



Hindustan Unilever Limited

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

16th November, 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 at CLSA India Forum, 2018 at Gurgaon today.

You are requested to take the above information on record.

Thanking You.

Yours faithfully,
For Hindustan Unilever Limited

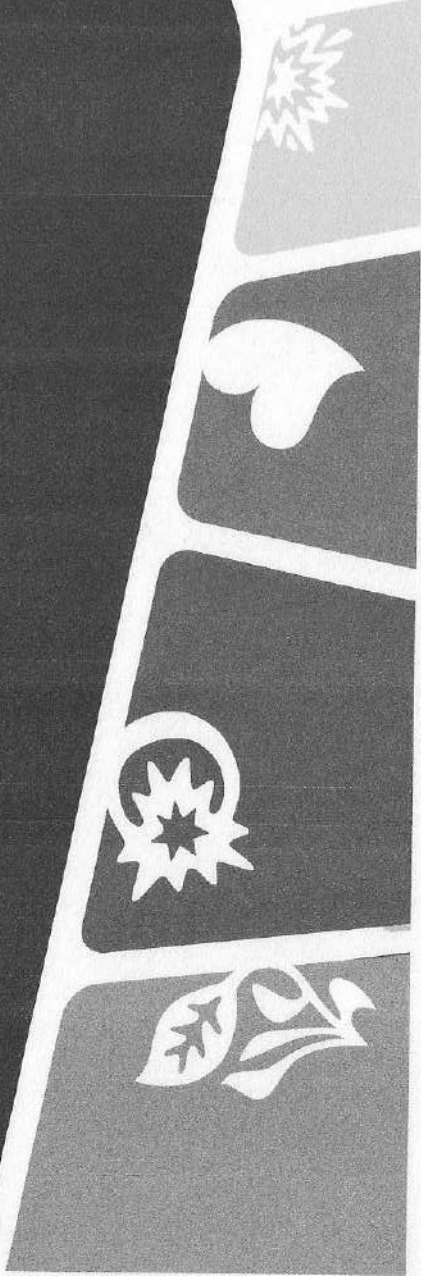


Dev Bajpai
Executive Director, Legal & Corporate Affairs
and Company Secretary
DIN: 00050516 / FCS No. F3354
A-3

RE-IMAGINING HUL

CLSA 2018 INDIA FORUM | 16 NOV 2018

Srinivas Phatak, Chief Financial Officer



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.

RAPID PACE OF CHANGE : LAST 5 YEARS



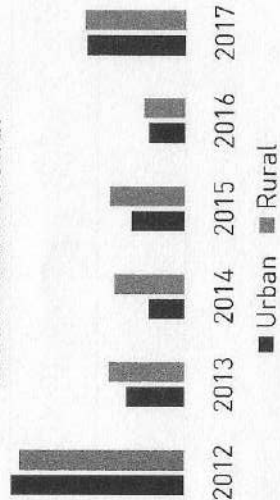
Hindustan Unilever Limited

Market Context

Market Growth

2012 2013 2014 2015 2016 2017

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

481Mn

130Mn

2012

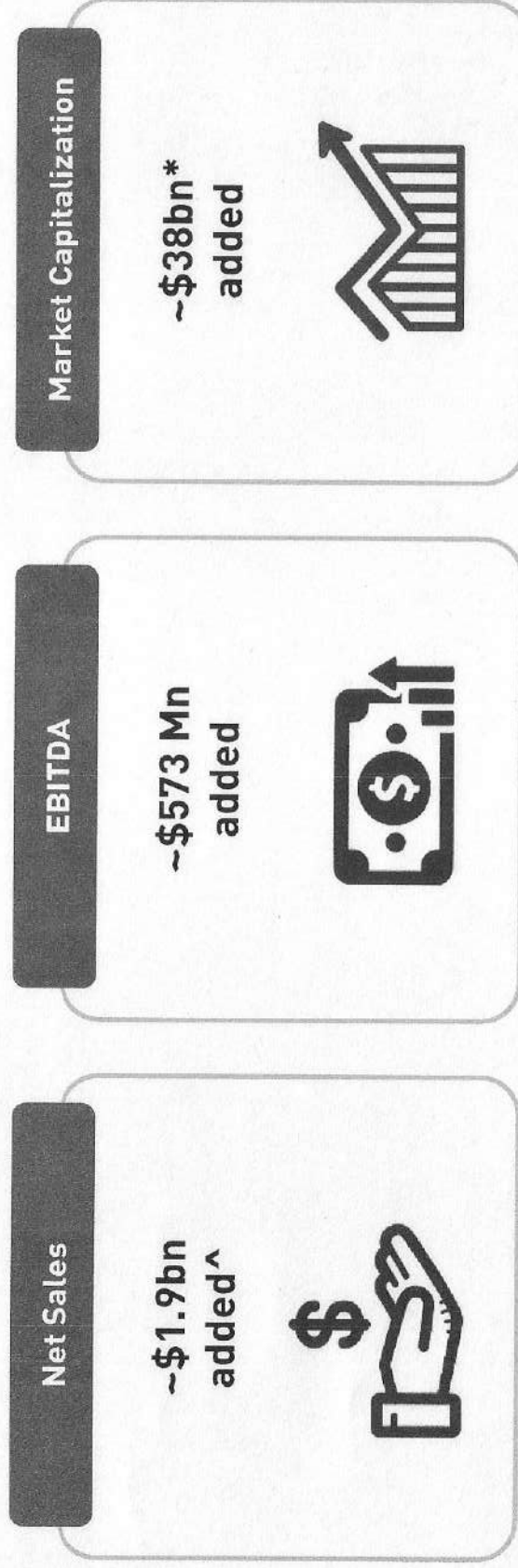
2017

No. of Internet users in India*



Increased competitive intensity

PERFORMANCE IN THE LAST 6 YEARS



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 13th Nov 2018

A FEW EXAMPLES OF CONSISTENT HIGH PERFORMANCE



Consistent Growth in
Topline & Bottom line



Consistent delivery on all
fronts powered by strong
portfolio



No. 1 Tea Company in India

BEING RECOGNISED



**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**



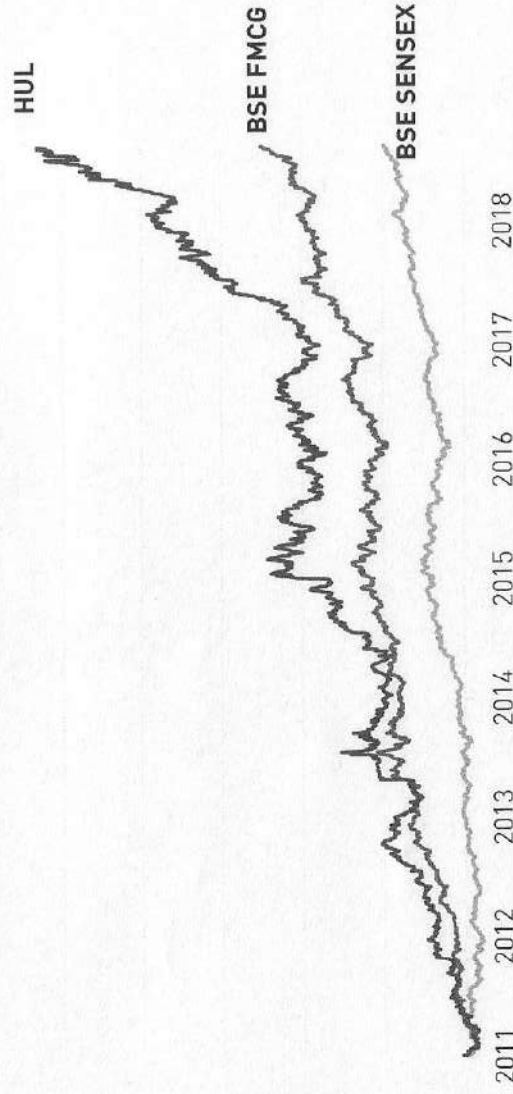
'Dream Employer' for 9 years in a row among top Indian universities

HUL SHARE PERFORMANCE



Hindustan Unilever Limited

Performance vs Indices



Market Capitalization

\$ 12 billion
2012

4.1 X

\$ 50 billion
Current*

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 13th Nov 2018
*Based on market capitalization as of 13th Nov 2018

IT'S AN AGE OF CHANGE AND DISRUPTION



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Millennials / Gen Z



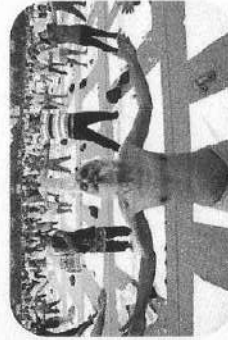
There is a thrill of purpose



Changing family dynamics



Uncertainties and Volatility are the new normal



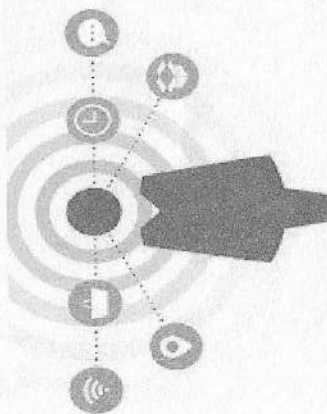
Globally connected but there is a search for authenticity



Digital disruptions reshaping business models

AND HENCE THERE IS A NEED FOR...

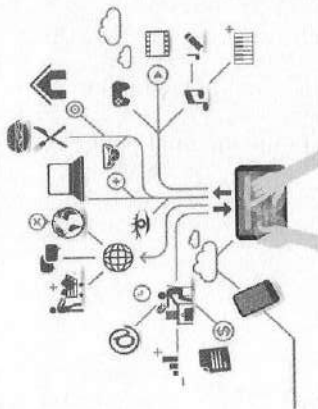
Consumer Centricity



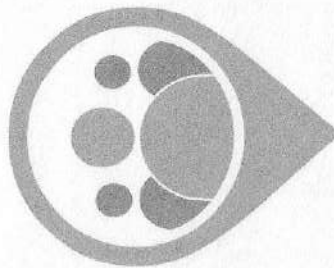
Speed & Agility



Digital Connectivity



Being Global

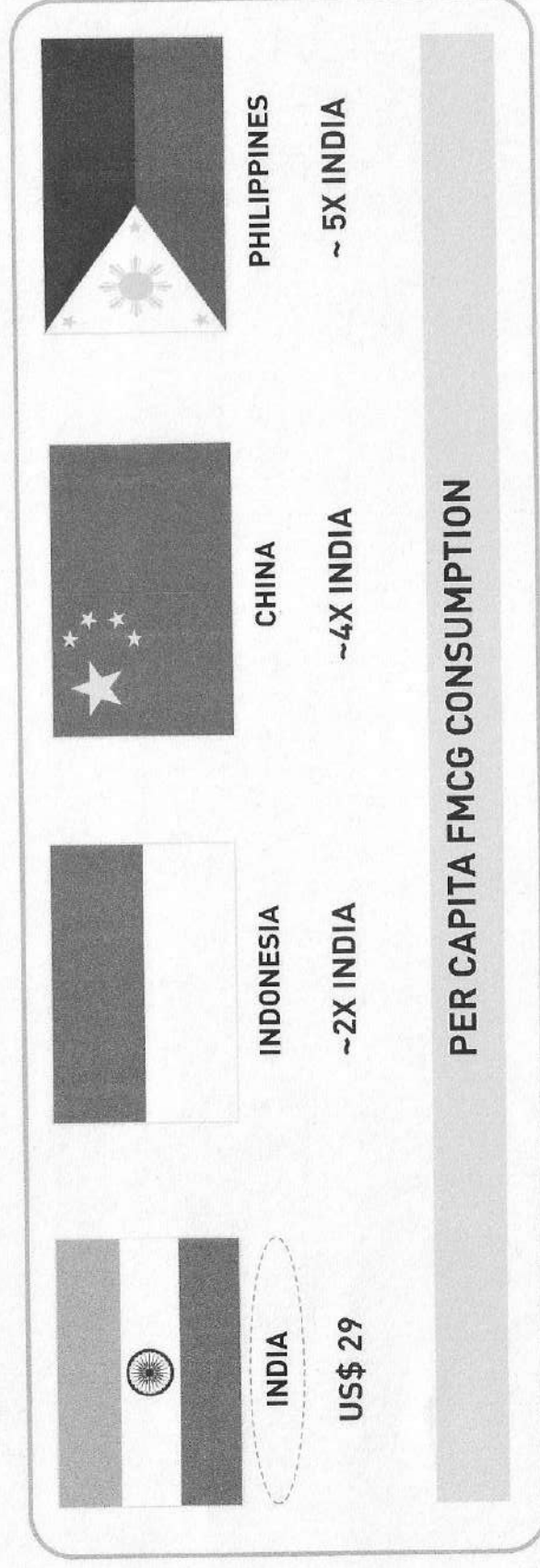


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FMCG CONTINUES TO BE A BIG OPPORTUNITY IN INDIA



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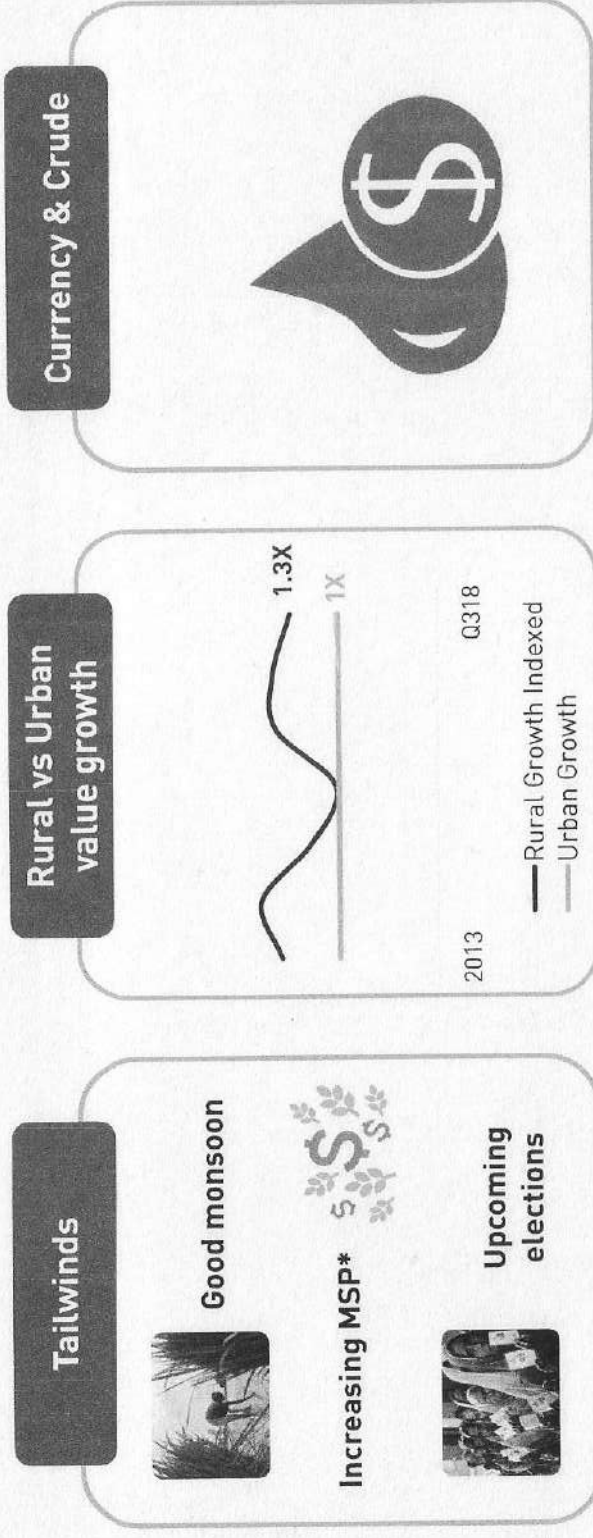


To tap this big opportunity, we need more money in the hands of more people i.e. Inclusive Growth

MARKETS SHOWING EARLY SIGNS OF REVIVAL



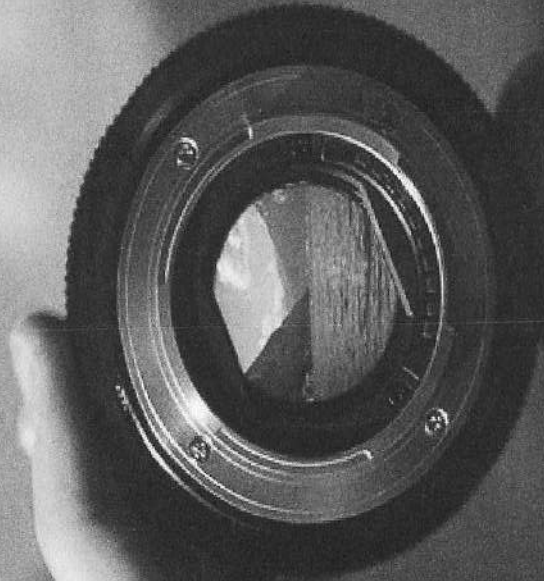
Hindustan Unilever Limited

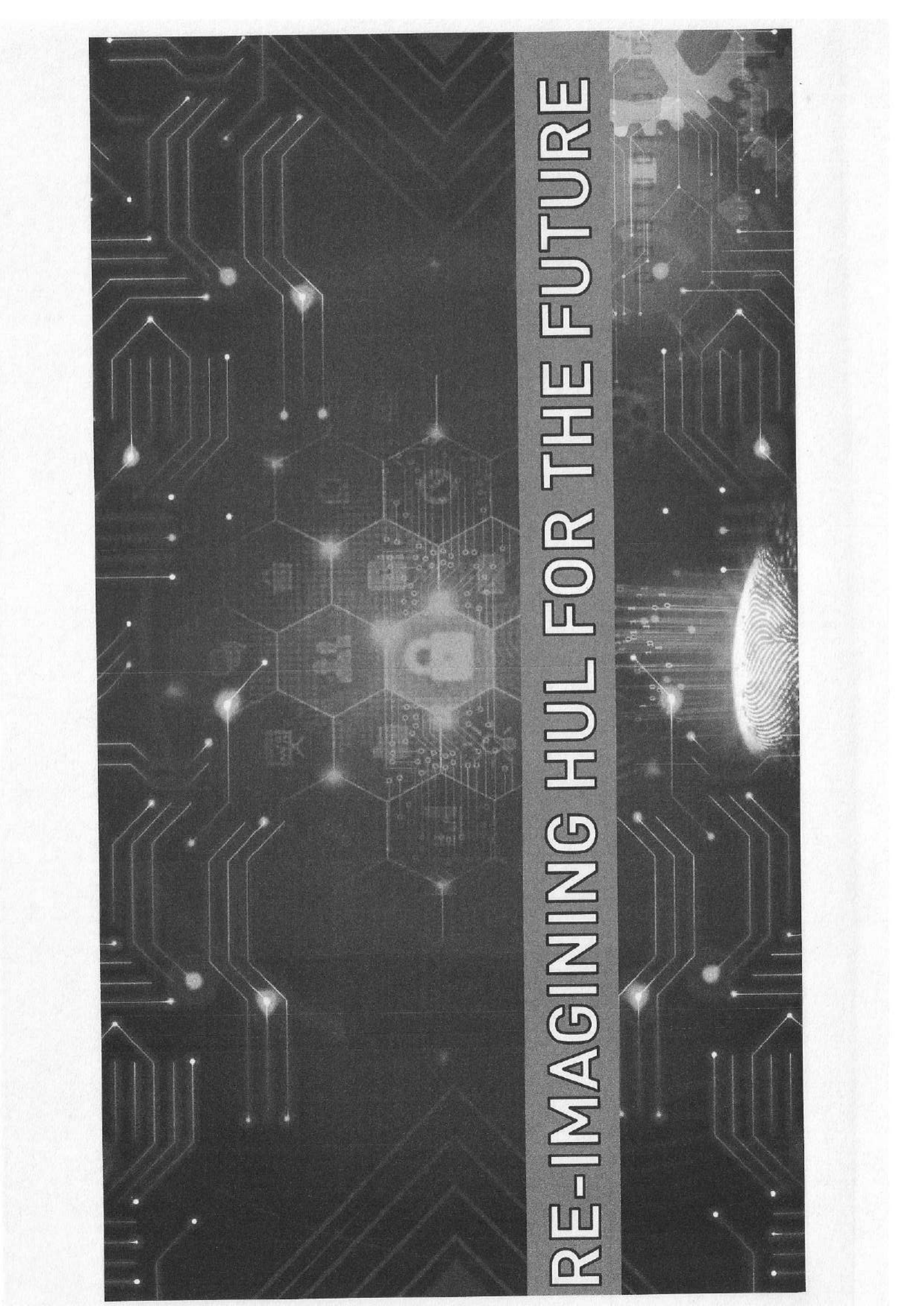


Rural growth on an upward trajectory; Gradual improvement in demand

* MSP : Minimum Support Price
Source: Nielsen

WINNING IN THE FUTURE NEEDS A
DIFFERENT APPROACH





RE-IMAGINING HUL FOR THE FUTURE

RE-IMAGINING HUL



Hindustan Unilever Limited

Re-imagining our
structure



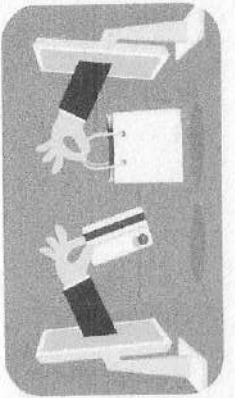
Re-imagining our
portfolio



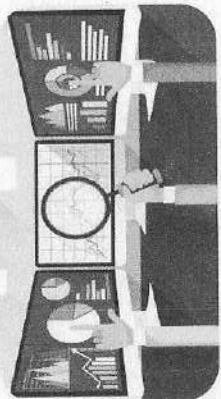
Re-imagining magic
in marketing



Re-imagining our
trade channels



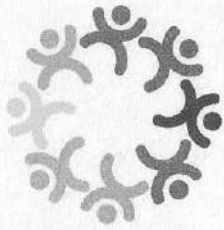
Re-imagining the
value chain



Re-imagining fuel for
growth



Re-imagining culture
of the organisation



RE-IMAGINING HUL



Hindustan Unilever Limited

Re-imagining our
structure



Re-imagining our
portfolio



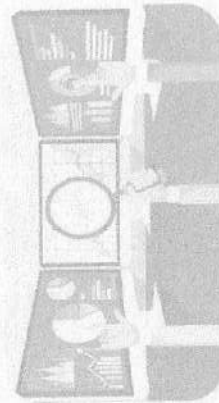
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INDIA IS A HETEROGENEOUS COUNTRY



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Diverse demographics



Multiple languages
8 Major religions

Varied affluence levels



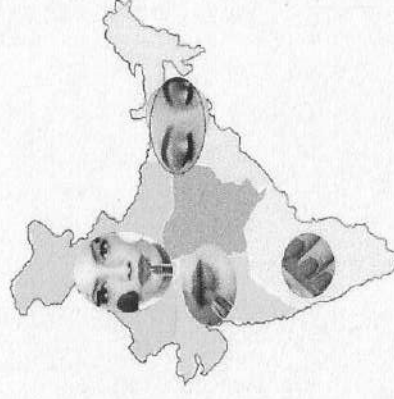
LSM 7+ = 9% nationally
(Range of 5-48%)

Different media habits



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

Differential category adoption



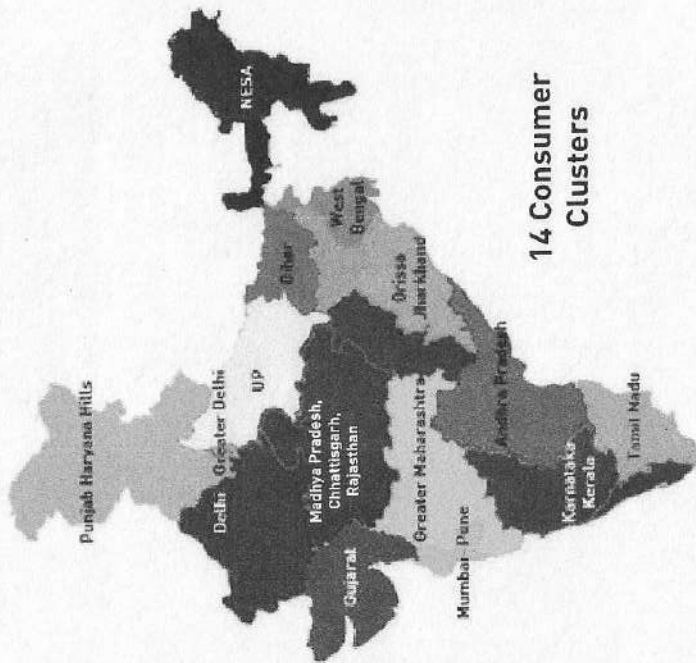
Market share in adjacent
states also not the same

*A report published jointly by the Internet and Mobile Association of India (IAMA) and KANTAR-IMRB: March '18

WINNING IN MANY INDIAS (WiMI)

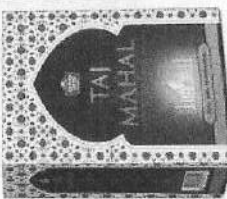


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14 Consumer Clusters

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



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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

RE-IMAGINING HUL



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Re-imagining our
structure



Re-imagining our
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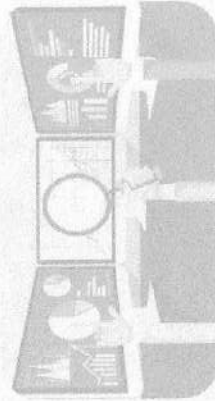
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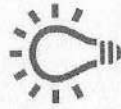
STRENGTHENING THE CORE



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Focus on driving penetration & weighted distribution



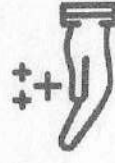
Constantly innovating and renovating the core



Focused SKUs at cluster level to address demands of all Indias



Making the core more aspirational



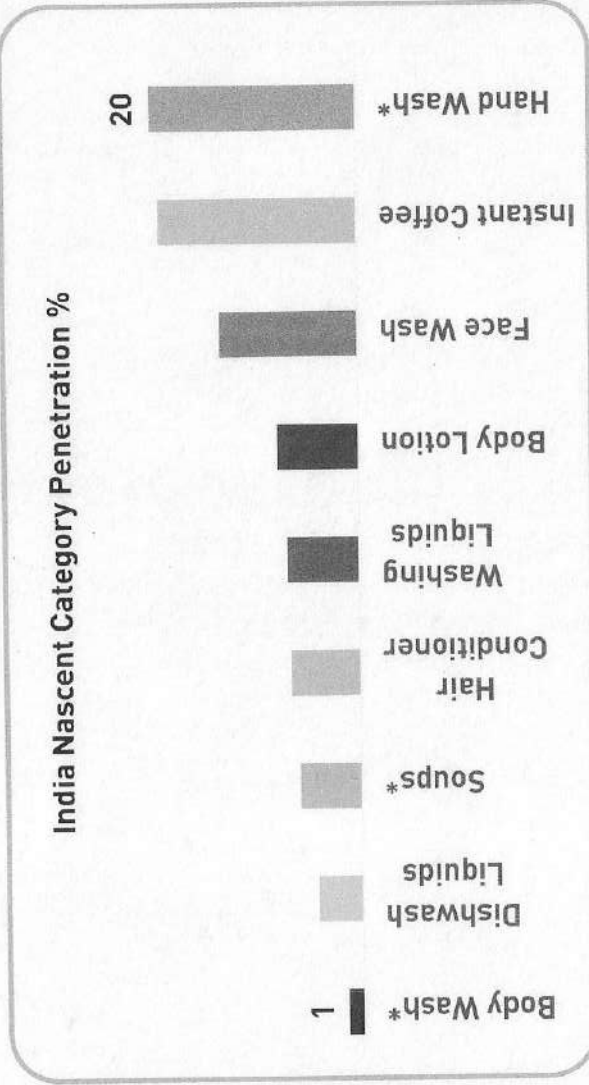
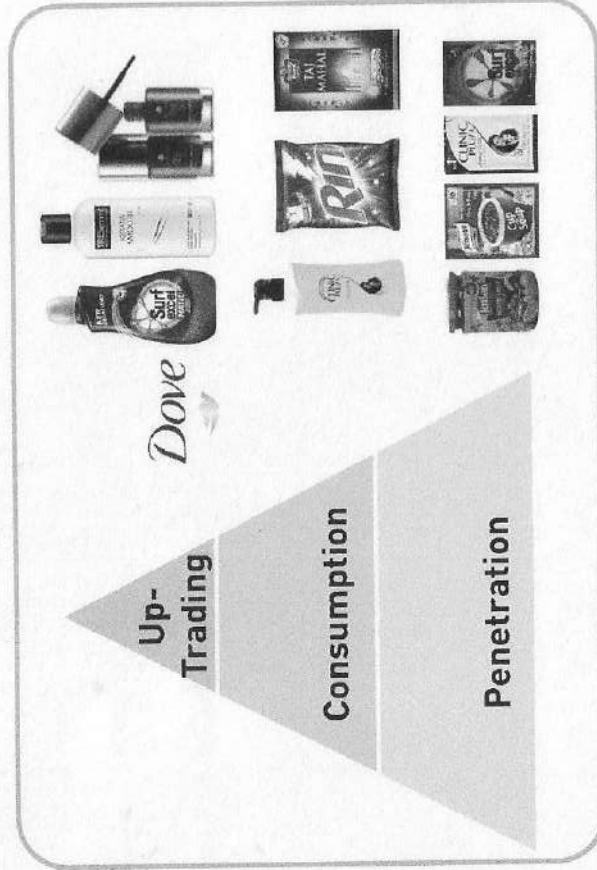
Offering multiple value additions across the core portfolio



CREATING CATEGORIES OF THE FUTURE



Opportunities to premiumize and up trade; huge headroom to grow

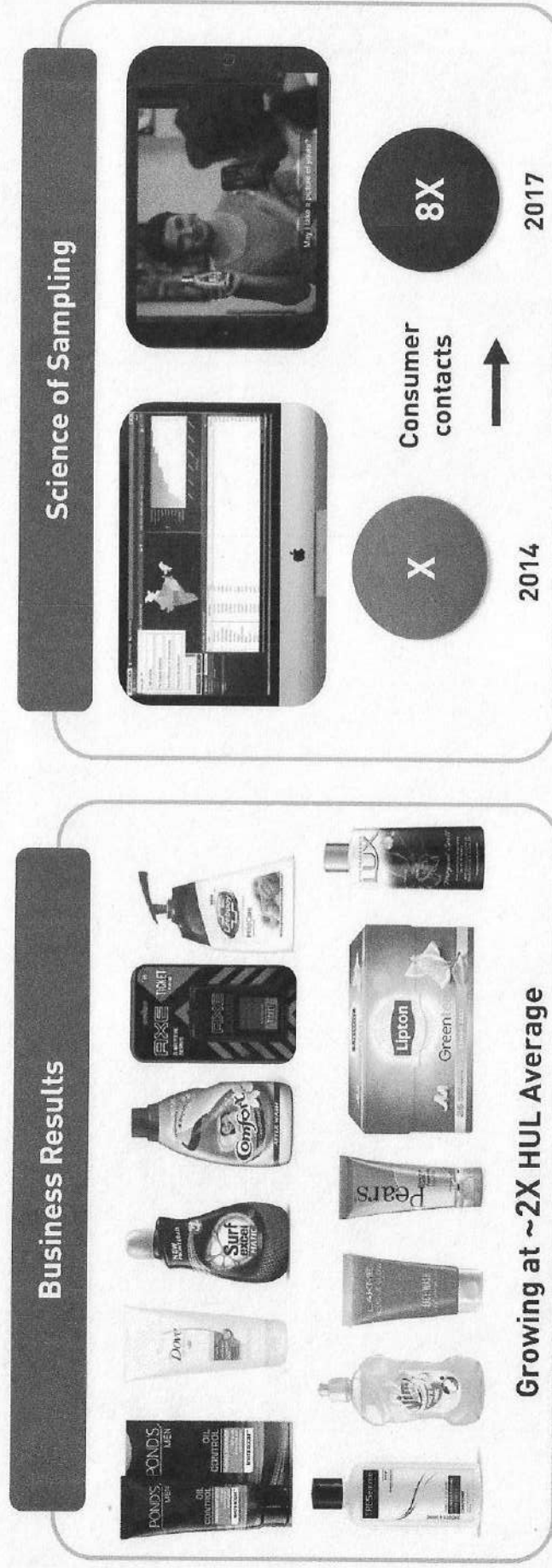


MARKET DEVELOPMENT & PREMIUMIZATION



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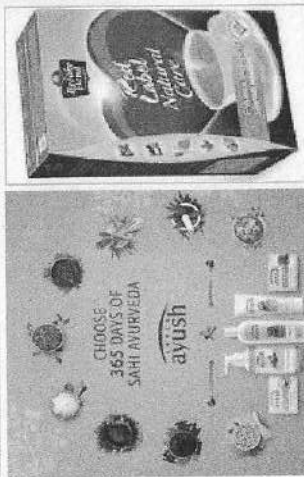
Powered by education demos and sampling



BUILDING NATURALS

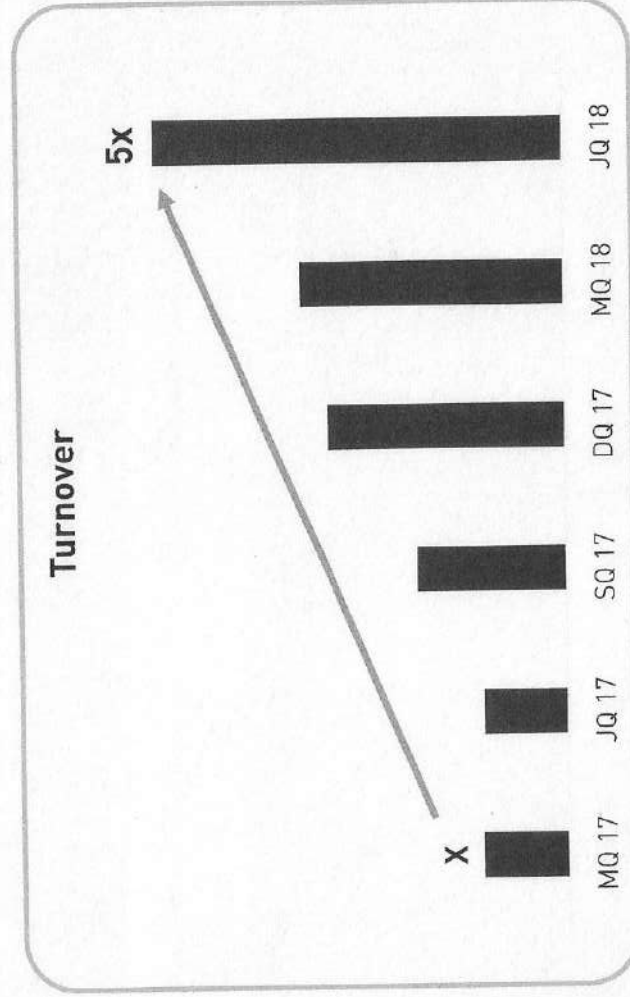


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Naturals portfolio growing ~2.5X of overall HUL average

BUILDING SPECIALIST BRANDS - INDULEKHA



Growth exceeding our acquisition business case

RE-IMAGINING HUL



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Re-imagining our
structure



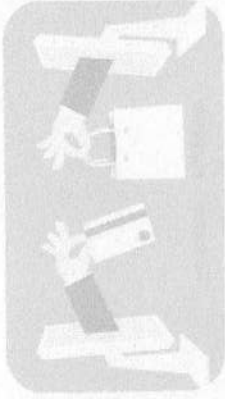
Re-imagining our
portfolio



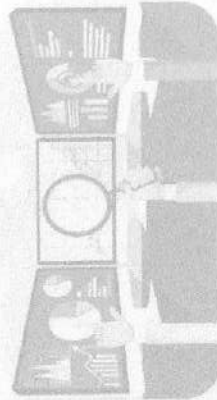
Re-imagining magic
in marketing



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



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CONSISTENTLY EVOLVING BRAND COMMUNICATION



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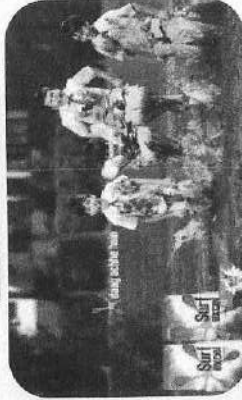


2005



Pride

2011



Loyalty & Forgiveness

2013



Empathy and 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



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Lux Golden Rose Awards



Lakmé Fashion Week



FAL Foundation

Fair & Lovely Foundation



Lifebuoy help a child reach 5



Surf Excel Haar Ko Harao



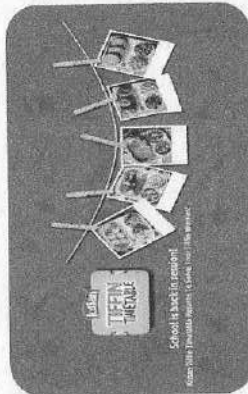
Rin Career Academy



Red Label Taste and Togetherness



Kissan Tiffin Timetable



RE-IMAGINING HUL



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Re-imagining our
structure



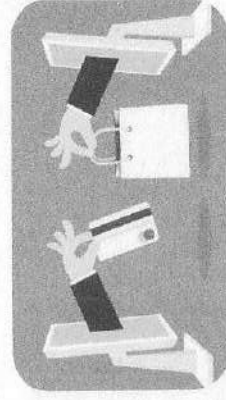
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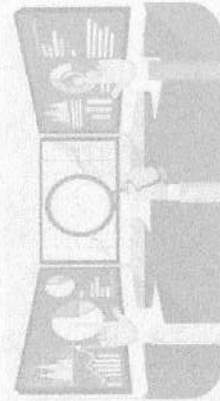
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GENERAL TRADE WILL CONTINUE TO REMAIN BIG

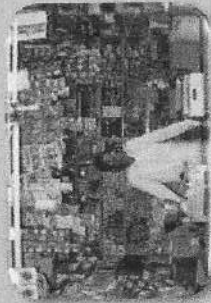


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More throughput from more stores

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



X

2015

1.8X

2018

ASSORTMENT



X

2015

1.7X

2018

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

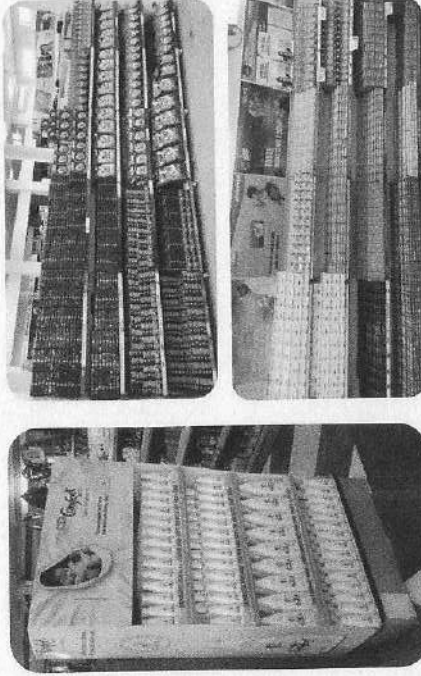
*Effective coverage is measured as no. of outlets with monthly average billing >INR 500 (\$7.0); 2018 nos are as of July '18

BUILDING CHANNELS OF THE FUTURE



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Modern Trade



Driving visibility across Modern Trade

ECommerce



BRYLCREEM

BEARD AND HAIR GROOMING RANGE



Exclusive male grooming range co-created with partner

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

RE-IMAGINING HUL



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Re-imagining our
structure



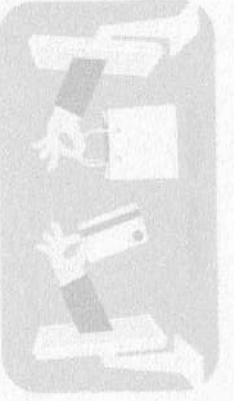
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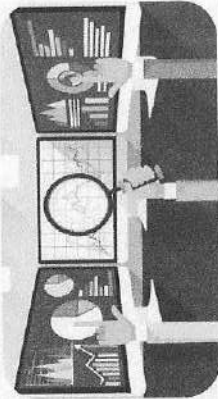
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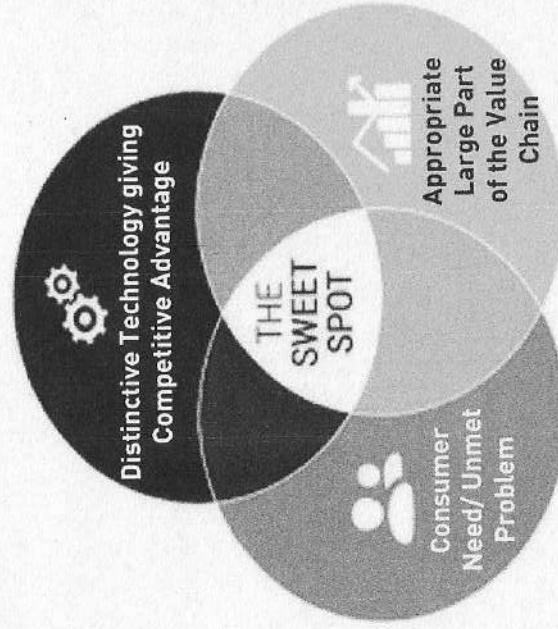
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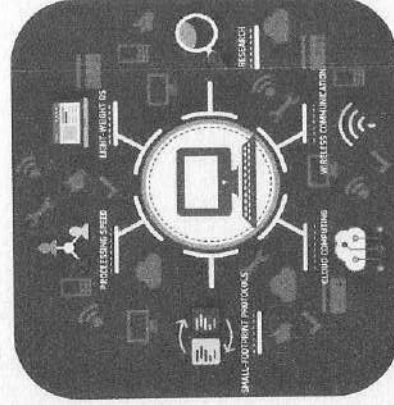
Re-imagining culture
of the organisation



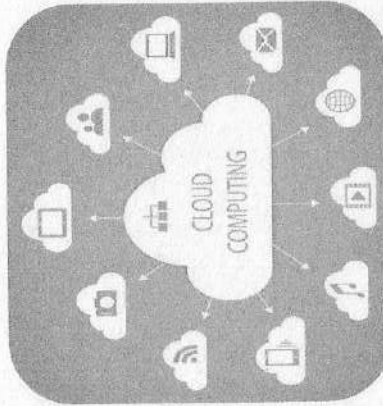
TECHNOLOGY AVAILABLE TODAY, OPENS UP A LOT OF OPPORTUNITIES



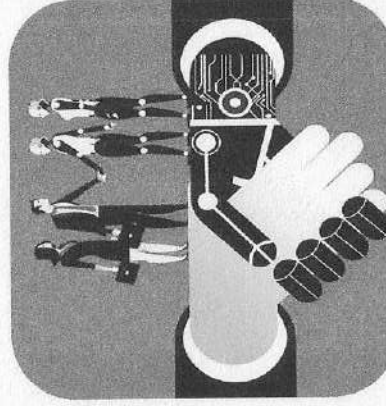
Internet of Things



Cloud Technology



Artificial intelligence



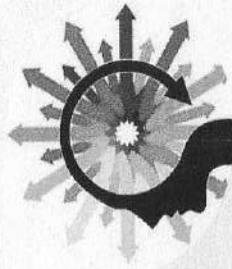
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WE CHOSE TO DISRUPT THAN BE DISRUPTED



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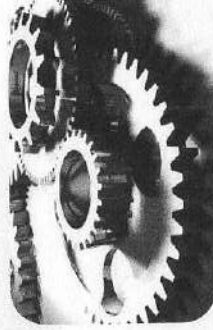
Insights



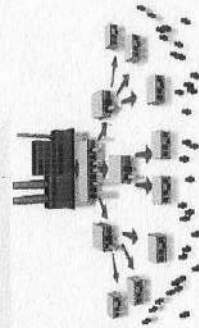
R&D



Manufacturing



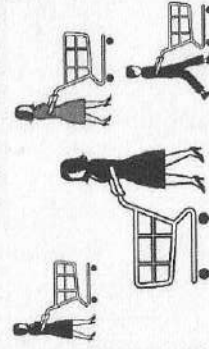
Distribution



Communication

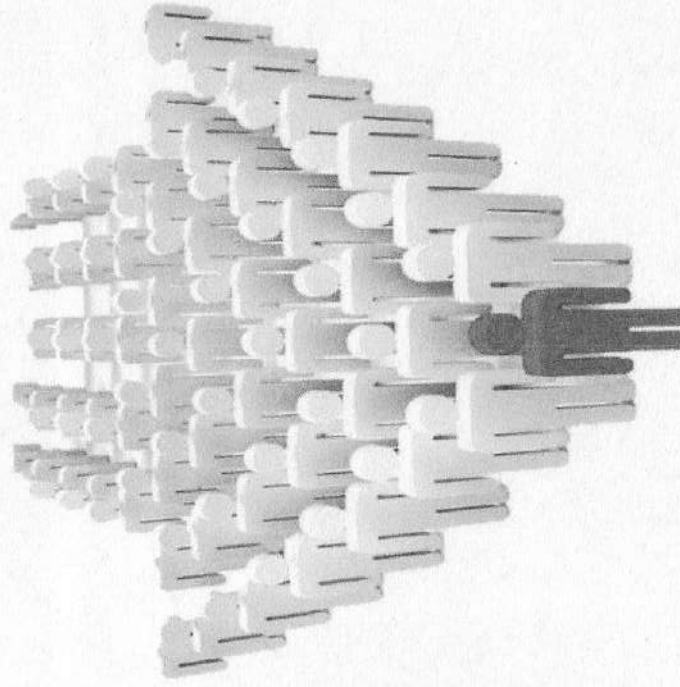


Consumer Journey



RE-IMAGINING HUL: OUR VISION

*“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



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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

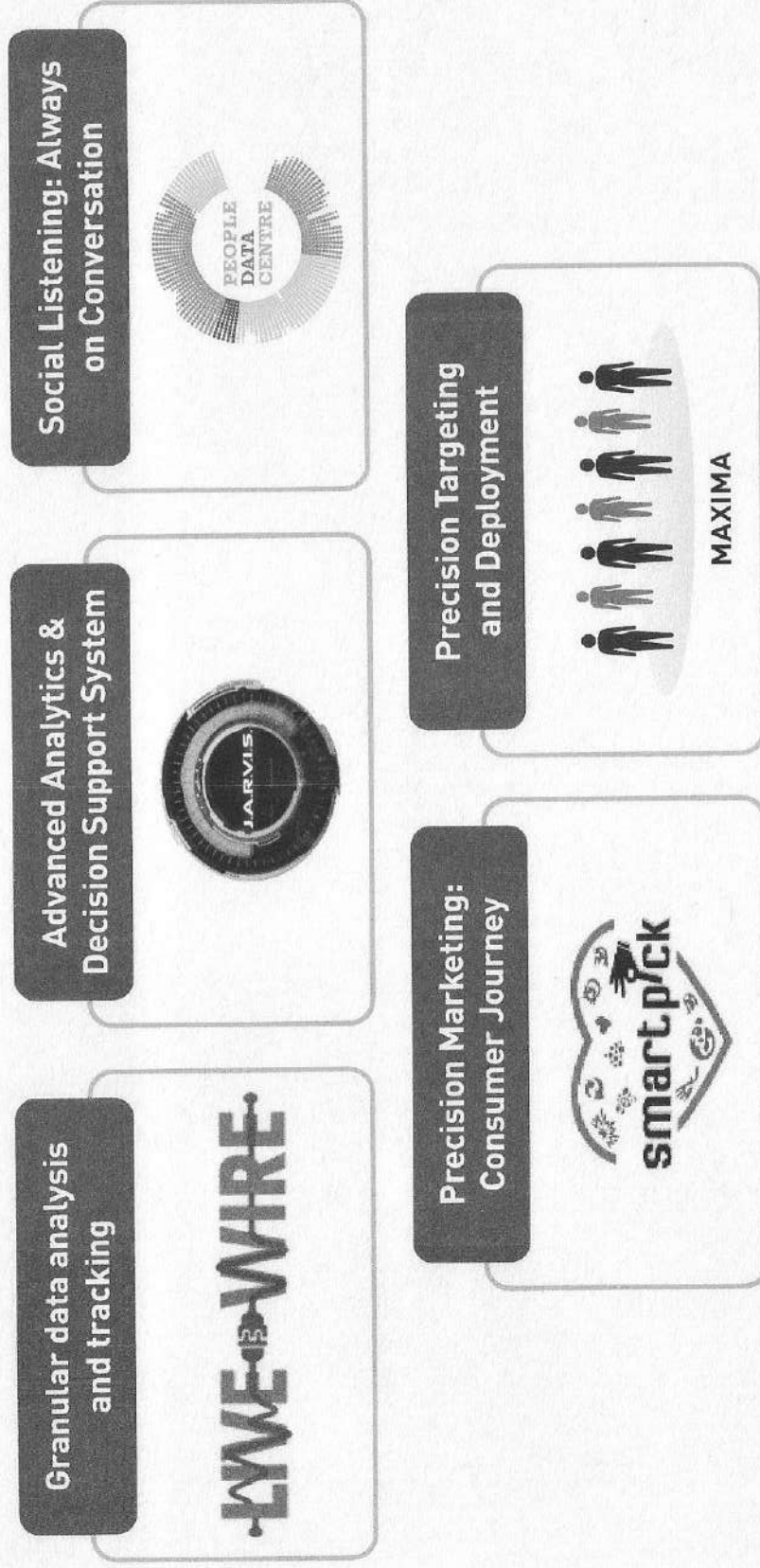


- New Logistic models
- Efficient Fulfilment Centres

RE-IMAGINING MARKETING



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Re-imagining Marketing AV

RE-IMAGINING CUSTOMER DEVELOPMENT



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Demand Capture



Demand Fulfilment



Demand Generation

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

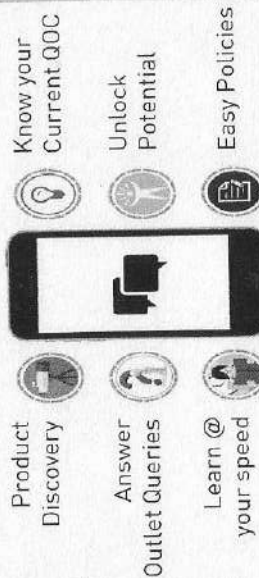
DEMAND CAPTURE



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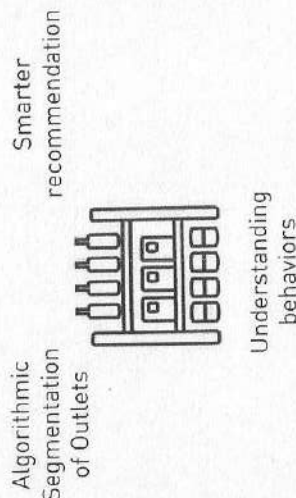
Salesman Chatbots

Enhance salesman productivity with chatbots



Advanced Analytics / AI

Driving better and sharper assortment



Shikhar app

All inclusive retailer engagement tool

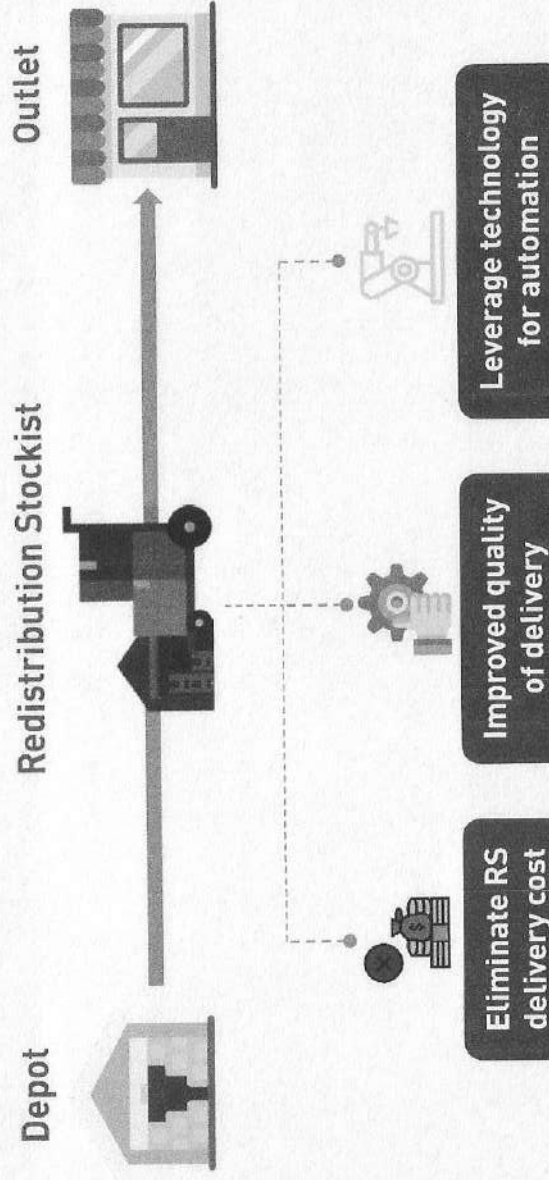


DEMAND FULFILMENT

Demand Fulfilment



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



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DEMAND GENERATION

Demand Generation



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

#1 Local Mart, Now Online

1800 419 1019 | HumaraShop | SCAN QR CODE

Search products & brands

Humara Shop

CATEGORIES

OFFER ZONE

BASKET

LAKMÉ
Beauty Store

UPTO **15%** OFF*

SHOP NOW

Tea Coffee

UPTO **10%** OFF*

SHOP NOW

kissan JAM at **₹99/-** only

SHOP NOW

*Offer valid till stocks last. T & C apply

*Offer valid till stocks last. T & C apply

RE-IMAGINING HUL



Hindustan Unilever Limited

Re-imagining our
structure



Re-imagining our
portfolio



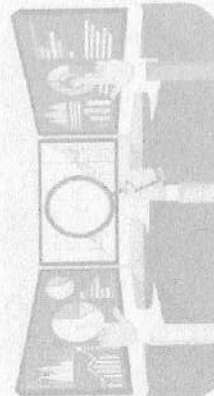
Re-imagining magic
in marketing



Re-imagining our
trade channels



Re-imagining the
value chain



Re-imagining fuel for
growth

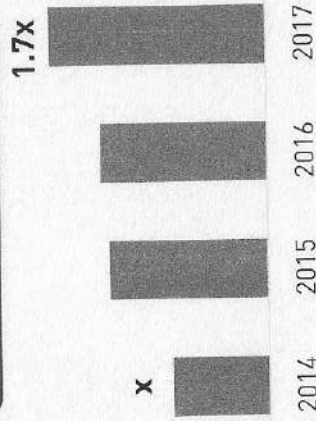


Re-imagining culture
of the organisation

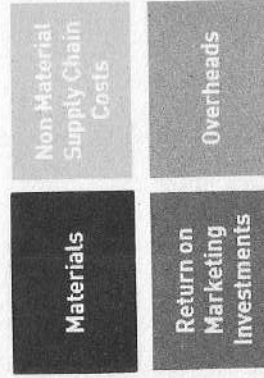


GENERATING FUEL FOR GROWTH BY CONSTANT REINVENTION

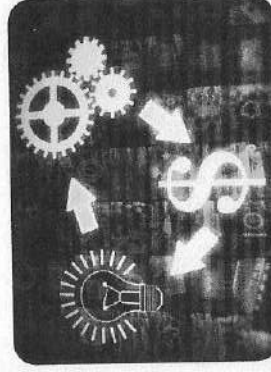
Savings as a % of Turnover



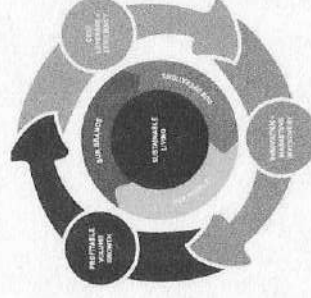
End-to-end cost focus



Leveraging Technology



Investing back into virtuous cycle of growth



Powered by

PARTNER TO WIN
Symphony

4G
ZERO
BASED
BUDGETING

NRM
NET REVENUE
MANAGEMENT



Hindustan Unilever Limited

RE-IMAGINING HUL



Hindustan Unilever Limited

Re-imagining our
structure



Re-imagining our
portfolio



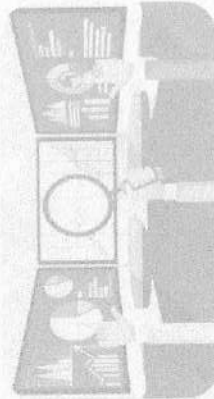
Re-imagining magic
in marketing



Re-imagining our
trade channels



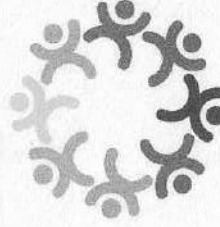
Re-imagining the
value chain



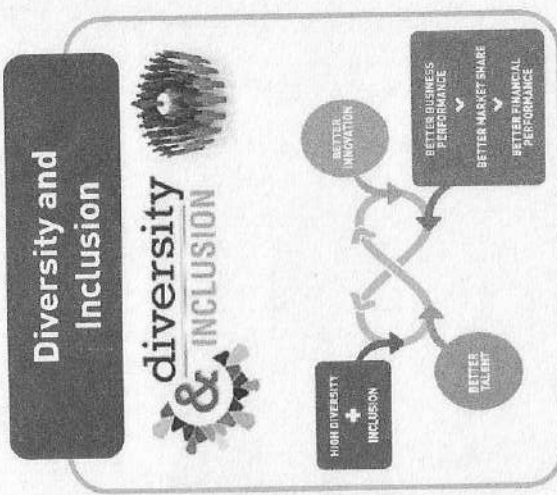
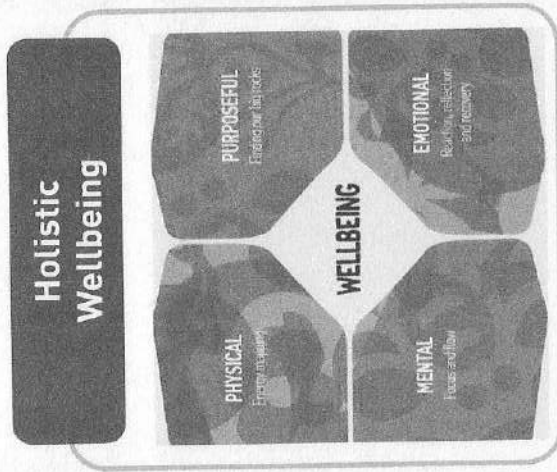
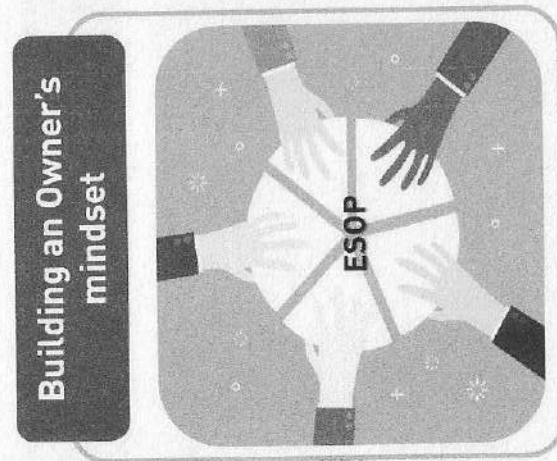
Re-imagining fuel for
growth



Re-imagining culture
of the organisation



BRINGING AN ORGANIZATION WIDE CHANGE



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

UNILEVER SUSTAINABLE LIVING PLAN



Hindustan Unilever Limited

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

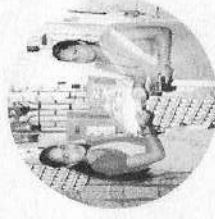


450 billion litres
of water potential
created



Hindustan Unilever Limited
Hindustan Unilever Foundation

Enhancing Livelihoods



**80,000+ Shakti
entrepreneurs**
network

1.7 million people
benefitted



Over **420,000**
people trained

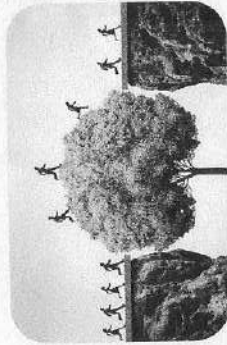
200,000 women
enrolled



IN SUMMARY



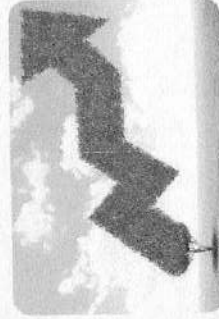
Hindustan Unilever Limited



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



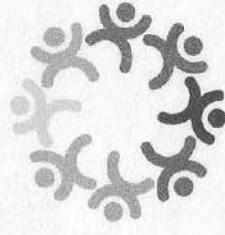
The new structure (WIMI, CCBTs) has made HUL more agile and resilient



Focused 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

THANK YOU
For More Information

VISIT OUR WEBSITE

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

