

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

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

20th September, 2018

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 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 JP Morgan 2018 India Investor Summit at New Delhi today.

You are requested to take the above information on record.

Thanking You.

Yours faithfully, For Hindustan Unilever Limited

Amit Bhasin Deputy Company Secretary Membership No. A16804



RE-IMAGINING HUL

JP MORGAN 2018 INDIA INVESTOR SUMMIT | 20 SEP 2018

Sanjiv Mehta, Chairman & Managing Director





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





Disruptions & Climate Extremities



Foods safety

GST: Biggest Tax reform in India



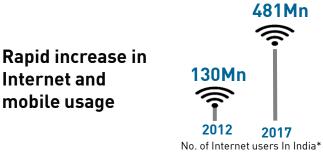
Demonetization of 86% currency in circulation



Growing affluence and aspirations

Consumers &

Competition





Internet and

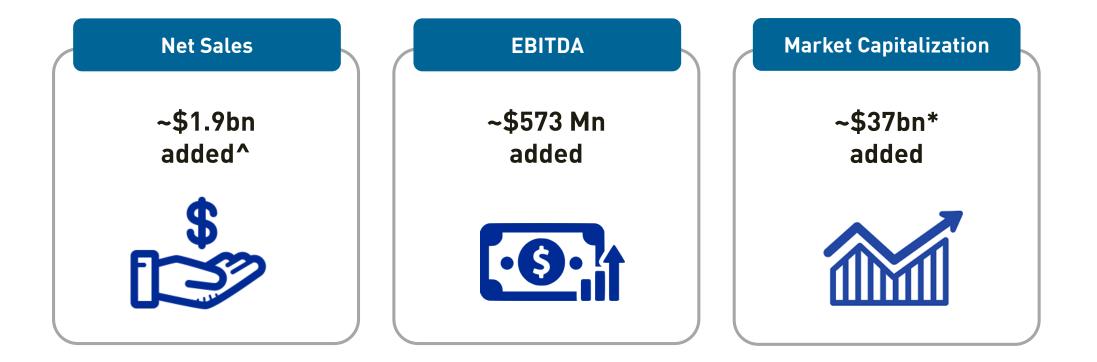
mobile usage

Increased competitive intensity

PERFORMANCE IN THE LAST 6 YEARS



4



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

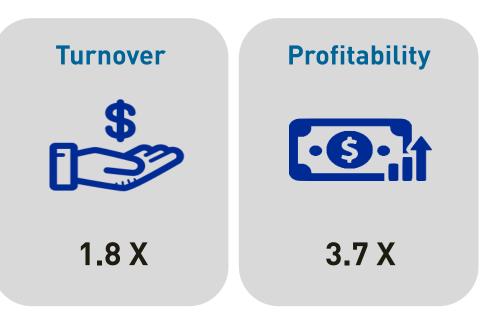




LAUNDRY – LAST 6 YEARS







Consistent Growth in Topline & Bottom line

HAIR CARE – LAST 6 YEARS







Consistent delivery on all fronts powered by strong portfolio

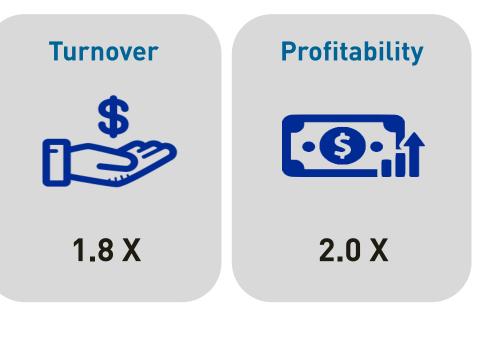


All nos are basis internal management reporting & compared with FY'11-12. Market share increase is as of MAT July18

TEA – LAST 6 YEARS







No. 1 Tea Company in India

BEING RECOGNISED

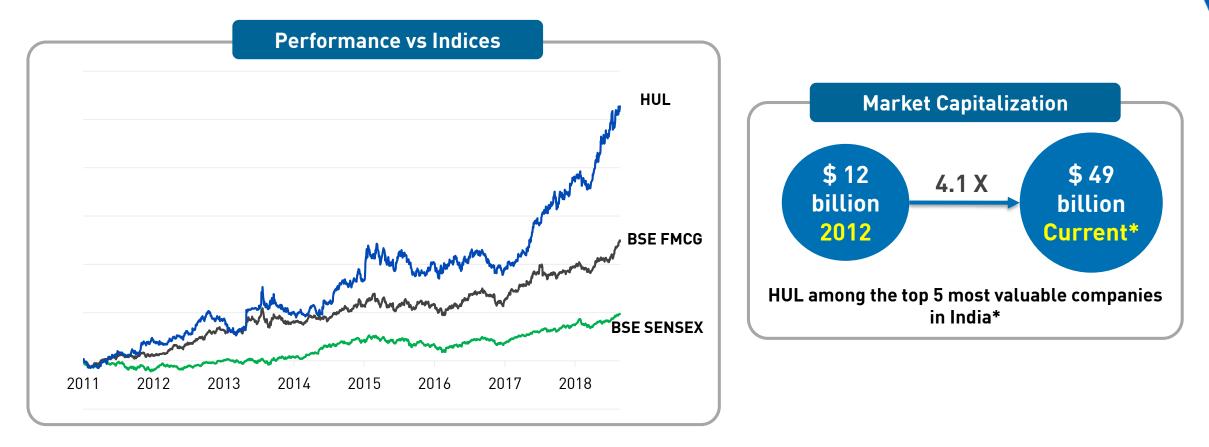




'Dream Employer' for 9 years in a row among top Indian universities

HUL SHARE PERFORMANCE





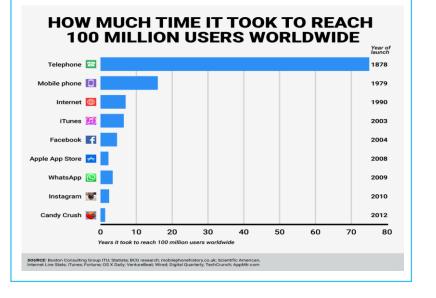
Markets rewarding our Consistent, Competitive, Profitable and Responsible Growth



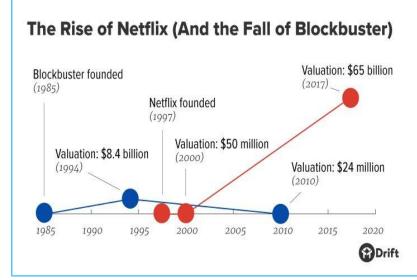
THE WORLD AROUND US IS CHANGING..

Hindustan Unilever Limited





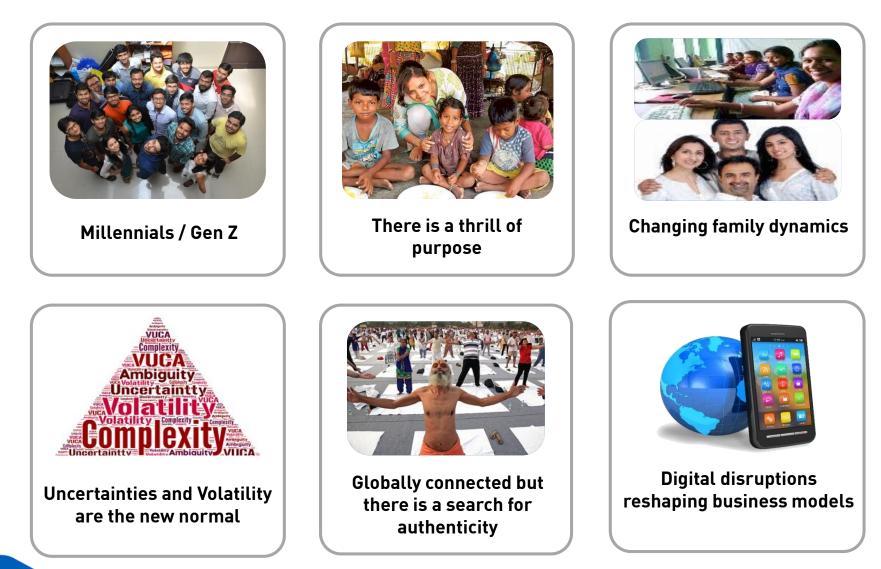
With dramatic disruptions ...



A 20 word tweet can start a revolution today !

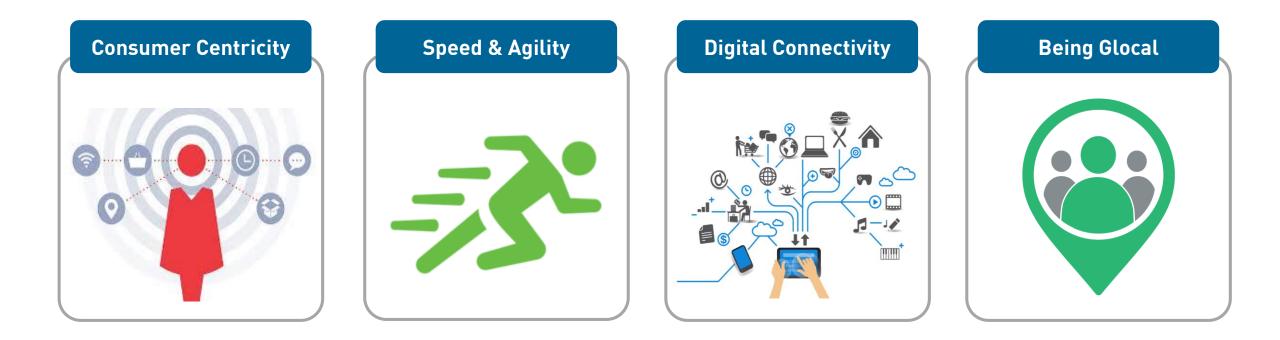
IT'S AN AGE OF CHANGE AND DISRUPTION





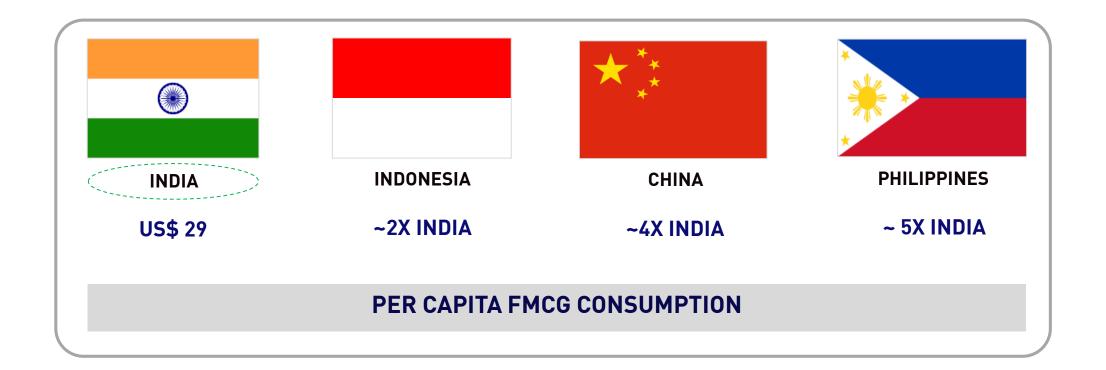
AND HENCE THERE IS A NEED FOR...





FMCG CONTINUES TO BE A BIG OPPORTUNITY IN INDIA



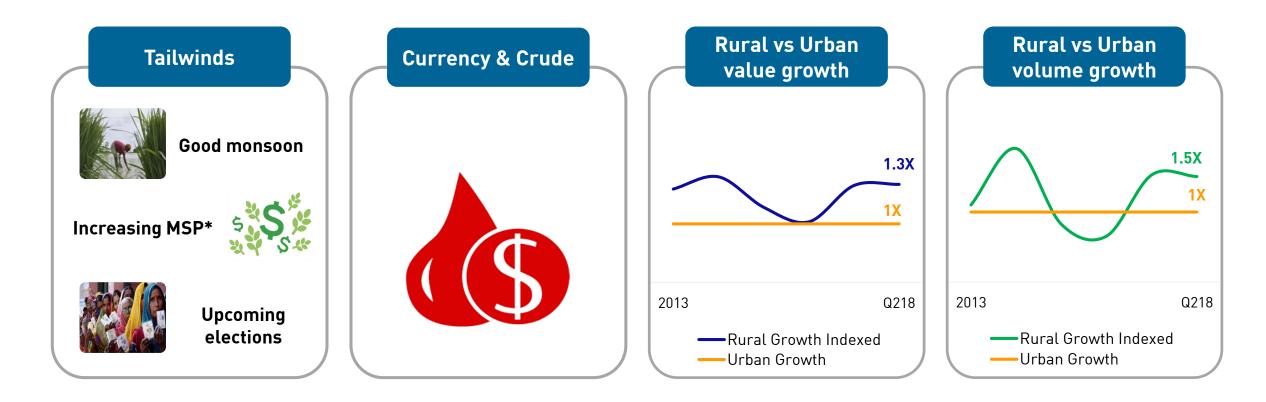


To tap this big opportunity, we need more money in the hands of more people i.e. Inclusive Growth

14 Source: Nielsen as of MAT March'18

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 Hinduster Unilever Limited DIFFERENT APPROACH

RE-IMAGINING HUL FOR THE FUTURE

RE-IMAGINING HUL







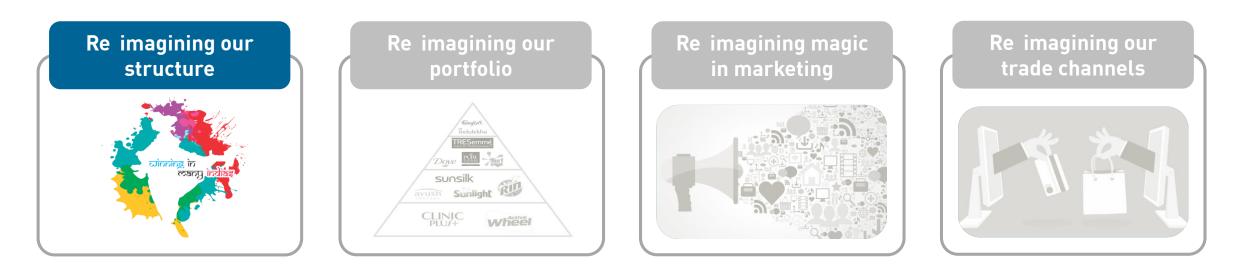


Re imagining culture of the organisation



RE-IMAGINING HUL







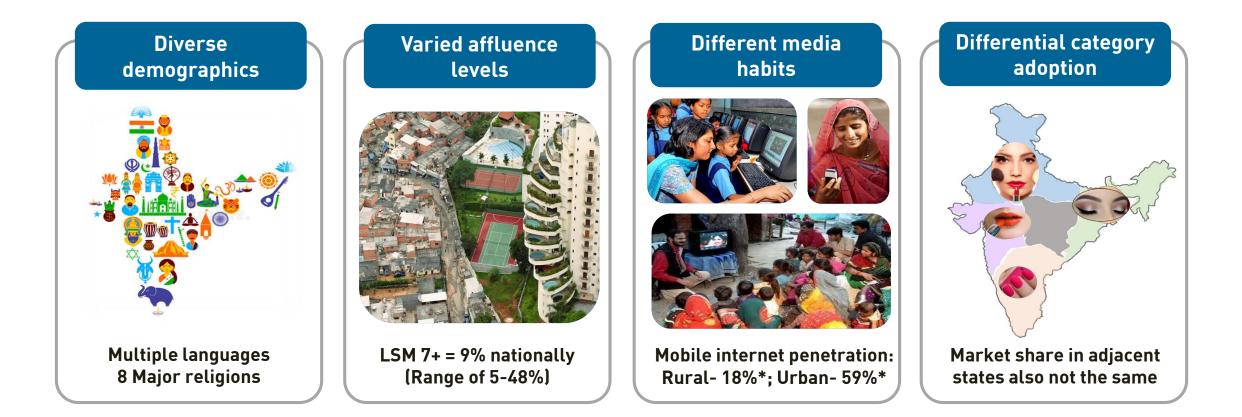


Re imagining culture of the organisation



INDIA IS A HETEROGENOUS COUNTRY





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

WINNING IN MANY INDIAS (WiMI)





CCBTs: 15 MINI-BOARDS IN ACTION





Building a stronger sense of empowerment & ownership



Responsible for delivering in-year P&L

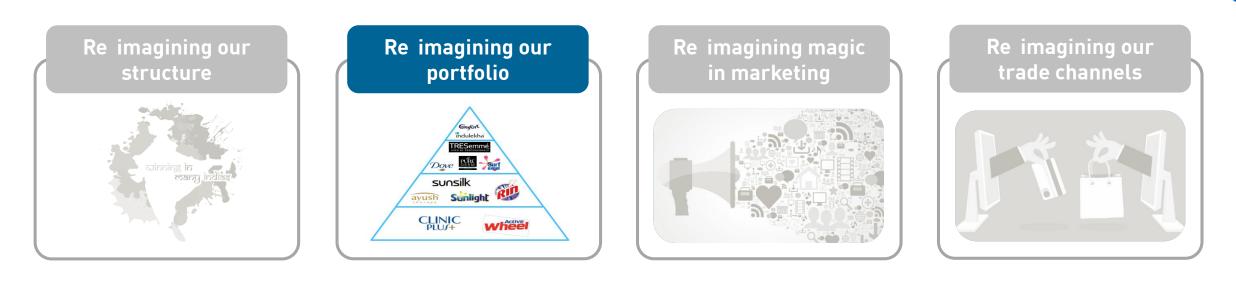
LIBERATING THE MANAGEMENT COMMITTEE TO FOCUS ON LONGER TERM GOALS





RE-IMAGINING HUL







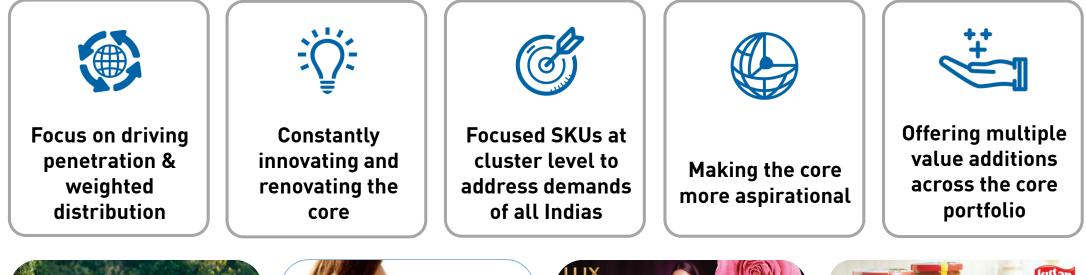






STRENGTHENING THE CORE





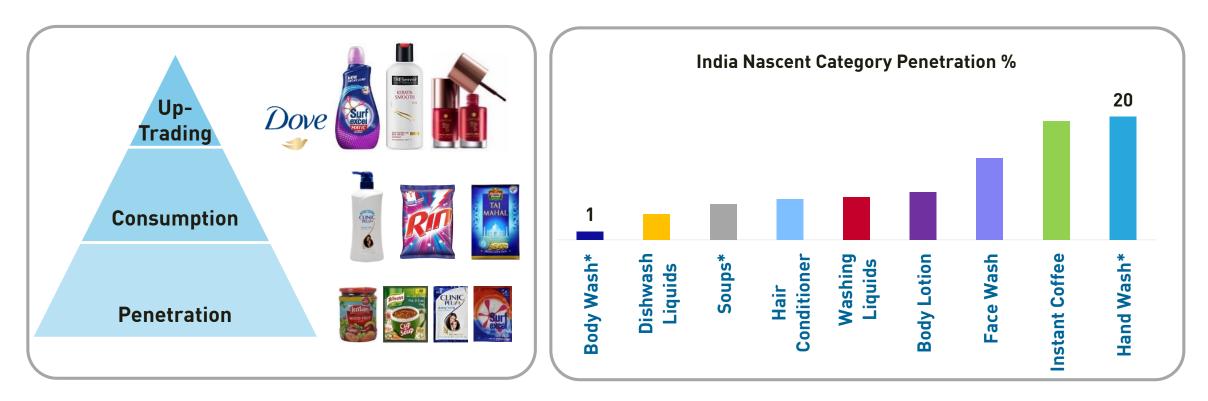




CREATING CATEGORIES OF THE FUTURE

Hindustan Unilever Limited

Opportunities to premiumize and up trade; huge headroom to grow

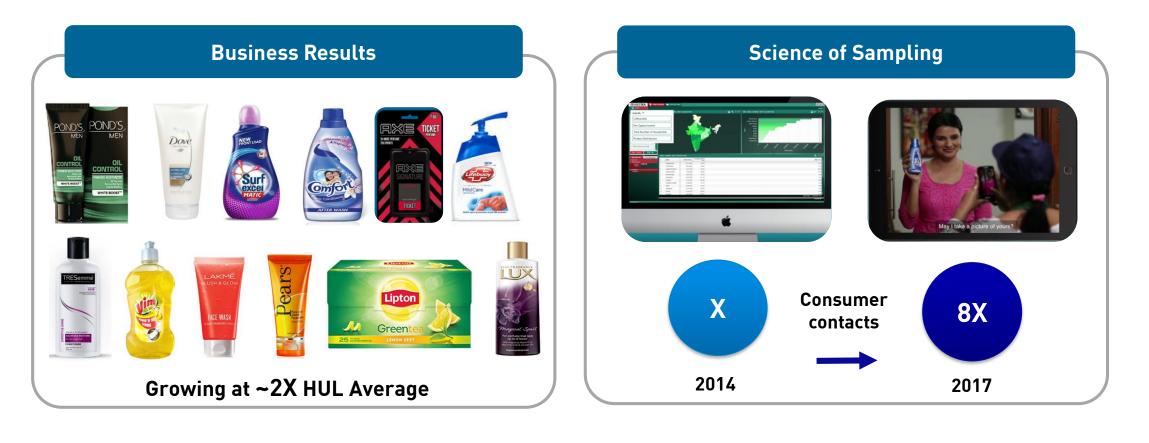




MARKET DEVELOPMENT & PREMIUMIZATION



Powered by education demos and sampling



BRIDGING PORTFOLIO GAPS







Male grooming range cocreated 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

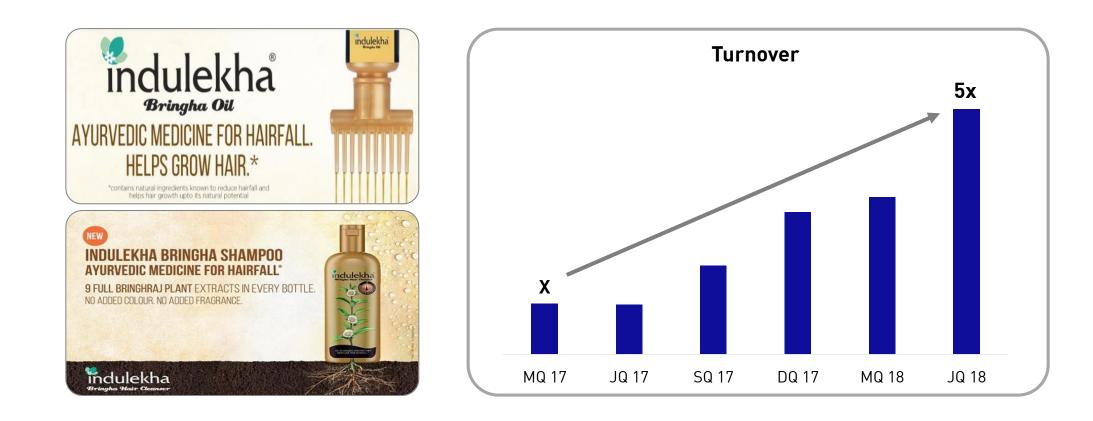




Naturals portfolio growing ~2.5X of overall HUL average

BUILDING SPECIALIST BRANDS - INDULEKHA





Growth exceeding our acquisition business case

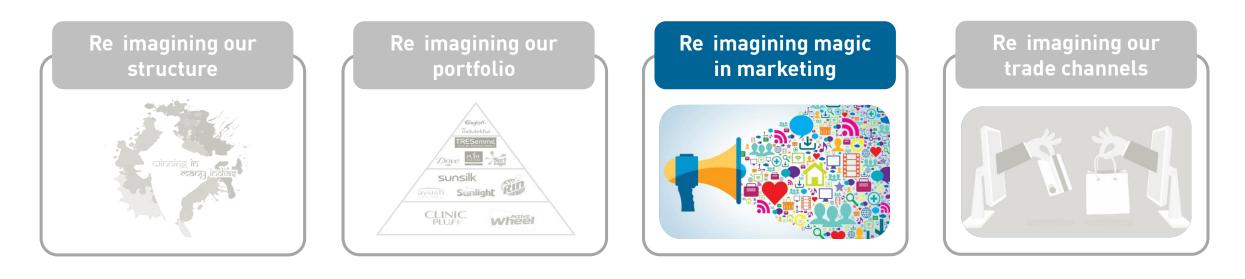
EXPANDING ICE CREAM PORTFOLIO

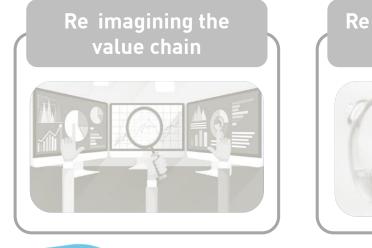




RE-IMAGINING HUL













BUILDING BRANDS WITH PURPOSE





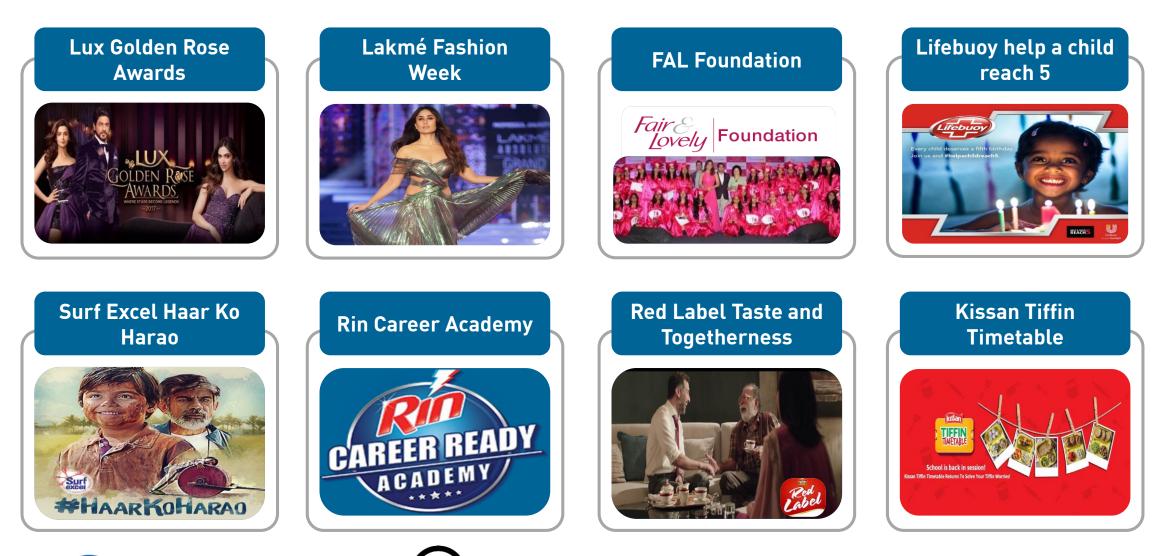
CONSISTENTLY EVOLVING BRAND COMMUNICATION





BUILDING ICONIC ENGAGEMENT PLATFORMS

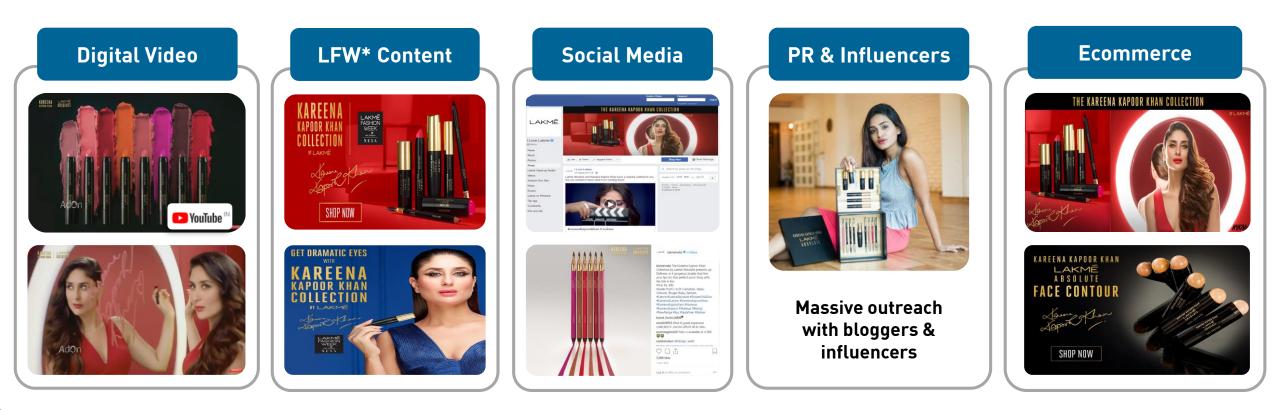




Lakmé Fashion Week AV

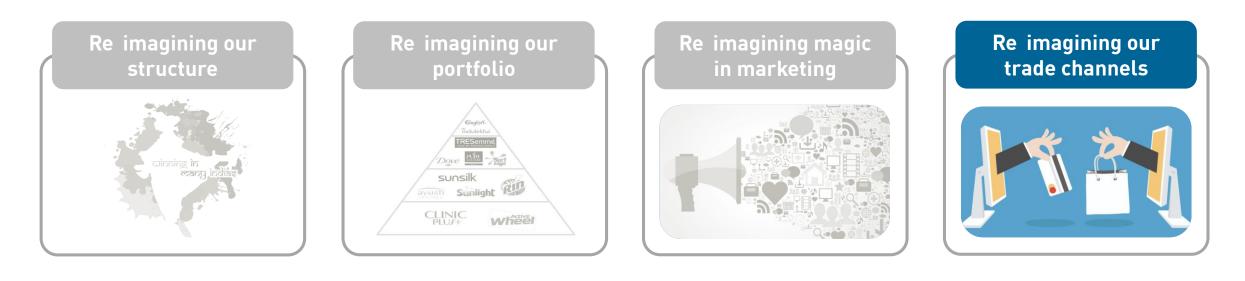
BUILDING DIFFERENTIATED CONTENT





RE-IMAGINING HUL









Re imagining culture of the organisation



GENERAL TRADE WILL CONTINUE TO REMAIN BIG



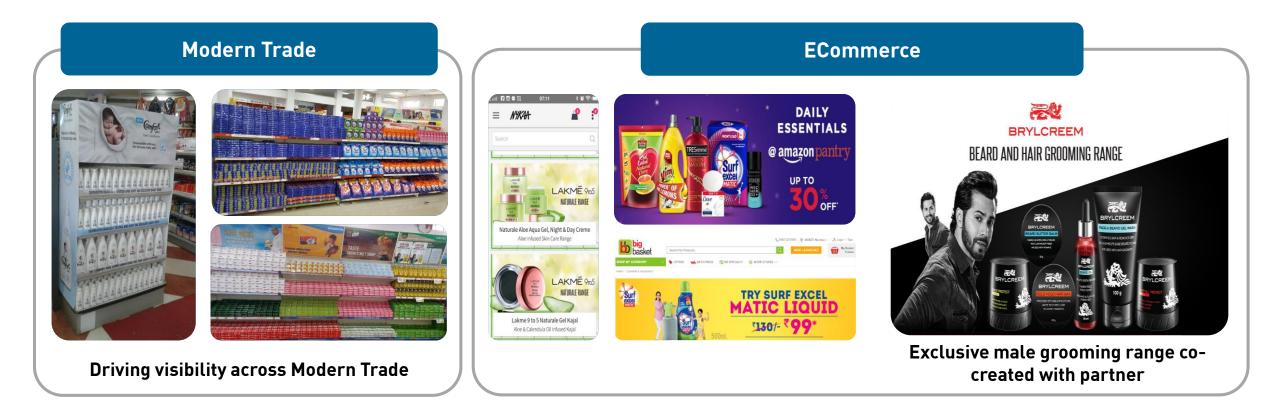
All GT channels will remain relevant **Driving effective coverage & assortment** COVERAGE COVERAGE ASSORTMENT Wholesale Shakti **Retail** Ŵ **1.8X 1.7X** Χ Χ Aids ↑ Width of Deep Rural Accessibility at arm's distribution distribution reach of desire 2015 2018 2015 2018

More throughput from more stores

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

BUILDING CHANNELS OF THE FUTURE

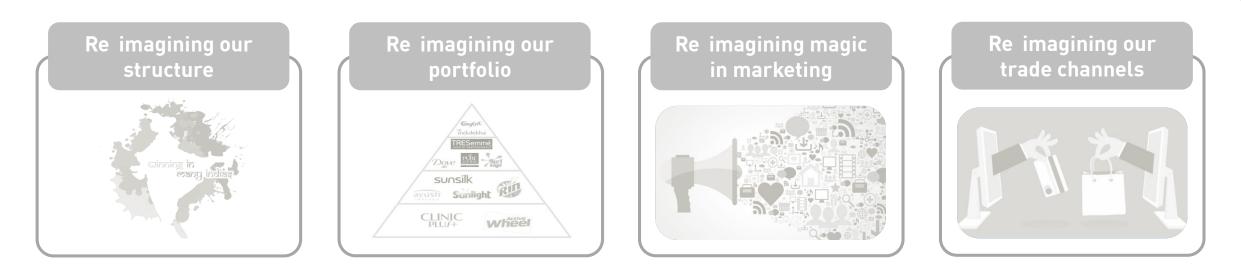




Our Growth & Profitability in ECommerce > Modern Trade > Traditional Trade

RE-IMAGINING HUL







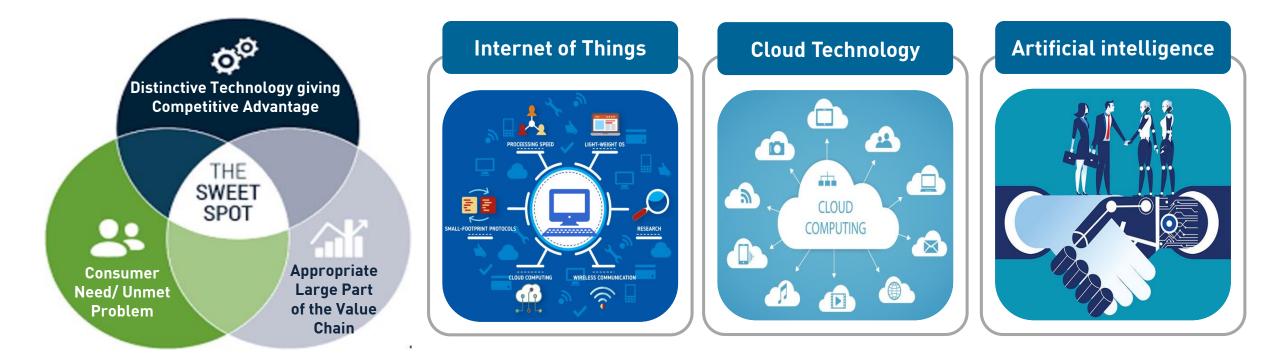


Re imagining culture of the organisation



TECHNOLOGY AVAILABLE TODAY, OPENS UP A LOT OF OPPORTUNITIES





OUR DATA STRATEGY





WE CHOSE TO DISRUPT THAN BE DISRUPTED





RE-IMAGINING HUL: OUR VISION

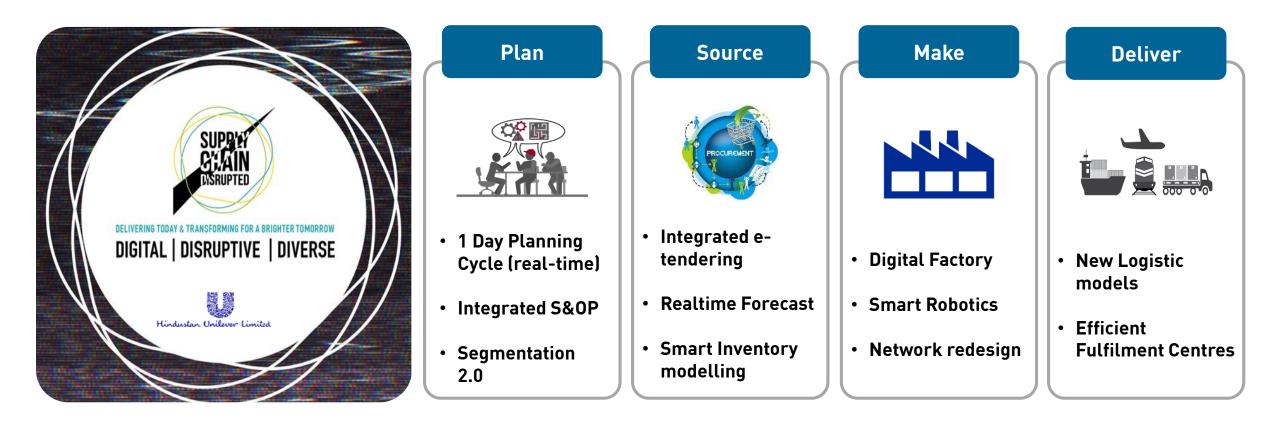


"Re-imagine HUL of the future by choreographing a holistic approach across the value chain to completely transform the way we do business in a connected world"



RE-IMAGINING SUPPLY CHAIN







RE-IMAGINING MARKETING





RE-IMAGINING CUSTOMER DEVELOPMENT

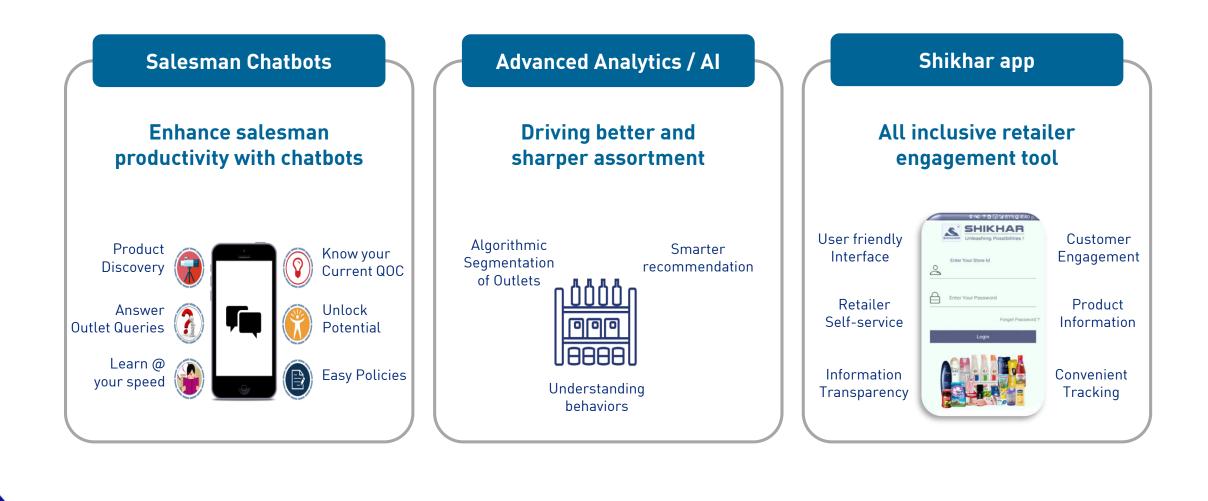




Providing superior customer service through vertical task specialization across the three pillars interlinked through modular IT capabilities

DEMAND CAPTURE



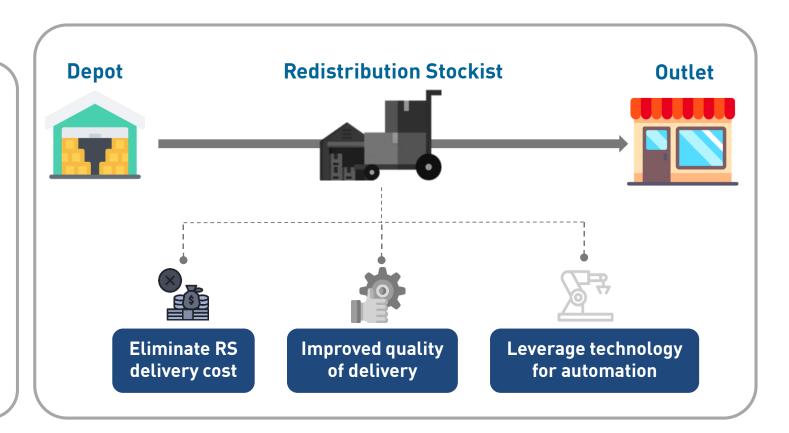


DEMAND FULFILMENT



Demand Fulfilment

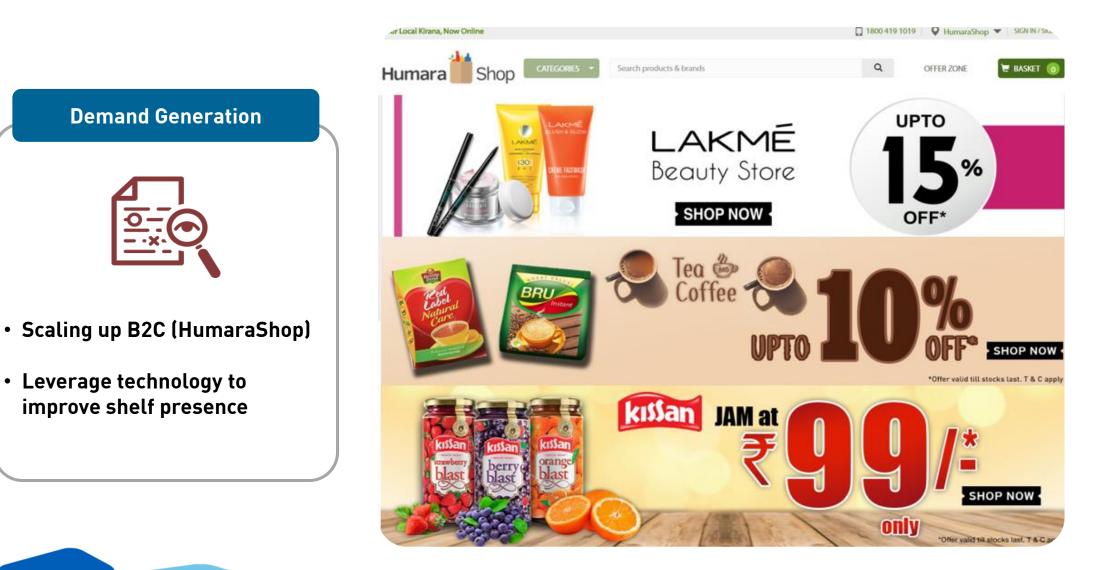
- Project Shogun: Deliver with speed to trade and ensure efficient fulfilment
- Impact App : A delivery interface to unlock benefits for retail stockist





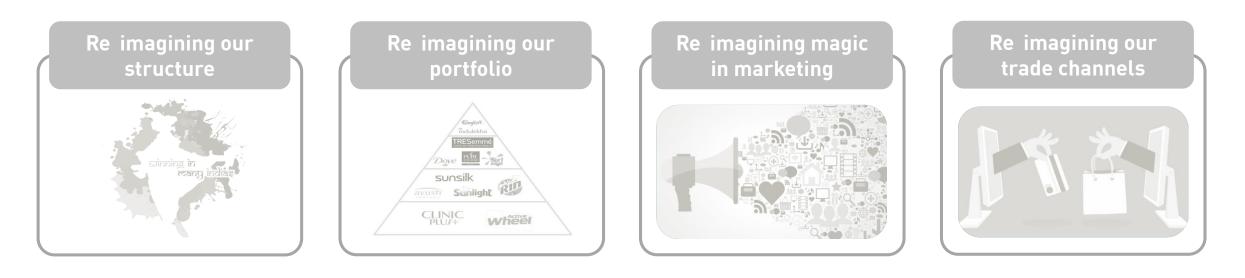
DEMAND GENERATION





RE-IMAGINING HUL







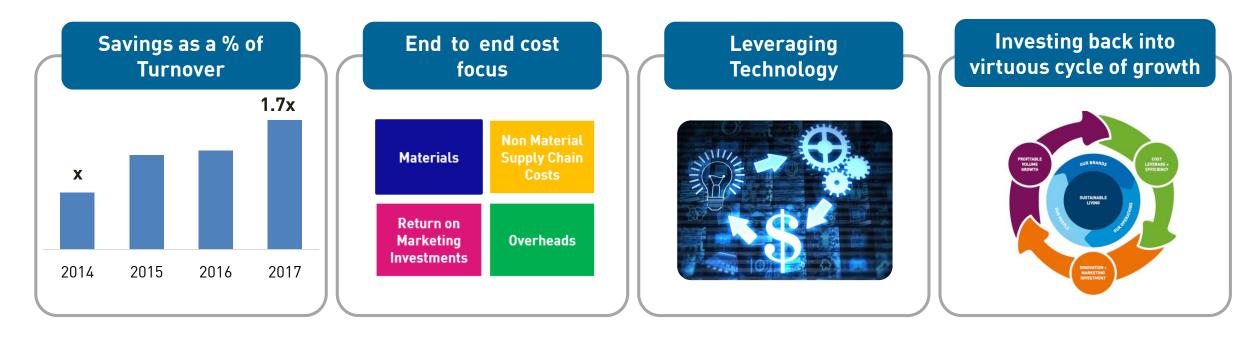


Re imagining culture of the organisation



GENERATING FUEL FOR GROWTH BY CONSTANT REINVENTION

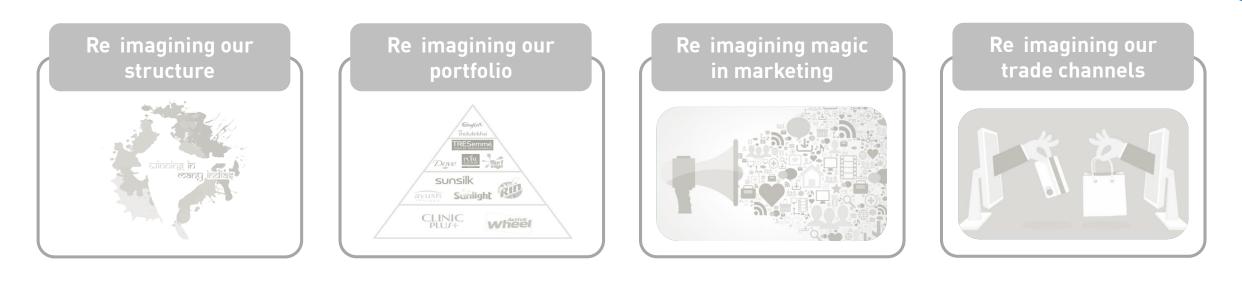






RE-IMAGINING HUL







Re imagining fuel for growth

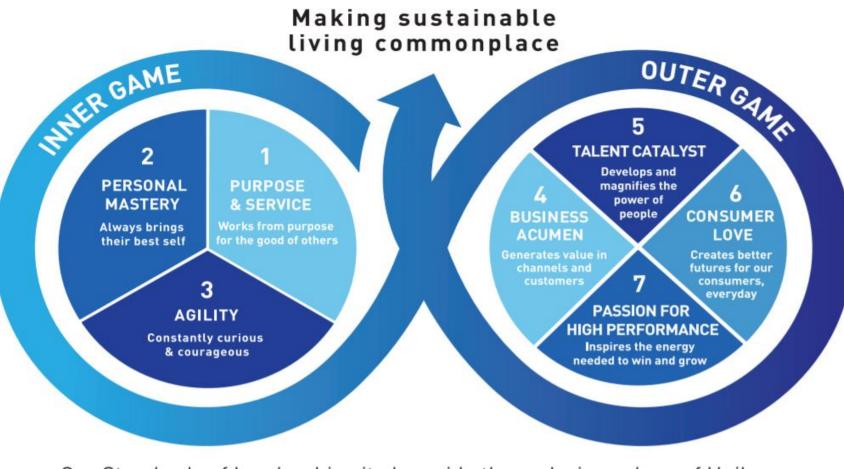


Re imagining culture of the organisation



ENGRAINING NEW STANDARDS OF LEADERSHIP



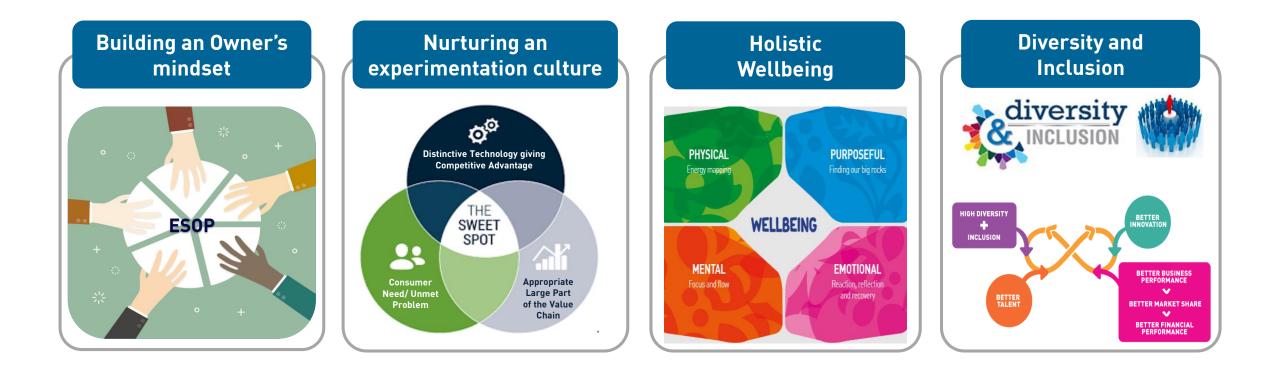


Our Standards of Leadership sit alongside the enduring values of Unilever

Respect Responsibility Integrity Pioneering

BRINGING AN ORGANIZATION WIDE CHANGE





FOCUSSED ON WELLBEING, DIVERSITY & INCLUSION

Hindustan Unilever Limited



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



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

LEGACY OF DOING WELL BY DOING GOOD



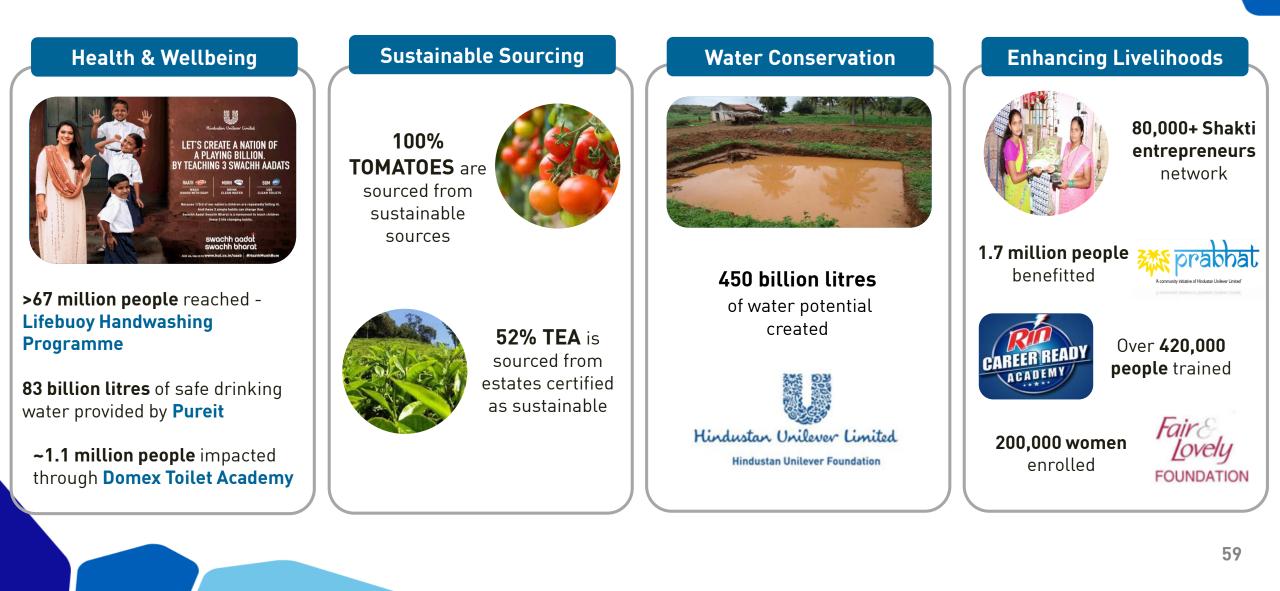


"I believe that nothing can be greater than a business, however small it may be, that is governed by conscience; and that nothing can be meaner or more petty than a business, however large, governed without honesty and without brotherhood."

-William Hesketh Lever

UNILEVER SUSTAINABLE LIVING PLAN





THOUGHT LEADERSHIP ON PLASTICS







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

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

Our purpose and values remain unchanged

Leveraging technology to reimagine our ways of working across the value chain Building capabilities and re-imagining our culture to be future ready













HUL IS RE-INVENTING ITSELF TO BE FUTURE READY!



For More Information



VISIT OUR WEBSITE

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

