

HINDUSTAN UNILEVER LIMITED

JQ'20 Results Presentation

21st July, 2020

Sensitivity: Public



Hindustan Unilever Limited

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Sanjiv Mehta

Chairman & Managing Director

21st July, 2020

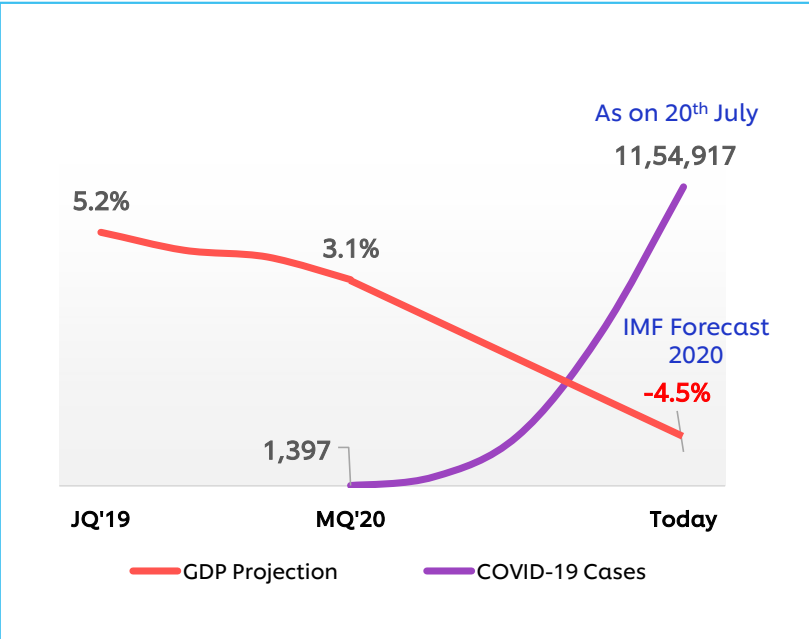
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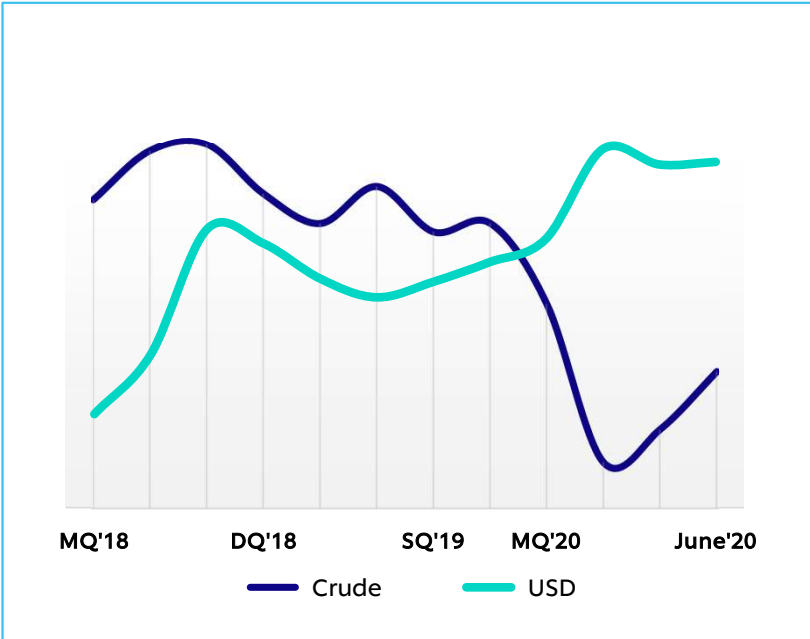
Hindustan Unilever Limited

Market context : Remains challenging

Economic uncertainty in face of COVID-19



Heightened volatility in crude & currency



Our strategy is serving us well

Guiding framework



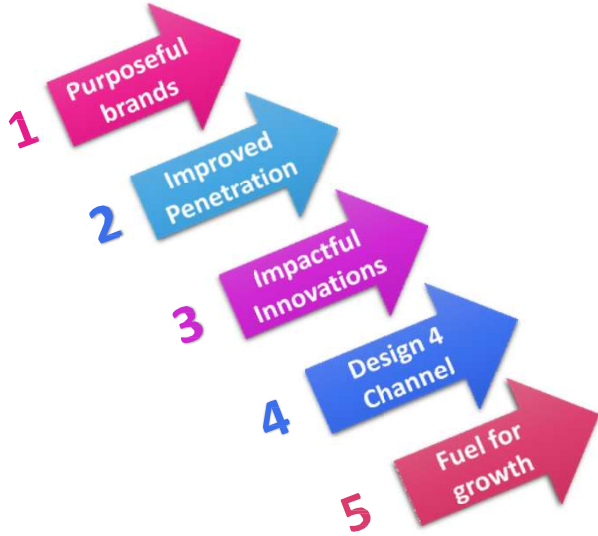
Purpose-led, Future-Fit

4G growth model



Consistent, Competitive, Profitable, Responsible Growth

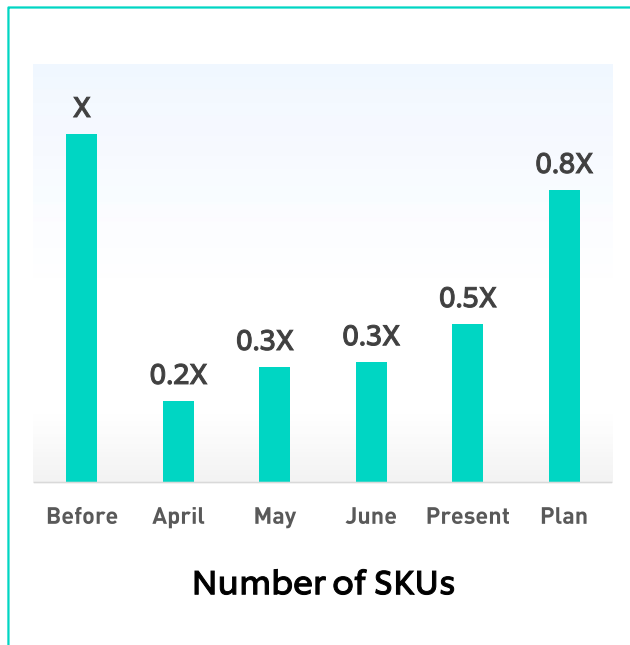
Fundamentals of growth



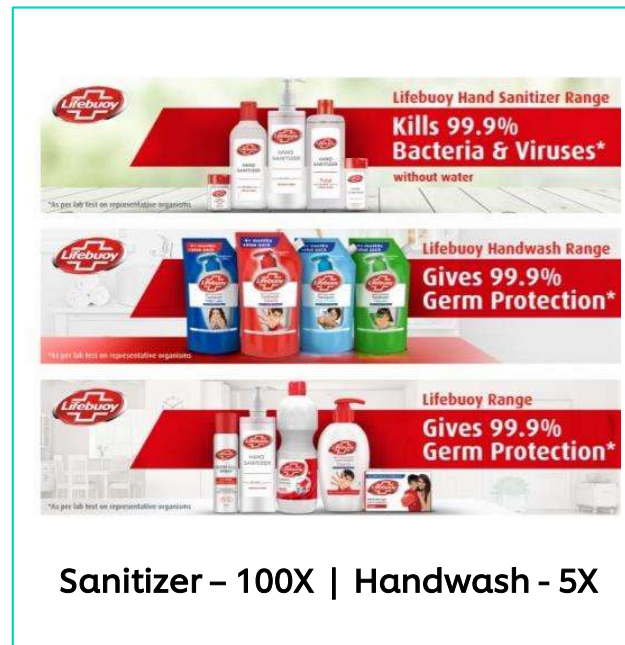


Agility and responsiveness enables turnaround in operations

Portfolio prioritization



Capacity unlocks



New demand capture & fulfilment models

A screenshot of a mobile application interface. The app shows a search bar, navigation tabs (HOME, CATEGORIES, SUGGESTED), and several promotional banners. The banners include 'Food Essentials', 'MARGIN UPTO 25%', and 'Hygiene Essentials'. A large teal circle with '2X' is positioned to the right of the app screenshot.

2X

Vs. pre-COVID levels

Average order value & #SKUs ordered

eB2B: A competitive advantage



Nutrition business: Seamless virtual integration

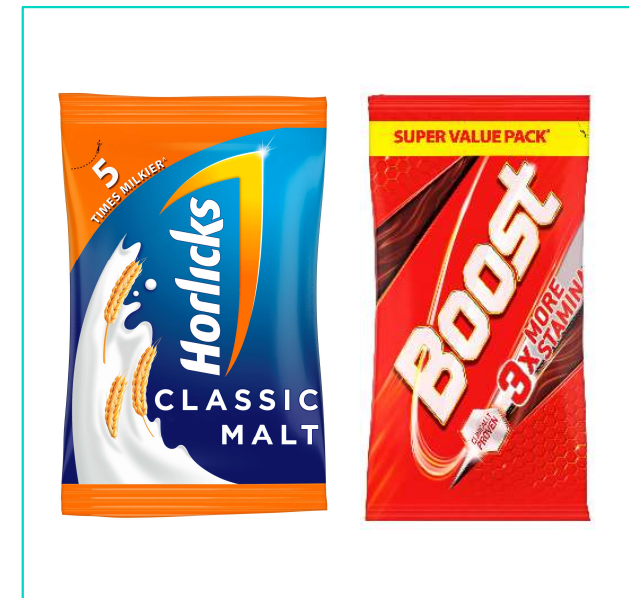
Competitive growth



Value-added innovations



Enhancing accessibility



Structural growth and margin opportunity remains unchanged

Addressing the consumer needs during COVID-19

Clean living, Protection & Immunity



c.80% portfolio in
Health, Hygiene & Nutrition

Cocooning



Dialling up 'In-home'

Conscious Consumption



₹ ₹ ₹
High income



₹ ₹
Mid income



₹
Low income



Straddling the
price-benefit pyramid

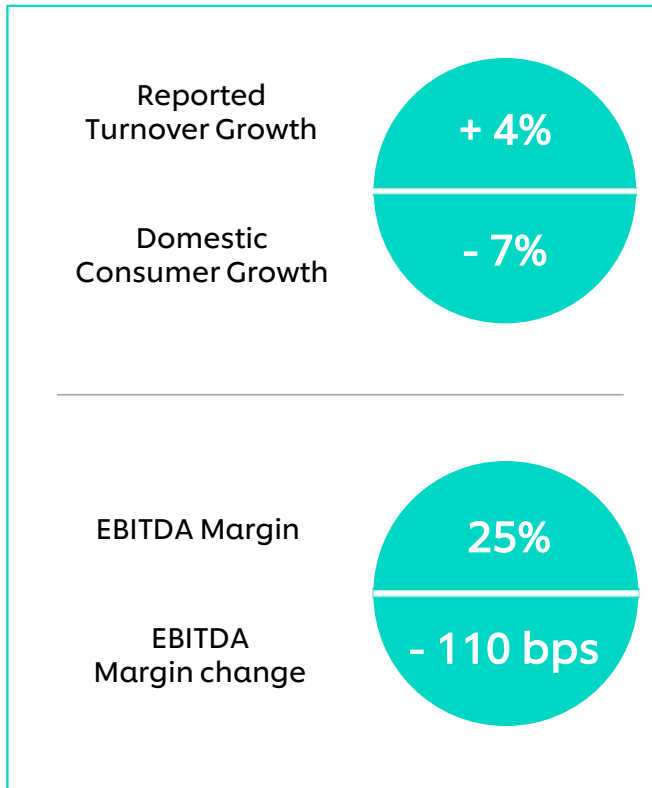
E-everything



Re-imagining HUL:
A competitive edge

JQ 20 : Resilient performance

Performance summary



#HULStandsWithTheNation (Rs. 100 Crore committed)

Product donations



Healthcare partnerships



Protecting our ecosystem



Creating mass awareness



Srinivas Phatak

Chief Financial Officer

21st July, 2020

Sensitivity: Public



Hindustan Unilever Limited

JQ'2020: Resilient performance in current context

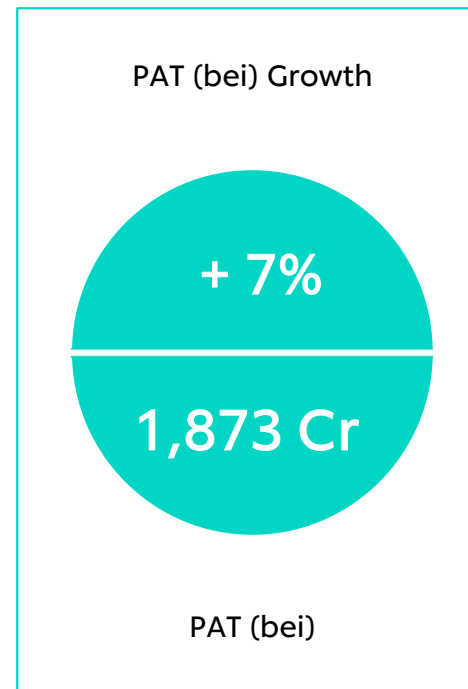
Growth



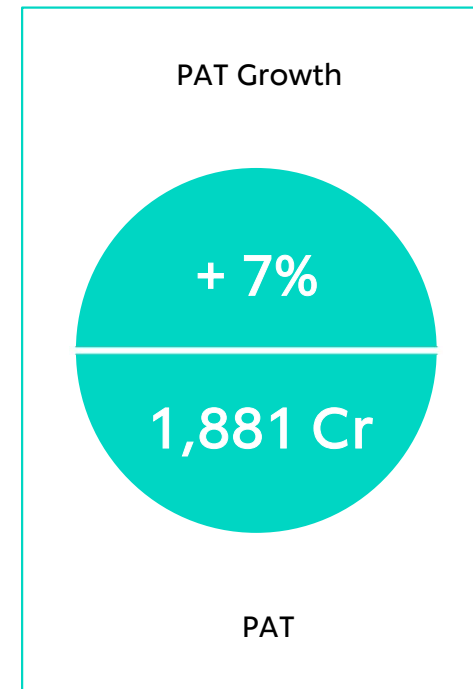
EBITDA



PAT (bei)



Net Profit



Growth competitive : 86% business winning share*

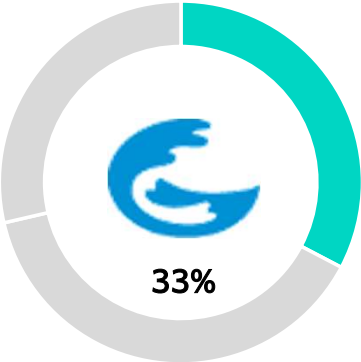
Difference between Reported Turnover Growth and Domestic Consumer growth reflects the impact of merger of GSK CH

Basis L3M May 2020 volume data as per Kantar Worldpanel* **12



Health, Hygiene and Nutrition perform well

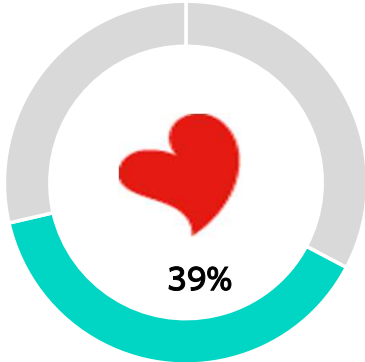
HOME CARE



Sales Growth*

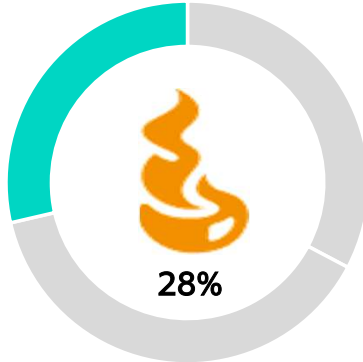
- 2%

BEAUTY & PERSONAL CARE



- 12%

FOODS & REFRESHMENT



- 4%

Home Care

Solid portfolio performance across Household Care and Fabric Wash

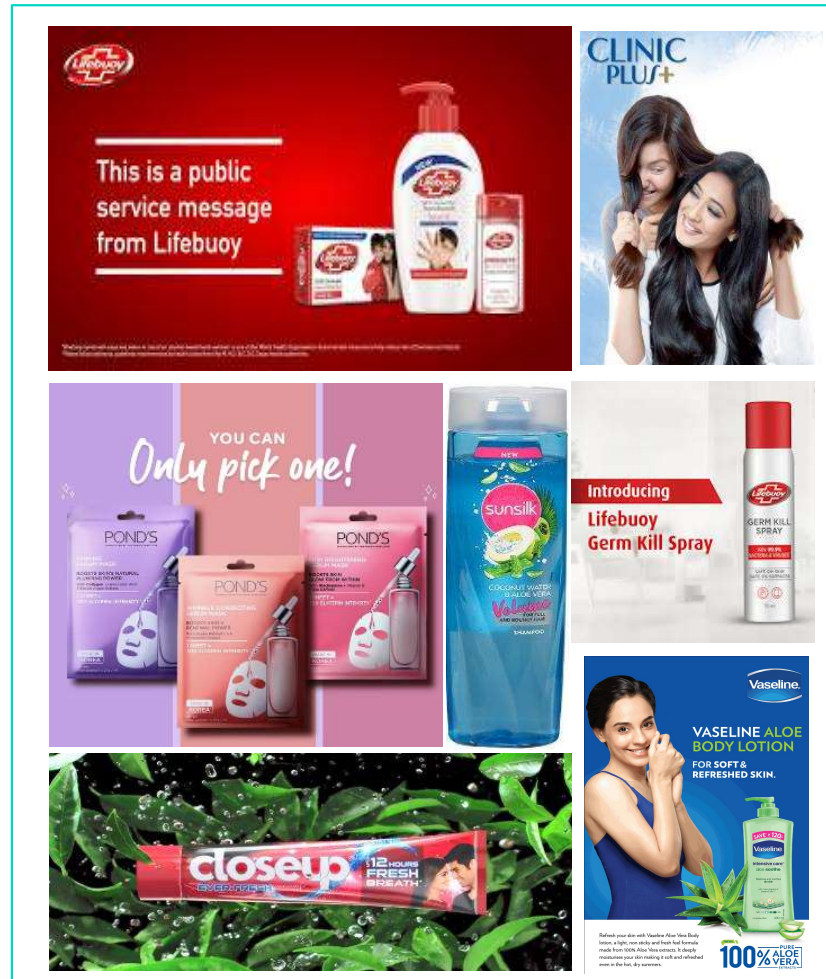


- ❑ **Household Care:** Penetration gains leading to strong growth across home & hygiene portfolio
 - *Domex with sodium hypochlorite proven to kill the virus in 60 seconds*
- ❑ **Fabric Wash:** Stable performance in both mass and premium portfolio
 - *Surf Excel remaining consumer and contextually relevant with #DaagGharPeRahenge*
- ❑ **Purifiers:** Performance impacted due to the 'Consumer Durables' nature of category



Beauty & Personal Care

Skin Cleansing outperforms; Discretionary categories impacted

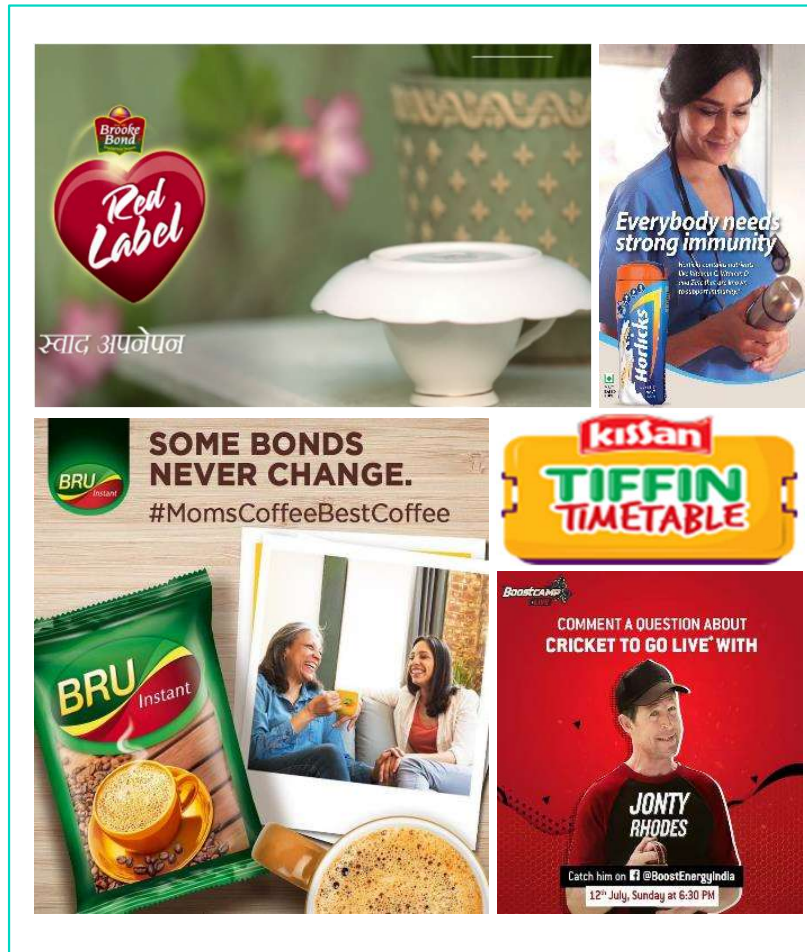


- ❑ **Skin Cleansing:** Strong double-digit growth across formats led by Lifebuoy
 - *Handwash & Sanitizers witness demand upsurge*
- ❑ **Oral Care:** Good delivery with momentum on CloseUp strengthening
- ❑ **Hair Care:** Demand picks up during latter half of quarter; Hair care is a key part of consumers' consideration set for 'Hygiene' needs
- ❑ **Discretionary segments of Skin, Deos and Color :** Adversely impacted
 - *Green shoots in parts of Skin Care portfolio*



Foods & Refreshment

Strong growth across brands riding the trends: 'In-home, wellness & immunity'



- ❑ **Foods:** Broad-based double-digits growth across segments on back of 'In-home' consumption tailwind
- ❑ **Beverages:** Both tea & coffee deliver strong double-digits growths with consumption shifting 'In-home'
 - Heightened consumer interest around wellness and immunity augurs well
- ❑ **Nutrition:** Addressing consumer needs around nutrition & immunity
 - Launched Horlicks with added Zinc to address immunity boosting need
- ❑ **Ice Cream, Food Solutions & Vending:** Severely impacted due to out-of-home consumption loss



Portfolio snapshot in the times of COVID

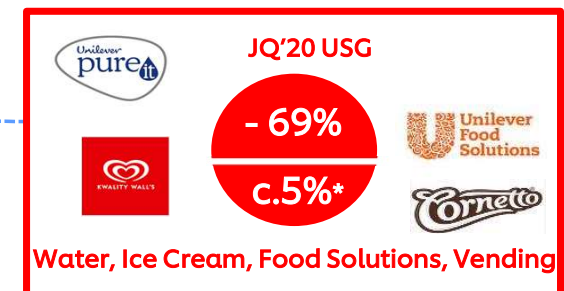
Health, Hygiene & Nutrition



Discretionary and supply constrained

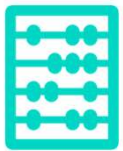


Out of home



P&L: Deft management to address volatility & support growth

Headwinds due to COVID-19



Adverse mix



De-leverage



COVID-related on-cost

Cost agility



Savings agenda dialled up



BMI spends recalibrated, competitiveness maintained



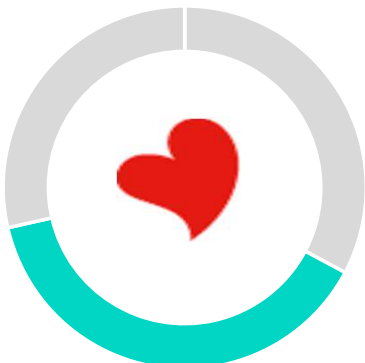
Unlocking synergies from Nutrition business

Segmental Performance

HOME CARE

BEAUTY & PERSONAL CARE

FOODS & REFRESHMENT



INR 3,392 Cr

INR 4,039 Cr

INR 2,958 Cr

Segmental Revenue Growth*

- 2%

- 12%

+ 52%

Segmental Margins**

19%

28%

20%

*Segment Revenue Growth = Segment Turnover growth + Other Operating Income + Impact of merger of GSK CH

** Segment Margins (EBIT) excludes exceptional items

JQ'20: Results Summary

Rs. Crores

Particulars	JQ'20	JQ'19	Growth %
Sales	10,406	9,984	4%*
EBITDA	2,644	2,647	Flat
Other Income (Net)	127	123	
Exceptional Items – Credit / (Charge)	(118)	7	
PBT	2,411	2,563	- 6%
Tax	530	808	
PAT bei	1,873	1,751	7%
Net Profit	1,881	1,755	7%

- *Domestic Consumer Growth at - 7%
- Exceptional items include costs related to Nutrition business merger and integration



Special Dividend

Special Dividend per share



Total Special Dividend

- Business operations are well funded, and our financial model continues to be strong
- Scheme of Arrangement for transfer of balance in General Reserve of Rs. 2187.33 crores to Profit & Loss Account was approved by Shareholders in 2016. Subsequently the scheme was sanctioned by the Hon'ble National Company Law Tribunal, Mumbai Bench, vide its order dated 30th August 2018.
- The Board has approved the distribution of the reserves to shareholders by means of a special dividend of Rs.9.50 per share.



Looking ahead

Near-term outlook

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

Organizational strengths



Brand portfolio designed for future normal



Strengths and experience



Growth fundamentals working well



Organizational agility and speed

Key metrics



Competitive volume-led growth



Absolute profit



Cash delivery

