



# Hindustan Unilever Limited

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

4th December, 2018

Stock Code: BSE: 500696  
NSE: HINDUNILVR  
ISIN: INE030A01027

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

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 by Mr. Sanjiv Mehta at Unilever Investor Event to be held at registered office of the Company at Mumbai today.

You are requested to take the above information on record.

Thanking You.

Yours faithfully,  
**For Hindustan Unilever Limited**

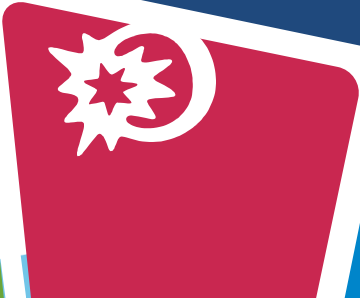
**Dev Bajpai**  
Executive Director, Legal & Corporate Affairs  
and Company Secretary  
DIN: 00050516 / FCS No. F3354



# UNILEVER INVESTOR EVENT

04 DEC 2018

Sanjiv Mehta, Chairman & Managing Director  
Hindustan Unilever Limited



Hindustan Unilever Limited



*Hindustan Unilever Limited*

**INDIA'S LARGEST FMCG COMPANY**



# Hindustan Unilever Limited : €4.5bn powerhouse

## HUL performance



**10% CAGR** over 10 years\*

**530 bps** EBIT improvement

Among the **top 5** most valuable companies in India with market cap of \$51b\*\*



## Our footprint



Nearly **every household** uses one or more of our brands

Our brands are available in **8mn+** stores



## Recognition



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



**#8** Globally and **#1** in India



**13 HUL brands** in India's Top 50 Most Trusted Brands

\*HUL performance as per India local reporting

\*\* Market capitalization converted to USD based on rate as of 22<sup>nd</sup> Nov 2018

# Consistent high performance across Divisions

A few examples in the last 6 years

## Beauty & Personal Care

### Hair

Turnover



1.9x

Market Share



~ 700 bps

Largest Beauty & Personal Care company in India

## Home Care

### Fabric Solutions

Turnover



1.8x

Profitability



3.7x

Largest Home Care company in India

## Foods & Refreshment\*

### Tea

Turnover



1.8x

Profitability



2.0x

Largest Tea company in India

\* On completion of merger with GSKCH, our F&R business will become one of the largest in the country

# Our strategy is anchored around..

## Growth

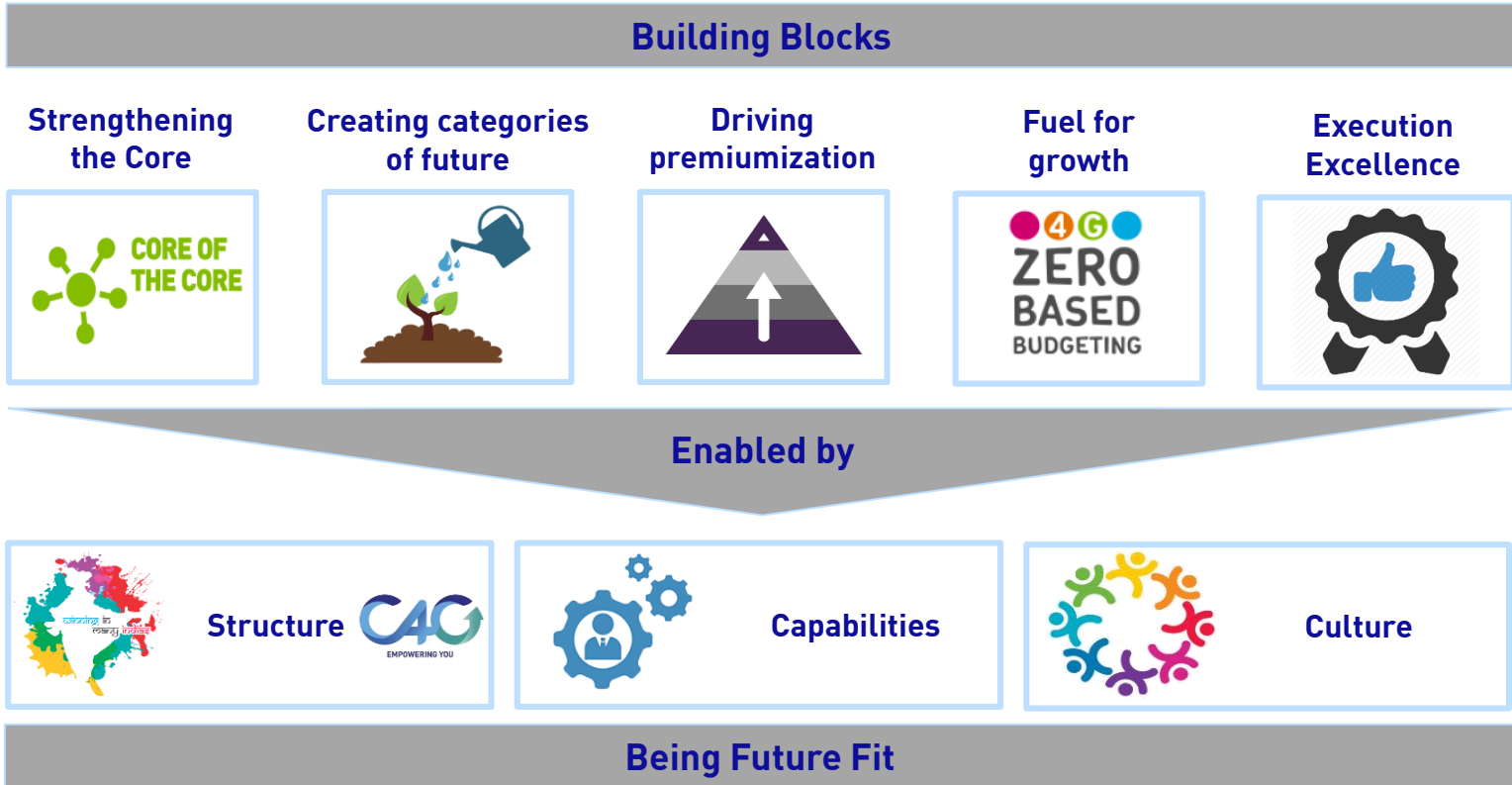


**Consistent, Competitive,  
Profitable, Responsible  
Growth**

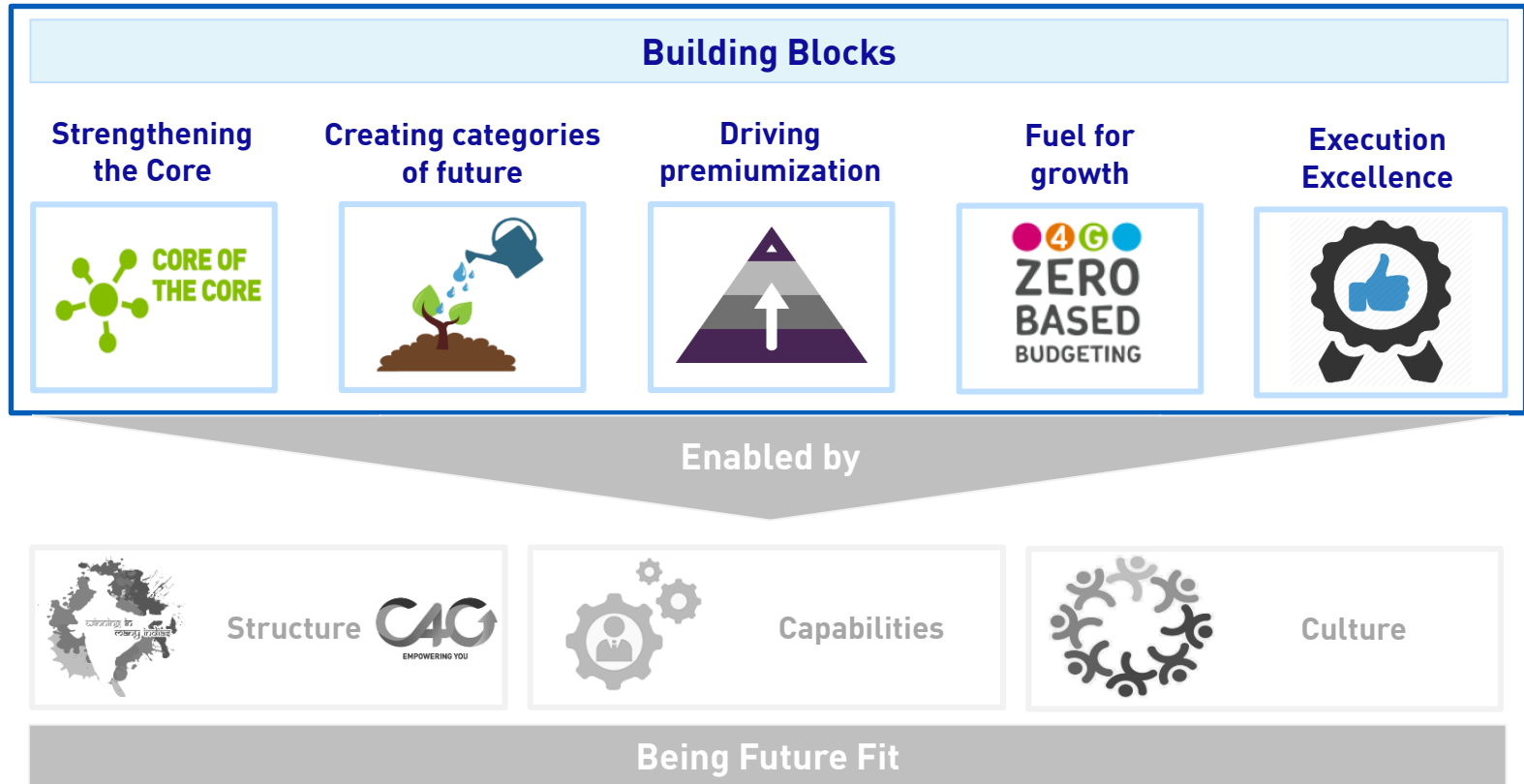
## Underpinned by Unilever Sustainable Living Plan



# Strategy in action



# Strategy in action

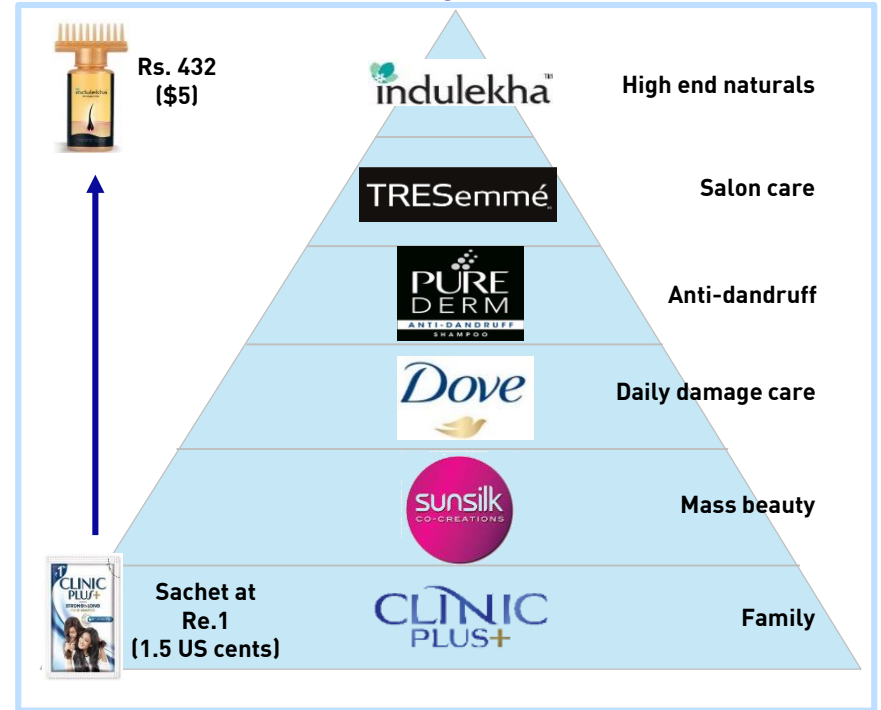




# Our Core portfolio



## Straddling the price-benefit pyramid For e.g. Hair



# Strengthening the Core



**Making the Core more aspirational through purpose led brands**



**Constantly innovating and renovating the Core**



**Focused SKUs at deaveraged level using local insights**



**Focus on driving penetration & weighted distribution**



# Building iconic engagement platforms

Lakmé Fashion Week



Fair & Lovely Foundation



Lifebuoy Help a child reach 5



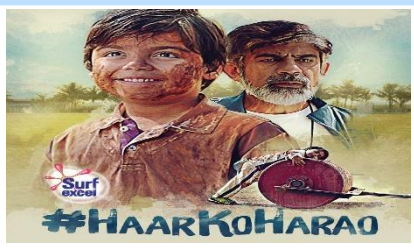
Lux Golden Rose Awards



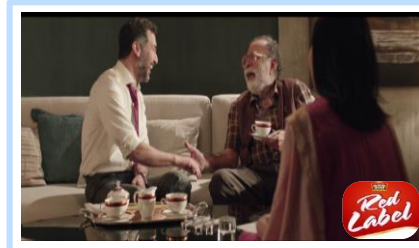
Rin Career Academy



Surf Excel Haar ko Harao



Red Label taste of togetherness



Kissan Tiffin Time Table



# Innovations driving our growth

**POND'S**  
 नॉन-ऑइली फ्रेश ग्लो हर सीज़न में.  
**POND'S**  
 LIGHT MOISTURISER

आंखें: सिंथेटिक व + सिंथेटिक गुण  
 बालों: नॉन-ऑइली फ्रेश ग्लो हर सीज़न में

A MOISTURISING BREAKTHROUGH BY THE POND'S INSTITUTE | POND'S.IN

**TRESemmé**  
 USED BY PROFESSIONALS

**new**  
**TRESemmé**  
 Pro Collection

\*New pack and formula

**NEW**  
**SURF EXCEL**  
**MATIC LIQUID**  
 FOR MACHINES

NEW FRONT LOAD

**Cornetto**  
**OREO**

QUALITY WALLS

**KAREENA KAPOOR KHAN**  
 COLLECTION  
 BY LAKME

**ज़बरदस्त चमक का वादा**  
**पानी लगे आधा^**

**Rin**  
 ₹10^ ONLY

**चमकते रहना**

170 ml

**NEW**  
**Lifebuoy Haldi**  
 Power of Haldi, Now in Lifebuoy  
 100% Better Skin Protection

**NEW** 100% Better Skin Protection!  
**Lifebuoy**  
 Turmeric  
 and Honey  
 WHISKY PROTECT



# Our Market development portfolio

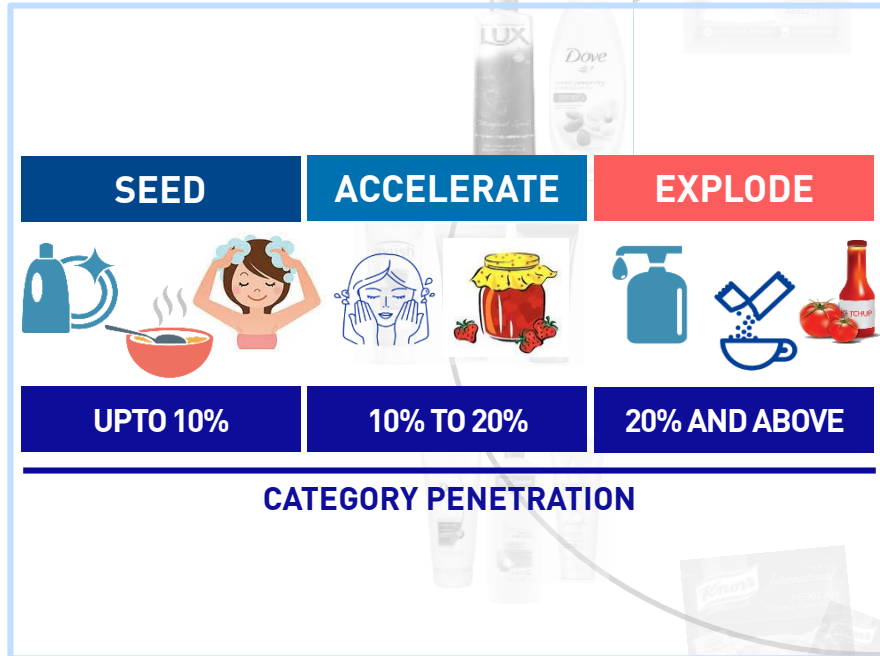


## Nascent categories penetration

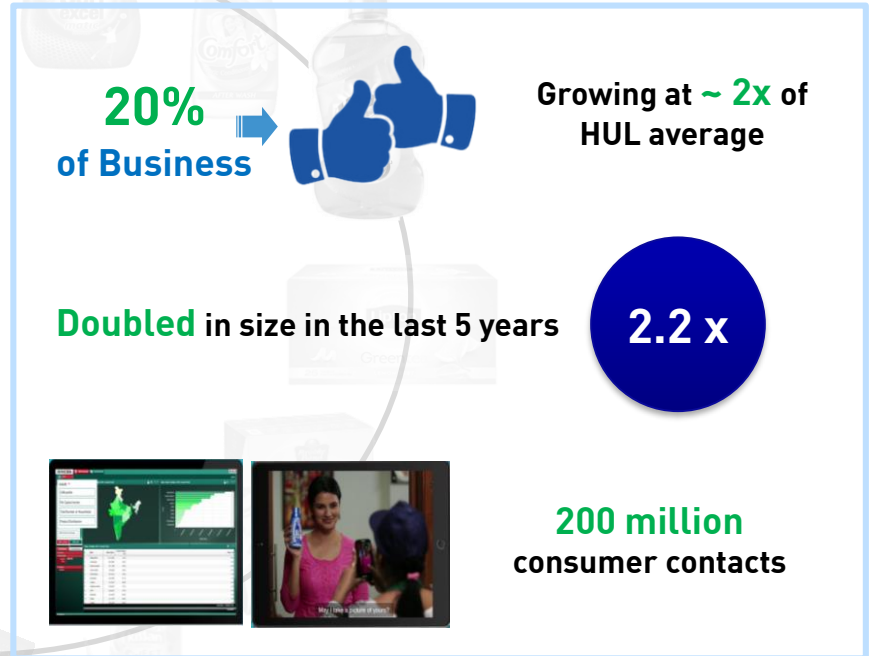


# Creating categories of the future

## Market development model



## Driving category penetration



# Leading with trends

## Naturals



## Perfume on the go



## Fabric sensations



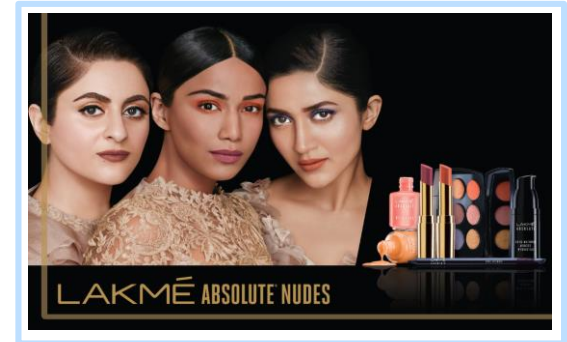
## Male grooming



## Health

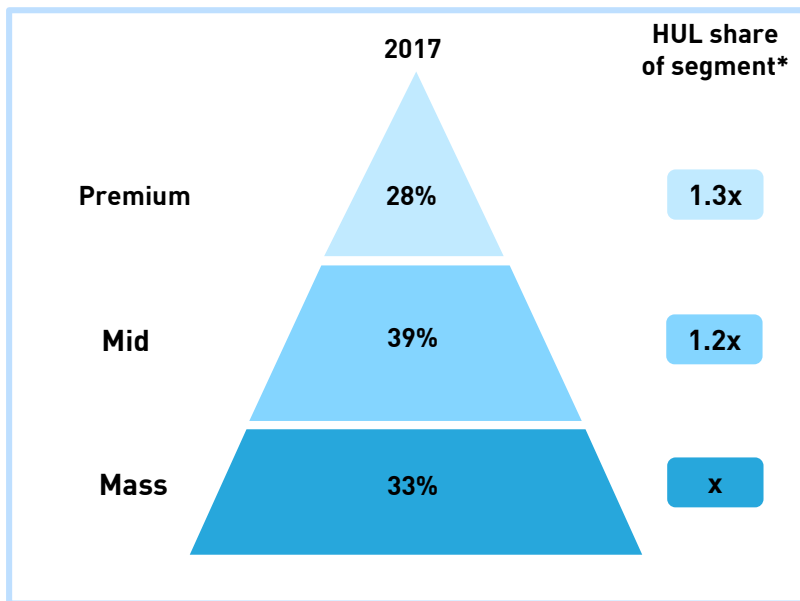


## Reinvent Indian look

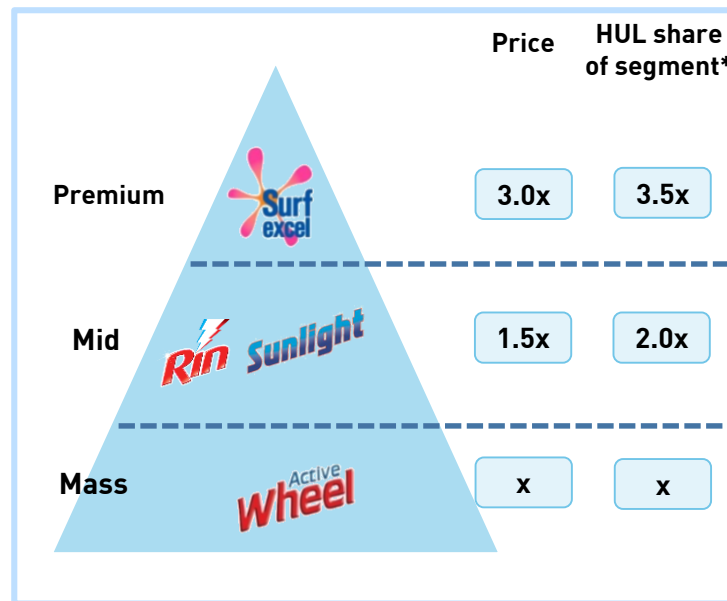


# Driving Premiumization

## Market growing faster in the premium segment



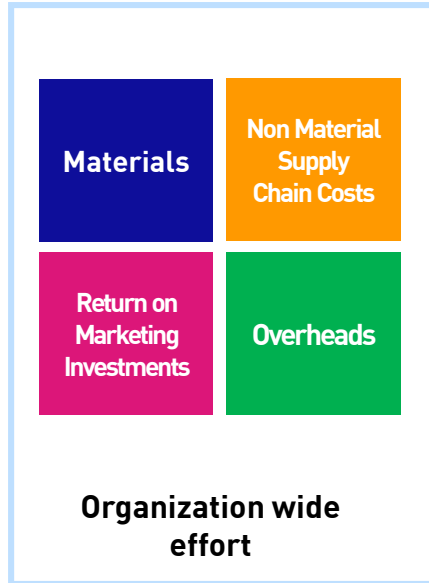
## Example : Fabric Solutions



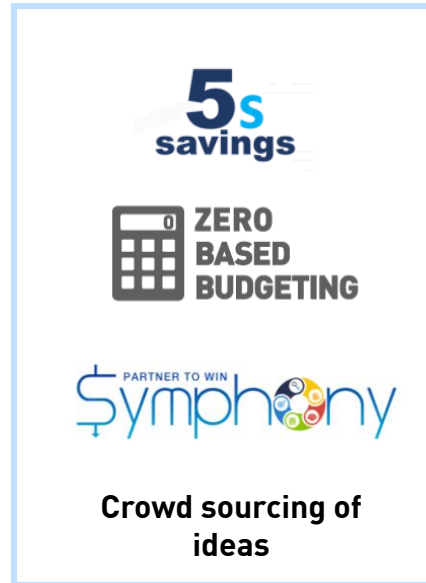


# Fuel for growth

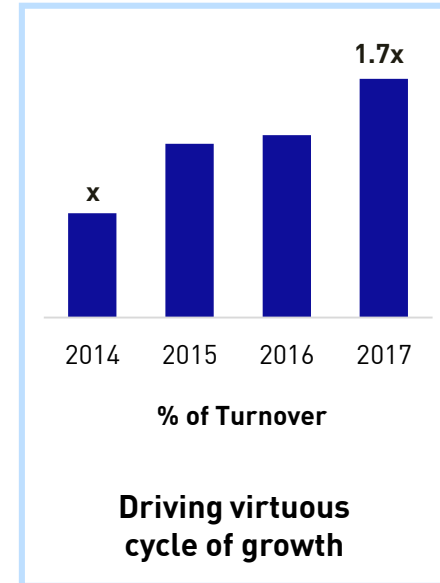
## End-to-end cost focus



## Powered by

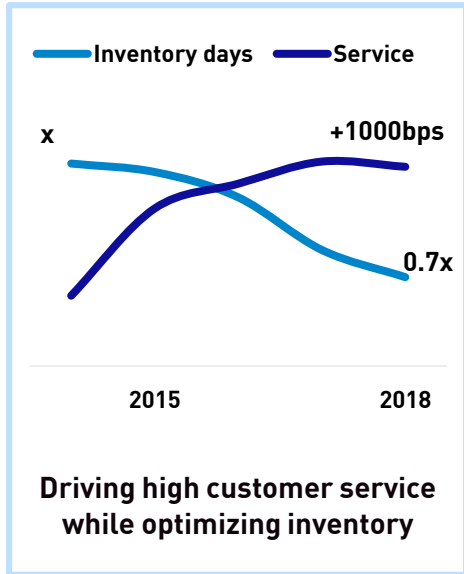


## Savings

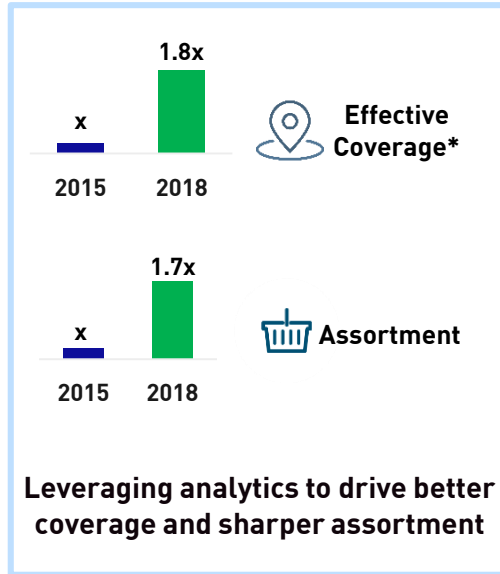


# Execution excellence

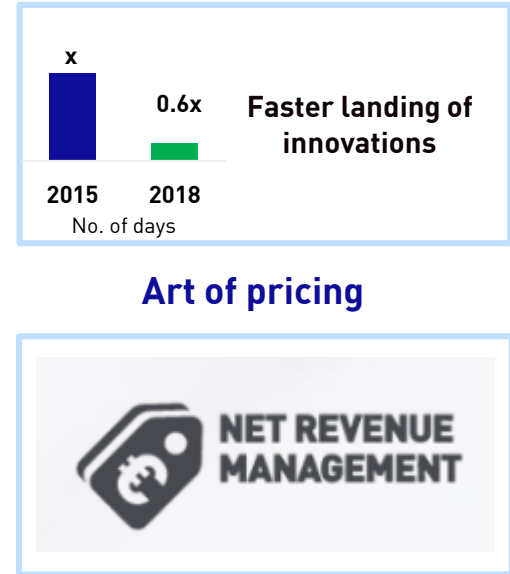
## Agile Supply Chain



## Front end execution



## Speed to market



\* Effective coverage is measured as no. of outlets with monthly average billing >INR 500 (\$7.0); 2018 nos are as of Oct'18 17

# India is a heterogenous country

## Diverse demographics



Multiple languages  
8 Major religions

## Varied affluence levels



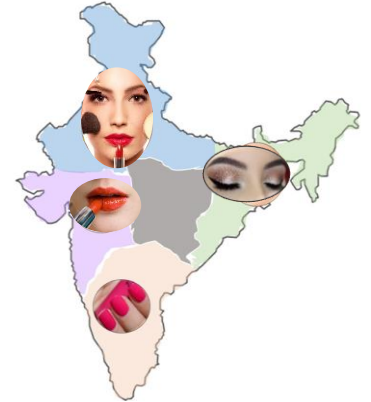
LSM 7+ = 8% nationally  
(Range of 5-48%)

## Different media habits



Mobile internet penetration:  
Rural- 18%\*; Urban- 59%\*

## Differential category adoption



Penetration in adjacent  
states also not the same

# Customer Development

## Sharper strategy leveraging the ecosystem



**Demand Capture**  
Right outlets, Right frequency, Right assortment



**Demand Fulfill**  
On time delivery at optimal cost



**Demand Generate**  
World class in store execution

## Traditional trade channels will remain relevant



**Wholesale**  
Aids ↑ Width of distribution



**Retail**  
Accessibility at arm's reach of desire



**Shakti**  
Deep rural distribution

## Building channels of the future



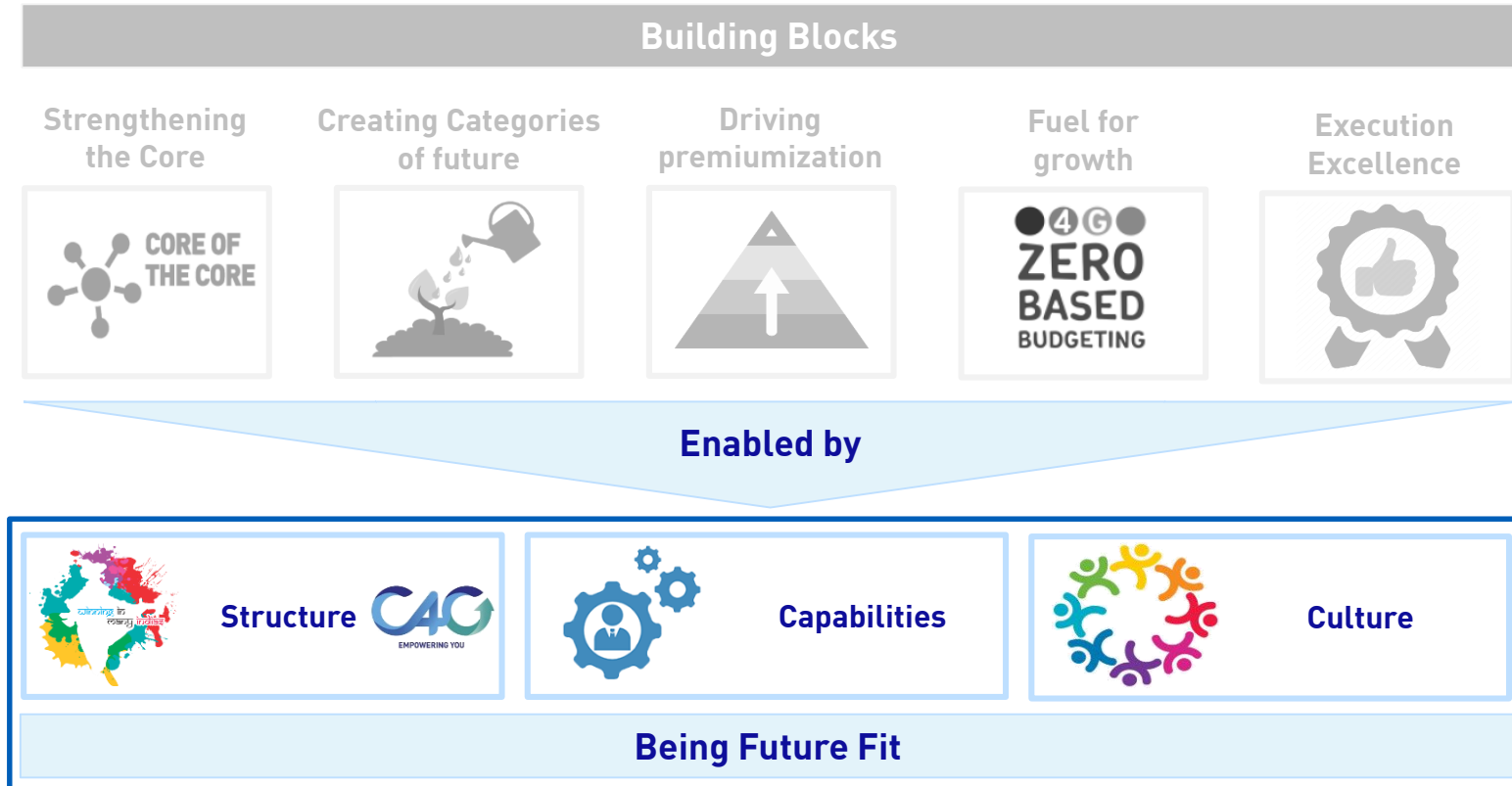
**Modern Trade - Driving visibility**



**Explode Ecommerce - Partnerships and exclusive ranges**

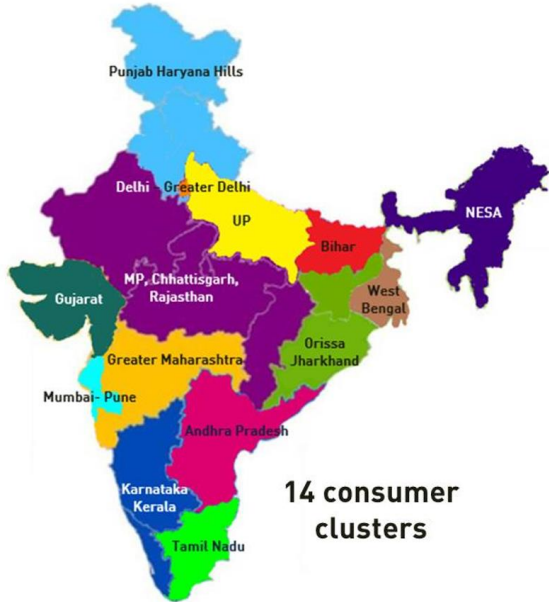
**Growth and profitability in E-Com > Modern Trade > Traditional Trade**

# Strategy in action





# Winning in Many Indias



## WiMI in action

From 4 branches to 14 consumer clusters

Distinctive strategy at a cluster level

Customized product propositions & media deployment for every cluster

Empowered Cluster Heads enabling faster decision making closest to the point of action

WiMI is a competitive edge for HUL

# Winning in Many Indias – few examples

## Proposition in face care

Low penetration markets



Grow by removing barriers of proxy usage

Other markets



Leverage by increasing usage occasions

## Pricing and proposition in fabric solutions



Uttar Pradesh

Majority mass



Upgradation through mid and premium bars and powders



Tamil Nadu

Majority mid



Upgradation through top end formats – Matic liquids

## Product in Refreshment

Punjab and Karnataka




Designed for color and taste preference





# C4G in action

## Country Category Business Team : 15 Mini – Boards



Marketing  
Customer Development  
Finance  
Supply Chain  
Research & Development

**Functions in a CCBT**

**Merger of brand building and brand development**



**Empowered to deliver in-year P&L**

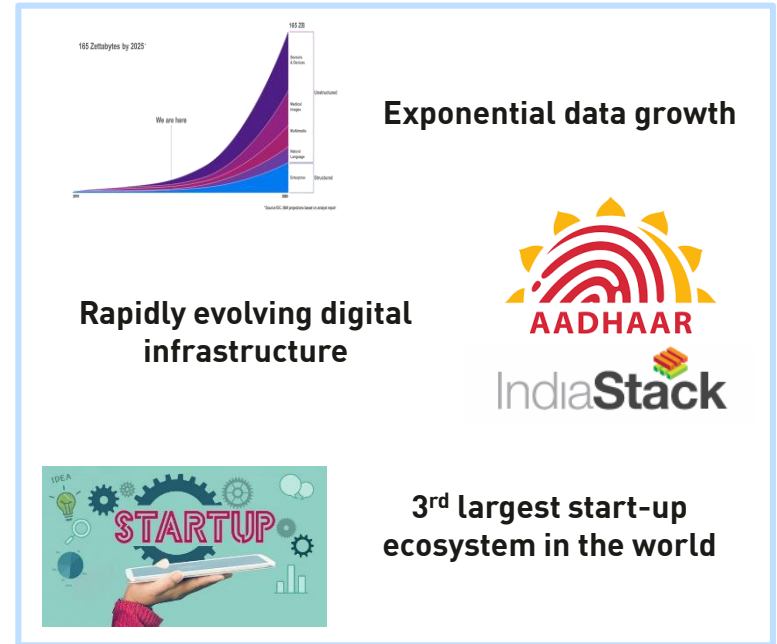
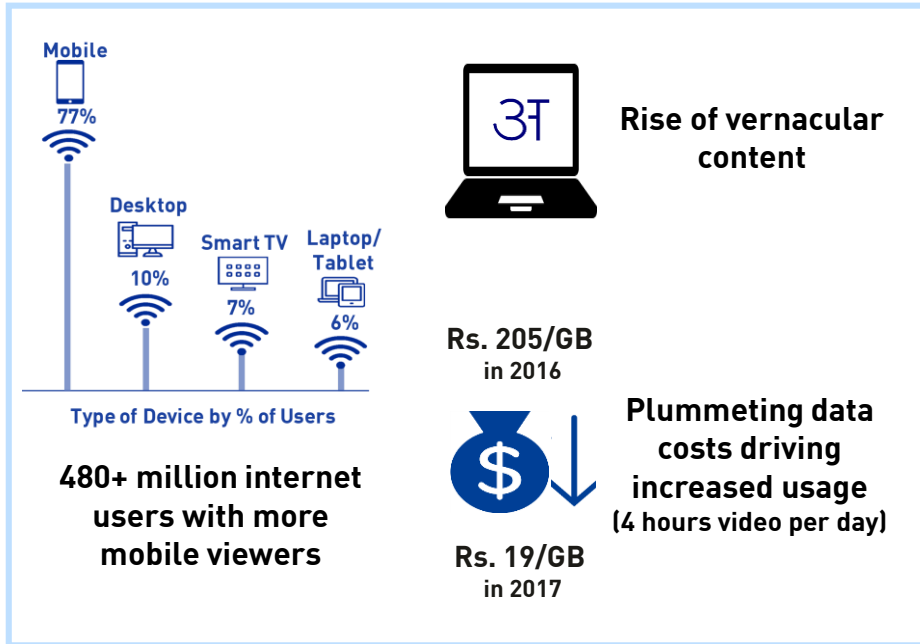
**More consumer & customer centric**

**Land bigger, faster innovations**

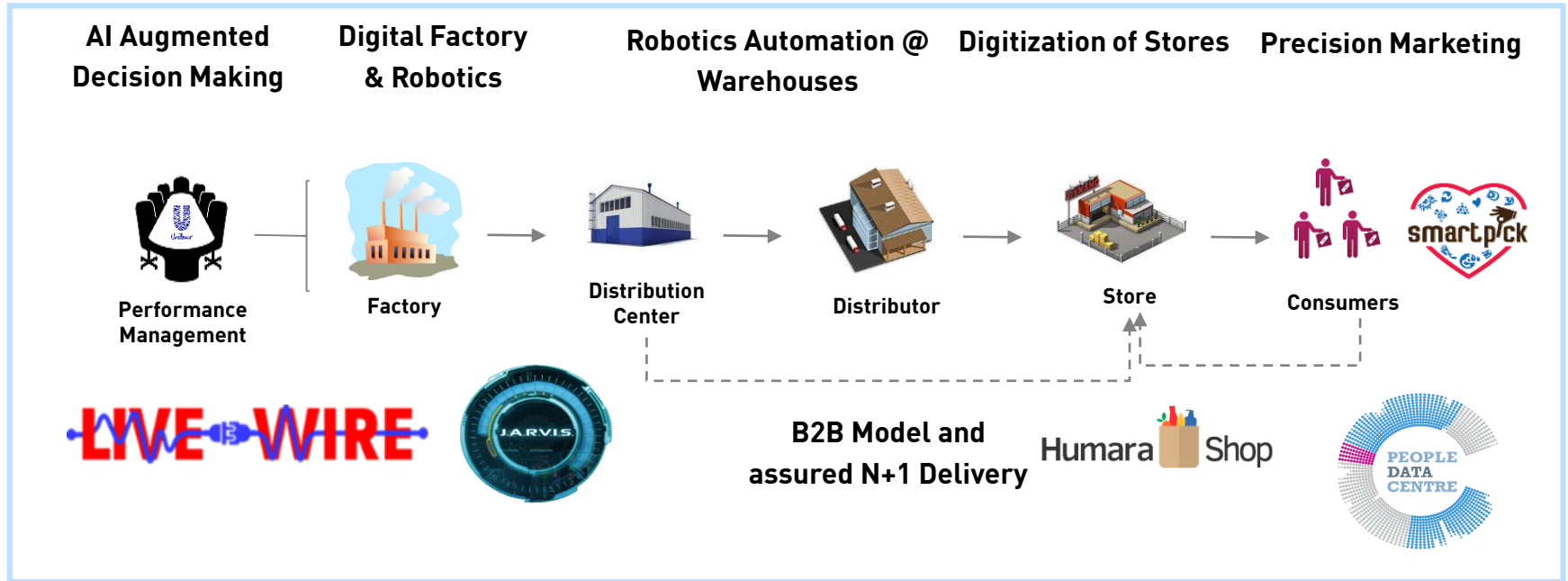
**Liberating HUL Leadership Team to focus on longer term goals, exploring inorganic growth opportunities and managing disruptions**



# Digital trends shaping India



# Leading the disruption along our value chain



Harnessing the power of 'Data as an enterprise asset'

# Winning culture: Focus on Wellbeing, Diversity & Inclusion

## Nurturing an experimentation culture



## Building an Inclusive Workplace

**+1200 bps**  
improvement in  
gender balance

**Embracing  
inclusion beyond  
gender and  
breaking  
stereotypes**

## Holistic Wellbeing

**People with  
purpose**

**Physical and  
mental wellbeing**

**UNILEVER**  
**SUSTAINABLE**  
**LIVING PLAN**



# Unilever Sustainable Living Plan

## Health & Wellbeing



**>67 million people** reached -  
**Lifebuoy Handwashing Programme**

**83 billion litres** of safe drinking water provided by **Pureit**

**-1.1 million people** impacted through **Domex Toilet Academy**

## Sustainable Sourcing

**100%** tomatoes are sourced from sustainable sources



**52%** tea is sourced from estates certified as sustainable

## Enhancing Livelihoods



**90,000+** Shakti entrepreneurs network

**1.7 million people** benefitted



Over **420,000 people** trained

**600,000+** women enrolled



## Thought Leadership



**450 billion litres** of water saving potential created



**100%** of our plastics packaging to be reusable, recyclable or compostable by 2025



# Key Messages

- Unilever has a **rich history and deep heritage** in South Asia spanning over 100 years
- South Asia has **huge headroom to grow** being home to the largest millennial population, growing affluence, rising urbanization and burgeoning digital connectivity
- Unilever has strong business in South Asia and a **clear and compelling strategy** across divisions
- We are **future proofing** our business through market development, agile organization structures and building distinctive capabilities across the value chain leveraging data and technology
- **USLP** continues to be our key differentiator

**Thank you**  
For more information



Hindustan Unilever Limited

**VISIT OUR WEBSITE**

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