

Hindustan Unilever Limited

MQ '18 & FY' 17-18 Results Presentation : 14th May 2018

PURE
DERM



NEW

PURE
DERM

ANTI-DANDRUFF
SHAMPOO

DANDRUFF
PROTECT

OXY FUSED
MICRO BUBBLES

DANDRUFF JAYEGA, AUR

WAAPAS NAHIN AAYEGA,

PURIFY YOUR SCALP EVERYDAY.*

OXY-FUSED
MICRO BUBBLES

*Purification from dirt, grease and dandruff, action at epidermal level.
No visible flakes with regular use.

Safe Harbor 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.

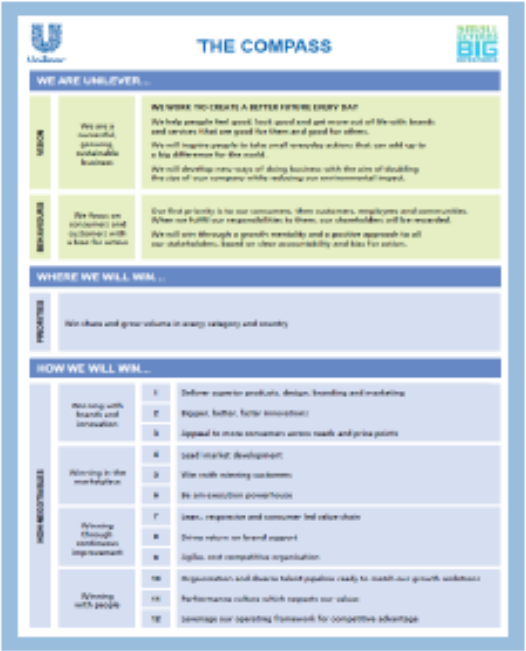


Agenda

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

Clear and compelling strategy

Strategic Framework



Sustainable Living Plan



Goals

Consistent Growth

Competitive Growth

Profitable Growth

Responsible Growth

MQ'18: Market Context

- ❑ Trade conditions have normalized
 - Pipelines now stable
- ❑ Gradual improvement in demand
- ❑ Input costs continue to inflate in select categories; crude led

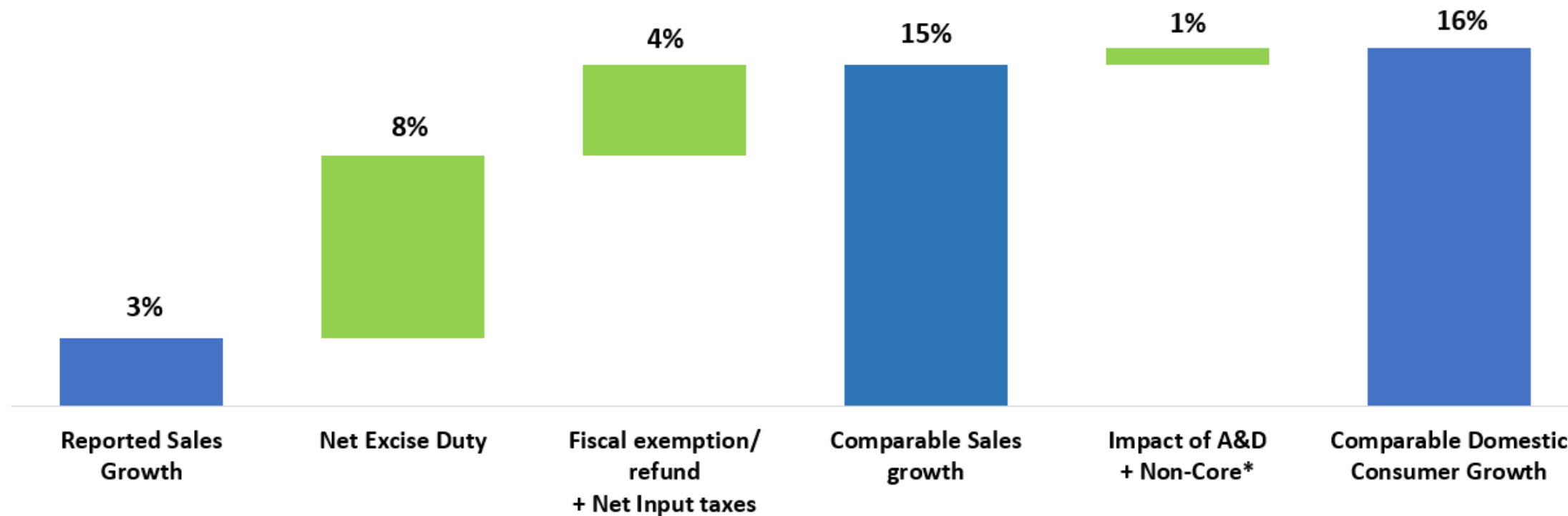
MQ'18: Strong volume-led growth sustained

- ❑ **Comparable* Domestic Consumer Growth 16%; Underlying Volume Growth 11%**
- ❑ **EBITDA at Rs. 2048 Crores up 24%; Comparable* margin up 160 bps**
 - Strong savings program supports reduction of COGS*
 - A&P* spends stepped up on innovations and activations
- ❑ **PAT (bei) at Rs. 1409 crores up 26%; Net Profit at Rs. 1351 crores up 14%**

Recap: 'Accounting' impact of GST on HUL results

	With effect from 1st July'17		With effect from 1st Oct'17
	Net Excise Duty	Net Input taxes	Fiscal exemption/ refund
PRE GST	Excise a cost; Turnover gross of excise	Input tax credit availed partially. Balance accounted in costs	Benefit of Indirect tax fiscal exemption and refund in excise duty cost
POST GST	Turnover is net of GST	Input taxes subsumed under GST and netted from turnover <ul style="list-style-type: none"> Costs lower as full input tax credit and full CENVAT in fiscal sites availed 	Reported as Other Operating Income, consequent to the budgetary support scheme released in October'17
IMPACT POST GST	Reported Turnover: Lower Absolute EBITDA: No impact EBITDA margin: Higher EPS: No impact	Reported Turnover: Lower Absolute EBITDA: No impact EBITDA margin: Higher EPS: No impact	Reported Turnover: Lower Absolute EBITDA: No impact EBITDA margin: Higher EPS: No impact

'Accounting' impact of GST on Growth





'Accounting' impact of GST on margins; No impact on absolute EBITDA



Volume led growth across segments

Segments	Reported Sales Growth* (%)	Comparable Sales Growth^ (%)
Home Care	4%	21%
Personal Care	0%	13%
Refreshment	9%	14%
Foods	2%	10%
HUL	3%	16%

- **Home Care:** Double-digit volume growth
- **Personal Care:** Broad based double-digit growth across Personal Products and Personal Wash
- **Refreshment:** Robust growth across categories
- **Foods:** Good growth in Kissan & Knorr

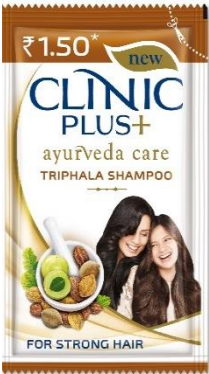
**Reported Sales growth = Segment Turnover growth excluding Other Operational Income (Excludes impact of A&D)*

^Comparable Sales growth = Segment Turnover growth excluding Other Operational Income but including Fiscal exemption/ refund and net of excise & input tax costs in base quarter (Excludes impact of A&D) 10

Continued focus on innovations and activations



Progressively building the naturals portfolio





Home Care

Double-digit volume growth



- ❑ **Fabric Wash:** Robust double-digit growth across key brands
 - Launched Comfort Pure - fabric conditioner for delicate baby skin
- ❑ **Household Care:** Growth led by strong performance in Vim
- ❑ **Purifiers:** Premium range continues to perform well



Active
wheel

Sunlight

Comfort



Domex

cif

Unilever
pureit

Personal Care

Broad based double-digit growth across Personal Products & Personal Wash



- ❑ **Personal Wash:** Premium range continues to perform remarkably well; growth in popular segment relatively muted
- ❑ **Skin Care:** Fair & Lovely and Pond's lead category growth
- ❑ **Hair Care:** Broad based volume led growth
 - New Anti-Dandruff range of shampoos under the Pure Derm brand launched

LUX

Dove

Pears

Rexona

Hamam

Lifebuoy

NEW Fair & Lovely

POND'S

Vaseline

Citra

LAKMÉ

St. Ives

CLINIC PLUS+

sunsilk

TRESemmé
USED BY PROFESSIONALS

indulekha

closeup

Pepsodent

ayush
therapy

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SHAMPOO

AXE

Personal Care : Contd.

Broad based double-digit growth across Personal Products & Personal Wash



- ❑ **Colour Cosmetics:** Robust growth sustained
 - Lakmé Nudes: A new range of products tailormade for Indian skin tones launched
- ❑ **Oral Care:** Close up growth driven by launch of new Naturals variant
- ❑ **Deodorants:** Growth led by launch of 'Axe Ticket' a pocket-sized perfume pack and national roll-out of Rexona anti-perspirants

LUX

Dove

Pears

Rexona

Hamam

Lifebuoy

NEW Fair & Lovely

POND'S

Vaseline

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AXE

Refreshment

Robust growth across categories



- ❑ **Tea:** Sustained delivery of double-digit growth through our WiMI strategy and market development
- ❑ **Coffee:** Strong volume led growth delivered
- ❑ **Ice Cream & Frozen Desserts:** Double-digit volume growth delivered on the back of geographic expansion
 - New Kwality Walls Sandwich, Cloud Bite & Cornetto variant launched going into the season



Foods

Good growth in Kissan and Knorr



- ❑ **Kissan:** Strong growth led by Ketchups
- ❑ **Knorr:** Instant Soups led growth
 - New Knorr pasta masalas in red & white sauce variants launched in select geographies
 - New range of noodles launched last quarter saw further geographic expansion



MQ'18: Results Summary

Rs. Crores

Particulars	MQ'18	MQ'17 (Reported)	Growth %
Sales	9003	8773	3^
EBITDA	2048	1651	24
Other Income	100	83	
Exceptional Items – Credit / (Charge)	(64)	(1)	
PBT	1952	1619	21
Less : Tax	601	436	
PAT bei	1409	1118	26
Net Profit	1351	1183	14

- Comparable* Domestic Consumer Growth at 16%^
- Other Income up due to higher interest income in current quarter
- Exceptional item in current quarter includes true up of deferred consideration payable on account of Indulekha acquisition

FULL YEAR PERFORMANCE

FY' 17-18

FY 2017-18: Strong performance delivered

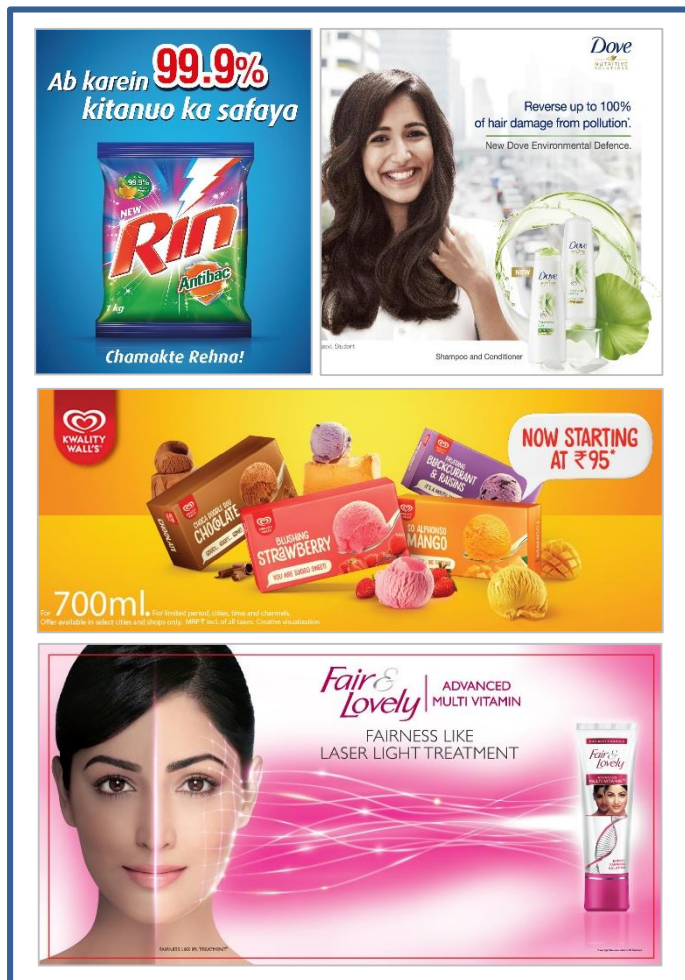
- ❑ **Comparable* Domestic Consumer Growth 12%; Underlying Volume Growth 6%**
- ❑ **EBITDA at Rs. 7276 Crores up 20%; Comparable* margin up 155 bps**
 - Enabled by our strong savings program and mix improvement
- ❑ **PAT (bei) at Rs. 5135 crores up 21%; Net Profit at Rs. 5237 crores up 17%**
- ❑ **EPS (Basic) growth at 17%**
- ❑ **Cash generation from operations^ at Rs. 8126 cr. up 20%**

**Comparable basis – Adjusted for accounting impact of GST; See slides 24 and 25*

^ (before tax) 20

Our enablers of growth

STRENGTHENING THE CORE



Rin
Ab karein **99.9%**
kitanuo ka safaya
Chamakte Rehna!
NEW Rin Antibac

Dove
Reverse up to 100%
of hair damage from pollution.
New Dove Environmental Defence.
Shampoo and Conditioner

KWALITY WALLS
NOW STARTING
AT ₹95*
700ml
CHOCOLATE
STRAWBERRY
MANGO
BURSTING
BUCCELEANT & BAKING
EXTRA

Fair & Lovely
ADVANCED
MULTI VITAMIN
FAIRNESS LIKE
LASER LIGHT TREATMENT
Fairness like laser light treatment

DIALLING UP

Segments of the future



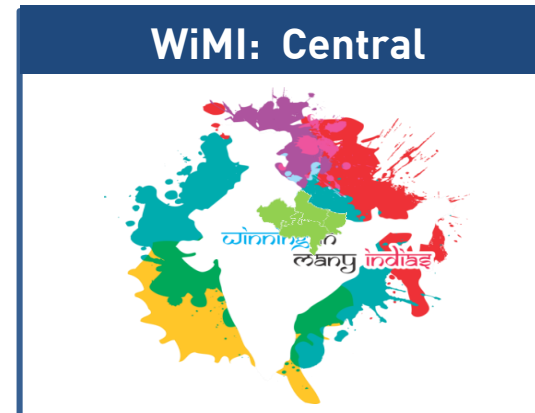
Growth ~2X HUL average

Innovations & Naturals



Naturals portfolio growing ~2.5X
HUL average

WiMI: Central



Last 3 years growth ~1.5X All India
Average

Brands with purpose



A clear 'purpose' makes our brands
'Most Trusted' & grow faster

Fuel for growth: consistently driving margins

A Business Model that Works



Max the Mix

Portfolio

Channel,
Geography

Margin
accretive
innovation

Pricing

End-to-end cost focus

Materials

Non Material
Supply Chain
Costs

Return on
Marketing
Investments

Overheads

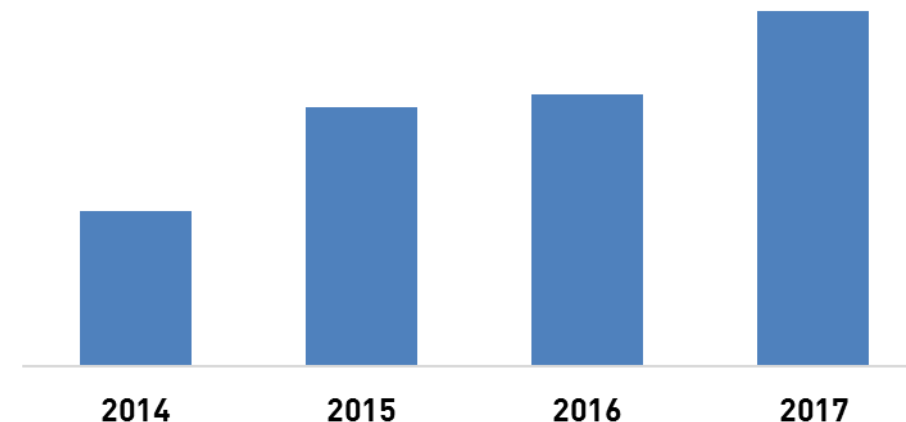
Organisation wide ownership mindset

PARTNER TO WIN
Symphony

4G
ZERO
BASED
BUDGETING

NRM
NET REVENUE
MANAGEMENT

Savings as a % of Turnover



2017 savings: 1.7X savings of 2014

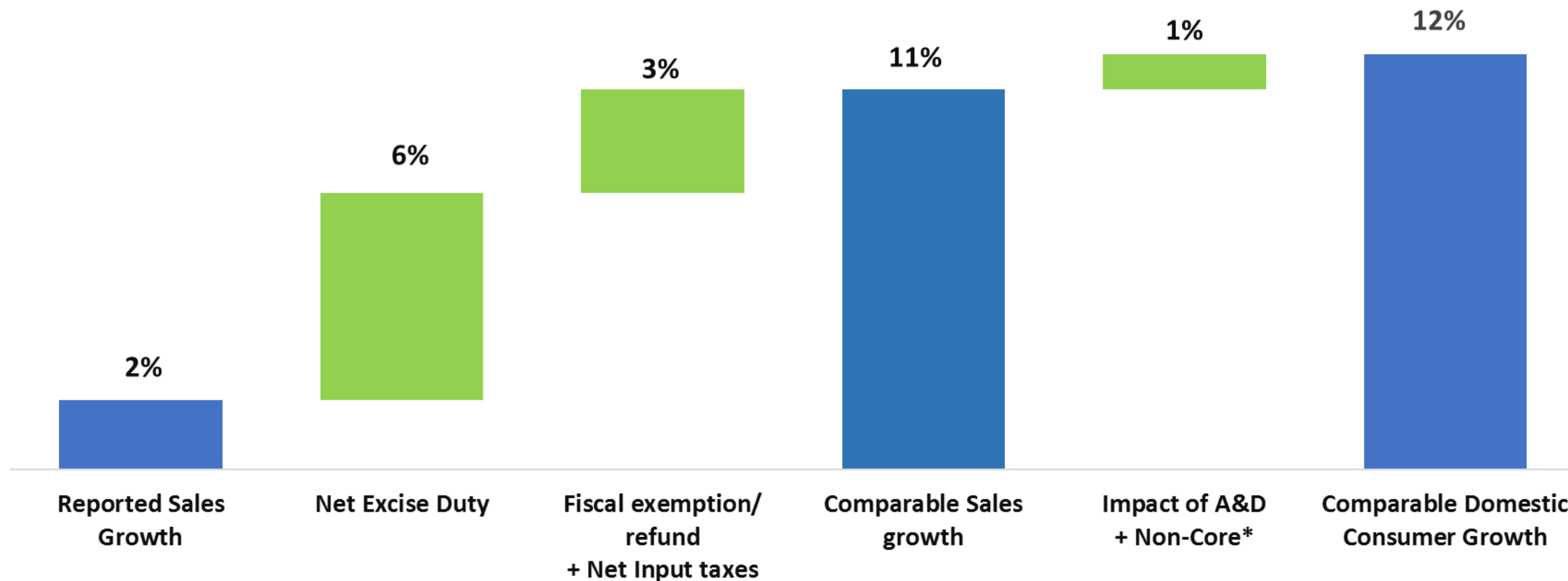
FY 2017-18 : Results Summary

Rs. Crores

Particulars	FY'17-18	FY'16-17 (Reported)	Growth %
Sales	34,619	33,895	2^
EBITDA	7,276	6,047	20
EBITDA margin (%)	21.02	17.84	
PAT bei	5,135	4,247	21
Net Profit	5,237	4,490	17

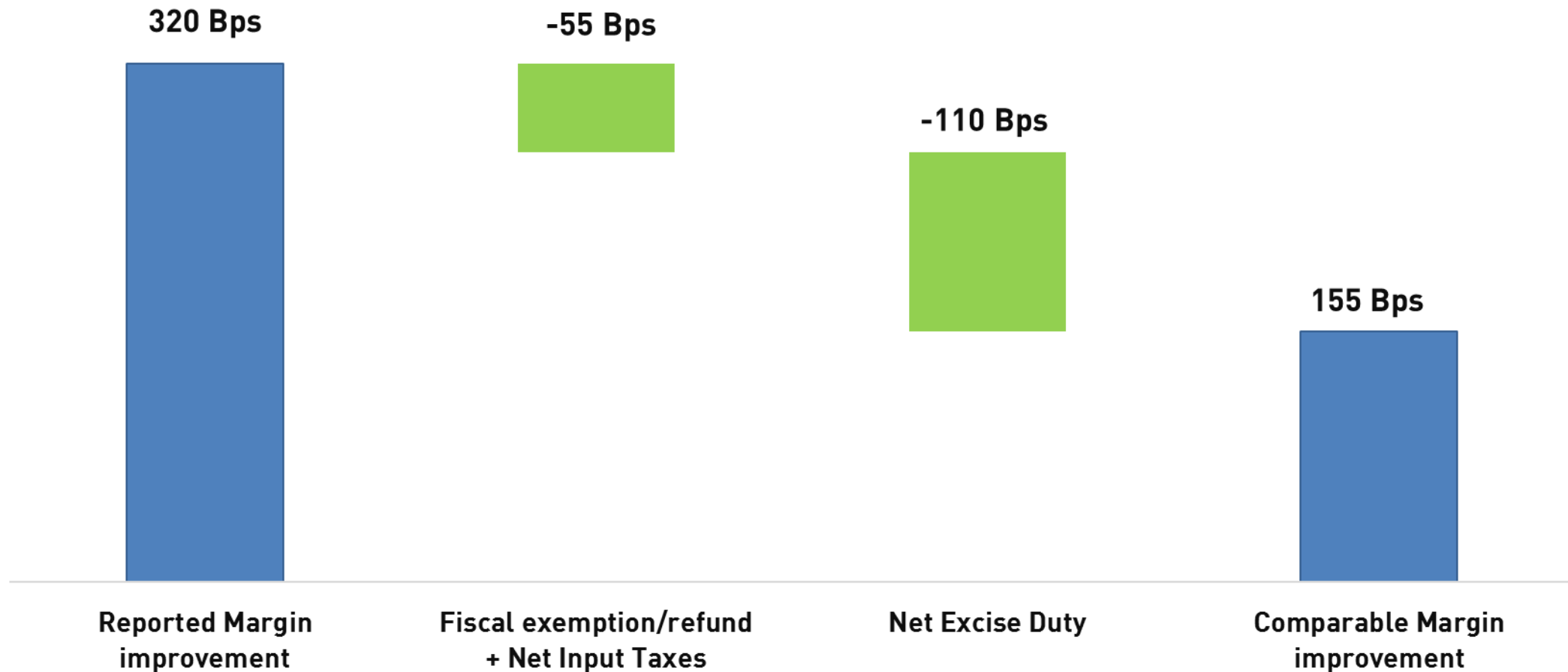
- Comparable* Domestic Consumer Growth at 12%^; underlying volume growth at 6%
- Comparable* EBITDA margin improvement at 155 bps

'Accounting' impact of GST on Growth





'Accounting' impact of GST on margins; No impact on absolute EBITDA



Broad based growth across segments

Segments	Reported Sales Growth* (%)	Comparable Sales Growth^ (%)	Operating Margin (%)
Home Care	3%	15%	14.6%
Personal Care	0%	10%	24.9%
Refreshment	8%	12%	17.1%
Foods	4%	11%	8.6%

**Reported Sales growth = Segment Turnover growth excluding Other Operational Income (Excludes impact of A&D)*

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Proposed Final Dividend

Particulars	FY'16-17	FY'17-18
Dividend Per Share	17	20
Interim	7	8
Final*	10	12
No. of Shares (Cr.)	216.43	216.45
Total Dividend (Rs. Cr.)	3679	4329
Div. Dist. Tax (Rs. Cr.)	715	848
Total Dividend Outflow (Rs. Cr.)	4394	5177

**Final Dividend number for FY 2017-18 is subject to approval by the shareholders at the AGM*

Looking ahead

Near term

- ❑ Gradual improvement in demand
- ❑ Step up in competitive intensity anticipated
- ❑ Further inflation in input costs; crude and currency as key watch outs

Our strategy

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

For more information and updates

Visit our website

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

March Quarter 2018 results

Hindustan Unilever Limited will release its financial results for March Quarter 2018 on Monday 14 May, 2018.

[> View more](#)

