



# Hindustan Unilever Limited

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

16th November, 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 at CLSA India Forum, 2018 at Gurgaon today.

You are requested to take the above information on record.

Thanking You.

Yours faithfully,  
**For Hindustan Unilever Limited**

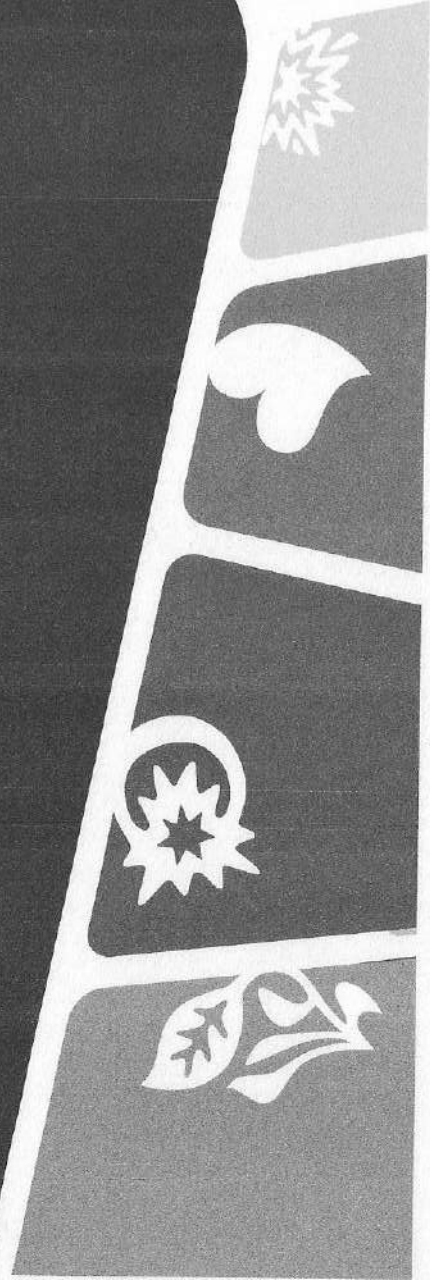


**Dev Bajpai**  
Executive Director, Legal & Corporate Affairs  
and Company Secretary  
DIN: 00050516 / FCS No. F3354  
A-3

# RE-IMAGINING HUL

CLSA 2018 INDIA FORUM | 16 NOV 2018

Srinivas Phatak, Chief Financial Officer



Hindustan Unilever Limited

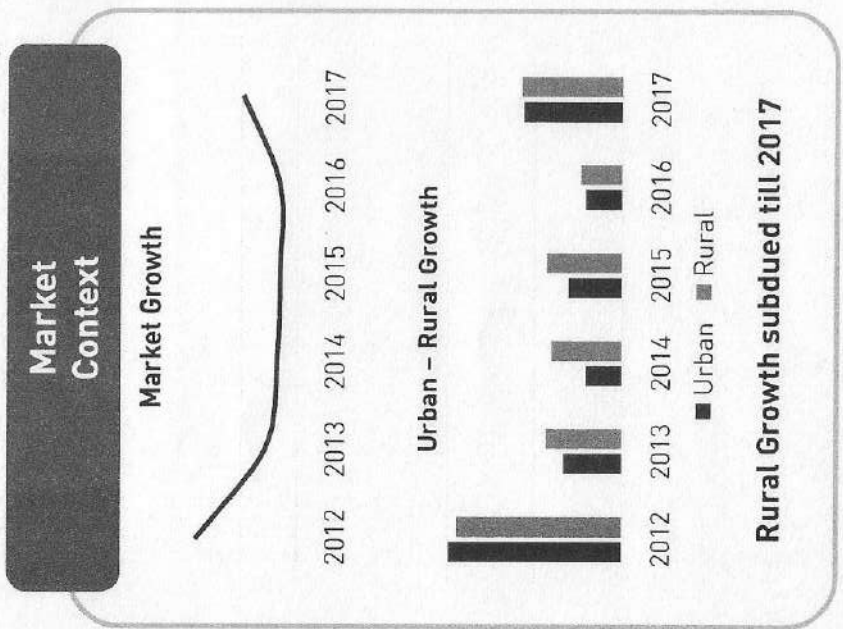
# SAFE HARBOUR STATEMENT



Hindustan Unilever Limited

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.

# RAPID PACE OF CHANGE : LAST 5 YEARS



### Disruptions & Climate Extremities

**GST: Biggest Tax reform in India**

**Foods safety**

**Demonetization of 86% currency in circulation**

**Floods and Droughts**

### Consumers & Competition

**Growing affluence and aspirations**

**Rapid increase in Internet and mobile usage**

130Mn 2012    481Mn 2017

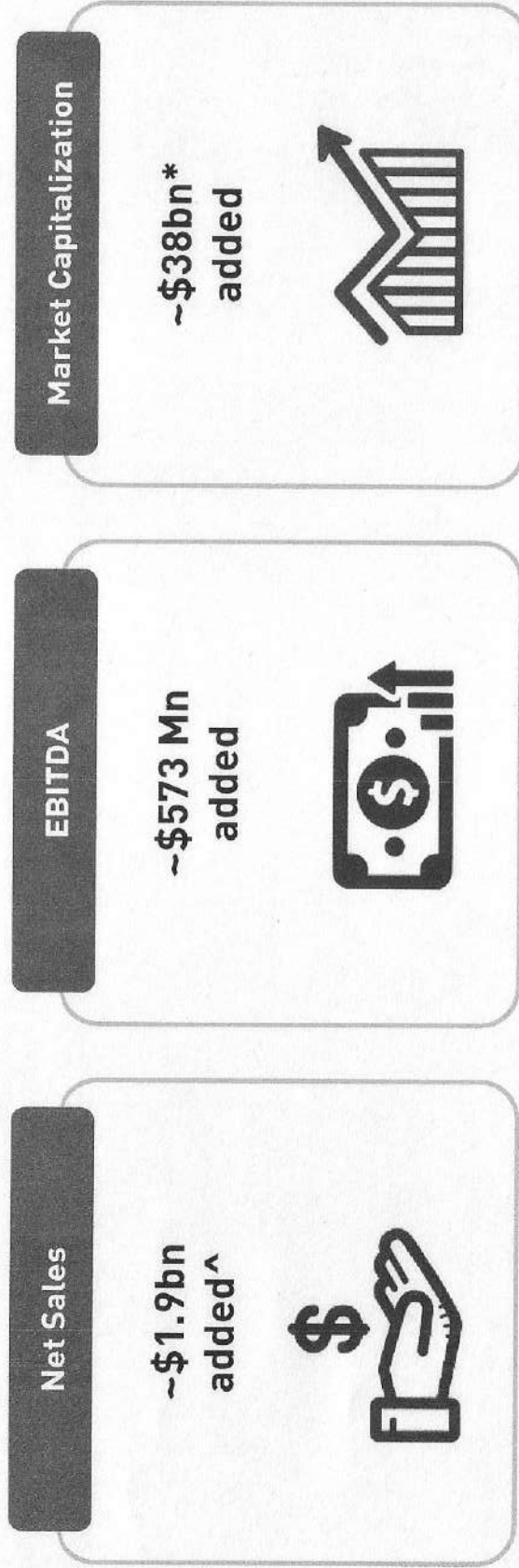
No. of Internet users in India\*

**Increased competitive intensity**

# PERFORMANCE IN THE LAST 6 YEARS



Hindustan Unilever Limited



All nos compared with FY'11-12 which is reinstated to reflect key IND AS accounting impact  
<sup>^</sup>Not adjusted for GST accounting impact & hence the net sales number looks deflated  
\* Difference in market capitalization converted to USD based on rate as of 13<sup>th</sup> Nov 2018

# A FEW EXAMPLES OF CONSISTENT HIGH PERFORMANCE



**Laundry**

A collection of laundry brand logos including Surf excel, Sunlight, Comfort, Rin, and Active Wheel.

Consistent Growth in  
Topline & Bottom line

**Hair Care**

A collection of hair care brand logos including sunsilk, ayush therapy, PURE DERM, CLINIC PLUS+, TRESemmé, indulekha, and Dove.

Consistent delivery on all  
fronts powered by strong  
portfolio

**Tea**

A collection of tea brand logos including TAJ MAHAL, 3ROSES, Taaza, Red Label, and Lipton.

No. 1 Tea Company in India

# BEING RECOGNISED



**Best Performing  
Unilever Business  
2014**

**Aon Hewitt  
Top Companies  
for Leaders 2014**

**# 3 Company globally  
for building leaders  
2014**



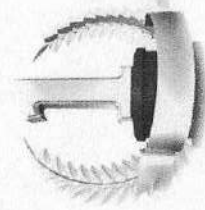
**Economic Times –  
Company of the year  
2015**



**#8 Globally and  
#1 in India  
2018**



**Corporate Citizen of  
the year  
2018**

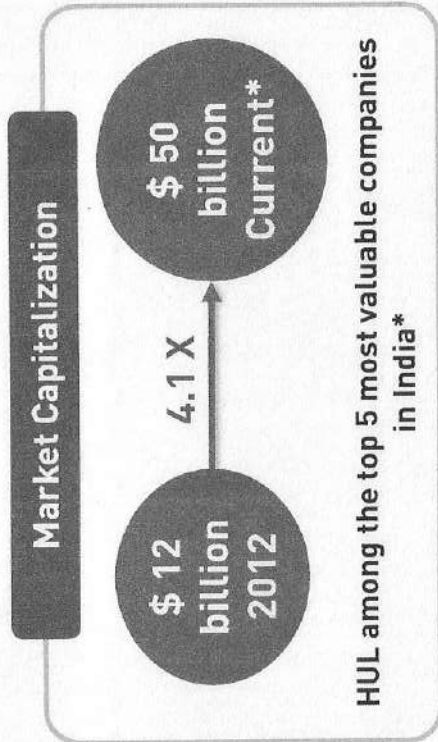
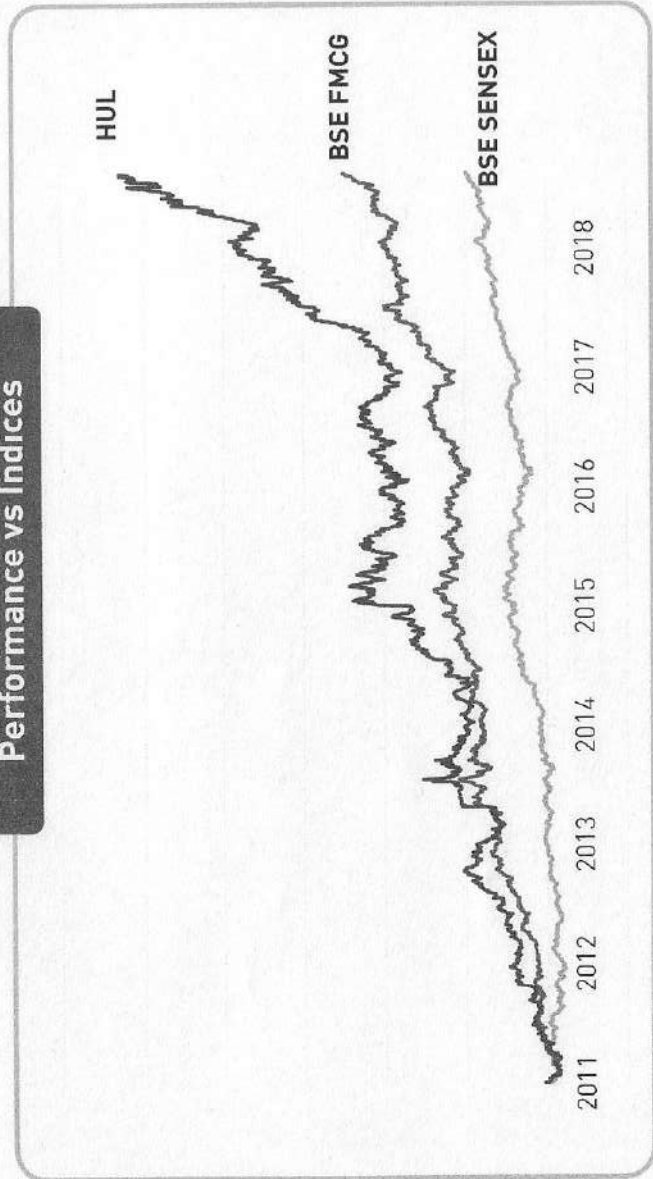


**'Dream Employer' for 9 years in a row among top Indian universities**

# HUL SHARE PERFORMANCE



Performance vs Indices



Markets rewarding our Consistent, Competitive, Profitable and Responsible Growth

USD to INR conversion rate used as of 13<sup>th</sup> Nov 2018  
\*Based on market capitalization as of 13<sup>th</sup> Nov 2018



# IT'S AN AGE OF CHANGE AND DISRUPTION



Hindustan Unilever Limited



Millennials / Gen Z



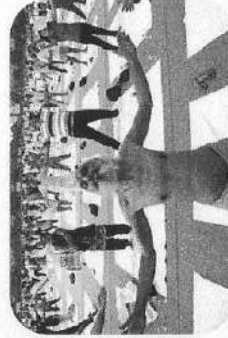
There is a thrill of purpose



Changing family dynamics



Uncertainties and Volatility are the new normal



Globally connected but there is a search for authenticity



Digital disruptions reshaping business models

# AND HENCE THERE IS A NEED FOR...



**Consumer Centricity**

An icon depicting a person in a suit standing in the center of a target-like graphic. Surrounding the person are several circular icons representing different aspects of consumer experience: a Wi-Fi symbol, a location pin, a speech bubble, a clock, and a document.

**Speed & Agility**

An icon showing a stylized human figure in a running or jumping pose, with three horizontal lines trailing behind it to indicate motion and speed.

**Digital Connectivity**

A complex icon representing digital connectivity, featuring a central hub with various lines radiating outwards to different digital symbols such as a laptop, a smartphone, a globe, a cloud, a house, a music note, and a bar chart.

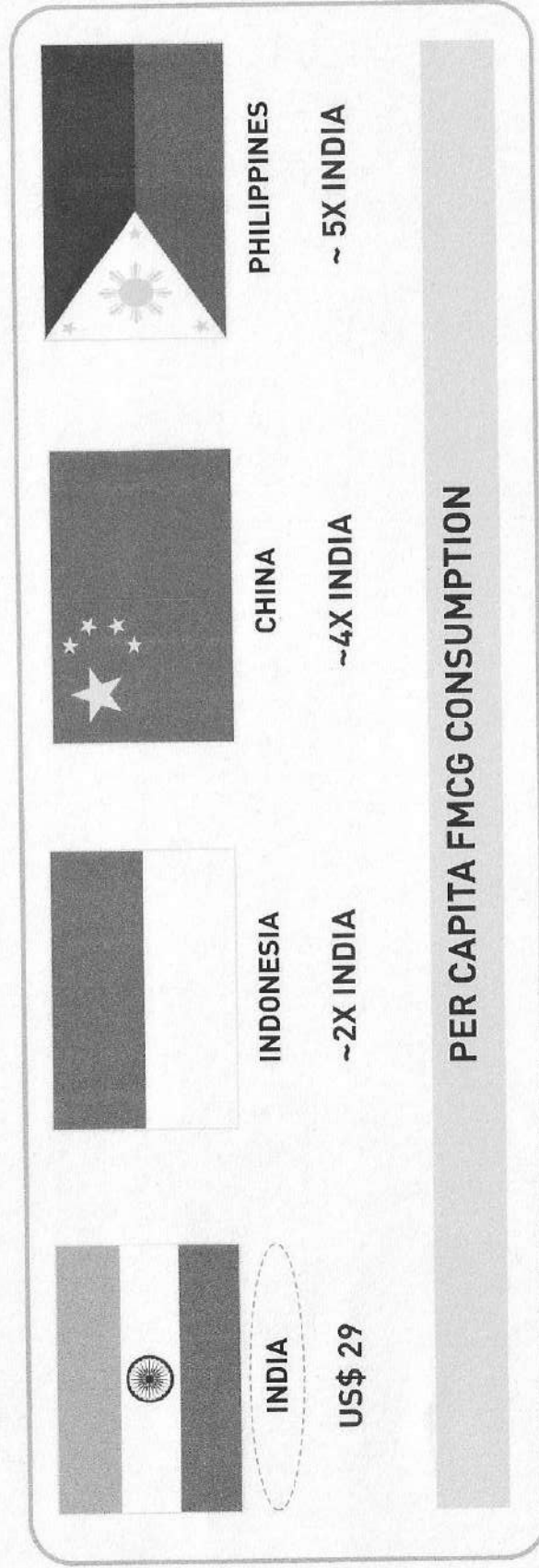
**Being Glocal**

An icon showing a stylized globe with three human figures inside it, all contained within a teardrop-shaped location pin symbol, representing a global presence with local focus.

# FMCG CONTINUES TO BE A BIG OPPORTUNITY IN INDIA



Hindustan Unilever Limited

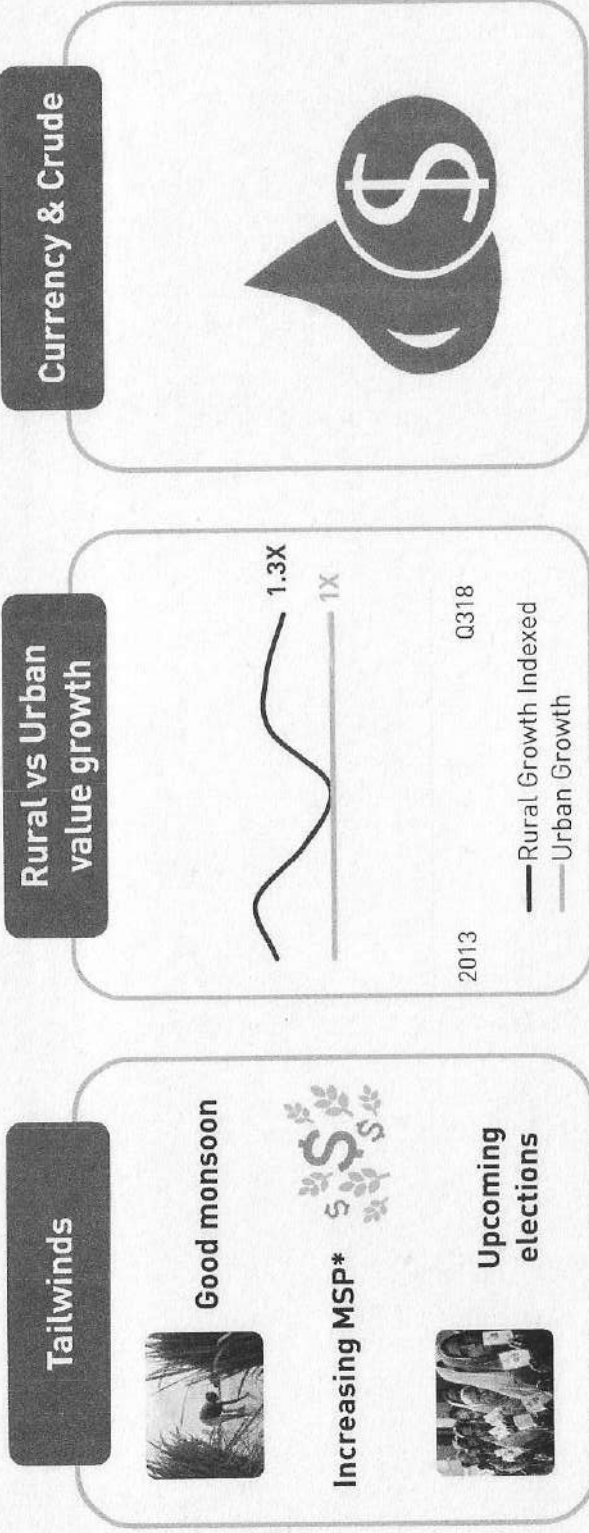


To tap this big opportunity, we need more money in the hands of more people i.e. Inclusive Growth

# MARKETS SHOWING EARLY SIGNS OF REVIVAL



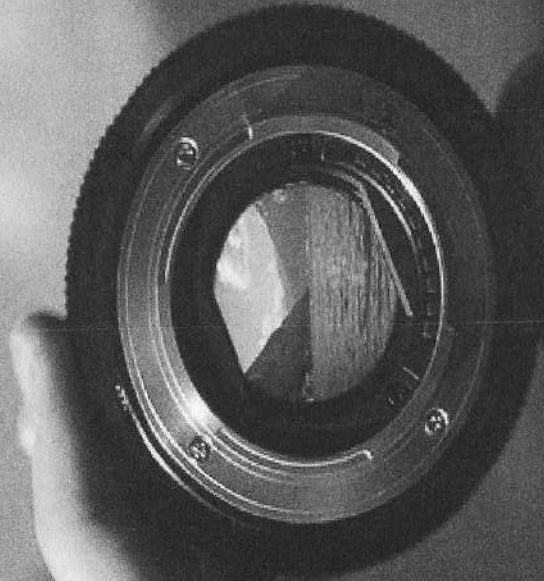
Hindustan Unilever Limited



Rural growth on an upward trajectory; Gradual improvement in demand

\* MSP : Minimum Support Price  
Source: Nielsen

WINNING IN THE FUTURE NEEDS A  
DIFFERENT APPROACH





RE-IMAGINING HUL FOR THE FUTURE

# RE-IMAGINING HUL



Hindustan Unilever Limited

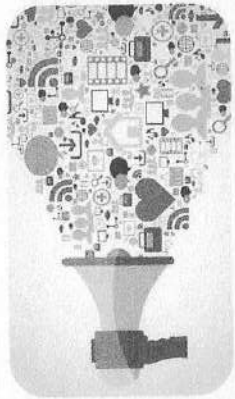
Re-imagining our structure



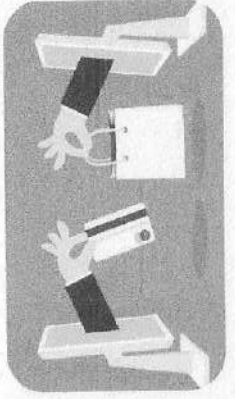
Re-imagining our portfolio



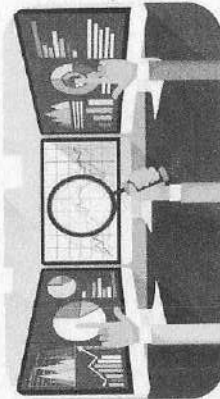
Re-imagining magic in marketing



Re-imagining our trade channels



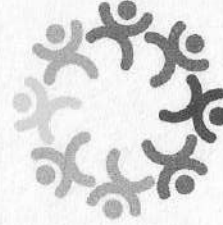
Re-imagining the value chain



Re-imagining fuel for growth



Re-imagining culture of the organisation



# RE-IMAGINING HUL



Hindustan Unilever Limited

**Re-imagining our structure**

**Re-imagining our portfolio**

**Re-imagining magic in marketing**

**Re-imagining our trade channels**

**Re-imagining the value chain**

**Re-imagining fuel for growth**

**Re-imagining culture of the organisation**



# INDIA IS A HETEROGENEOUS COUNTRY



Hindustan Unilever Limited

**Diverse demographics**



**Multiple languages  
8 Major religions**

**Varied affluence levels**



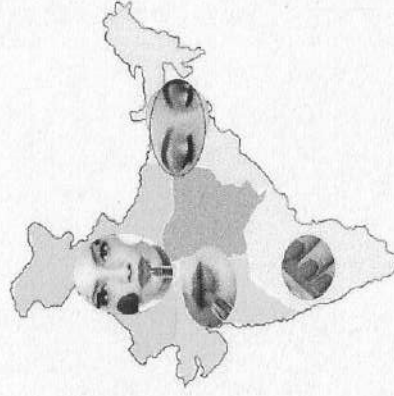
**LSM 7+ = 9% nationally  
(Range of 5-48%)**

**Different media habits**



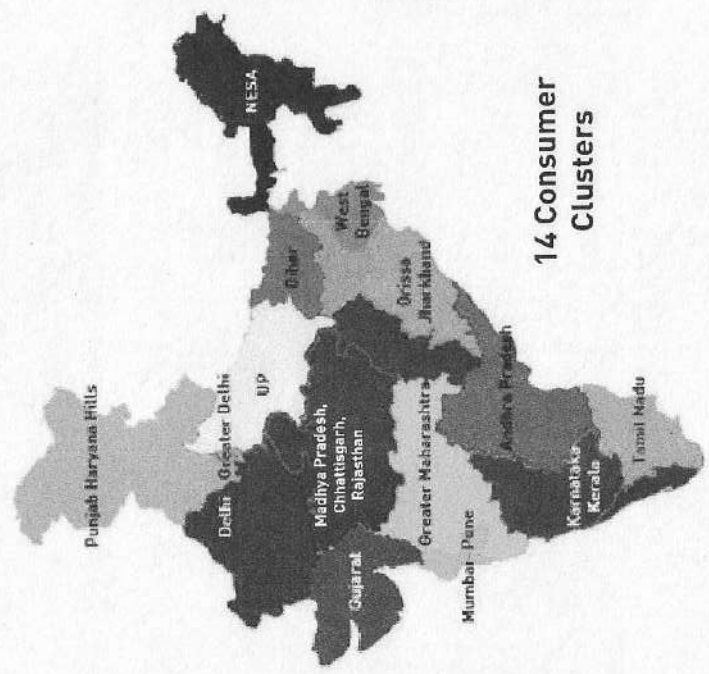
**Mobile internet penetration:  
Rural- 18%\*; Urban- 59%\***

**Differential category adoption**



**Market share in adjacent states also not the same**

# WINNING IN MANY INDIAS (WiMI)



14 Consumer Clusters

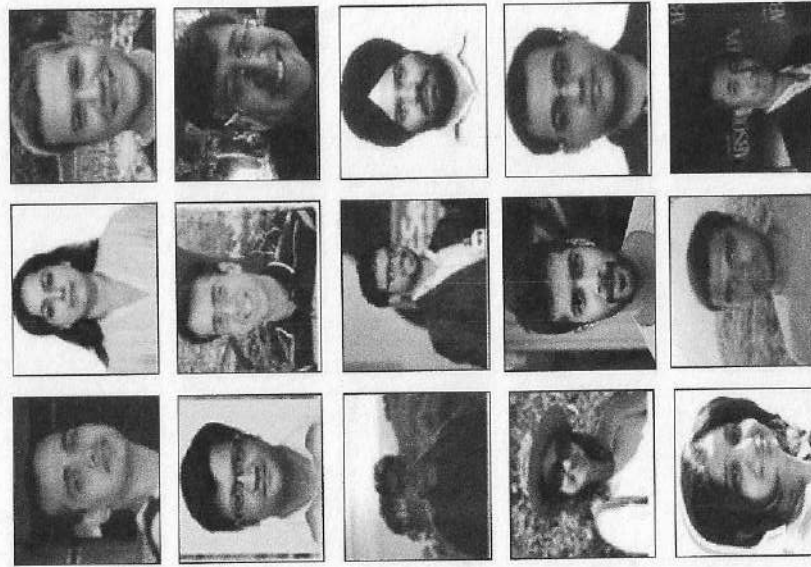
**WiMI in action**

Distinctive strategy at a cluster level

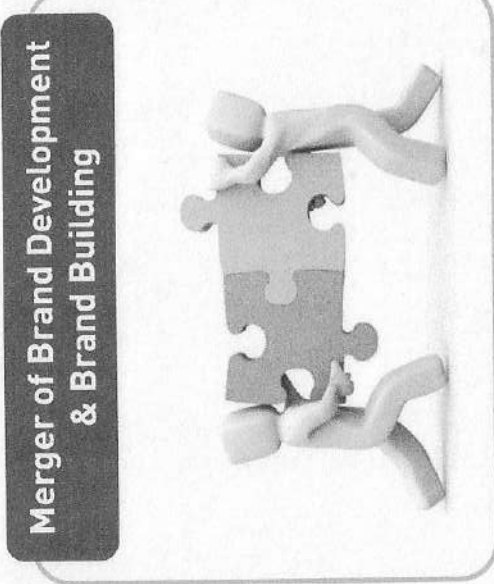
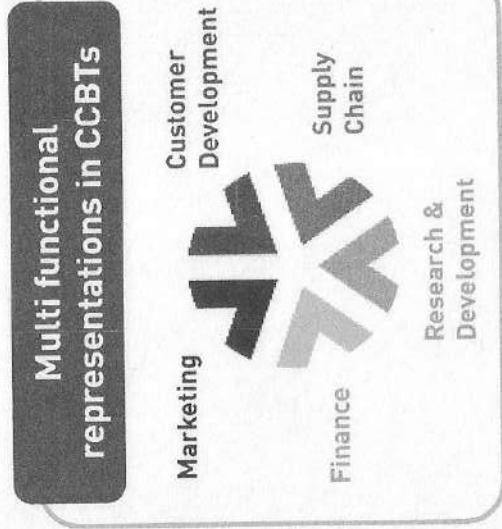
Empowered Cluster Heads enabling faster decision making closest to the point of action

Customized product propositions & media deployment for every cluster

# CCBTs: 15 MINI-BOARDS IN ACTION



**Building a stronger sense of empowerment & ownership**



**Responsible for delivering in-year P&L**

# RE-IMAGINING HUL



Re-imagining our structure

A world map with various energy-related icons such as wind turbines, solar panels, and power lines overlaid on it.

Re-imagining our portfolio

A triangle containing logos for various brands: Gayak, Ponds, TRESEMME, Dove, sunsilk, Sunlight, CLINIC PLUS, and wrangler.

Re-imagining magic in marketing

A megaphone with various marketing and technology icons like a smartphone, Wi-Fi symbol, and social media icons.

Re-imagining our trade channels

An illustration of a person in a white coat (pharmacist) and a person in a white shirt (retailer) standing behind a counter.

Re-imagining the value chain

An illustration of a person sitting at a desk with a computer monitor displaying charts and graphs, with a magnifying glass over the screen.

Re-imagining fuel for growth

A piggy bank with a large dollar sign (\$) on its side.

Re-imagining culture of the organisation

A circular arrangement of stylized human figures holding hands, representing a team or community.

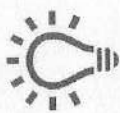
# STRENGTHENING THE CORE



Hindustan Unilever Limited



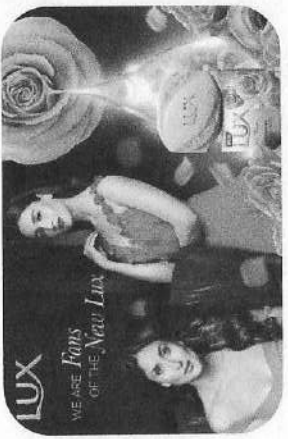
**Focus on driving penetration & weighted distribution**



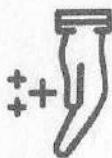
**Constantly innovating and renovating the core**



**Focused SKUs at cluster level to address demands of all Indias**



**Making the core more aspirational**

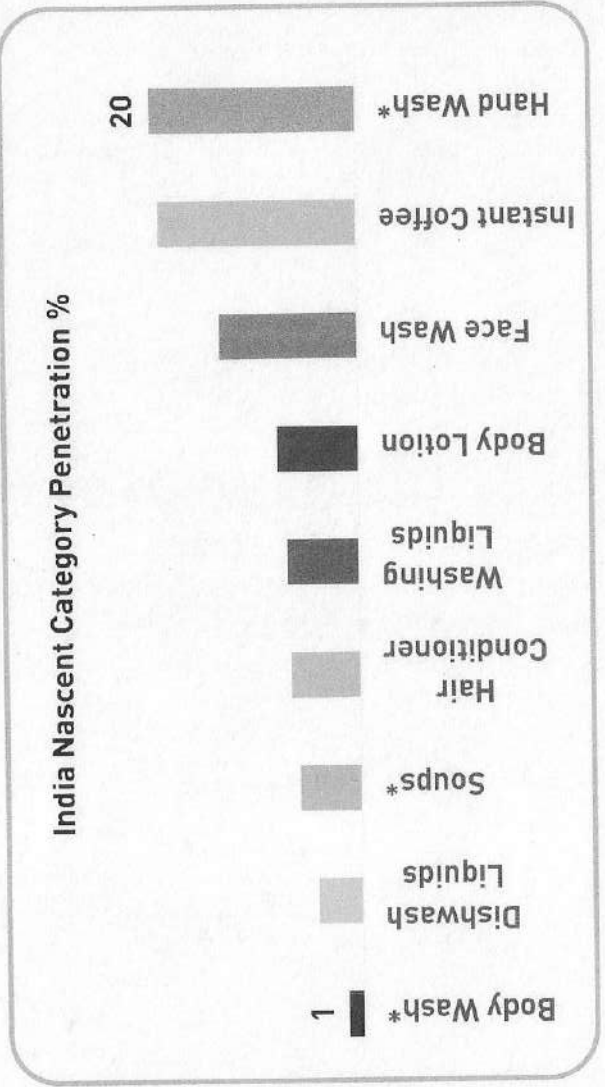
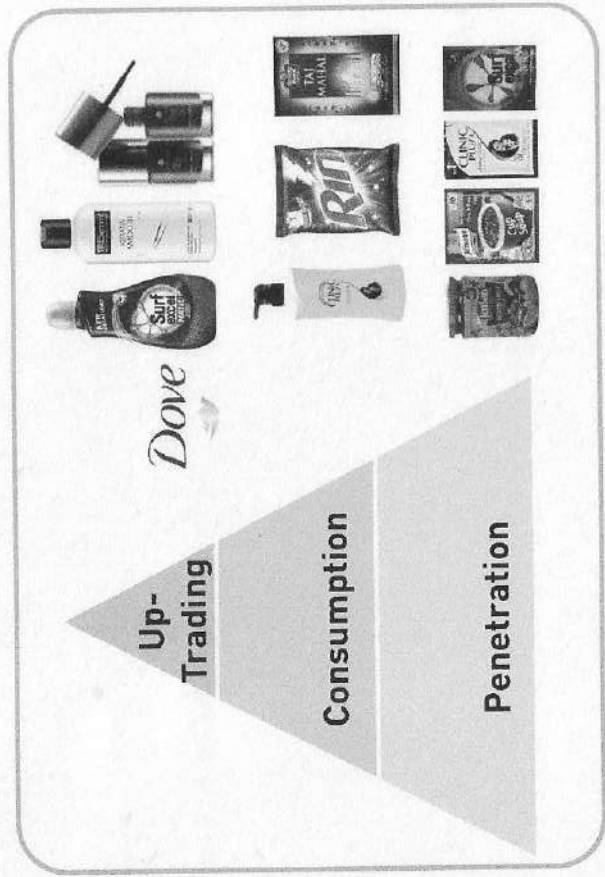


**Offering multiple value additions across the core portfolio**

# CREATING CATEGORIES OF THE FUTURE



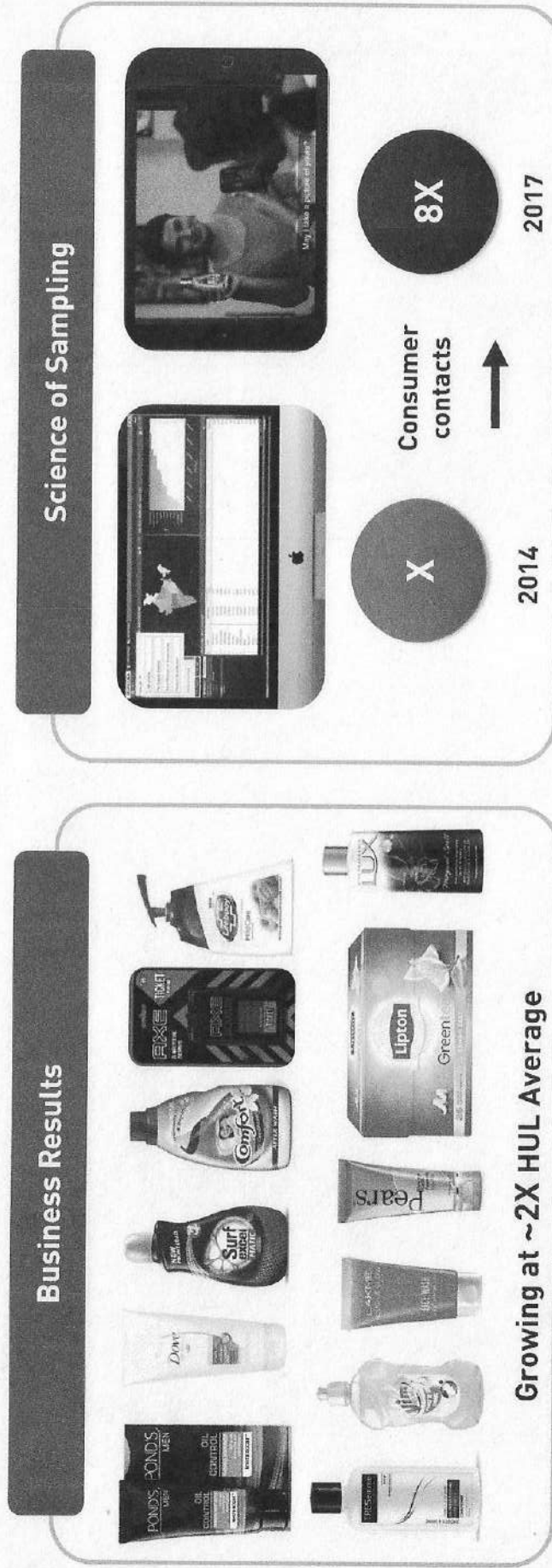
Opportunities to premiumize and up trade; huge headroom to grow



# MARKET DEVELOPMENT & PREMIUMIZATION



Powered by education demos and sampling



# BUILDING NATURALS



Hindustan Unilever Limited

**indulekha**  
*Bringha Oil*  
AYURVEDIC MEDICINE FOR HAIRFALL.  
HELPS GROW HAIR.\*

**INDULEKHA BRINGHA HAIRFALL SHAMPOO**  
9 FULL BRINGHRAJ PLANT EXTRACTS IN EVERY BOTTLE.  
NO ADDED COLOUR, NO ADDED FRAGRANCE.

**LAKME** *Sho5*  
NATURALE RANGE

**ayush**  
Solve your modern-day lifestyle problems with Sahi Ayurveda

**ayush**  
MASSALA MILLET KHICHDI  
AYAL MILLET PONGEL  
MINKALA MILLET UPMA

**ayush**  
Sahi Ayurveda  
CHOOSE 365 DAYS OF SAHI AYURVEDA

**ayush**  
CLINIC  
CLINIC  
CLINIC

**ayush**  
ANTI-SMELL WITH PIDINA  
REMOVES 5 TOUGHEST SMELLS

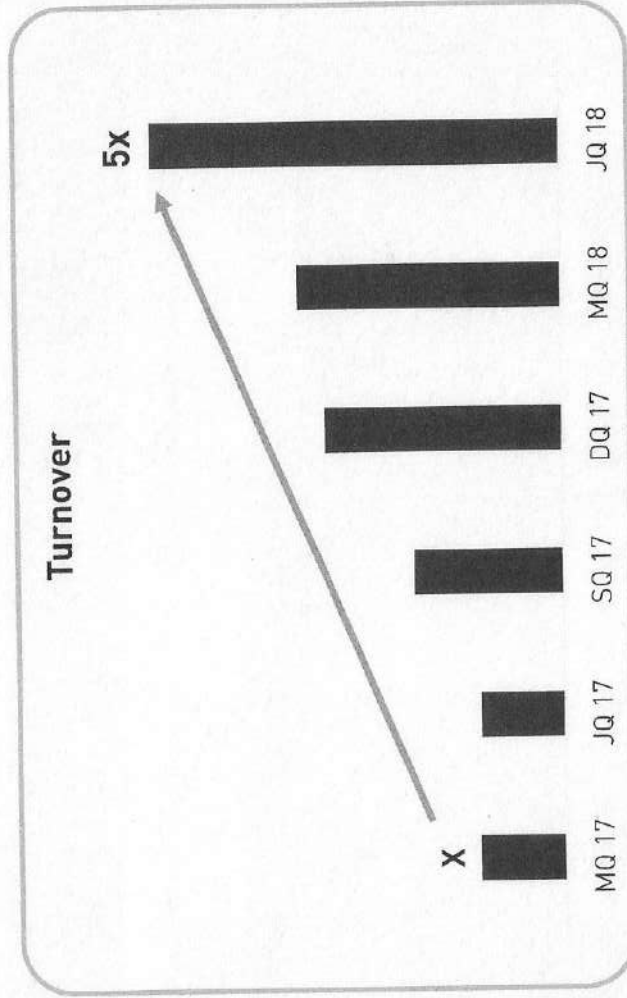
**closeup**  
FRESH ANIMATION

**LUX**  
Lux  
Lux  
Lux

Naturals portfolio growing ~2.5X of overall HUL average



# BUILDING SPECIALIST BRANDS - INDULEKHA



Growth exceeding our acquisition business case

# RE-IMAGINING HUL



Hindustan Unilever Limited

Re-imagining our structure

An icon showing a globe with the text "Investment in emerging markets" overlaid on it.

Re-imagining our portfolio

A triangular graphic containing logos for various brands: Sunlight, Clinic, Wispa, and others.

Re-imagining magic in marketing

An icon of a megaphone with a circuit board pattern inside its body.

Re-imagining our trade channels

An icon showing two hands holding several boxes, representing trade channels.

Re-imagining the value chain

An icon of a person sitting at a desk with a computer monitor, representing the value chain.

Re-imagining fuel for growth

An icon of a piggy bank with a dollar sign on its side, representing fuel for growth.

Re-imagining culture of the organisation

An icon of a group of stylized human figures holding hands in a circle, representing organizational culture.

# BUILDING BRANDS WITH PURPOSE



Let's break the rules of beauty

**Dove**

Join us at [Dove.com/Beauty](http://Dove.com/Beauty)

Fair & Lovely Foundation

**Create a Login ID, Create an Identity**

CREATED FROM 100% [www.fairandlovelyfoundation.com](http://www.fairandlovelyfoundation.com)

- EDUCATIONAL
- JOB SKILLS
- CAREER GUIDANCE

Food lovers. Stop posting. Start sharing.

#ShareTheMeal #Minor

**DOMEX TOILET ACADEMY**

- Over 500 micro entrepreneurs have graduated
- Over 7 lakh women
- Over 6 lakh people directly

HELP A CHILD REACH 5

Participate at [www.lifebuoy.com](http://www.lifebuoy.com)

जबरदस्त चमक का मादा पानी लगे आधा

**REJO**

समकाल रक्षा

TRANSFORM YOUR LOOK AND HER FUTURE

Let your new makeover contribute to a little girl's education with Happy New You.

HAPPY NEW YOU MAKEOVER PACKAGES

LAKSHI SALONI

Brooke Bond Real Label

Bringing the world closer, one song at a time

A CHILDREN'S DAY SPECIAL

**Kissan** TASTE

**#RealTogetherness**

A great morning starts with a healthy, happy and safe breakfast.

Share your happiness at [www.kissanindia.com](http://www.kissanindia.com) / #KissanIndia

# CONSISTENTLY EVOLVING BRAND COMMUNICATION



Hindustan Unilever Limited

2005



Pride

2011



Loyalty & Forgiveness

2013



Empathy and Love

2017



Learning from Failure

2005



A cup of motherly love

2008



A cup with little sips of life

2010



Health & Taste

2014



Taste & Togetherness

2017



Taste & Togetherness



Surf AV

# BUILDING ICONIC ENGAGEMENT PLATFORMS



Hindustan Unilever Limited

Lux Golden Rose Awards



Lakmé Fashion Week



FAL Foundation

Fair & Lovely Foundation



Lifebuoy help a child reach 5



Surf Excel Haar Ko Harao



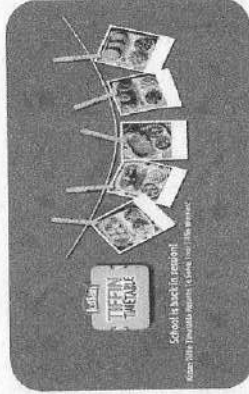
Rin Career Academy



Red Label Taste and Togetherness



Kissan Tiffin Timetable



# RE-IMAGINING HUL



Hindustan Unilever Limited

Re-imagining our structure



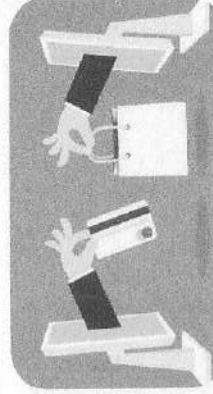
Re-imagining our portfolio



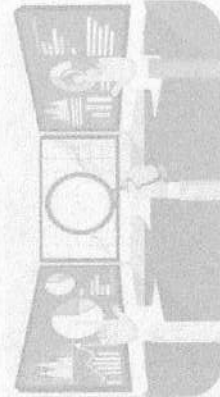
Re-imagining magic in marketing



Re-imagining our trade channels



Re-imagining the value chain



Re-imagining fuel for growth



Re-imagining culture of the organisation



# GENERAL TRADE WILL CONTINUE TO REMAIN BIG

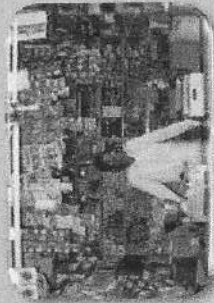


Hindustan Unilever Limited

More throughput from more stores

All GT channels will remain relevant

Wholesale



Aids ↑ Width of distribution

Retail



Accessibility at arm's reach of desire

Shakti



Deep Rural distribution

Driving effective coverage & assortment

EFFECTIVE COVERAGE



X

1.8X

2015

2018

ASSORTMENT



X

1.7X

2015

2018

In a country of ~600k villages & 10Mn outlets, GT even after 10 years, will remain an important channel

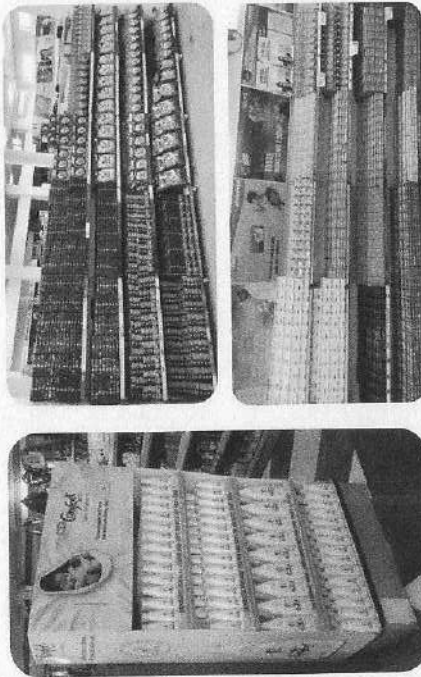
\*Effective coverage is measured as no. of outlets with monthly average billing >INR 500 (\$7.0); 2018 nos are as of July '18

# BUILDING CHANNELS OF THE FUTURE



Hindustan Unilever Limited

## Modern Trade



Driving visibility across Modern Trade

## ECommerce



Exclusive male grooming range co-created with partner

Our Growth & Profitability in ECommerce > Modern Trade > Traditional Trade



# RE-IMAGINING HUL



Hindustan Unilever Limited

Re-imagining our structure



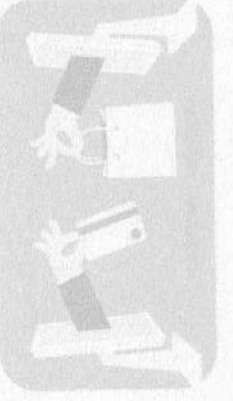
Re-imagining our portfolio



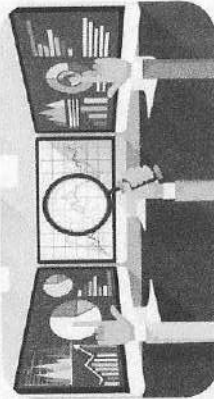
Re-imagining magic in marketing



Re-imagining our trade channels



Re-imagining the value chain



Re-imagining fuel for growth



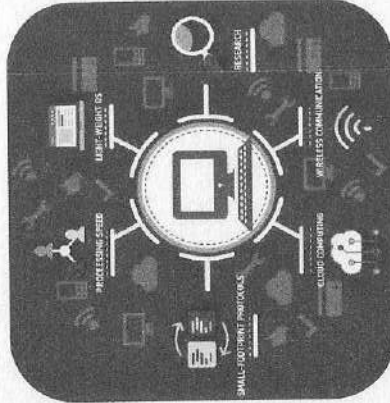
Re-imagining culture of the organisation



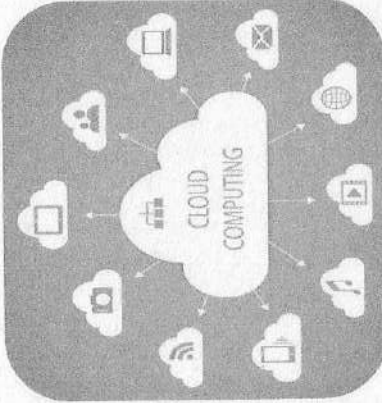
# TECHNOLOGY AVAILABLE TODAY, OPENS UP A LOT OF OPPORTUNITIES



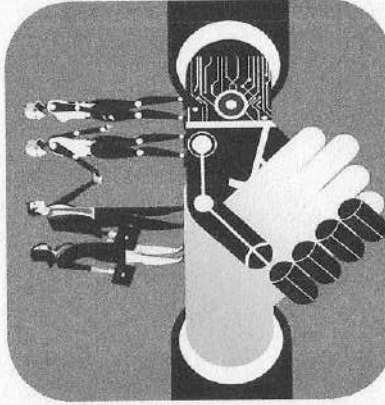
## Internet of Things



## Cloud Technology



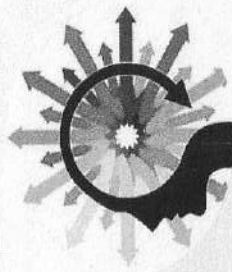
## Artificial intelligence



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# WE CHOSE TO DISRUPT THAN BE DISRUPTED

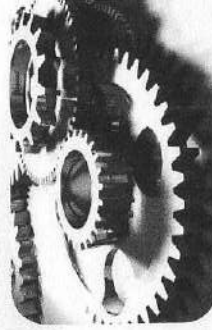
Insights



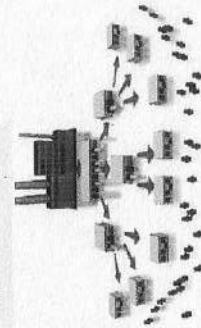
R&D



Manufacturing



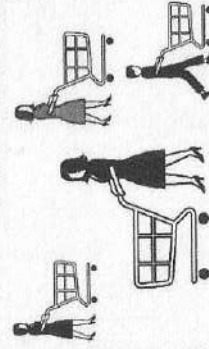
Distribution



Communication



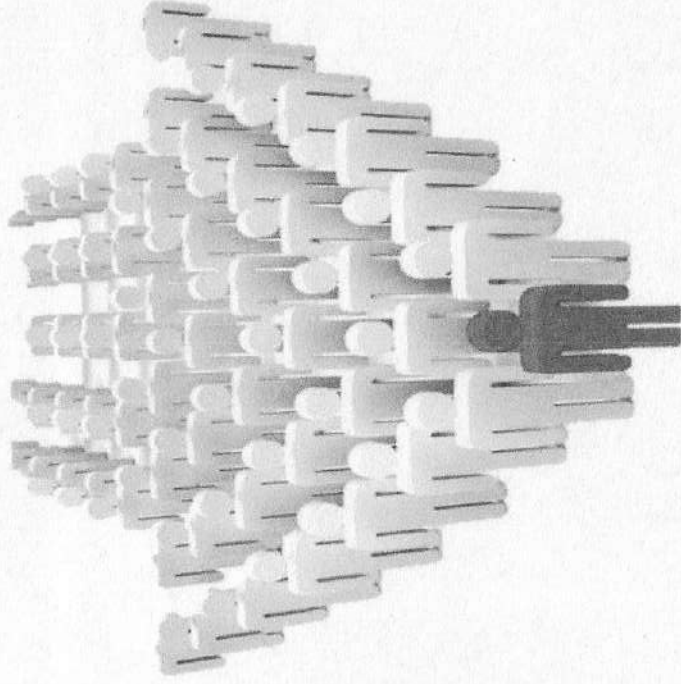
Consumer Journey



Hindustan Unilever Limited

## RE-IMAGINING HUL: OUR VISION

*“Re-imagine HUL of the future  
by choreographing a holistic  
approach across the value  
chain to completely transform  
the way we do business in a  
connected world”*



Hindustan Unilever Limited

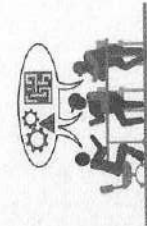
# RE-IMAGINING SUPPLY CHAIN



Hindustan Unilever Limited

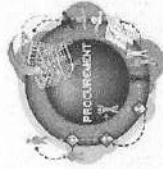


## Plan



- 1 Day Planning Cycle (real-time)
- Integrated S&OP
- Segmentation 2.0

## Source



- Integrated e-tendering
- Realtime Forecast
- Smart Inventory modelling

## Make



- Digital Factory
- Smart Robotics
- Network redesign

## Deliver



- New Logistic models
- Efficient Fulfilment Centres

# RE-IMAGINING MARKETING



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Re-imagining Marketing AV

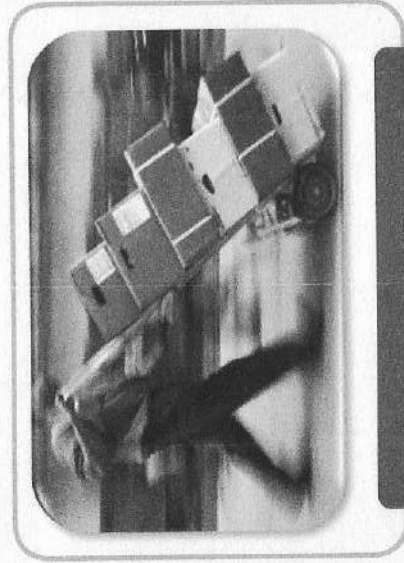
# RE-IMAGINING CUSTOMER DEVELOPMENT



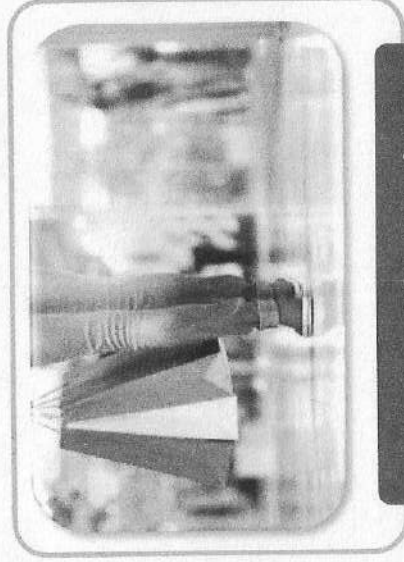
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Demand Capture



Demand Fulfilment



Demand Generation

Providing superior customer service through vertical task specialization across the three pillars interlinked through modular IT capabilities

# DEMAND CAPTURE



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## Salesman Chatbots

Enhance salesman productivity with chatbots

- Product Discovery
- Answer Outlet Queries
- Learn @ your speed
- Know your Current QOC
- Unlock Potential
- Easy Policies

## Advanced Analytics / AI

Driving better and sharper assortment

- Algorithmic Segmentation of Outlets
- Smarter recommendation
- Understanding behaviors

## Shikhar app

All inclusive retailer engagement tool

- User friendly Interface
- Retailer Self-service
- Information Transparency
- Customer Engagement
- Product Information
- Convenient Tracking

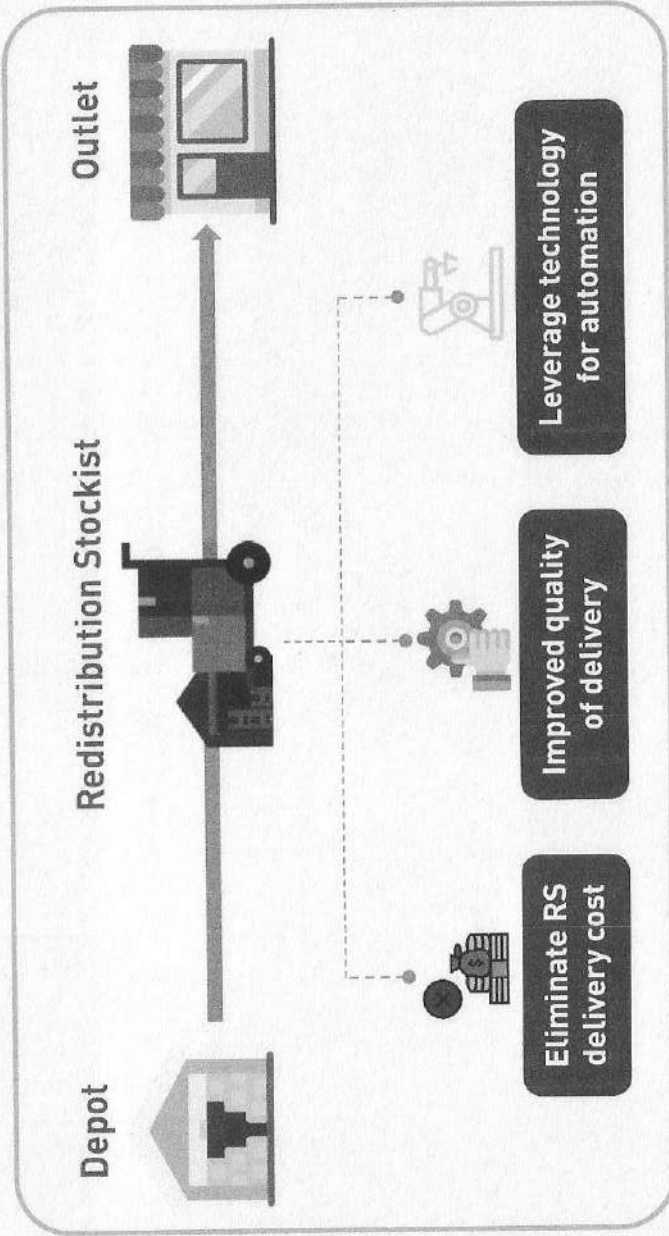


# DEMAND FULFILMENT

## Demand Fulfilment



- Project Shogun: Deliver with speed to trade and ensure efficient fulfilment
- Impact App : A delivery interface to unlock benefits for retail stockist



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# DEMAND GENERATION

## Demand Generation



- Scaling up B2C (HumaraShop)
- Leverage technology to improve shelf presence



# RE-IMAGINING HUL



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Re-imagining our structure



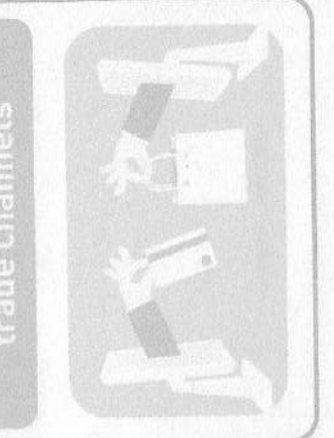
Re-imagining our portfolio



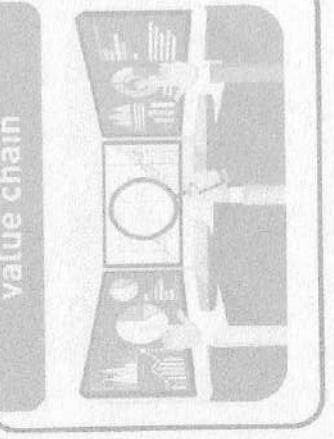
Re-imagining magic in marketing



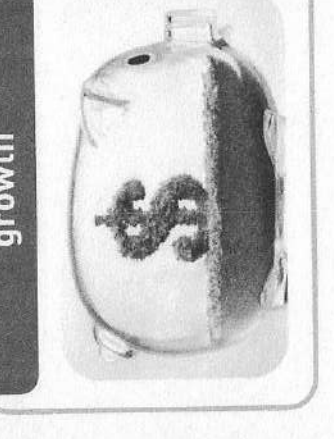
Re-imagining our trade channels



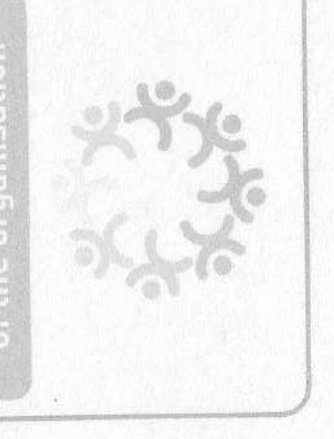
Re-imagining the value chain



Re-imagining fuel for growth



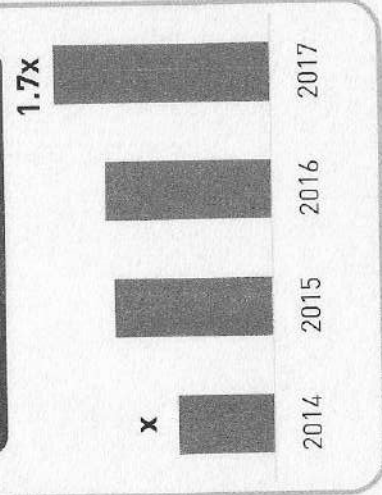
Re-imagining culture of the organisation



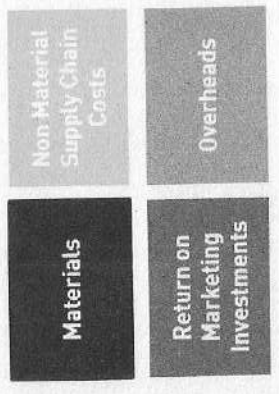
# GENERATING FUEL FOR GROWTH BY CONSTANT REINVENTION



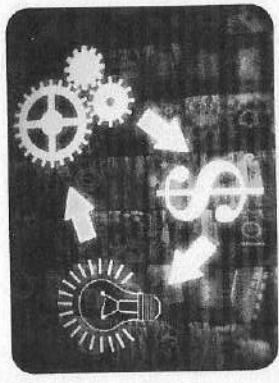
Savings as a % of Turnover



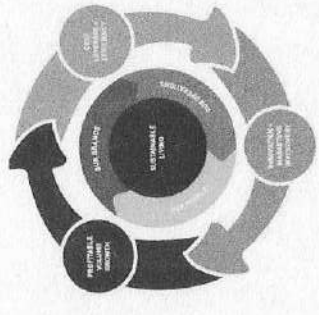
End-to-end cost focus



Leveraging Technology



Investing back into virtuous cycle of growth



Powered by

# RE-IMAGINING HUL



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Re-imagining our structure



Re-imagining our portfolio



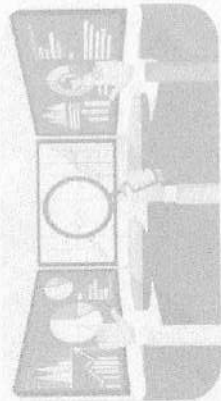
Re-imagining magic in marketing



Re-imagining our trade channels



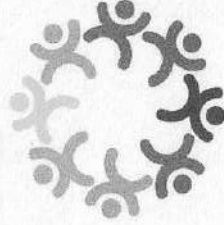
Re-imagining the value chain



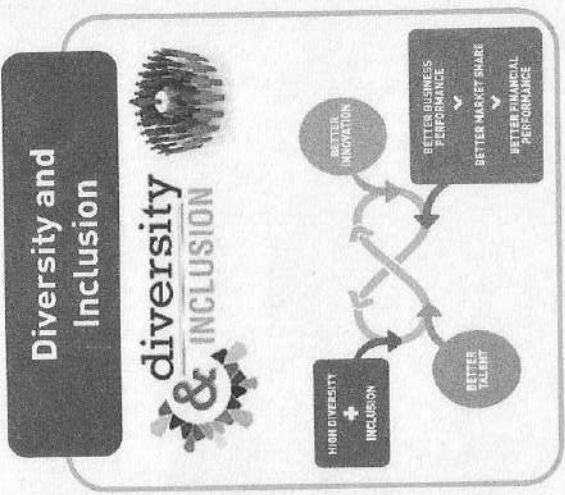
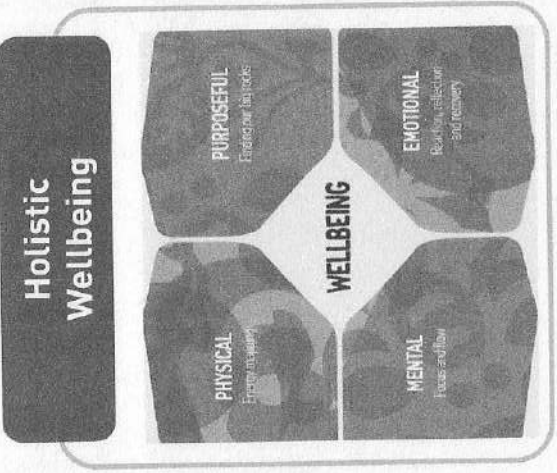
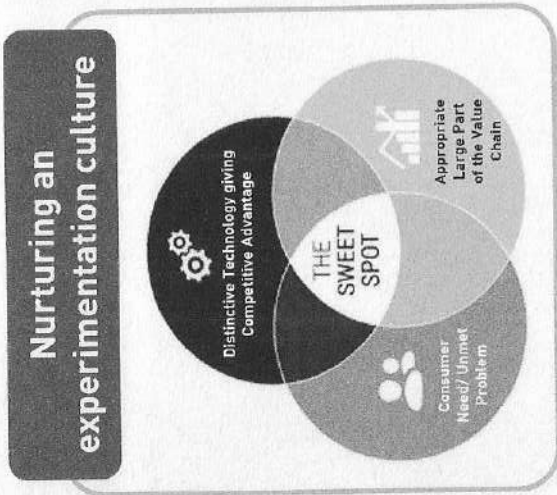
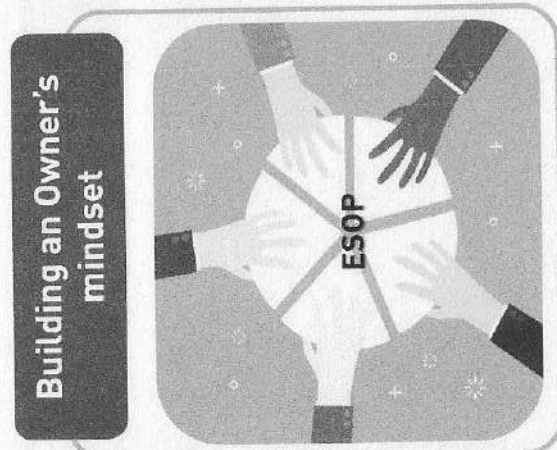
Re-imagining fuel for growth



Re-imagining culture of the organisation



# BRINGING AN ORGANIZATION WIDE CHANGE





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**WHILE WE RE-IMAGINE HUL, WHAT WE  
WILL NOT CHANGE IS  
OUR PURPOSE & VALUES**



# UNILEVER SUSTAINABLE LIVING PLAN



## Health & Wellbeing

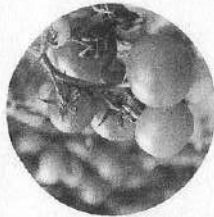


**>67 million people** reached -  
Lifebuoy Handwashing  
Programme

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

**~1.1 million people** impacted  
through Dometx Toilet Academy

## Sustainable Sourcing



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



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

## Water Conservation

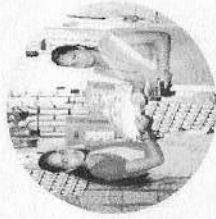


**450 billion litres**  
of water potential  
created



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Hindustan Unilever Foundation

## Enhancing Livelihoods



**80,000+** Shakti  
entrepreneurs  
network

**1.7 million people**  
benefitted



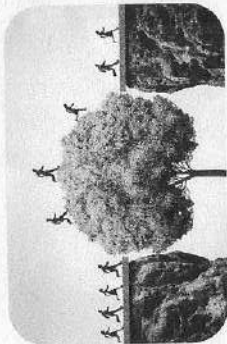
Over **420,000**  
people trained



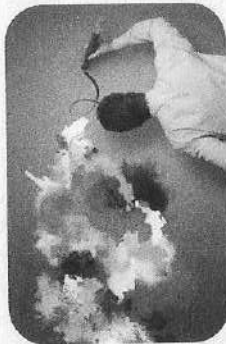
**200,000 women**  
enrolled



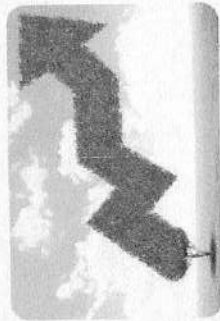
# IN SUMMARY



The external context is fast evolving and FMCG in India continues to be an immense opportunity



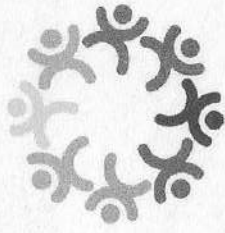
The new structure (WIMI, CCBTs) has made HUL more agile and resilient



Focused on delivering consistent, competitive, profitable and responsible growth



Leveraging technology to re-imagine our ways of working across the value chain



Building capabilities and re-imagining our culture to be future ready

**Our purpose and values remain unchanged**

**THANK YOU**

For More Information

**VISIT OUR WEBSITE**

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



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