



Hindustan Unilever Limited

30th April, 2020

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

This is further to our letter dated 22nd April, 2020, intimating a presentation to be made to Analysts / Investors on Audited Standalone and Consolidated Financial Results of the Company for the quarter and year ended 31st March, 2020 after the Board Meeting.

Pursuant to the 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 Analysts / Investors on Audited Standalone and Consolidated Financial Results of the Company for the quarter and year ended 31st March, 2020.

You are requested to take the above information on your record.

Thanking You.

Yours faithfully,

For Hindustan Unilever Limited

DEVOP
AM
BAJPAI
Digitally signed
by DEVOPAM
BAJPAI
Date:
2020.04.30
17:11:54 +05'30'

Dev Bajpai

Executive Director, Legal & Corporate Affairs
and Company Secretary
DIN:00050516 / FCS No.: 3354

HINDUSTAN UNILEVER LIMITED

MQ'20 Results Presentation

30th April, 2020

Sensitivity: Public



Hindustan Unilever Limited

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.

Sanjiv Mehta

Chairman & Managing Director

30th April, 2020

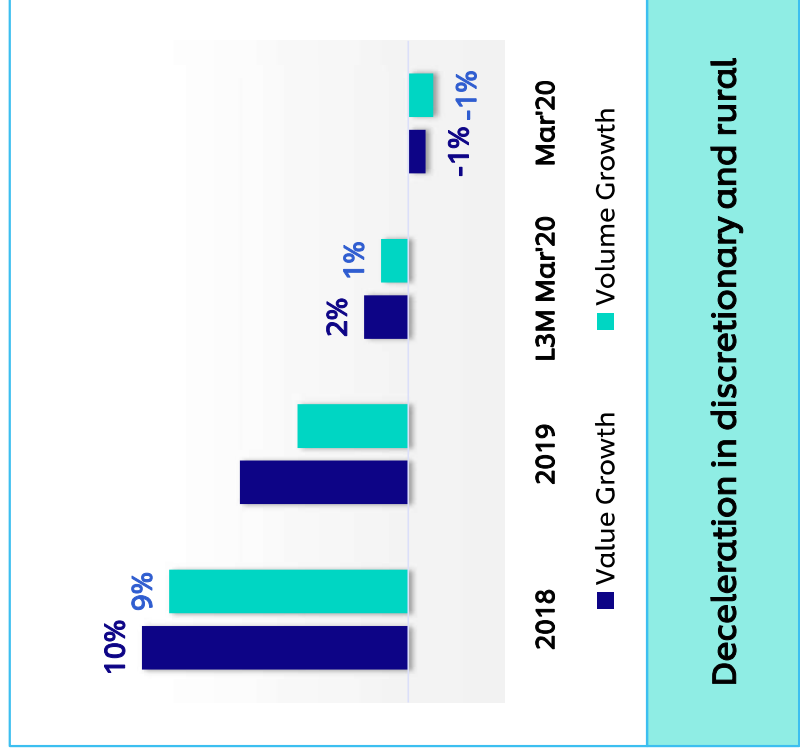
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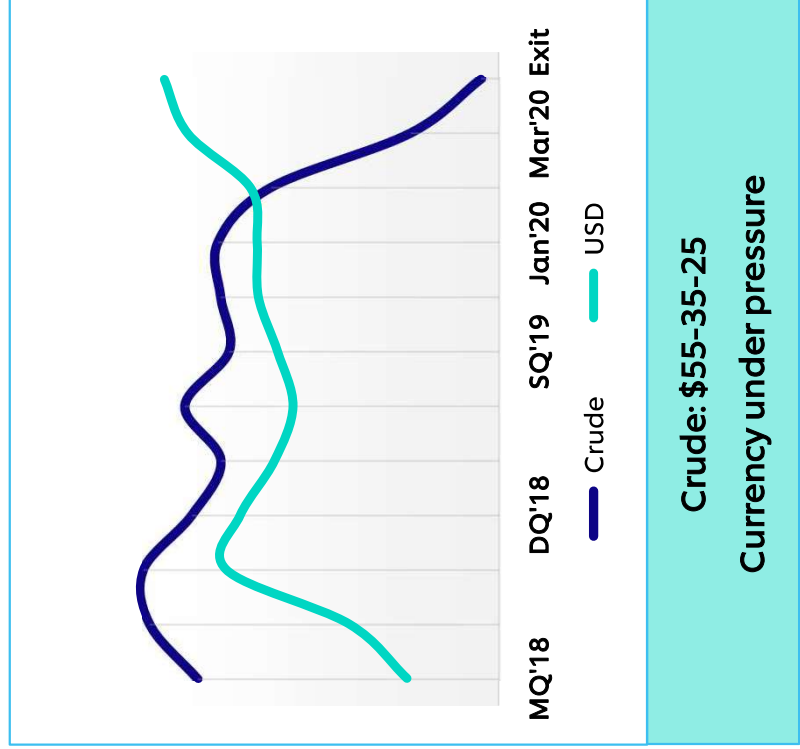
Hindustan Unilever Limited

Market context: Challenging

Slowing market growth

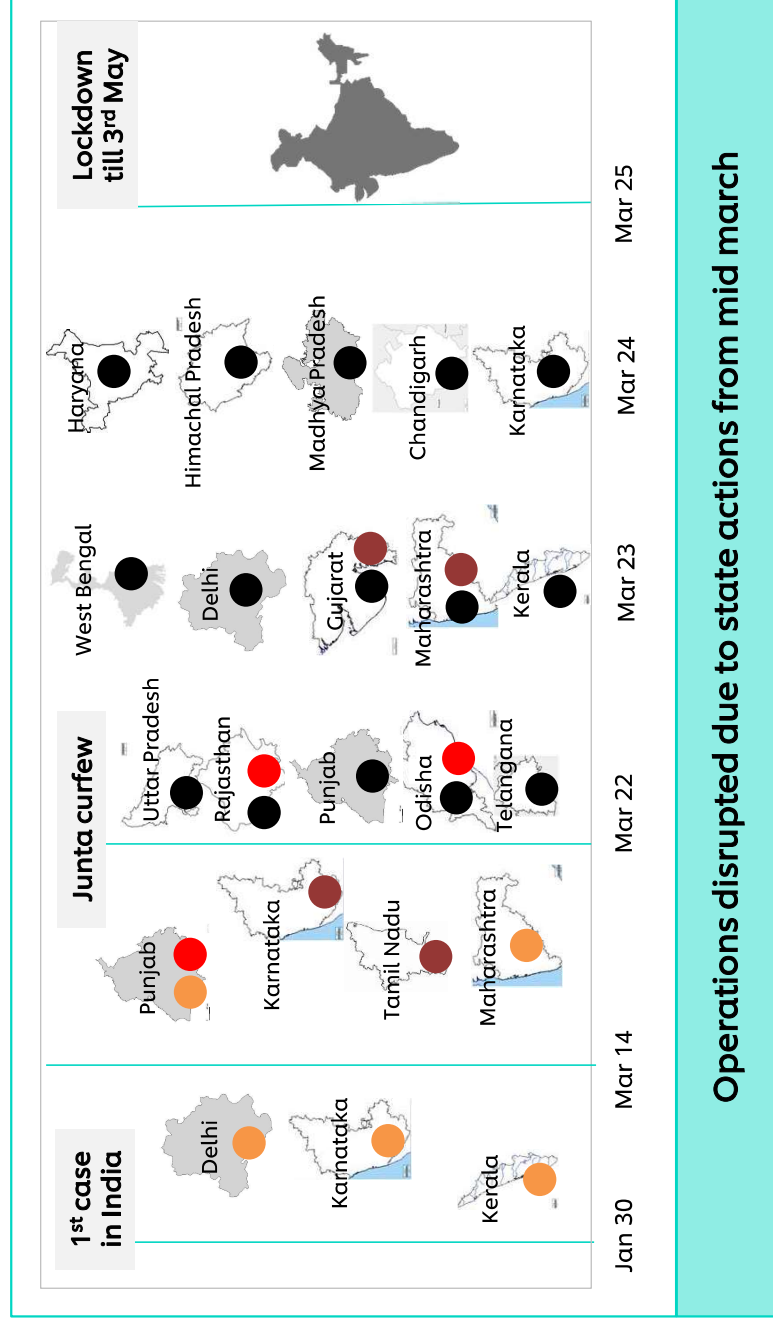


Heightened volatility in crude & currency



COVID-19: Adverse impact in March second half

State governments' response in fight against COVID-19



Nation-wide lockdown

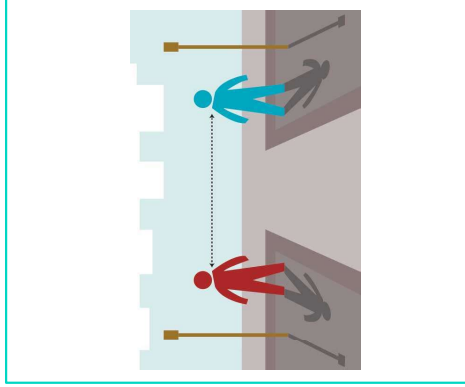


From 25th March

- State lockdown
- Public transport suspended or private vehicles banned
- Partial / complete closure of borders
- Public places closed: Theatres, malls, hotels, public gatherings, gyms, workplaces

Clear imperatives and consistent strategy

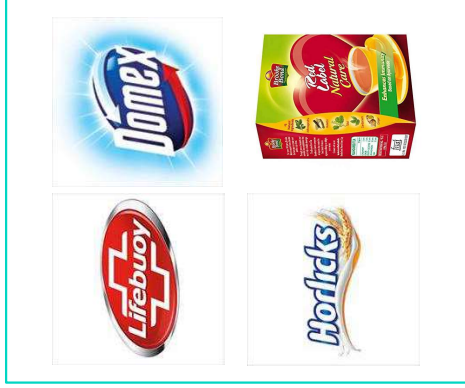
People



Supply



Demand



Community



Cost & Cash



Drive agility and responsiveness across the value chain

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

Our consumers and customers



- Price reduction for Lifebuoy handwash and Domex floor cleaners
- Protect the interests of distributors & partners

Broader society



- Donating Lifebuoy soaps & sanitizers
- Upgrading health care facilities
- Creating large scale awareness

INR 100 Crore committed in the fight against COVID-19

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

UNICEF
#VirusKiKadiTodo

Apollo, SBI, Oyo & Others
Project Stay

BMC
Corona se mat darona

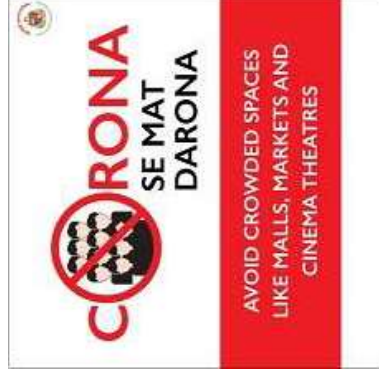
Local administration
partnerships
Strengthening infrastructure



National campaign to inform
and empower general public



5000 isolation rooms with
medical supervision



Arming people with corona
prevention methods



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

Announced the proposed acquisition of VWash



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



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

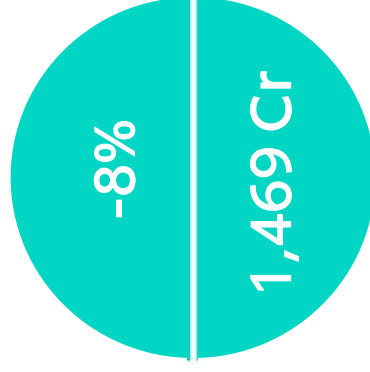
Comparable* EBITDA Growth



Comparable* Margin
Change

PAT (bei)

PAT (bei) Growth



PAT (bei)

Net Profit

PAT Growth

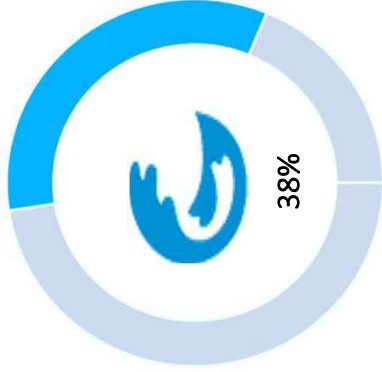


PAT

Our growths are competitive; corporate shares +50 bps

MQ'2020: Health, hygiene and foods resilient

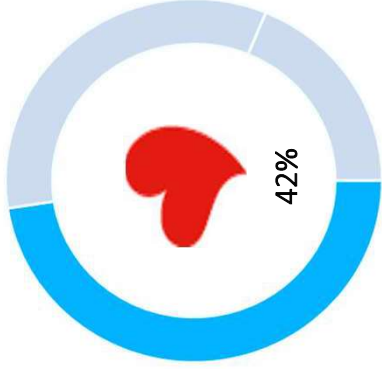
HOME CARE



Sales Growth

Impacted: Water

BEAUTY & PERSONAL CARE



Impacted: Skin, Hair, Color

FOODS & REFRESHMENT



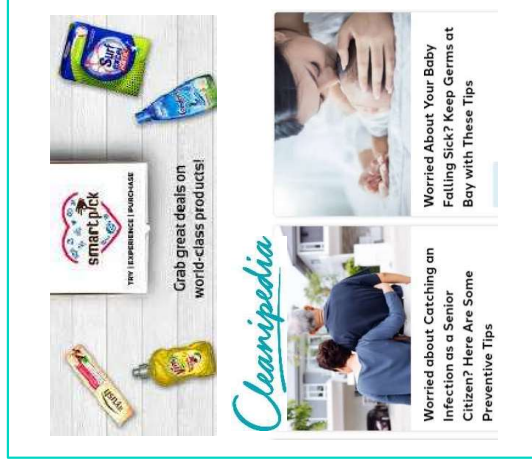
Impacted: ICD, OOH

Continued progress on fundamentals

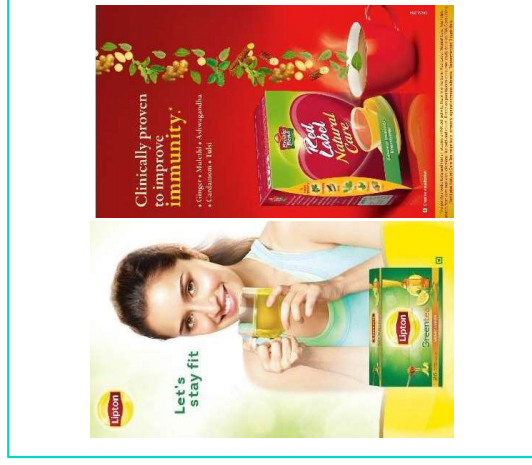
Core of the core



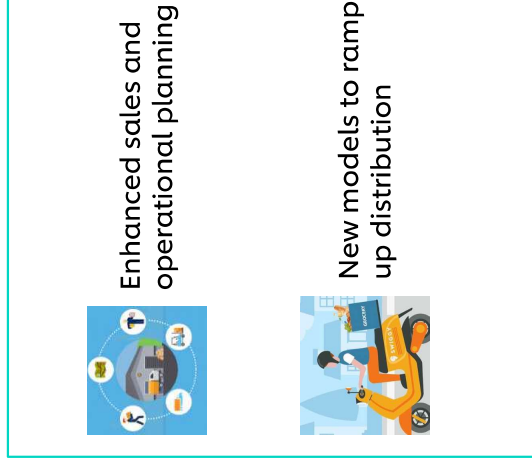
Market development



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

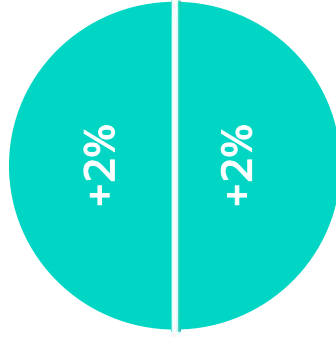
Net Profit

INR 6,738 Cr

Cash[^]

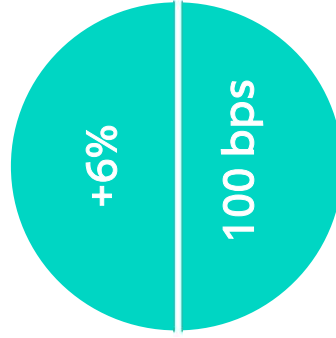
INR 9,770 Cr

Domestic Consumer Growth



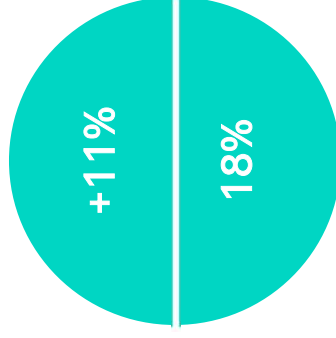
Underlying Volume Growth

Comparable* EBITDA Growth



Comparable* Margin Improvement

PAT (bei) Growth



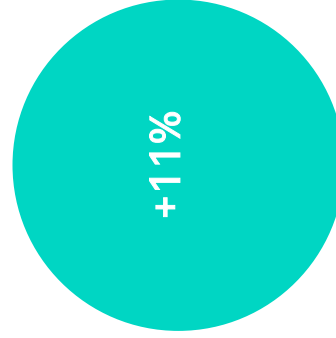
PAT (bei) Margin

EPS (Basic) Growth



EPS (basic)

Comparable* Cash[^] Growth



* Comparable improvement arrived after adjusting for Ind AS 116 impact

[#] Reported EBITDA registered improvement of 210 bps

[^] Cash from operations before tax

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

*Final Dividend number for F.Y. 2019-20 is subject to approval by the shareholders at the AGM.

Looking ahead: Our strategy serves us well

Guiding framework



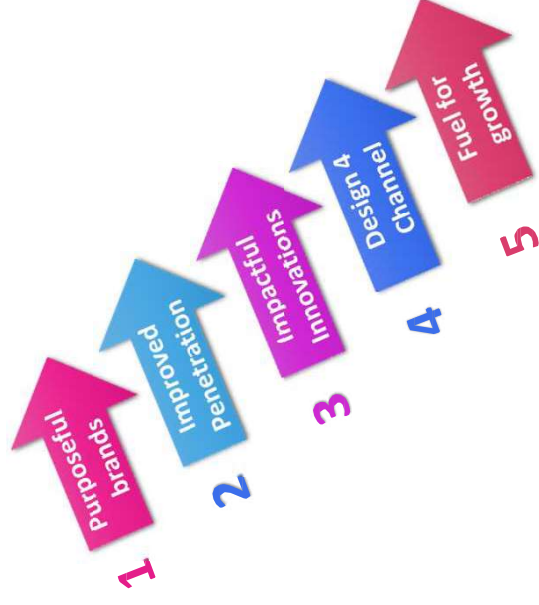
Purpose-led, Future-Fit

Consistent growth model



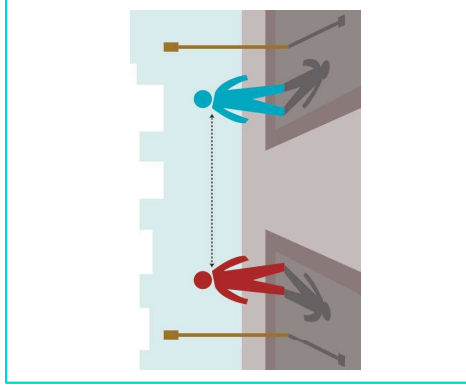
**Consistent, Competitive, Profitable,
Responsible Growth**

Fundamentals of growth



Clear imperatives to navigate through COVID-19

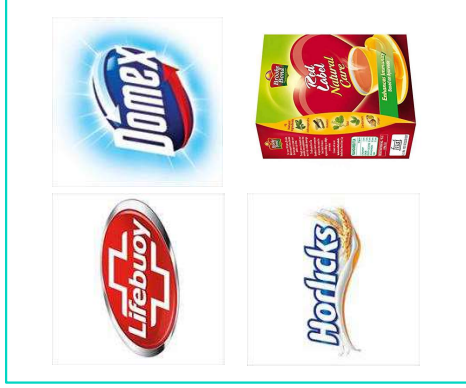
People



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

People

Supply

Demand

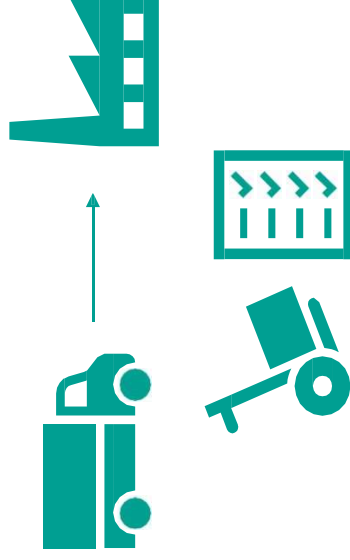
Community

Cost & Cash

Focus on key SKUs

Supply continuity

Innovative delivery models



Multiple manufacturing sources

New and alternate sources for materials

Enhanced direct dispatch



New last mile 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

People

Supply

Demand

Community

Cost & Cash

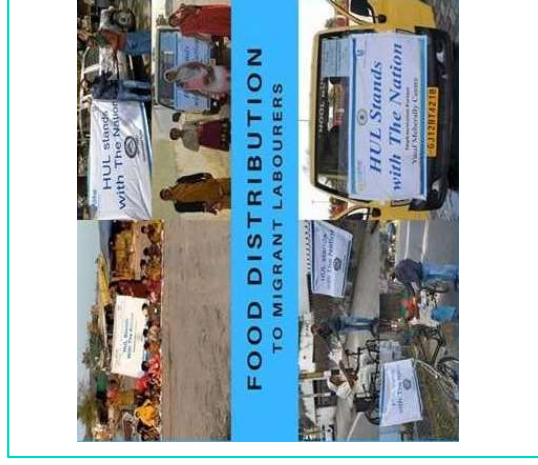
Price drop on essentials



Creating awareness



Helping the needy




Strengthening health infrastructure




Cash and Cost : Protect our financial model

Review sources and use of cash

Fuel for growth




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




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](#)

