



Hindustan Unilever Limited

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

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

26th February, 2018

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

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 Kotak Investor Conference today.

You are requested to take the above information on record.

Thanking You.

Yours faithfully,
For Hindustan Unilever Limited

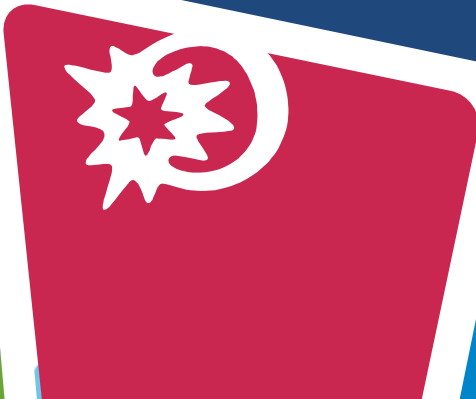


Dev Bajpai
Executive Director (Legal & Corporate Affairs)
and Company Secretary
DIN: 00050516

HINDUSTAN UNILEVER LIMITED

KOTAK INVESTOR CONFERENCE | 26 FEB'18

Sanjiv Mehta, CEO & MD



Hindustan Unilever Limited

FMCG: A PARADOX; LASTING STABILITY & CONTINUOUS CHANGE



Hindustan Unilever Limited

**Agile & fast, but rooted
in purpose**



**One India, still
heterogeneous**



**Changing consumer
habits, but search for
authenticity**



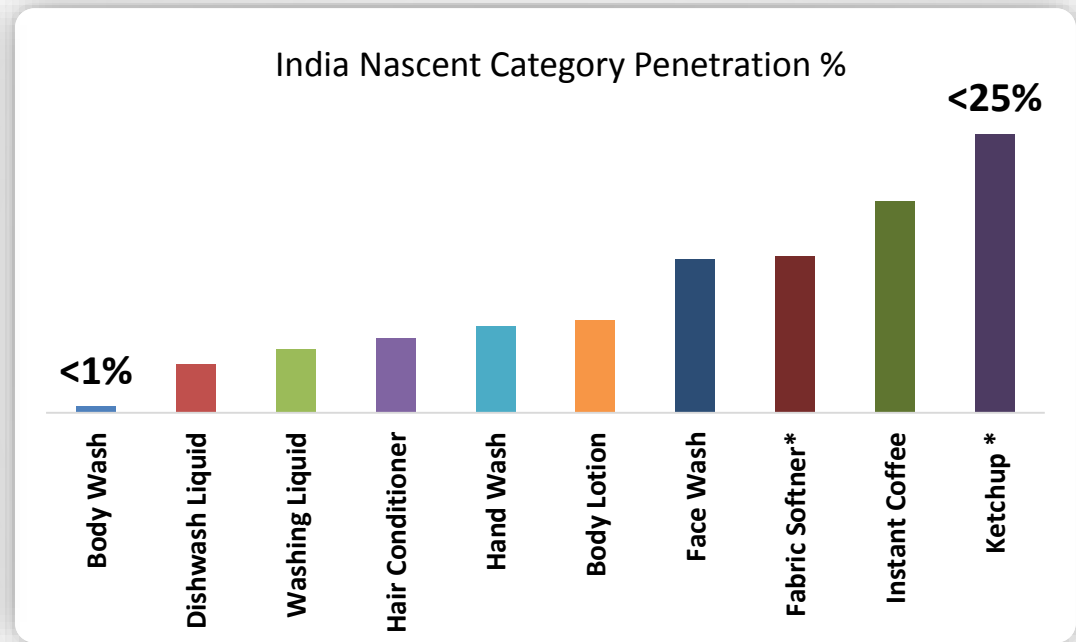
**Disruption in channels,
but GT to remain
dominant**



Reimagine 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

WHILE WE PRODUCE PRODUCTS FOR MASS CONSUMPTION...

NONE OF THE FMCG CATEGORIES THAT WE OPERATE IN ARE MATURE



HUGE HEADROOM TO PREMIUMIZE

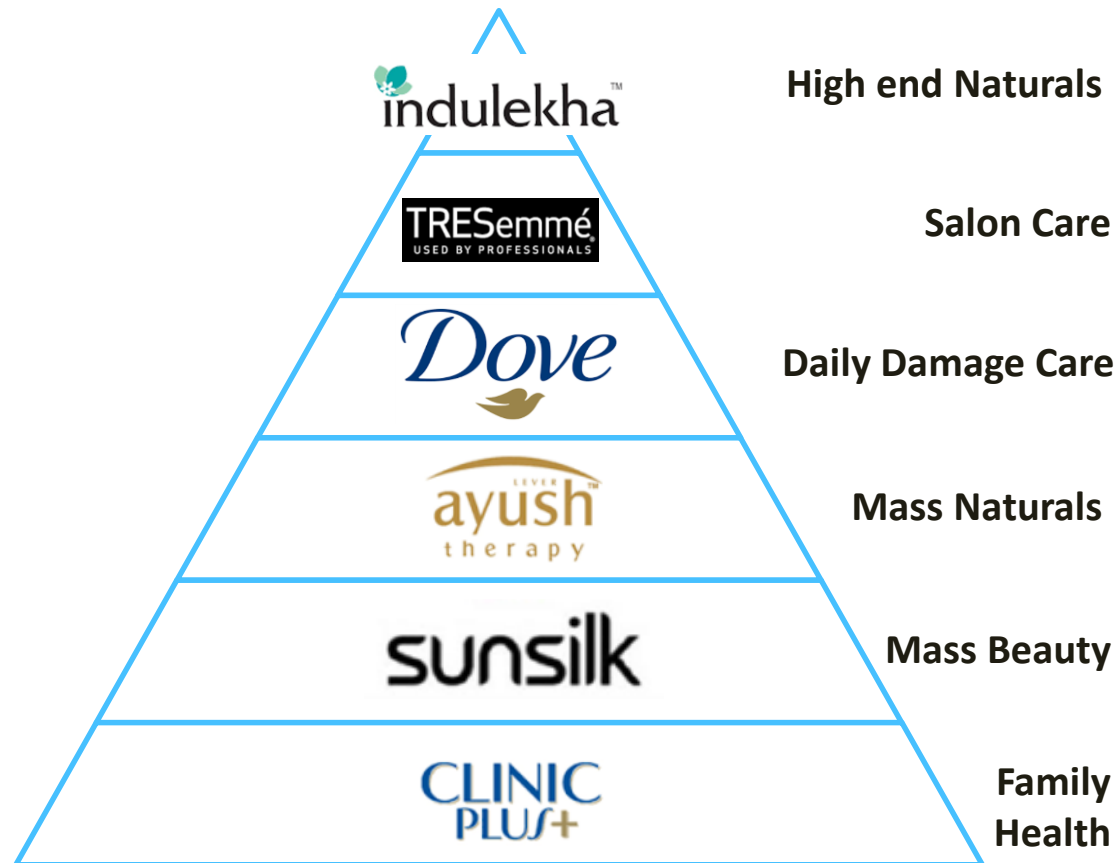
Only 1 in 10 washes uses a HUL Premium laundry powder



Huge scope for premiumization



STRADDLING PRICE BENEFIT PYRAMID



Indulekha Hair Oil
Rs. 432

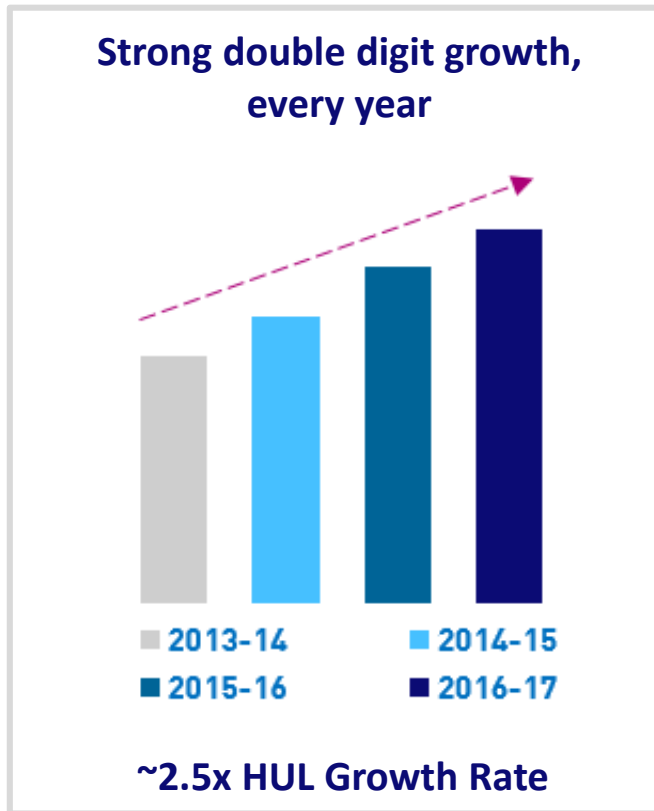


Clinic Plus sachet
Re. 1

HUL THRUST: BUILDING CATEGORIES OF THE FUTURE

MARKET DEVELOPMENT

How these low penetrated categories have evolved over the years



THE CONTINUOUS CHANGE IS A FUNCTION OF...

Evolving global changes



Constantly changing India



Constantly evolving consumer trends



Changes in ways of doing business



THE GLOBAL ARENA IMPACTING THE FMCG SECTOR



THE WORLD AROUND US IS CHANGING



Hindustan Unilever Limited



GLOBAL EVOLVING CHANGES

Technology Disruption



Climate extremities



Malnutrition

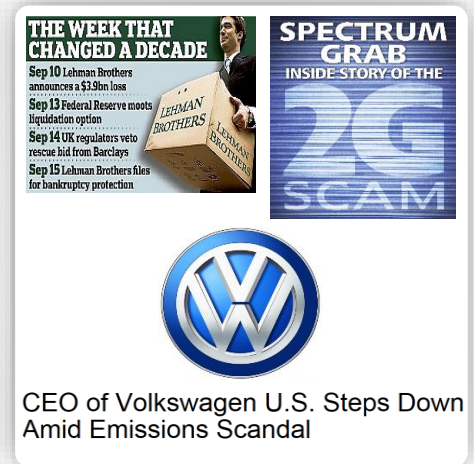


Undernutrition contributes to nearly half of all deaths in children under 5

Disparity of Income

~9% population own ~86% of the global wealth

Trust deficit



**IN THIS TRUST DEFICIENT ENVIRONMENT,
PURPOSE BECOMES INCREASINGLY RELEVANT.**

HOW IS HUL LIVING ITS PURPOSE?



BUILDING BRANDS WITH PURPOSE



Hindustan Unilever Limited



BUILDING BRANDS WITH PURPOSE

WATER CONSERVATION



Hindustan Unilever Limited

HUL: Market Leader in Laundry



But, in a water stressed India



So what are we doing?



BUILDING BRANDS WITH PURPOSE

TASTE OF TOGETHERNESS



Hindustan Unilever Limited

"Good Tea unites good company, exhilarates the spirits, opens the heart, banishes restraint from conversation and promotes the happiest purposes of social intercourse."

- Arthur Brooke



UNILEVER SUSTAINABILITY LIVING PLAN (USLP)

DOING WELL BY DOING GOOD

Enhancing livelihoods



Swachh Aadat Swachh Bharat



Water conservation



Sustainable sourcing



Weaving the Sustainability Agenda across the business

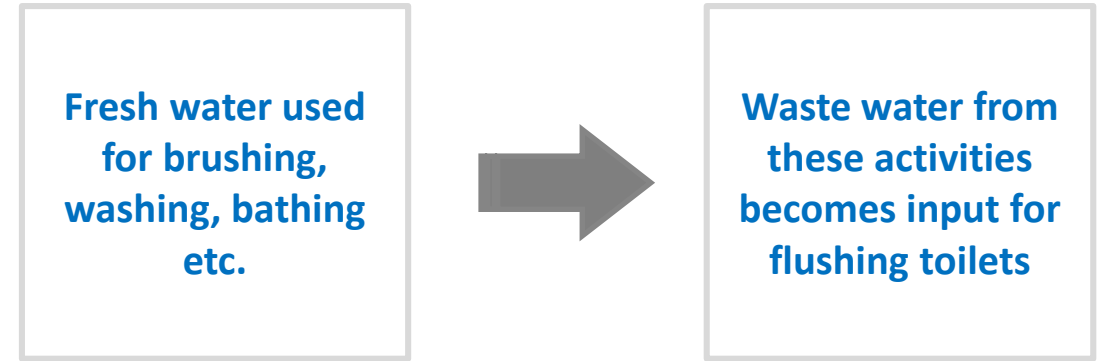
SUVIDHA CENTRE LAUNCHED

URBAN WATER HYGIENE & SANITATION COMMUNITY CENTRE



ADDRESSING THE HYGIENE NEEDS OF LOW INCOME URBAN HOUSEHOLDS

Circular economy principle used to reduce water usage



HINDUSTAN UNILEVER FOUNDATION

Water Conservation



>400 billion litres*
Cumulative and Collective Potential

Crop Yield



>650,000 tons*
Cumulative Annual Agriculture
Production

Person Days Generated



>5 million*
Cumulative Person Days Generated



PARTNERING WITH THE GOVERNMENT ON GST

Objective: Ensure end consumer gets entire benefit from GST rate reduction with least disruption in trade

1st July'17: Price drops/ grammage increases

While Output taxes decreased in some categories, they also increased in some



- First secondary invoice at 12:08 am on 1st July
- Payments from the 1st working day
- HUL systems working normally from Day 1

15th November'17: Price drops/ grammage increases

Output tax changes saw a decrease across multiple categories



- MRP reductions/ increase in grammage in ~ 800 SKUs
- Extensive visibility in newspapers and in more than 10 languages

GST: PROACTIVE STEPS TAKEN TO PROTECT CONSUMER INTEREST



Hindustan Unilever Limited

Passing on benefits to consumers



Voluntary steps taken to preserve consumer value

Chairman, CBEC to HUL: “I commend your proactive approach in partnering with the Department in its endeavor to make sure that the benefits of the landmark indirect tax reform i.e. GST accrue to the consuming public at large....”

INDIA IS ON THE MOVE...



THE NEW INDIA

Millennials



Urbanization & Affluence



Changing Family Dynamics



From Scarcity to Abundance



Mobile & Internet



Regulatory



IN THIS NEW INDIA, RURAL IS A BIG OPPORTUNITY



PER CAPITA FMCG CONSUMPTION

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

**HOWEVER, THIS CHANGE IS NOT UNIFORM ACROSS INDIA;
THERE IS NO ONE INDIA**



INDIA IS A HETEROGENEOUS COUNTRY

Many Indias

Geographical Size

29 States

Diversity

1652 Languages
8 Major religions

Affluence

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

**External
Heterogeneity**

Market segmentation

Beauty Mkt in North
= 2 x National Avg

**Varying Market Share
positions**

Market share in
adjacent states also not
the same

Local Competition

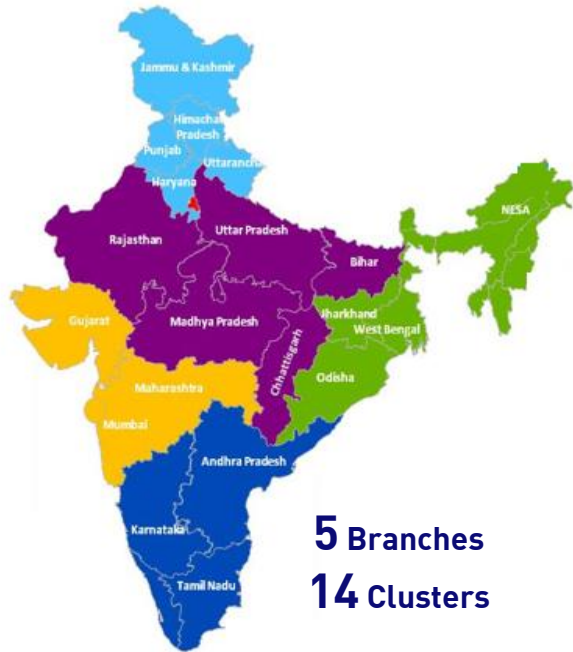
Avg. ~30% locals across
categories

HUL STRATEGY: WINNING IN MANY INDIAS

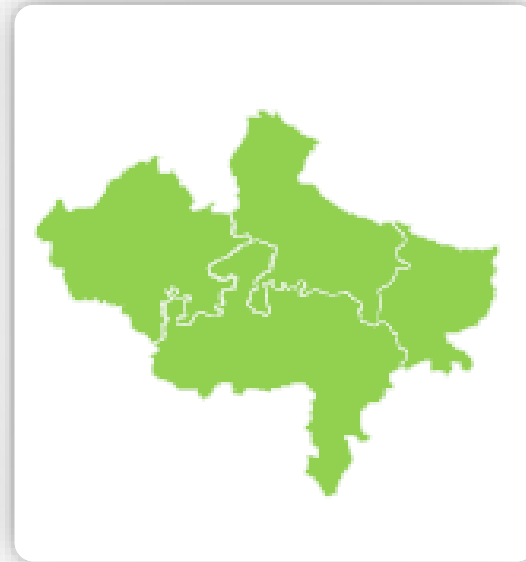
TURBOCHARGING GROWTH WITH AGILITY



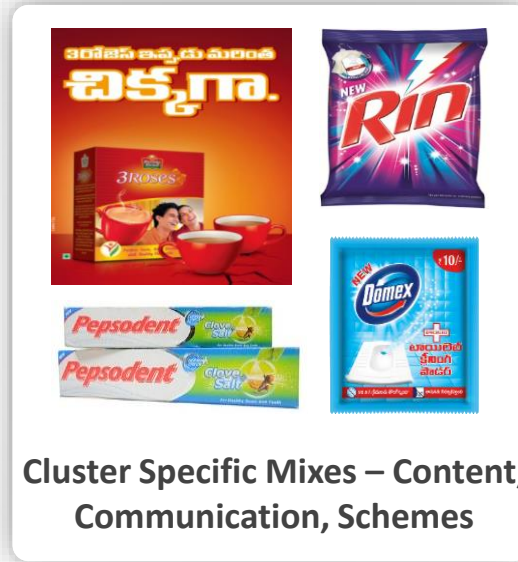
Hindustan Unilever Limited



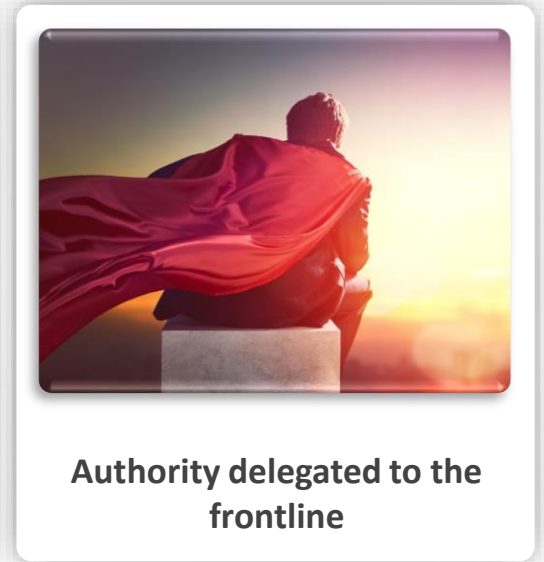
Central India



Pricing, Product Adaptation



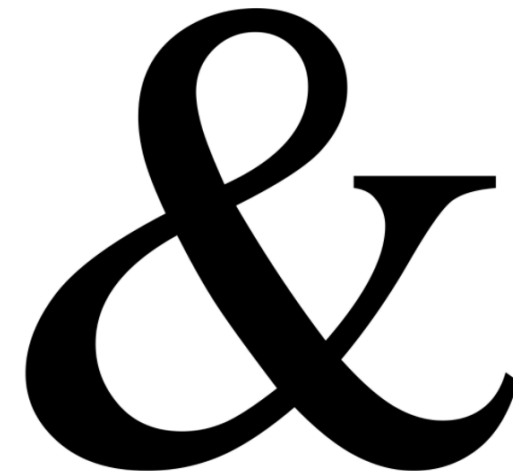
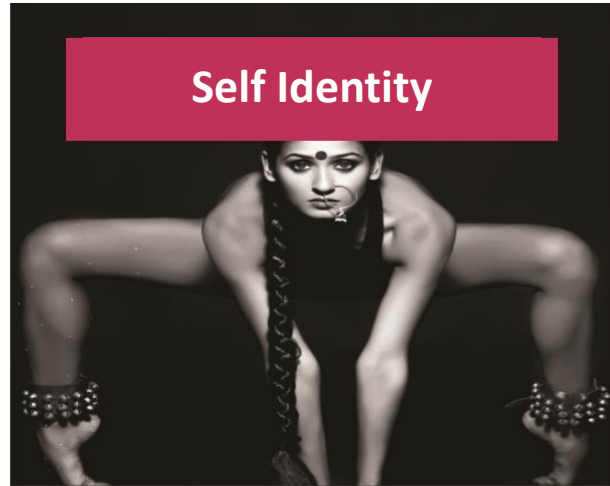
Empowerment



**THIS CHANGING INDIA IS LEADING TO THE
EVOLUTION OF CONSUMER TRENDS AS WELL**



RECENT CONSUMER TRENDS



ALLURE OF AUTHENTICITY

Renewed connect with
traditions, nature and
authentic values

MANIFESTATIONS

DISILLUSIONMENT
with a globalised
template of modernity

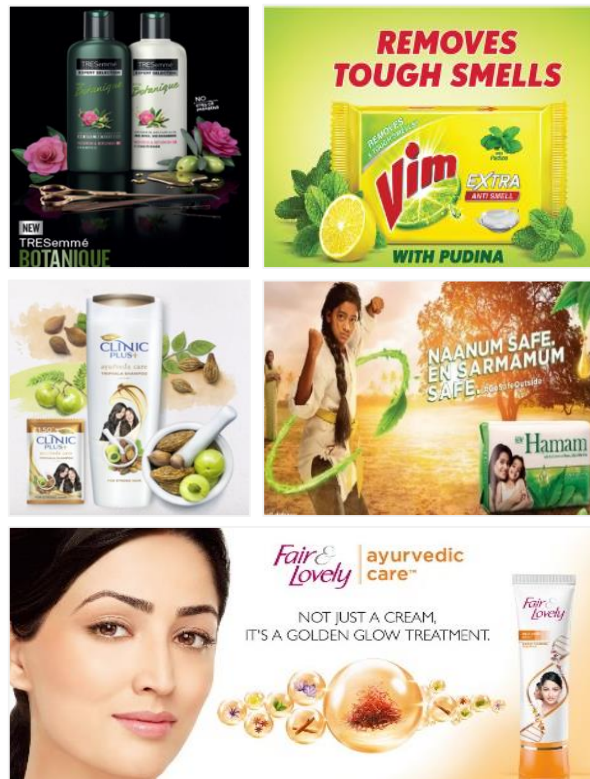
**SEARCH FOR
ONE'S ROOTS**
The revival of
tradition, history
and mythology

PROUD OF LOCAL
Celebrating both the
style and the substance
in the local

RETURN TO NATURE
A quest for a more
natural and authentic
way of living

THIS HAS LED TO THE NATURALS TREND

Within existing portfolio



NEW TRESemmé **BOTANIQUE**

REMOVES TOUGH SMELLS
Vim EXTRA
 WITH PUDINA


CLINIC

NAANUM SAFE, EN SARMAMUM SAFE

Hamam

Fair & Lovely | ayurvedic care™
 NOT JUST A CREAM, IT'S A GOLDEN GLOW TREATMENT.

Building a master brand



TURMERIC

SAFFRON

NEEM

CLOVE

COW'S GHEE

CARDAMOM

ROCKSALT

SHIKAKAI

LEVER™
ayush
 Choose #SahiAyurveda

Building specialist brands



Citra

Nature's Best kept secrets for healthy glowing skin

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

NEW

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

indulekha®
 Bringha Hair Cleanser

**WITH TECHNOLOGY & EVOLVING CONSUMERS,
EVEN THE WAYS OF DOING BUSINESS ARE SEEING A CHANGE**



EVOLVING CHANNELS

Strengthening the existing channels



Wholesale



General Trade



Drug-pharmacy & beauty

Building channels of the future



Modern Trade



E-Commerce



Shares & Profitability in E-Commerce > Modern Trade > General Trade

PARTNER OF CHOICE ACROSS CHANNELS

Although, Growth in E-Commerce > Modern Trade > General Trade

Each channel has a different role to play

- **Wholesale:** Width of distribution
- **General Trade:** Accessibility at arms reach of desire
- **Modern Trade:** Building brands in-store
- **E-Commerce:** Assortment & Convenience

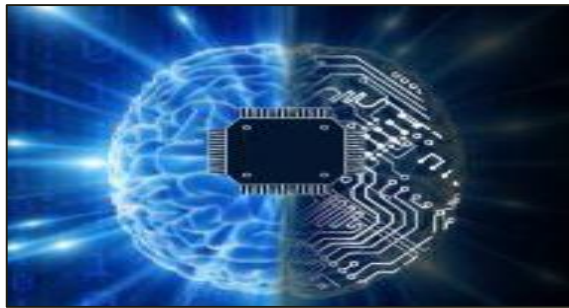
All channels will remain relevant



In a country of ~6 LAC villages & 9 MN Outlets,
GT even after 10 years,
will remain an important channel

HUL THRUST: BUILDING A FUTURE PROOF GT CHANNEL

Technology

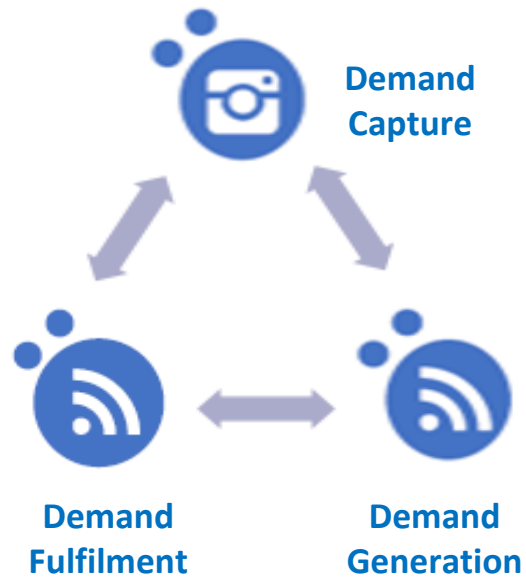


What to sell to the store



Tailor made Assortment for 'every' store

Differentiated approach



Upskilling the talent



Training

Development



Increase retention

Stay Strong & relevant using technology & science of retailing

HUL THRUST: POWERING LOCAL KIRANA STORES



The screenshot shows the Humara Shop website interface. At the top, there is a navigation bar with links for 'Welcome Guest', 'Track Order', 'Login', 'New user', and 'My Cart (0)'. Below this is a search bar with the placeholder text 'Enter Keyword' and a 'Search' button. The main header features the 'Humara Shop' logo with the tagline 'Your Local Kirana, now online'. A dark navigation bar contains categories: 'Grocery & Staples', 'Fruits & Vegetables', 'Branded Foods', 'Beverages', 'Personal Care', 'House Hold', 'Bread Dairy & Eggs', and 'Imported & Gourmet'. A red 'OFFER ZONE' button is on the right. The main content area is a large banner for 'Oral Care' featuring 'Closeup' and 'Pepsodent' products. The banner text reads 'Oral Care Offers upto 20% Off*' and includes a 'Shop Now' button. To the right of the banner is a shopping bag icon with a percentage sign and a red 'OFFER ZONE' button. At the bottom of the banner, there are three icons with text: a storefront icon for 'YOUR TRUSTED KIRANA NOW ONLINE', a percentage sign for 'EXCLUSIVE ONLINE DEALS', and a delivery truck icon for 'FREE DELIVERY AT YOUR DOOR'.

Local Kirana Stores... Now Online!

AND SINCE CHANGE IS THE NEW CONSTANT,

‘THE BIG WILL NOT BEAT THE SMALL ANYMORE.

IT WILL BE THE INNOVATIVE & FAST, BEATING THE SLOW & MEDIOCRE’



HUL THRUST: UNLEASHING ENERGY OF THE ORGANISATION

FASTER, MORE CONSUMER & CUSTOMER CENTRIC, FUTURE PROOFED HUL



15 CROSS FUNCTIONAL **CCBTs** : GLOBAL – LOCAL BRAND COMMUNITIES

Consumer & Customer Centric



Bigger & faster innovations



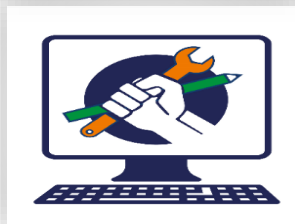
Speed of execution



TECHNOLOGY KEY, BUT JOB CREATION IMPERATIVE TO REAP DEMOGRAPHIC DIVIDEND

Job and skill deficit

India



1 million jobs need to be created every month

What is HUL Doing?

Shakti



80,000 Shakti Ammas
48,000 Shaktimaans
empowered through Project Shakti

SUMMARIZING THE PARADOXES

**Agile & fast, but rooted
in purpose**



**One India, still
heterogeneous**



**Changing consumer
habits, but search for
authenticity**



**Disruption in channels,
but GT to remain
dominant**

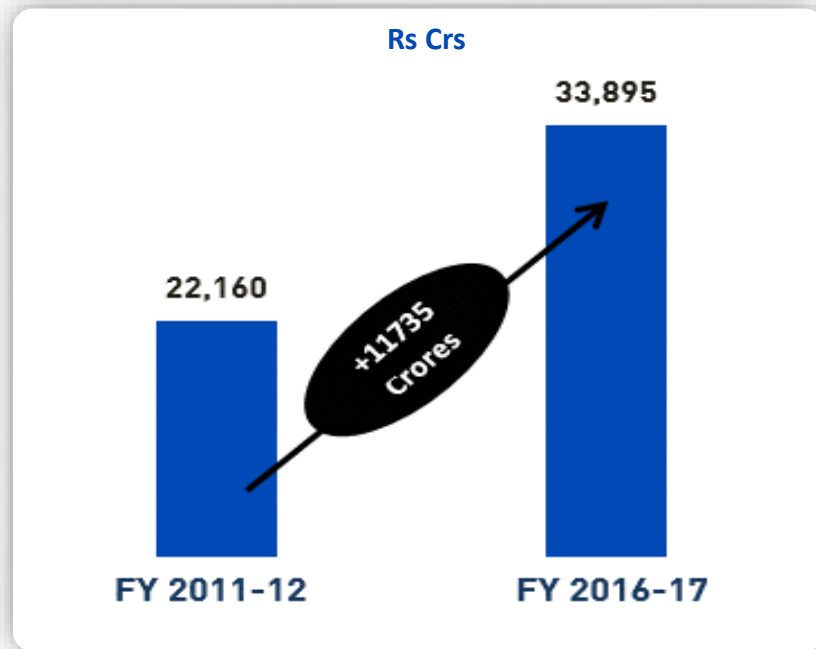


HUL: OVER THE LAST 5 YEARS



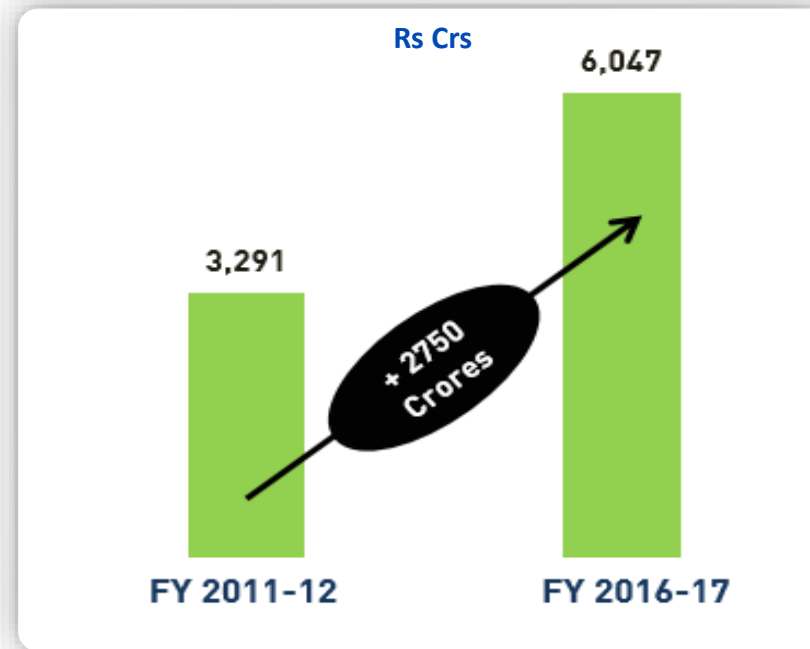
OUR LONG TERM PERFORMANCE

Net Sales



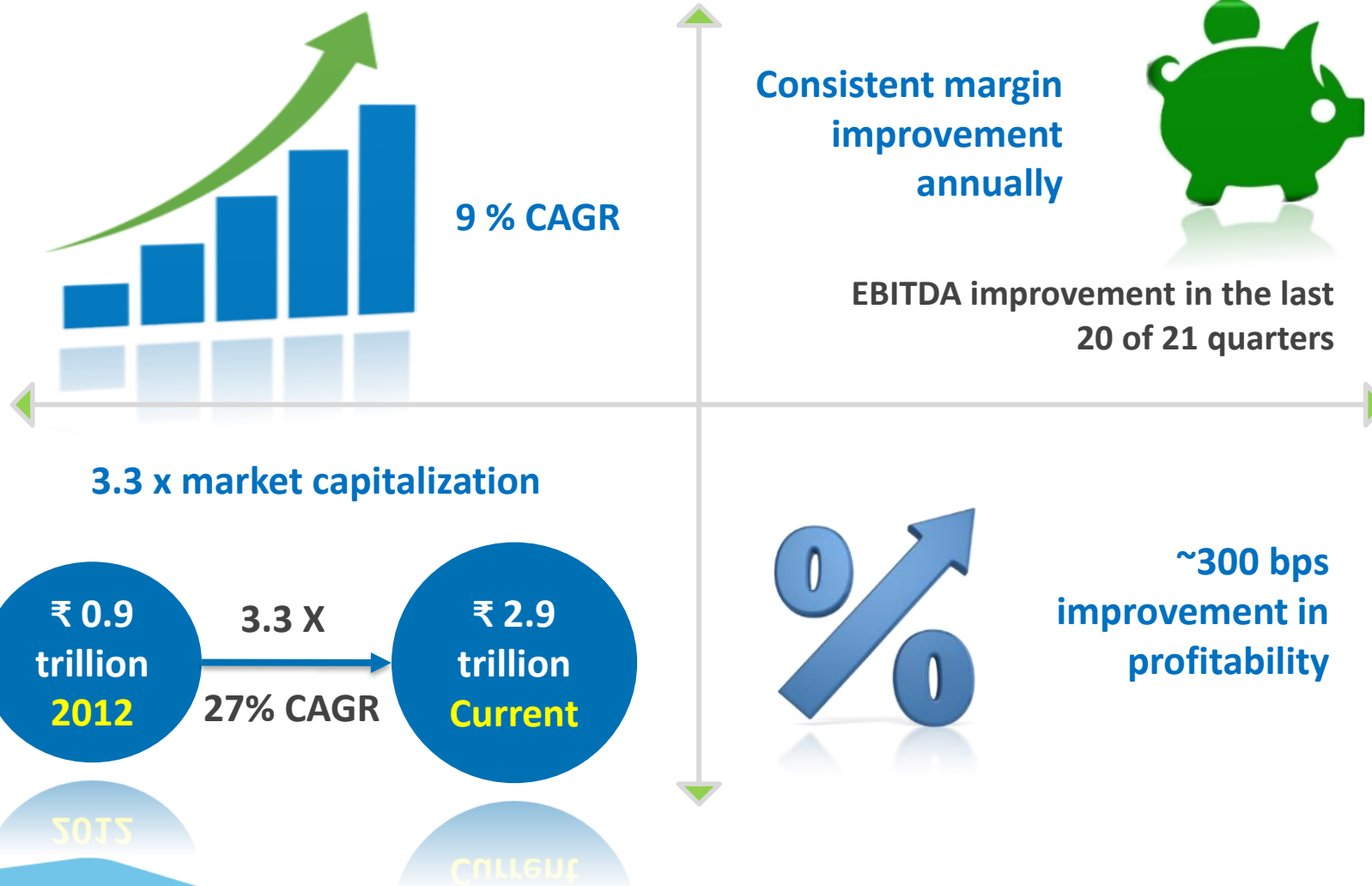
~ Rs. 12,000 Crores added

EBITDA



~EBITDA 1.8X

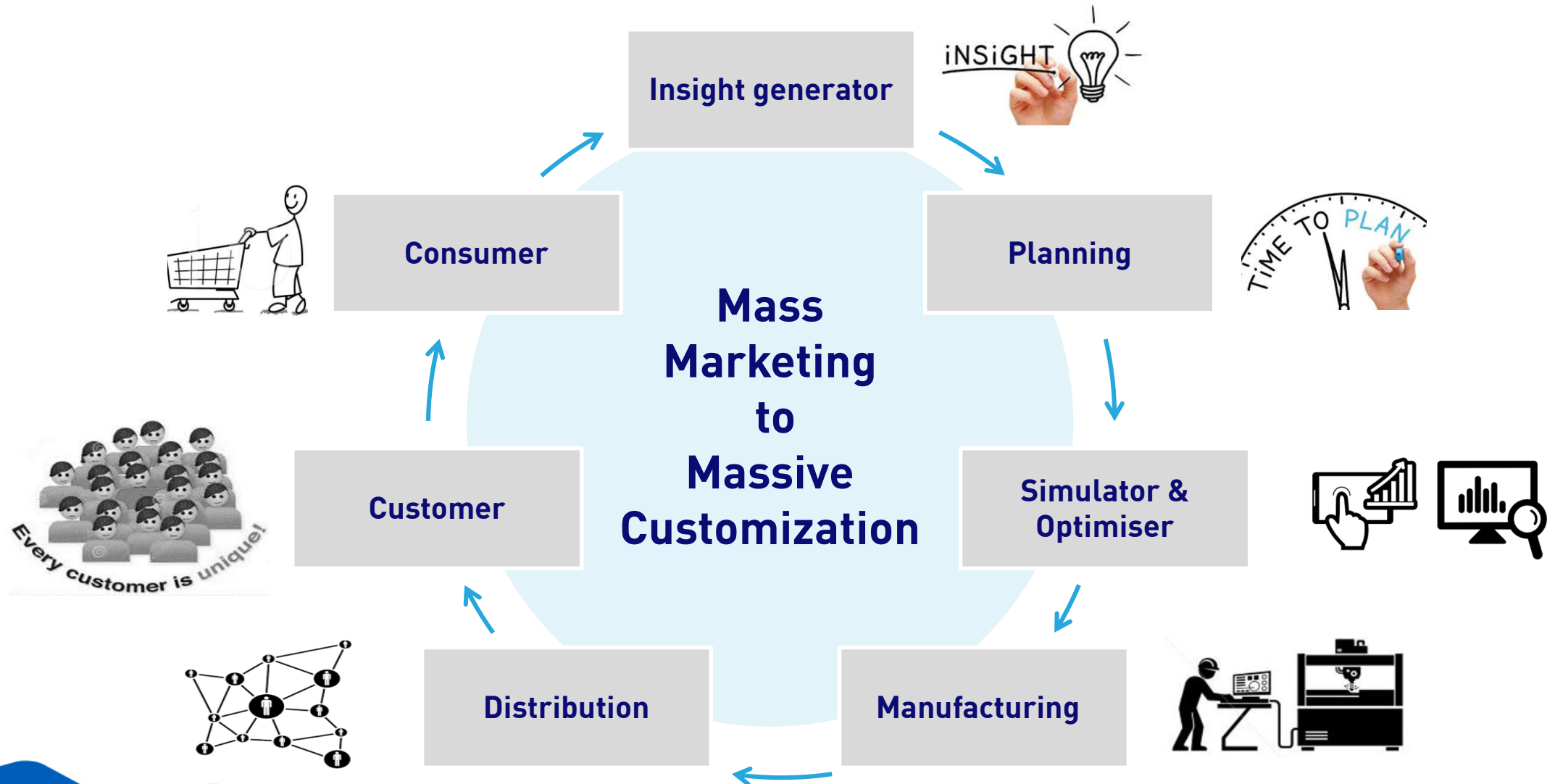
STRATEGY ON TRACK & DELIVERING



**IN LIGHT OF ALL THESE CHANGES,
REIMAGINING HUL OF THE FUTURE**



DIGITIZING HUL ACROSS THE VALUE CHAIN



MULTIPLE KEY PROJECTS DEPLOYED

Insight Generator

- Livewire: Real time data analytics

Planning

- Customized serving
- Shorter & Flexible planning cycle

Simulator & Optimiser

- Innovation analytics

Manufacturing

- Mass Customization
- Digital Factories

Distribution

- Automated warehousing

Customer

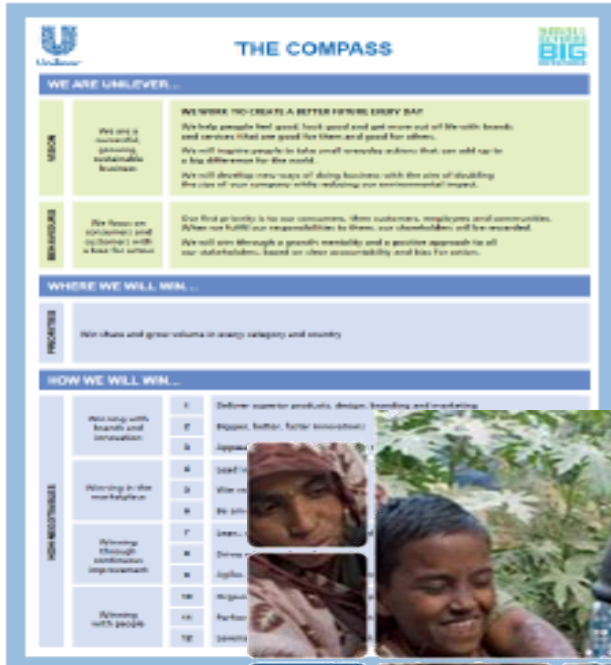
- Automation in GT
- Efficient on time last mile fulfilment

Consumer

- PRM
- Sampling & remarketing

Startup Mindset: Learn, Build, Measure, Scale

WINNING DECISIVELY



THE COMPASS

WE ARE UNILEVER...

VISION
We are a successful, growing, sustainable business.

WE WANT TO CREATE A BETTER FUTURE EVERY DAY
We help people feel good, look good and get more out of their brands and services that are good for them and good for others. We will require growth to take small everyday actions that can add up to a big difference for the world. We will develop new ways of doing business with the aim of doubling the size of our company while reducing our environmental impact.

MISSION
We focus on customers and solutions with a bias for action.

Our first priority is for our customers, then customers, employees and communities. When we fulfill our responsibilities to them, our shareholders will be rewarded. We will aim through a growth mentality and a positive approach to all our stakeholders, based on clear accountability and bias for action.

WHERE WE WILL WIN...

PRIORITY
Win share and gross volume in every category and country.

HOW WE WILL WIN...

WINNING WITH BRANDS AND INNOVATION	1	Define superior products, design, branding and marketing.
	2	Engage better, faster innovation.
	3	Improve.
	4	Build.
WINNING IN THE MARKETPLACE	5	Win on.
	6	Be an.
	7	Learn.
	8	Drive.
WINNING THROUGH CONTINUOUS IMPROVEMENT	9	Apply.
	10	Improve.
	11	Partner.
	12	Learn.
WINNING WITH PEOPLE	13	Engage.
	14	Partner.
	15	Learn.
	16	Learn.



- 1 **Winning with brands and innovation**
- 2 **Winning in the marketplace**
- 3 **Winning through continuous improvement**
- 4 **Winning with people**
- 5 **Unilever Sustainable Living Plan**

**4G Growth:
Consistent, Competitive, Profitable, Responsible**

THANK YOU

FOR MORE INFORMATION

HUL Annual Investor Meet 2017

HUL's Annual Investor Meet 2017 will be held on 2nd June 2017, Friday, at the HUL Head Office in Mumbai

[> View more](#)



WINNING DECISIVELY

ANNUAL INVESTOR MEET | 2 JUNE 2017

Sanjiv Mehta, CEO & MD

VISIT OUR WEBSITE

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