



20th October, 2020

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 7th October, 2020, intimating a presentation to be made to Analysts / Investors on Unaudited Standalone and Consolidated Financial Results of the Company for the quarter and half year ended 30th September, 2020 after the Board Meeting.

Pursuant to the 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 Analysts / Investors on Unaudited Standalone and Consolidated Financial Results of the Company for the quarter and half year ended 30th September, 2020.

Please 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

HINDUSTAN UNILEVER LIMITED

SQ'20 Results Presentation

20th October, 2020

Sensitivity: Public



Hindustan Unilever Limited

Safe Harbor Statement

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.



Sanjiv Mehta

Chairman & Managing Director

20th October, 2020

Sensitivity: Public



Hindustan Unilever Limited

Our strategy is serving us well

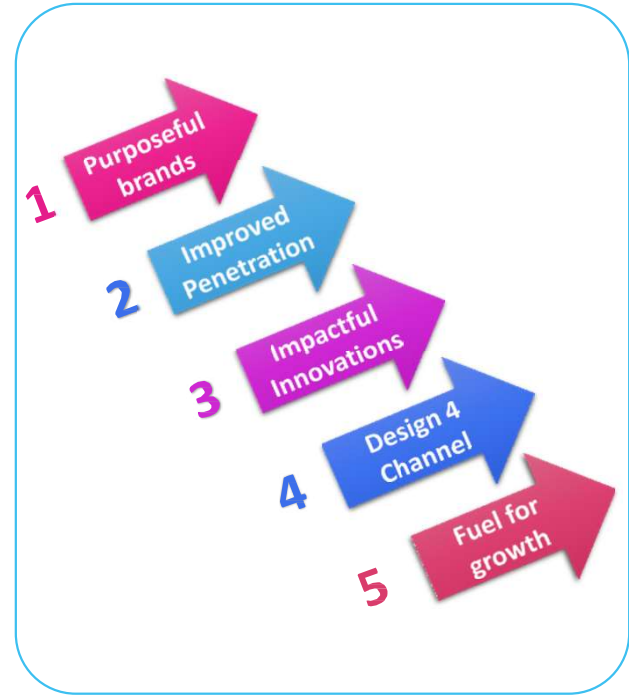
Guiding framework



4G growth model



Fundamentals of growth



Operating environment

Sequential easing



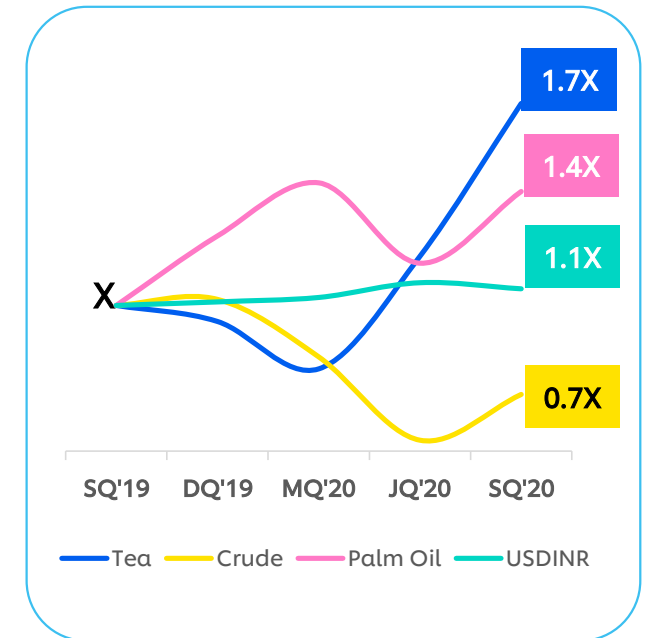
Economic activities picking up

Rural performing better



Good monsoon | Higher MSPs |
Govt support | Demand relocation

Commodity and currency volatility continues

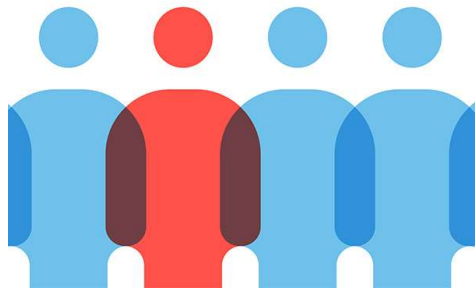


Progressively improving



People #1 priority

Safety



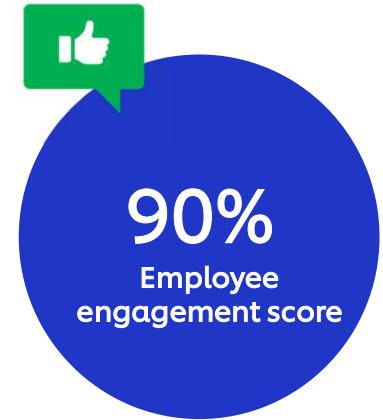
Tiered operating protocol |
COVID Insurance coverage for >44K

Wellbeing



Leadership check-ins |
HUL learns together | Mental health week

Morale



Purpose and inspiration |
Growth mindset | Employee NPS

We look after our people and they look after our business




Resilience and agility in operations

 Service levels @ **PRE-COVID**

120+ Alternate suppliers


 **100%** Factories & depots operational

 **~90** Flex formulations

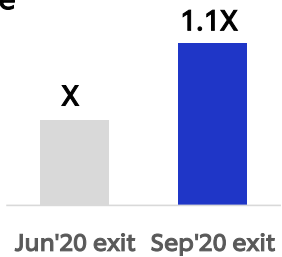
8 Wage settlements during COVID




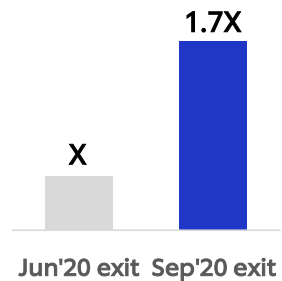
Sharpening our execution edge

Stepping up coverage and assortment

Effective Coverage*



Assortment



Digitizing general trade

Demand Capture



2.7 LAKH

Outlets onboarded

Demand Generate



Partner to deliver Digital Solutions

Accelerating e-commerce



2X

Sequential growth & YoY Channel contribution



Shares

Post vs Pre COVID



Repurposing our brands

Lifebuoy
This is a public service message from Lifebuoy

CLINIC PLUS+
साफ़ बाल, मजबूत बाल

Hamam
#StaySafeInside
ஹமாம் இடுக்க பயிமேர்

Surf excel
#BACHPAN ZARA RUKJA
Childhood, stay a bit longer

Horlicks
Everybody needs strong immunity
Horlicks contains immunity-supporting nutrients like Vitamin C, Vitamin D and Zinc*

Dove
Aap apna khayaal rakho, baalon ki fikr chhodo hum par.
Dove Intense Repair

Domex
ISSUED IN PUBLIC INTEREST
3 SIMPLE STEPS TO DESTROY CORONAVIRUS** IN 60 SECONDS

- DISINFECT HIGH-TOUCH SURFACES REGULARLY with undiluted Domex Floor Cleaner on surfaces like counters, door knobs, switches and bathroom fixtures.
- LEAVE THE SURFACES WET FOR 60 SECONDS* long enough to kill the viruses.
- WIPE IN ONE DIRECTION ONLY to avoid re-contaminating the surfaces as you're wiping.

Domex IS PROVEN TO DESTROY CORONAVIRUS IN 60 SECONDS

Kissan
TIFFIN TIMETABLE
SNACK AT HOME STAY AT HOME

Comfort
ONLY DETERGENT IS NOT ENOUGH. Add ANTI BACTERIAL ACTION & SHINE*
99.9% Anti Bacterial Action

Brooke Bond
Red Label
स्वाद अपनेपन

*Based on lab test. Benefits may vary as per chlorine levels of water and dye of fabric. **Based on Lab test. Domex Floor Cleaner contains Sodium Hypochlorite min. 5.5% w/w measured as active chlorine. ***ANSI-CIP, 2 when used undiluted.



Dialling up consumer-relevant innovations

Surf excel
ADDITIVE TO YOUR DETERGENT
ANTI-GERM WASH BOOSTER
REMOVES 99.9% GERMS*

Horlicks
CLASSIC MALT

Dove
nourishing hand wash
deeply moisturizing

CLINIC PLUS
egg protein

Lifebuoy
Hands Face Body
Wet wipes
Germ protection on-the-go

VWash
Travel Pack
Expert Intimate HYGIENE
pH 3.5

Hamam
NEEM
Removes 99.9% Germs
Formulated with Natural Ingredients
Mild on Skin
Soap Free Formula

Dove
ANTI-DANDRUFF SOLUTIONS
Dandruff Care Shampoo

Domex
DISINFECTANT SPRAY
DON'T JUST CLEAN. DISINFECT.
DOMEX MULTI-PURPOSE DISINFECTANT SPRAY
KILLS 99.9% GERMS*

Lifebuoy
HAND SANITIZER
GERM KILL SPRAY
KILLS 99.9% BACTERIA & VIRUSES
SAFE ON SKIN
SAFE ON SURFACES

Domex
GERM-REMOVAL WIPES
EFFECTIVELY CLEANS AND REMOVES GERMS

100+ innovation-led SKUs launched in last 6 months



Contributing to communities # HULStandsWithTheNation



Soap donations



Health support



UNICEF campaign



Supporting essential workers



Food distribution



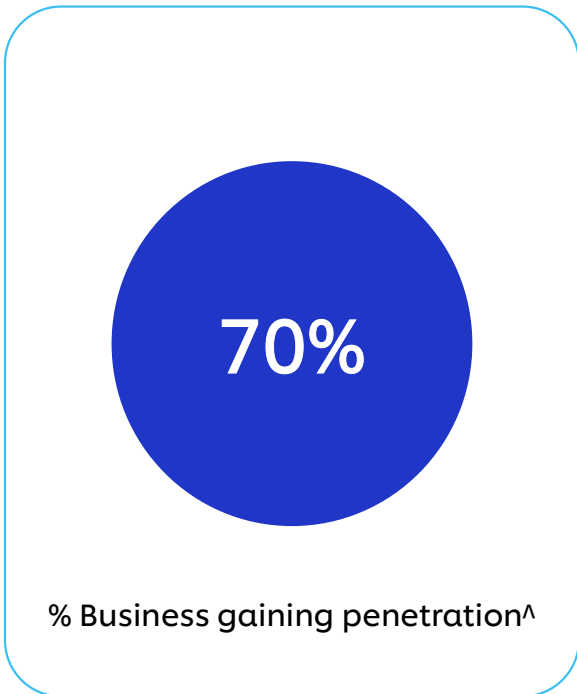
BMC campaign

₹ 100 cr. Pledge; 70% already deployed

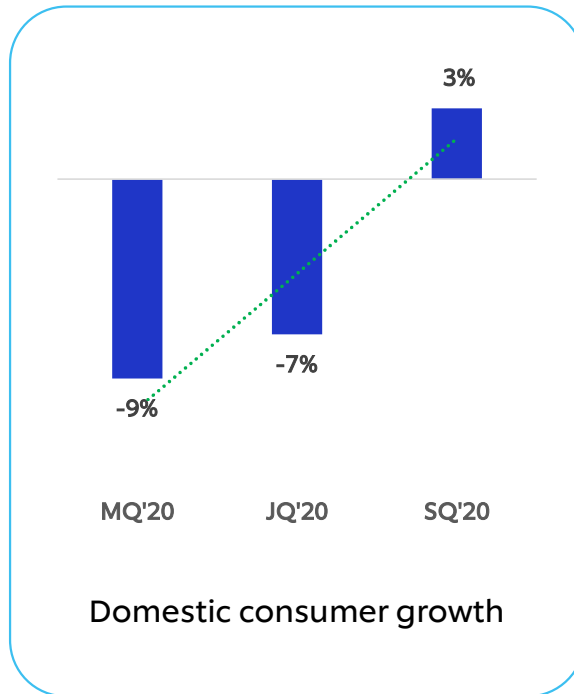


SQ'20: Growth competitive & profitable

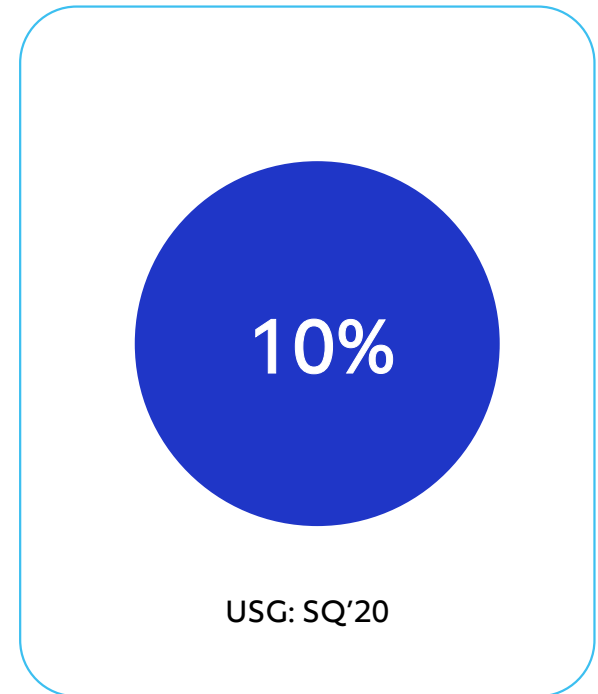
Strong fundamentals



Sequential step-up



Health, Hygiene and Nutrition outperform



[^] As per Kantar Worldpanel for MAT August 2020 on relative basis

Domestic consumer growth and USG excludes the impact of merger of GSK CH and acquisition of VWash

Srinivas Phatak

Chief Financial Officer

20th October, 2020

Sensitivity: Public

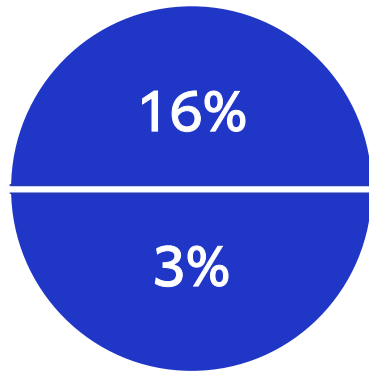


Hindustan Unilever Limited

SQ'20: Growth competitive and profitable

Growth

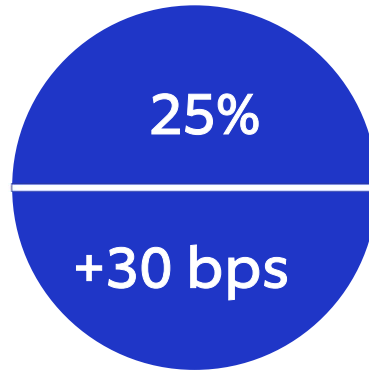
Reported Turnover Growth



Domestic Consumer Growth

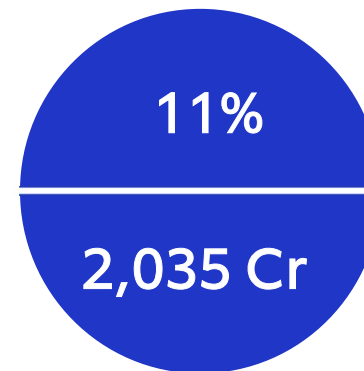
EBITDA

Margin



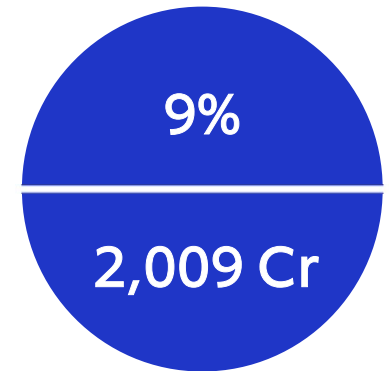
PAT (bei)

Gr %



Net Profit

Gr %

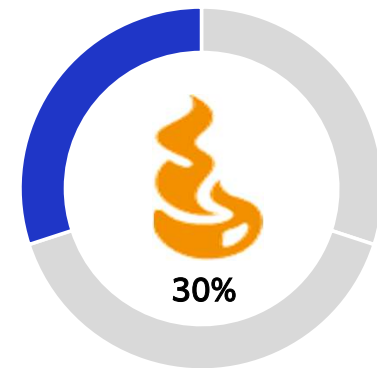
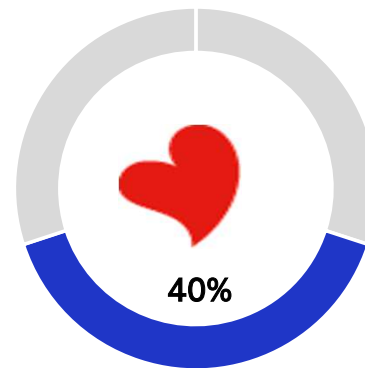
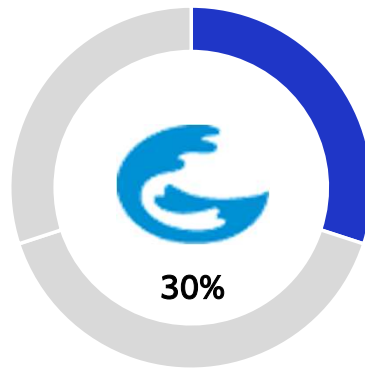


Foods & Refreshment accelerates; HC & BPC stabilize

HOME CARE

BEAUTY & PERSONAL CARE

FOODS & REFRESHMENT



Sales Growth*

-1%

0%

19%



Home Care

Portfolio of purposeful brands well positioned

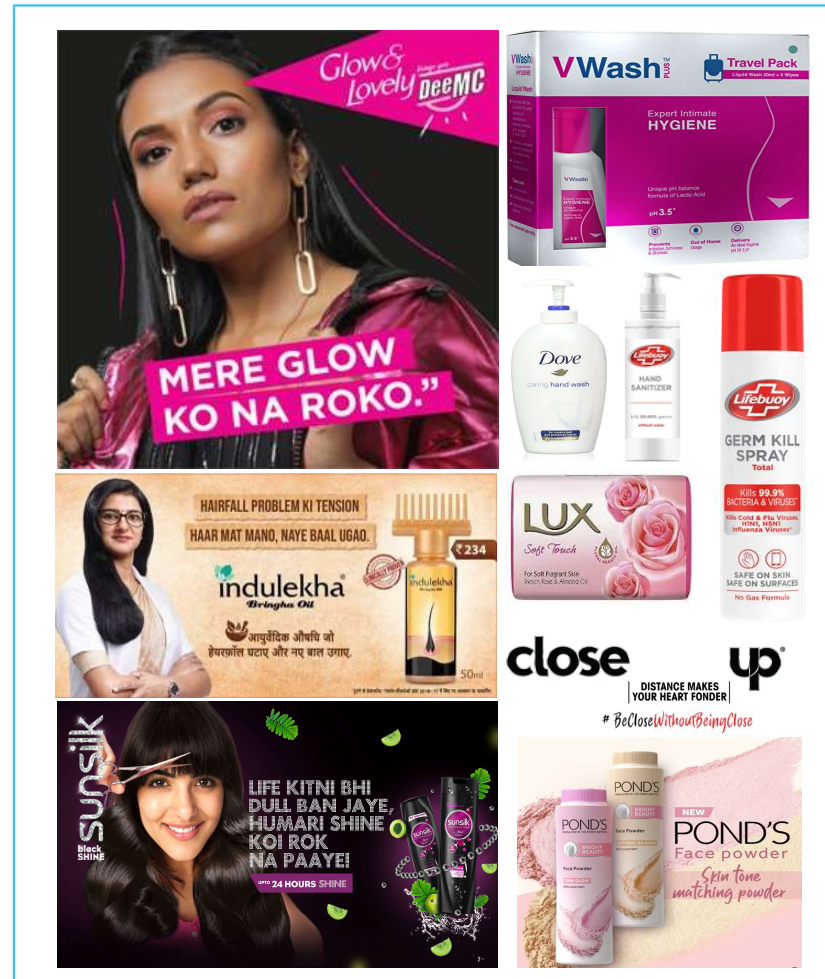


- ❑ **Household Care:** Double digit growth across segments, penetration gains continue
 - Innovation intensity stepped up cater to 'clean living' needs
 - Domex range expanded pan India
- ❑ **Fabric Wash:** Lower commodity prices passed on; category consumption impacted due to confined living
 - Liquids market development continues to yield good results
- ❑ **Purifiers:** Recovers well, led by strong execution in e-commerce



Beauty & Personal Care

Good performance in Skin Cleansing, Hair and Oral; Skin Care revives



- ❑ **Skin Cleansing:** Double digit growth led by Lifebuoy, Lux performs well
 - Penetration led gains drive strong growth in handwash & sanitizers
 - VWash off to good a start
- ❑ **Oral Care:** Double-digit growth led by Close Up
- ❑ **Hair Care:** Double-digit growth. Broad-based performance across brands; communications repurposed to drive relevance and build salience
- ❑ **Skin Care:** Essentials portfolio resilient and growing. Glow and Lovely successfully on shelves with inclusive beauty commitment
 - Lower 'winter sell-in' given muted trade sentiments and liquidity constraints

Foods & Refreshment

High growth momentum sustained



- ❑ **Foods:** 'In-home consumption' trend aids double digit portfolio growth
 - Both Kissan and Knorr seeing strong consumer traction
- ❑ **Beverages:** Tea and coffee continue to outperform
 - Tea: Double digit growth across brands; unprecedented tea inflation managed well
- ❑ **Nutrition:** Competitive performance; disrupted supply lines now fully restored
 - Boost goes national
 - Horlicks celebrates the confidence that empowers children
- ❑ **Ice Cream, Food Solutions & Vending:** Out-of-home consumption loss continues to impact performance



Health, Hygiene & Nutrition accelerate

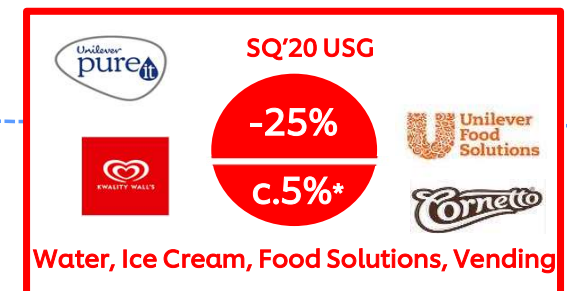
Health, Hygiene & Nutrition



Discretionary



Out of home



Playing all lines of P&L to deliver profitable growth

Net Revenue Management



Calibrated pricing |
Trade spends rationalised

Savings



Sharper choices |
Fixed to variable cost

Competitive investments



Heightened intensity |
Brand Reach & SOVs sustained

Synergies from Nutrition



Procurement | A&P | Overheads



Segmental Performance

HOME CARE

BEAUTY & PERSONAL CARE

FOODS & REFRESHMENT



INR 3,318 Cr

INR 4,535 Cr

INR 3,379 Cr

Segmental Revenue Growth*

-2%

0%

83%

Segmental Margins**

20%

29%

17%

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

** Segment Margins (EBIT) excludes exceptional items

SQ'20: Results Summary

Rs. Crores

Particulars	SQ'20	SQ'19	Growth %
Sales	11,276	9,708	16%*
EBITDA	2,869	2,443	17%
Other Income (Net)	122	149	
Exceptional Items – Credit / (Charge)	(81)	(47)	
PBT	2,661	2,308	15%
Tax	652	460	
PAT bei	2,035	1,832	11%
Net Profit	2,009	1,848	9%

- *Domestic Consumer Growth at 3%
- Exceptional items include costs related to restructuring and integration of Nutrition business



First Half F.Y. 2020-21: Results Summary

Rs. Crores

Particulars	FH 20-21	FH 19-20	Growth %
Sales	21,682	19,692	10%*
EBITDA	5,513	5,090	8%
PAT bei	3,908	3,583	9%
Net Profit	3,890	3,603	8%

- *Domestic Consumer Growth at -2%
- Exceptional items include costs related to restructuring and Nutrition business merger and integration



Interim dividend: Proposed Rs.14 per share

Particulars	F.Y. 2020-21	F.Y. 2019-20
Dividend per share (Rs.)	14.0	11.0
No. of shares (Crores)	235	216
Total Dividend (Rs. Crores)	3,289	2,381



Looking ahead

Near-term outlook

- ❑ Cautious Optimism: The worst is possibly behind us; business picking up momentum
- ❑ Demand : Rural growths looking resilient and need to sustain. Urban demand outlook uncertain
- ❑ Inflation in select categories to continue; gross margins likely to remain under pressure

Organizational strengths



Brand portfolio



Talent & capabilities



Organizational speed and agility

Key metrics



Competitive volume-led growth



Absolute profit



Cash delivery



For more information and updates

Visit our website

Investor Relations

September Quarter 2020 results

Hindustan Unilever will release its financial results for September Quarter 2020 on Tuesday, 20th October, 2020.

> [September Quarter 2020 results](#)

The banner features three product advertisements. On the left, a blue t-shirt is shown with a magnifying glass over a globe, advertising Surf excel with the text 'REMOVES 99.9% GERMS™'. In the center, a woman is shown with a pink sign that says 'MERE GLOW KO NA ROKO.' and a pink arrow pointing to her face, advertising Glow's lovely DEEMO. On the right, a group of men in red and black athletic wear is shown, advertising Boost Energy Meter with the text 'STAMINA HAS A NEW DEFINITION'. The top of the banner has the Hindustan Unilever Limited logo and the text 'Hindustan Unilever Limited SQ'20 Results : 20th October 2020'.

