



# 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

1st June, 2017

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 30th May, 2017, intimating the Investor presentation, we are enclosing herewith the presentation shared with the Investors at the Meeting today i.e. 1st June, 2017.

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

Thanking You.

Yours faithfully,

**For Hindustan Unilever Limited**

**Dev Bajpai**

Executive Director (Legal & Corporate Affairs)  
and Company Secretary

DIN: 00050516

AM



# WINNING DECISIVELY

CITI INDIA INVESTOR CONFERENCE | 1 JUNE 2017

Sanjiv Mehta, CEO & MD



Hindustan Unilever Limited

# SAFE HARBOUR STATEMENT

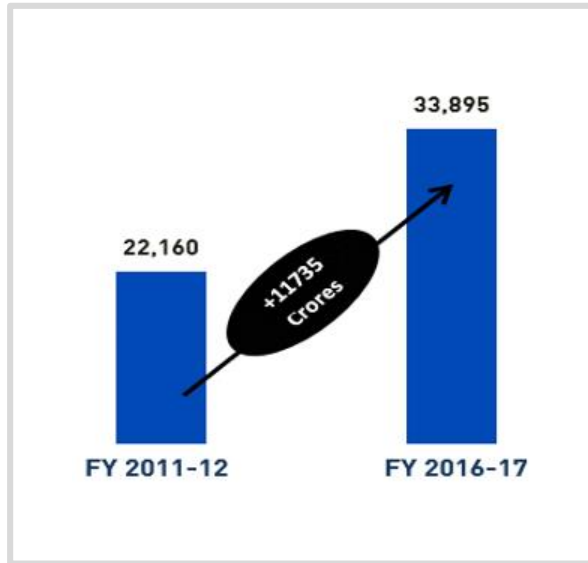


Hindustan Unilever Limited

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.

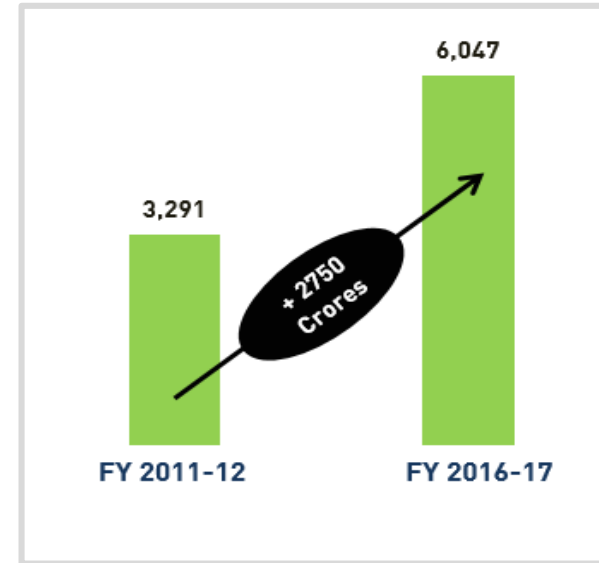
# HUL – PERFORMANCE - LAST 5 YEARS AT A GLANCE

## Net Sales



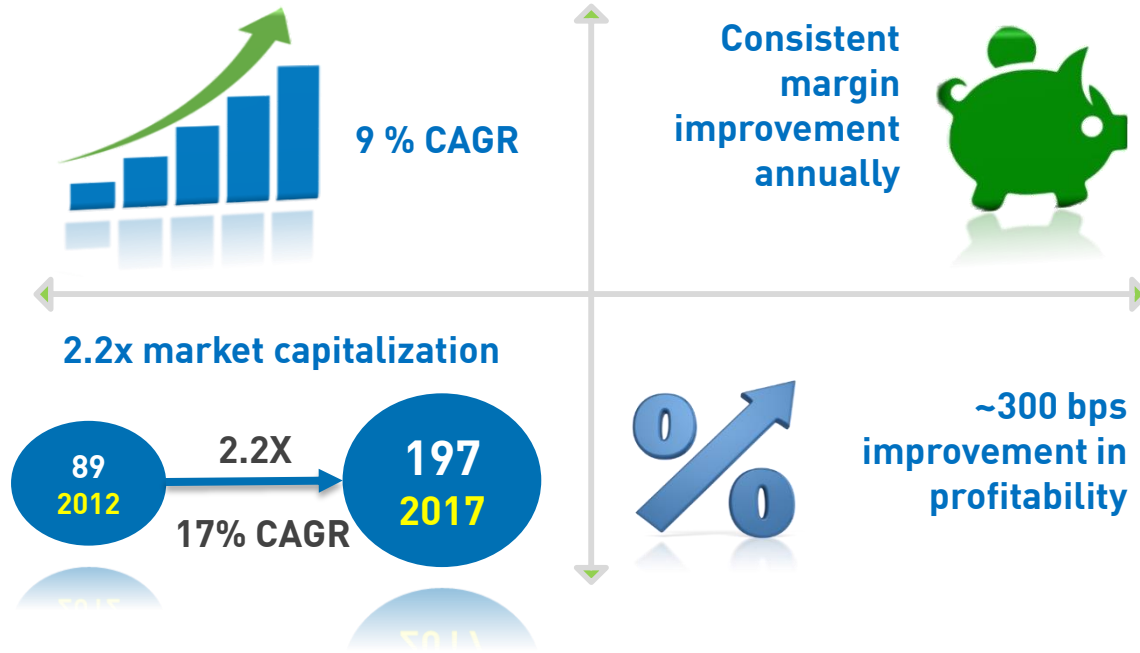
~12,000 Crores added

## EBITDA



EBITDA ~ doubled

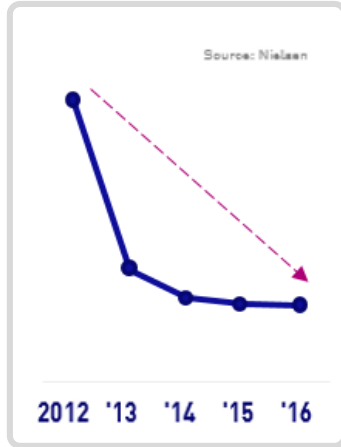
# STRATEGY ON TRACK AND DELIVERING IN LAST 5 YEARS



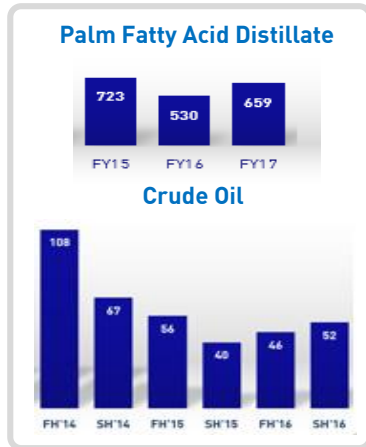
**Consistent, Competitive, Responsible, Profitable Growth delivered**

# FY 2016-17: CHALLENGING ENVIRONMENT

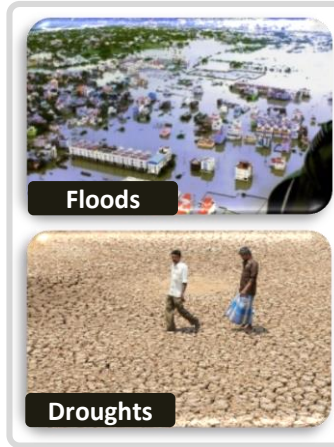
## Subdued Consumer markets



## Volatile Commodity costs



## Climate Extremities



## Demonetization



## Rural growth yet to recover



Yet Resilient Performance Delivered: 4% USG; 1% UVG; +38 bps EBITDA margin

# CONTINUING TO BUILD BIGGER BRANDS & WINNING WITH CONSUMERS

19 BRANDS > 500 crores

6 Rs. 2000 CR + BRANDS



5 Rs. 1000 CR + BRANDS



8 Rs. 500 CR + BRANDS



7 BRANDS feature in 'Top 20 Most Trusted Brands' 2016 edition



# RETAINING TOP EMPLOYER POSITION

Employer of Choice



6<sup>th</sup> YEAR in a row

#1 Employer



Mid Career recruits &  
Women

Dream Employer



8<sup>th</sup> YEAR in a row



# HUL: WINNING DECISIVELY



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# WE REMAIN OPTIMISTIC ON THE INDIA GROWTH STORY



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India stands to become one of the largest growth engines in the world, according to research in a new **McKinsey Global Institute(MGI)** report

-September 2016

India's fastest growing economy tag faces no risk from China anytime soon, confirms the **IMF**

-April 2017

The Indian economy will see an over three-fold expansion at USD 7.25 trillion by 2030 and clock an average growth rate of 8 per cent over the next 15 years: **Niti Aayog**

-April 2017

India will be fastest-growing economy for coming decade: **Harvard** researchers

-January 2016

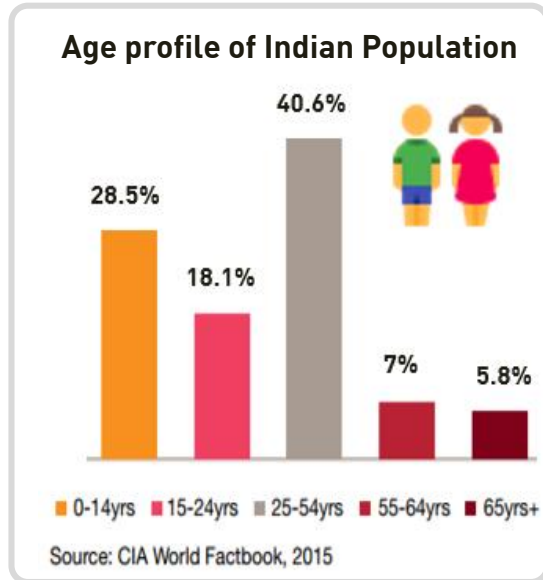


India to surpass Germany as 4th largest economy by 2022, but hard work ahead: **IMF**

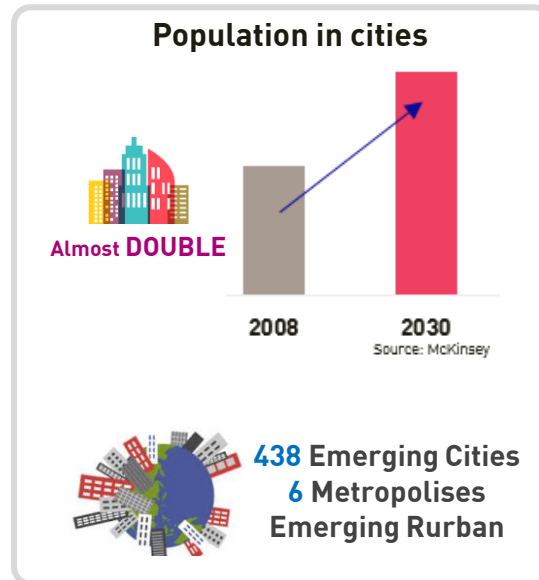
-April 2017

# AND POSITIVE ON MID-LONG TERM OUTLOOK FOR FMCG

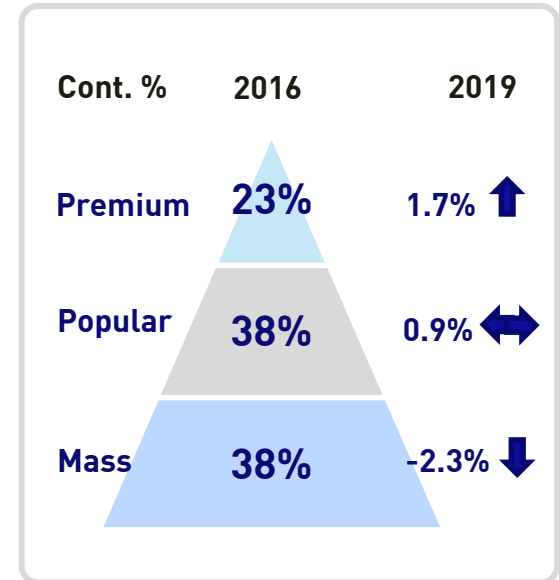
## Millennials



## Increasing Urbanization

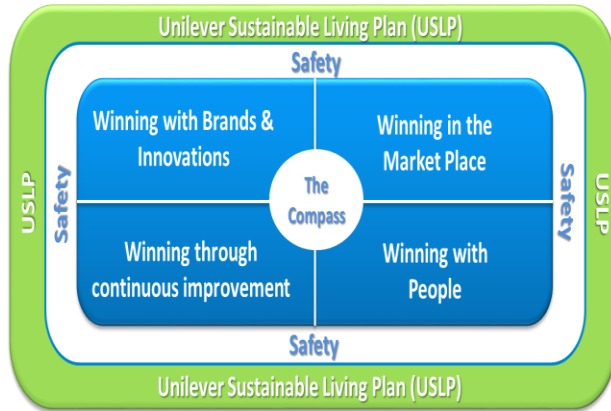


## Premiumisation



# OUR STRATEGY REMAINS UNCHANGED

## A Compelling Framework



## A Model Which Works



## A Clear Set of Goals

- Consistent **Growth**
- Competitive **Growth**
- Profitable **Growth**
- Responsible **Growth**

# WINNING DECISIVELY

**THE COMPASS**

**WE ARE UNILEVER...**

**VISION**  
 We are a successful, growing, sustainable business.

**WE THINK "NO ONE IS A BETTER FINDER EVERY DAY"**  
 We help people that spend, live good and move out of the world, brands and services that are good for them and good for others.  
 We will inspire people 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 partners 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 win through a growth mindset and a positive approach to all our stakeholders, based on clear accountability and bias for action.

**WHERE WE WILL WIN...**

**PROFIT**  
 We share and grow volume in every category and country.

**HOW WE WILL WIN...**

**CHALLENGES**

Winning with brands and innovation	1	Deliver superior products.
Winning in the marketplace	2	Maximize market share.
	3	Improve customer experience.
	4	Improve operational efficiency.
Winning through sustainable improvement	5	Improve through sustainable improvement.
	6	Improve with people.



- 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**



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# WINNING WITH BRANDS & INNOVATION

# KEY THRUSTS

## Strengthening the core



## Building brands with purpose



## Innovating across the portfolio



## Market Development



## Addressing needs of all consumers



## Strengthening Naturals



## Magic and craftsmanship



# STRENGTHENING THE CORE



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Surf Excel



Lux



Red Label



Kissan



Vim



Dove





# BUILDING BRANDS WITH PURPOSE



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Rin and Brooke Bond

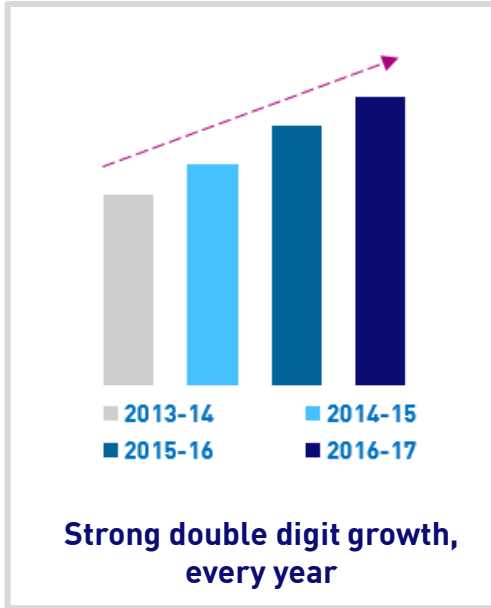
# INNOVATING ACROSS THE PORTFOLIO



# MARKET DEVELOPMENT

## BUILDING CATEGORIES OF THE FUTURE

How these categories have evolved over the years



# ADDRESSING NEEDS OF ALL CONSUMERS



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Only 1 in 10 washes uses a HUL Premium laundry powder



Huge scope for premiumization



Democratizing trends across core, while driving premiumization

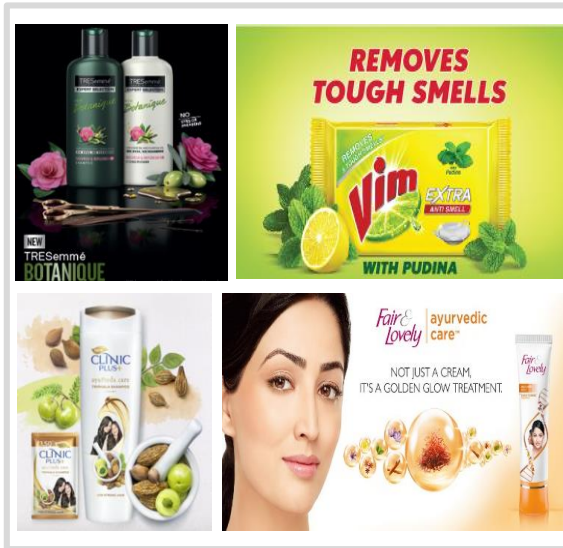
# ADDRESSING NEEDS OF ALL CONSUMERS



Democratizing trends across core, while driving premiumization

# STRENGTHENING NATURALS

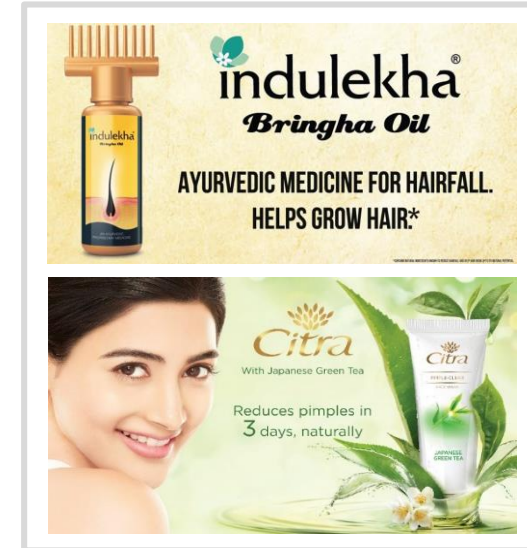
## Within Existing Brands



## Building Master Brands

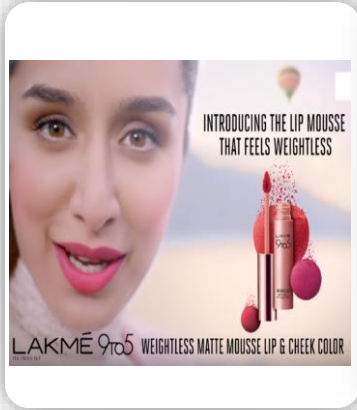


## Building Specialist Brands

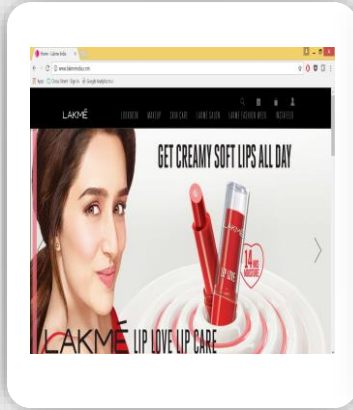


# MAGIC & CRAFTSMANSHIP WITH DIFFERENTIATED CONTENT

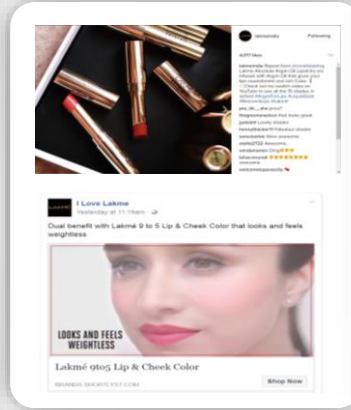
## Television



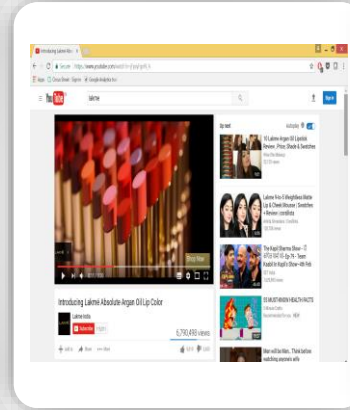
## Website



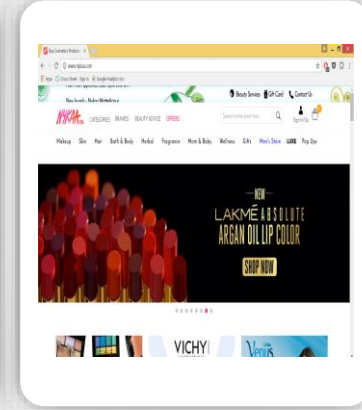
## Social Media



## Digital video



## E-Commerce



# MAGIC & CRAFTSMANSHIP

## WITH DIFFERENTIATED CONTENT



PRM +  
Online Behaviour +  
FB Look Alikes



**250K**  
Makeup Junkie Personae  
Targeted  
**2x**  
Click Throughs achieved

Create → Curate → Channelize



100+ partners, 900+ ideas, 100 shortlisted





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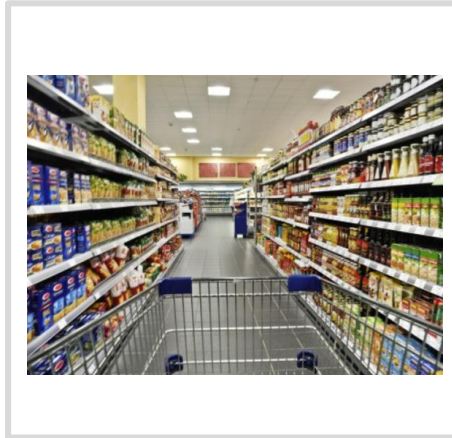
# WINNING IN THE MARKET PLACE

# KEY THRUSTS

## Winning in Many Indias (WiMI)



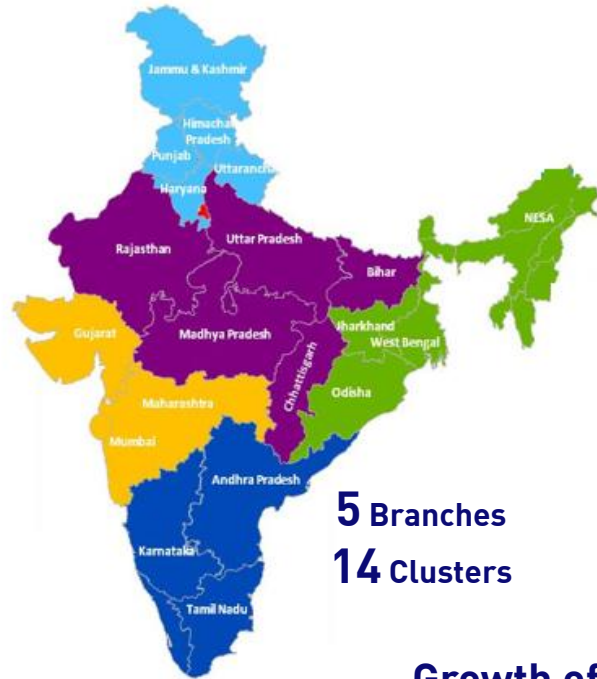
## Effective coverage and assortment



## Partner of choice across all channels



# WINNING IN MANY INDIAS (WIMI) HELPING TURBO CHARGE GROWTH WITH AGILITY



**5** Branches  
**14** Clusters

Cluster Specific Mixes – Content,  
Communication, Schemes



Active  
Wheel



Growth of last 2 years of Central Branch > All India Average

# EFFECTIVE COVERAGE & ASSORTMENT

## MORE THROUGHPUT FROM MORE STORES

### More Stores



### More Assortment



### Every Day Perfection



**More Assortment in More Stores at More Frequency**

# EFFECTIVE COVERAGE & ASSORTMENT

## MORE THROUGHPUT FROM MORE STORES

### Technology

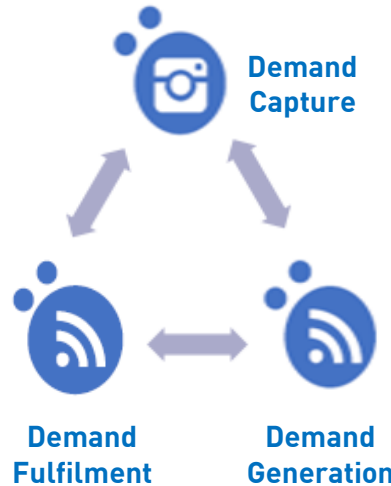


What to sell to the store



Tailor made Assortment for  
'every' store

### Differentiated approach



### Upskilling the talent



Training

Development



Increase  
retention

# PARTNER OF CHOICE ACROSS CHANNELS

## Strengthening the existing channels



Wholesale



General Trade



Drug-pharmacy & beauty

## Building channels of the future



Modern Trade



E-Commerce

# PARTNER OF CHOICE ACROSS CHANNELS

## BUILDING STRONG CAPABILITIES IN E-COMMERCE



**Our market share in E commerce > Modern Trade > General Trade**



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# WINNING THROUGH CONTINUOUS IMPROVEMENT



# KEY THRUSTS

## Profitable Growth



**4G**  
**ZERO**  
**BASED**  
**BUDGETING**

## Everyday customer service & quality at the moment of truth

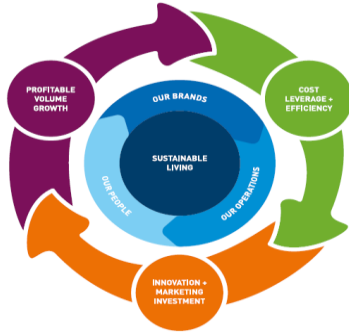


## Building back-end capabilities



# PROFITABLE GROWTH

## A Business Model That Works



## Max the Mix



## End-to-end cost focus



## Symphony



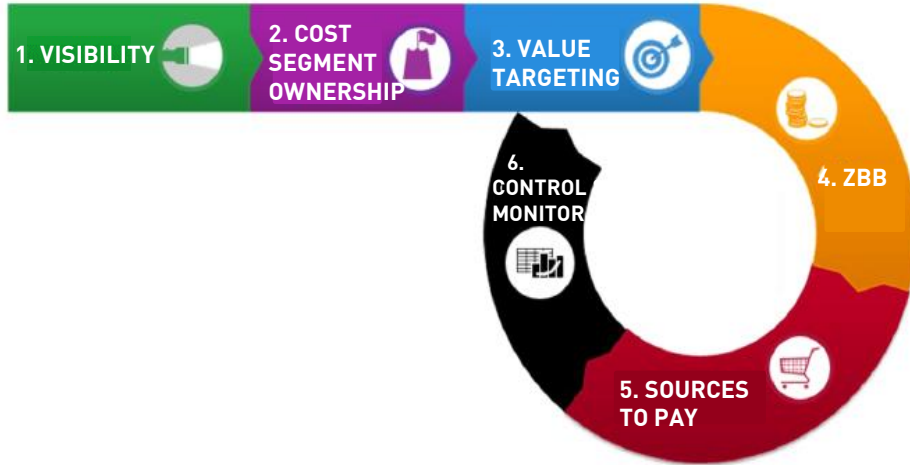
## ZBB



# PROFITABLE GROWTH

## ZERO BASED BUDGETING (ZBB)

6 stage 'closed loop' approach to driving sustainable cost reduction



Unlocking savings by

Building a smart spending & ownership mindset



New & disruptive thinking



Cutting complexity and driving agility



Robust tracking & timely actions



# EVERYDAY CUSTOMER SERVICE & QUALITY AT THE MOMENT OF TRUTH



## Consumer focus



Q in Design Phase

Q @ Point of Sale

Q in End to End SC

## Brilliant Quality Fundamentals



Zero Defects

Leverage IT

Drive supplier Quality

## Culture and People



Q mindset in the Last mile

Distributor → Retail

Grass root Initiatives

## Deliver on mix



More stores – better served

Focus packs get disproportionate attention

## Outlet level focus



Loss Analysis at Customer level

Focus on customer-outlet delivery gaps

# BUILD BACK END CAPABILITIES



**Order  
Management**



**Shipment  
Planning**



**Shipment  
Tendering**



**Tracking &  
Monitoring**



**Reporting &  
Analytics**

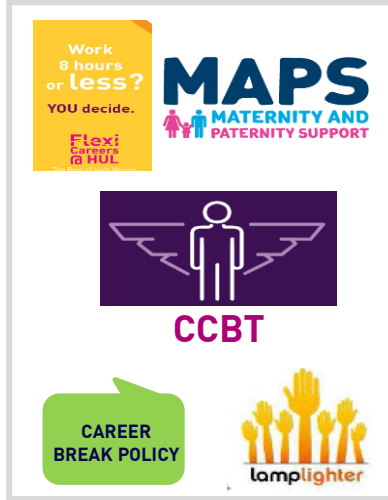


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# WINNING WITH PEOPLE

# WINNING WITH OUR PEOPLE

## Flexible and Agile



Work 8 hours or less? YOU decide. Flexi Careers @ HUL.

**MAPS** MATERNITY AND PATERNITY SUPPORT

**CCBT**

CAREER BREAK POLICY

lampLighter

## Diversity & Inclusion

36% of Managers are WOMEN



100% WOMEN EMPLOYEE FACTORY



## Employee Wellbeing

**ANXIOUS or STRESSED? IT CAN BE ADDRESSED**

Reach Out: Toll Free Access 24x7 (022)4901 Open 9AM - 6PM, 7 days, 24x7 Speak in 8 regional languages Anonymous and confidential access to expert counsellors


Reach Out **Employee Support** Help to solve a real issue

**1 IN 2 ADULTS WITH DIABETES IS UNDIAGNOSED**

world diabetes day 14 November

The Medical & Occupational Health Team will conduct a Voluntary Blood Sugar Testing

## Founders mentality



**THE UNILEVER FOUNDRY**



PURPOSE



PERFORMANCE, POTENTIAL, PLAN



WELLBEING



LEARNING & DEVELOPMENT

# CCBT

FASTER, MORE CONSUMER & CUSTOMER CENTRIC, FUTURE PROOFED HUL

Brand Development



Brand Building

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

Consumer & Customer Centric



Bigger innovations



Faster innovations



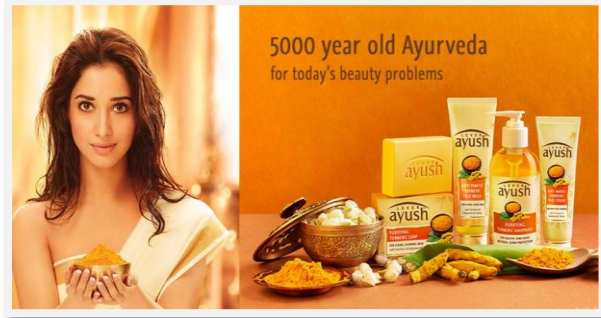
All about experimentation, empowerment and collaboration



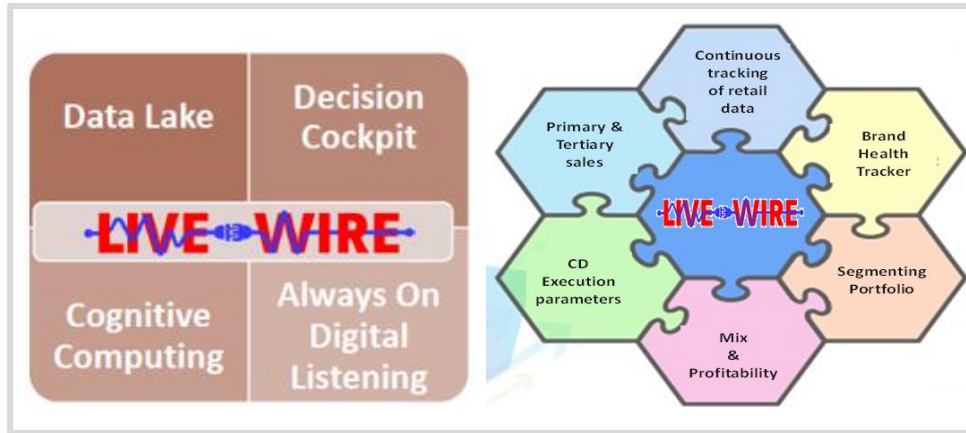
# CCBT INNOVATIONS LANDING FASTER



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### Advanced Analytics



### More Power to Users



### Analytics driven insights



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# UNILEVER SUSTAINABLE LIVING PLAN

# DOING WELL BY DOING GOOD



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## Enhancing livelihoods



## Swachh Aadat Swachh Bharat



## Water conservation



## Sustainable sourcing



**Weaving the Sustainability Agenda across the business**

# ENHANCING LIVELIHOOD

## Shakti



**72,000** Shakti Ammas  
**48,000** Shaktimaans  
empowered through Project  
Shakti

## Brands with purpose



**>390,000**  
Youth benefited till date

Fair & Lovely Foundation



## Prabhat



'A community initiative of Hindustan Unilever Limited'



**680,000\***  
People benefited directly

# SWACHH AADAT, SWACHH BHARAT

## Mass Media



**Haath Muh Bum**  
Most Viewed Campaign on YouTube  
with 20 million views  
75 million people reached

## Swachh Basti



Touched 200,000 lives through the  
pilot

## Swachhata Doot



Touched 200,000 lives through our  
'Swachhata Doots'

# HINDUSTAN UNILEVER FOUNDATION



Hindustan Unilever Limited

## Water Conservation



**300 billion litres\***  
Cumulative and Collective Potential

## Crop Yield



**>6 lakh tonnes\***  
Cumulative Annual Agriculture  
Production

## Person Days Generated



**>37 lakh\***  
Cumulative Person Days Generated

\* Assured Figures as of March 2016

# SUSTAINABLE SOURCING

## Tomatoes



**100%** tomatoes used in Ketchup sourced from sustainable sources

## Tea



**46%** Tea (16% in 2011) is sourced from estates certified as sustainable

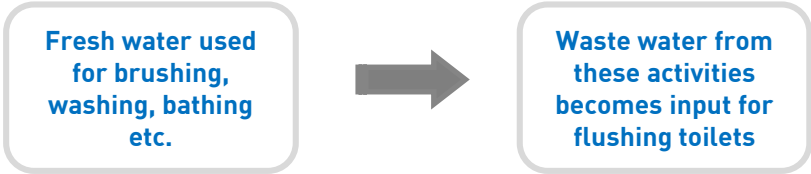


# SUVIDHA CENTRE LAUNCHED

## URBAN WATER HYGIENE & SANITATION COMMUNITY CENTRE



Circular economy principle used to reduce water usage

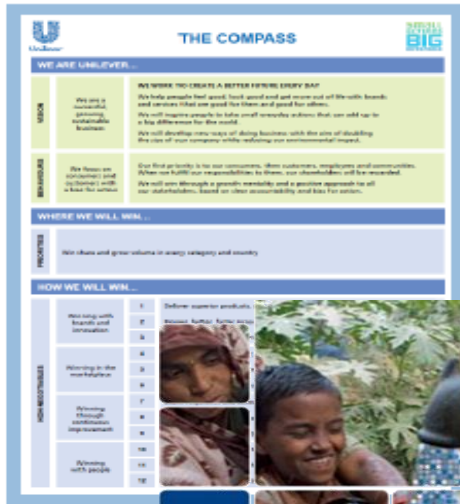


**~10 mn litres**  
of water savings per annum



ADDRESSING THE HYGIENE NEEDS OF LOW INCOME URBAN HOUSEHOLDS

# WINNING DECISIVELY



**THE COMPASS**

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**VALUES**  
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**WHERE WE WILL WIN...**

**FOCUS**  
We focus and grow volume in every category and country.

**HOW WE WILL WIN...**

<b>INITIATIVES</b>	1	Deliver superior products
	2	Winning in the marketplace
	3	Winning through continuous improvement
	4	Winning with people
	5	Unilever Sustainable Living Plan
	6	
	7	
	8	
	9	
	10	
	11	
	12	



- 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**

# THANK YOU

For More Information

## VISIT OUR WEBSITE

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

### 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](#)



## HUL INVESTOR APP

