Beauty Store

SHOP NOW

UPTO 15% OFF*

Tea Coffee

UPTO 10% OFF*

SHOP NOW

*Offer valid till stocks last. T & C apply

kissan JAM at ₹99/-*

only

SHOP NOW

*Offer valid till stocks last. T & C apply

RE-IMAGINING HUL



Hindustan Unilever Limited

Re-imagining our
structure



Re-imagining our
portfolio



Re-imagining magic
in marketing



Re-imagining our
trade channels



Re-imagining the
value chain



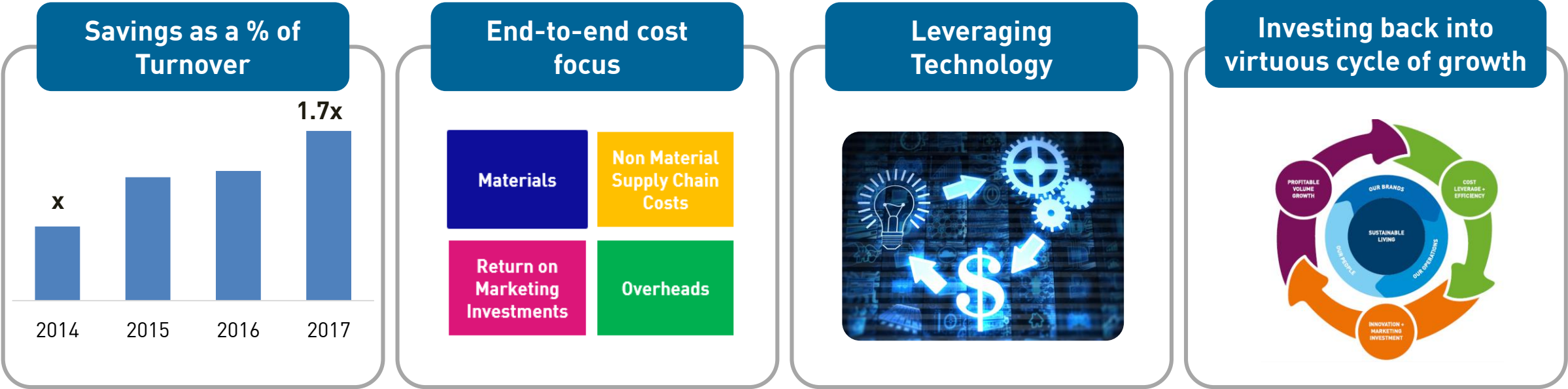
Re-imagining fuel for
growth



Re-imagining culture
of the organisation



GENERATING FUEL FOR GROWTH BY CONSTANT REINVENTION



RE-IMAGINING HUL



Hindustan Unilever Limited

Re-imagining our
structure



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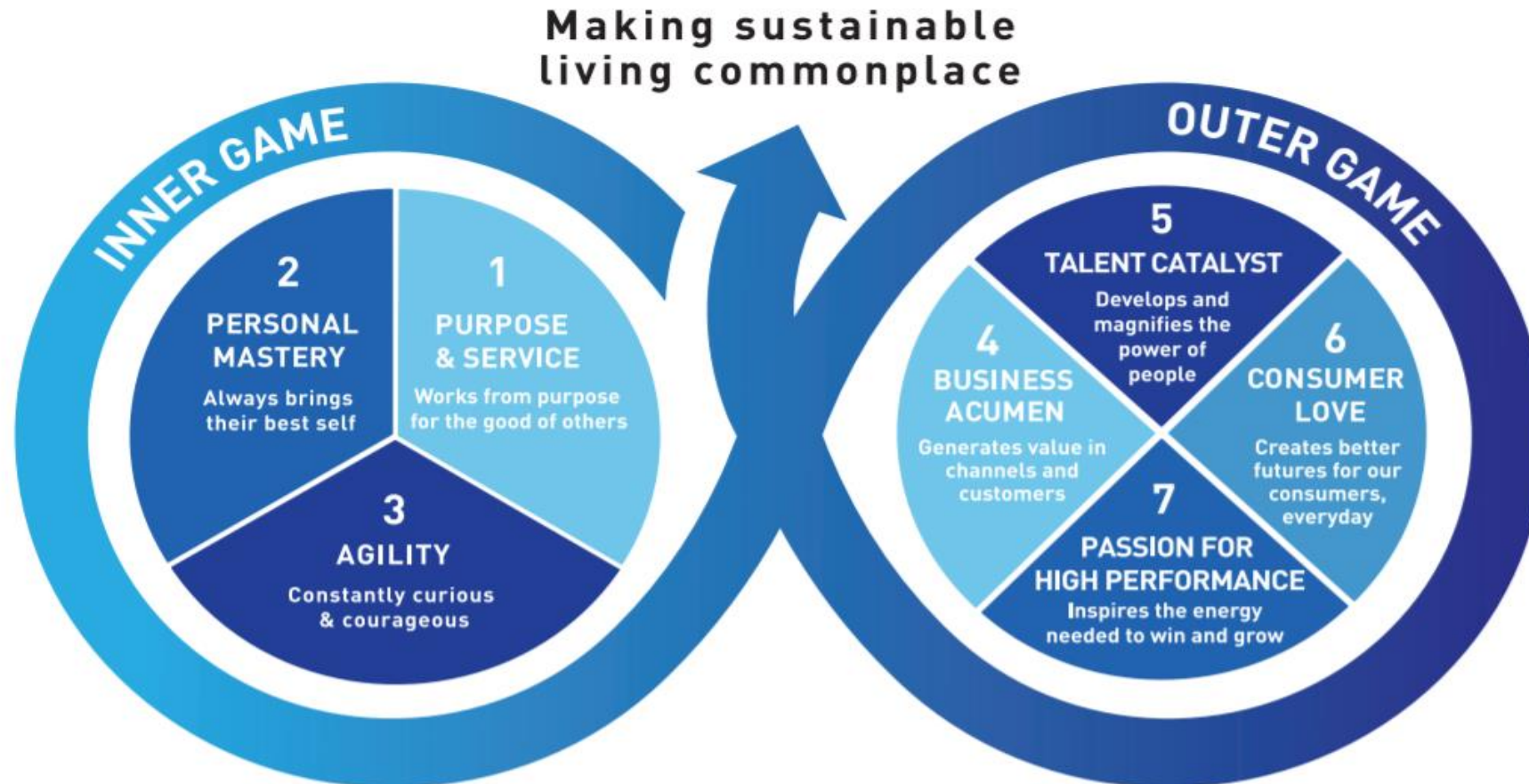
Re-imagining culture
of the organisation



ENGRAINING NEW STANDARDS OF LEADERSHIP



Hindustan Unilever Limited



Our Standards of Leadership sit alongside the enduring values of Unilever

Respect

Responsibility

Integrity

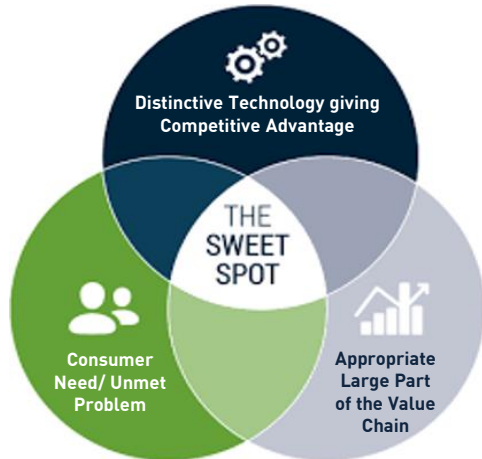
Pioneering

BRINGING AN ORGANIZATION WIDE CHANGE

Building an Owner's mindset



Nurturing an experimentation culture



Holistic Wellbeing



Diversity and Inclusion



FOCUSSED ON WELLBEING, DIVERSITY & INCLUSION



Hindustan Unilever Limited

Physical, Mental, Emotional & Purposeful Wellbeing



Adopting technology for health improvement



Wide ranging initiatives

Embracing inclusion and diversity in all forms



Leadership commitment to gender balance; Gender neutral policies

Embracing inclusion beyond gender - hire the best PwD* talent



Driving cultural interventions to break unwanted stereotypes



Hindustan Unilever Limited

**WHILE WE RE-IMAGINE HUL, WHAT WE
WILL NOT CHANGE IS
OUR PURPOSE & VALUES**

LEGACY OF DOING WELL BY DOING GOOD



Hindustan Unilever Limited

Founder's Vision in the 19th century



Our Purpose today



"I believe that nothing can be greater than a business, however small it may be, that is governed by conscience; and that nothing can be meaner or more petty than a business, however large, governed without honesty and without brotherhood."

-William Hesketh Lever

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

Water Conservation



450 billion litres
of water potential
created



Enhancing Livelihoods




80,000+ Shakti
entrepreneurs
network

1.7 million people
benefitted 
A community initiative of Hindustan Unilever Limited



Over 420,000
people trained

200,000 women
enrolled 

THOUGHT LEADERSHIP ON PLASTICS



Hindustan Unilever Limited



Our Commitment

- All our plastics packaging to be reusable, recyclable or compostable by **2025**
- **25%** of our plastic usage to come from recycled sources by **2025**
- Reduce the weight of the packaging we use by **one third** by **2020**

Progress

- Factory and packaging wastage reduced by **54%** & **33%** respectively
- **>1800 tons** of plastic laminates collected and safely disposed
- **~23000 tons** of plastic waste converted to energy in last 12 months

Way Forward

- Co-create with the Government - National Framework for Extended Producers Responsibility (EPR) for plastics
- Create a Model segregation / collection / waste movement value chain

IN SUMMARY



Hindustan Unilever Limited



The external context is fast evolving and FMCG in India continues to be an immense opportunity



The new structure (WIMI, CCBTs) has made HUL more agile and resilient



Focussed on delivering consistent, competitive, profitable and responsible growth



Leveraging technology to re-imagine our ways of working across the value chain



Building capabilities and re-imagining our culture to be future ready

Our purpose and values remain unchanged



HUL IS RE-INVENTING ITSELF TO BE FUTURE READY!

THANK YOU

For More Information



Hindustan Unilever Limited

VISIT OUR WEBSITE

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