

In a crisis like this, HUL stands with the nation...

UNICEF
#VirusKikadiTodo



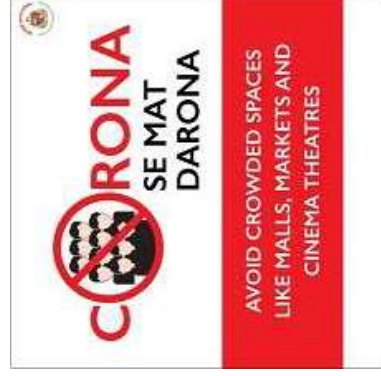
National campaign to inform and empower general public

Apollo, SBI, Oyo & Others
Project Stay



5000 isolation rooms with medical supervision

BMC
Corona se mat darona



Arming people with corona prevention methods

Local administration partnerships
Strengthening infrastructure



Haridwar: Built 30-bed isolation facility in 3 days

Collaborations for better infrastructure and awareness

Our M&A: Enhances nutrition and hygiene

GSK CH merger effective 1st April 2020



Iconic brands and ~3500 strong nutrition team in
Hindustan Unilever fold

Announced the proposed acquisition of VWash



Market leader in Intimate Hygiene category

FY 2019-20 : Growth competitive and profitable

2% USG for FY 20 with PAT increase of 12%

	F.Y. 2019-20
Domestic Consumer Growth	2%
Underlying Volume Growth	2%
Comparable* EBITDA Improvement (bps)	100
PAT Growth	12%
Cash from operations [^]	Rs. 9,770 Cr

* Comparable EBITDA improvement arrived after adjusting for Ind AS 116 impact
Reported EBITDA improvement of 210 bps at a reported margin of 25%

[^] before tax

Srinivas Phatak

Chief Financial Officer

30th April, 2020

Sensitivity: Public



Hindustan Unilever Limited

MQ'2020: Performance impacted by COVID-19 disruptions

Growth

Domestic Consumer Growth



Underlying Volume Growth

EBITDA

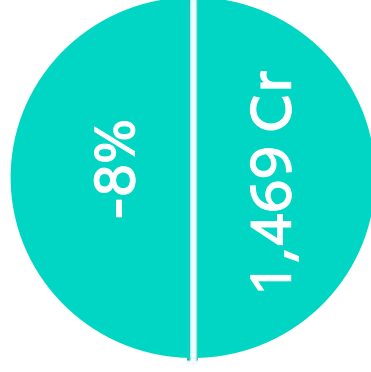
Comparable* EBITDA Growth



Comparable* Margin Change

PAT (bei)

PAT (bei) Growth



PAT (bei)

Net Profit

PAT Growth

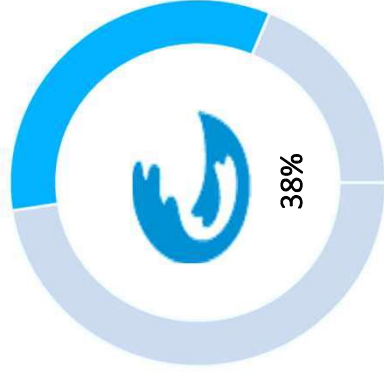


PAT

Our growths are competitive; corporate shares +50 bps

MQ'2020: Health, hygiene and foods resilient

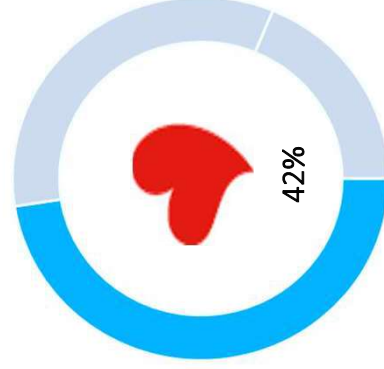
HOME CARE



Sales Growth

Impacted: Water

BEAUTY & PERSONAL CARE



Impacted: Skin, Hair, Color

FOODS & REFRESHMENT



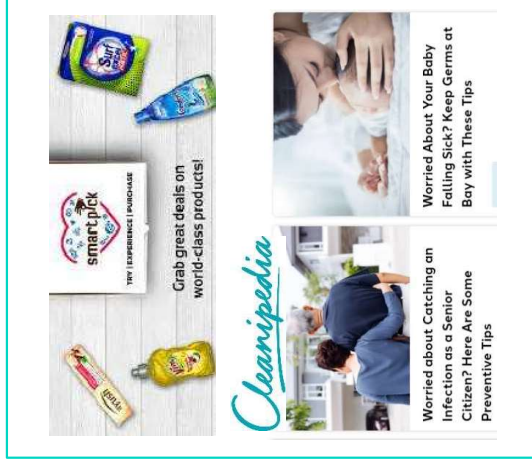
Impacted: ICD, OOH

Continued progress on fundamentals

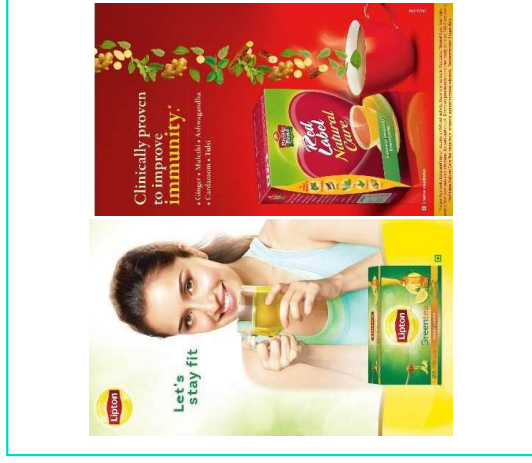
Core of the core



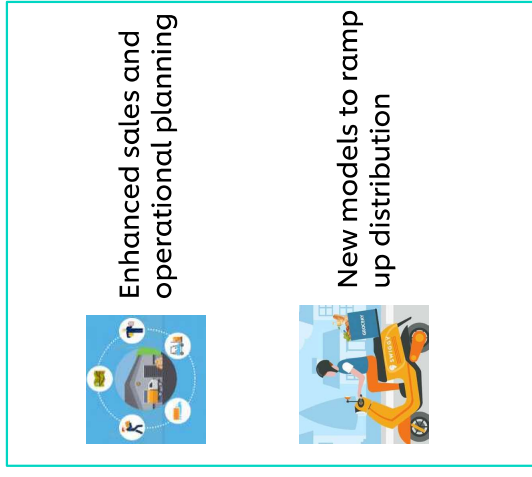
Market development



Premiumization



Execution prowess



Segmental Performance

HOME CARE



Segmental Revenue Growth*

-4%

Segmental Margins**

19%

BEAUTY & PERSONAL CARE



-13%

25%

FOODS & REFRESHMENT



-7%

13%

MQ'20: Results Summary

Rs. Crores

Particulars	MQ'20 (Reported)	MQ'19	Growth %
Sales	8,885	9,809	-9% [^]
EBITDA	2,065	2,321	-11%*
Other Income	266	118	
Exceptional Items – Credit / (Charge)	(58)	(71)	
PBT	1,992	2,227	-11%
Tax	473	689	
PAT bei	1,469	1,590	-8%
Net Profit	1,519	1,538	-1%

- Domestic Consumer Growth at -9%[^]
- Comparable* EBITDA declined by 15%

FY 19-20: Growth competitive and profitable

Sales
INR 38,273 Cr

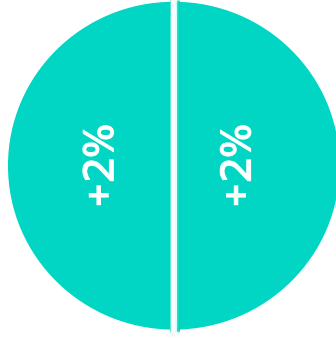
EBITDA#
INR 9,600 Cr

PAT (bei)
INR 6,743 Cr

Net Profit
INR 6,738 Cr

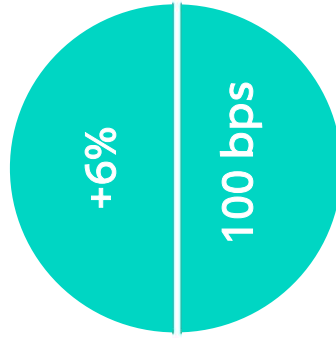
Cash^
INR 9,770 Cr

Domestic Consumer Growth



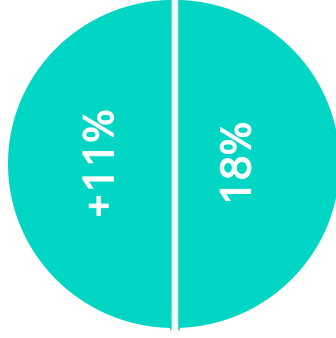
Underlying Volume Growth

Comparable* EBITDA Growth



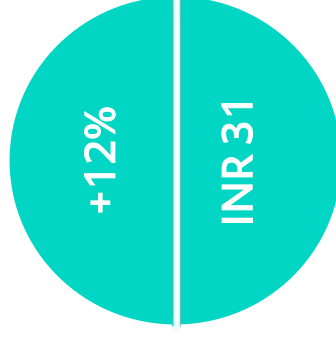
Comparable* Margin Improvement

PAT (bei) Growth



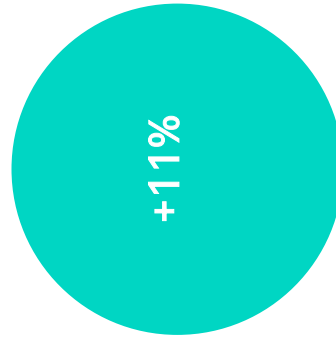
PAT (bei) Margin

EPS (Basic) Growth



EPS (basic)

Comparable* Cash^ Growth



Segmental Performance: FY 19-20

HOME CARE



Segmental Revenue Growth*

6%

Segmental Margins**

19%

BEAUTY & PERSONAL CARE



-2%

28%

FOODS & REFRESHMENT



4%

17%

F.Y. 2019-20: Proposed Final Dividend

Particulars	F.Y. 2019-20	F.Y. 2018-19
Dividend per share	25	22
Interim	11	9
Final*	14	13
Total Dividend (Rs. Crores)	5671	4762

Looking ahead: Our strategy serves us well

Guiding framework



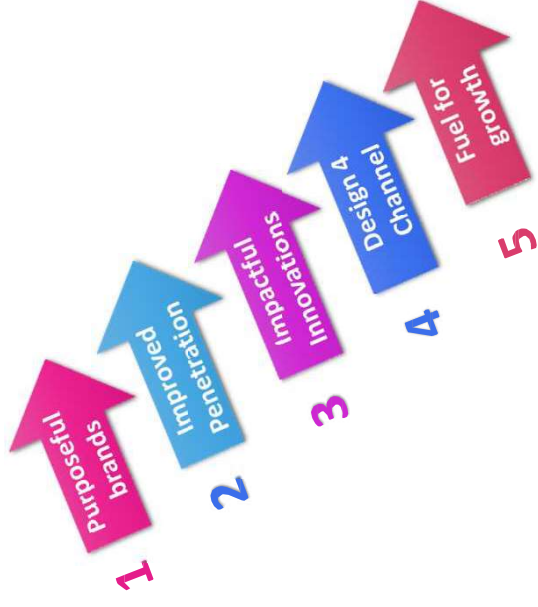
Purpose-led, Future-Fit

Consistent growth model



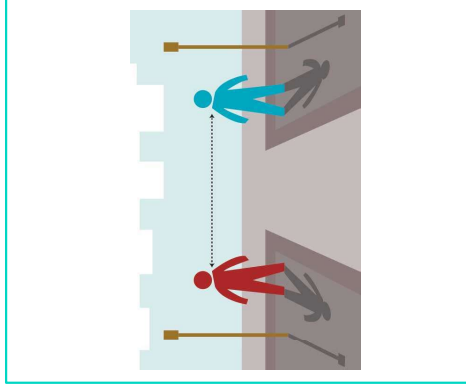
**Consistent, Competitive, Profitable,
Responsible Growth**

Fundamentals of growth



Clear imperatives to navigate through COVID-19

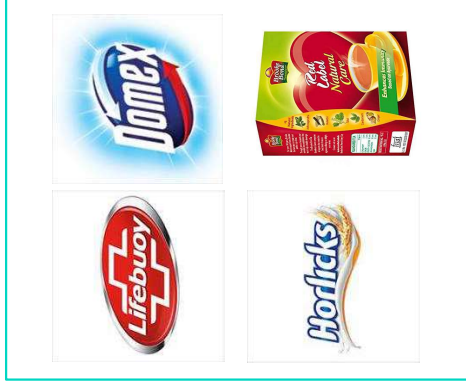
People



Supply



Demand



Community



Cost & Cash



Drive agility and responsiveness across the value chain

People: # 1 priority

People

Supply

Demand

Community

Cost & Cash

Highest safety standards



Working from home



Support our partners

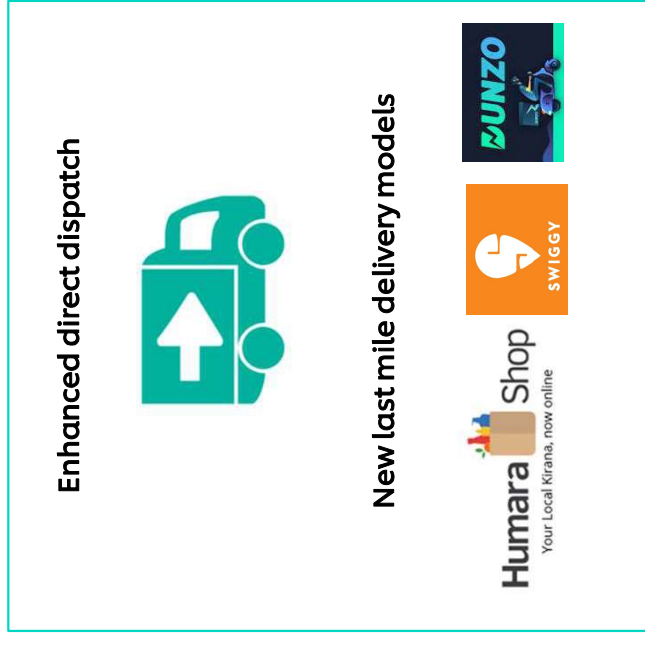


Supply chain and distribution resilience

Focus on key SKUs

Supply continuity

Innovative delivery models



Portfolio agility: Staying close to consumers

People

Supply

Demand

Community

Cost & Cash

Essentials



Contextual communication



Consumer relevant innovations



Community: HUL stands with the nation

Price drop on essentials



Creating awareness



Helping the needy



Strengthening health infrastructure



Cash and Cost : Protect our financial model

Review sources and use of cash



Laser focus on receivables; judicious deployment of credit



Dynamic inventory management



Optimise capex & restructuring spends



Unlock cash from surplus assets



Safety & liquidity of our investments

Fuel for growth



Dial up savings across value chain; leverage our scale



Dynamic re-allocation our spends to optimise ROI



Operational cost discipline – drastic reduction in all non-essential spends



Realise year 1 synergy benefits from nutrition integration

Outlook and approach

Near term outlook

- Unprecedented times : Difficult to estimate market growths and / or consumer demand
- Volatility in inputs costs and currency to continue. Liquidity pressures to remain elevated

Our approach : Protect our business model, grow competitively and contribute to the nation

- People, Supply, Demand, Communities, Cost & Cash

For more information and updates

Visit our website

Investor Relations

March Quarter 2020 results

Hindustan Unilever will release its financial results for March Quarter 2020 on Thursday, 30th April, 2020.

[> March Quarter 2020 results](#)

