



9th September, 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/Madam,

Sub: Investor Presentation

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 be made to a group of investors at 27th Annual CITIC CLSA Flagship Investors' Forum 2020.

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You are requested to take note of 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 / FCS No.: 3354

Winning in the new normal

Sanjiv Mehta, Chairman & Managing Director
Hindustan Unilever Limited

9th September, 2020

Sensitivity: Internal



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.



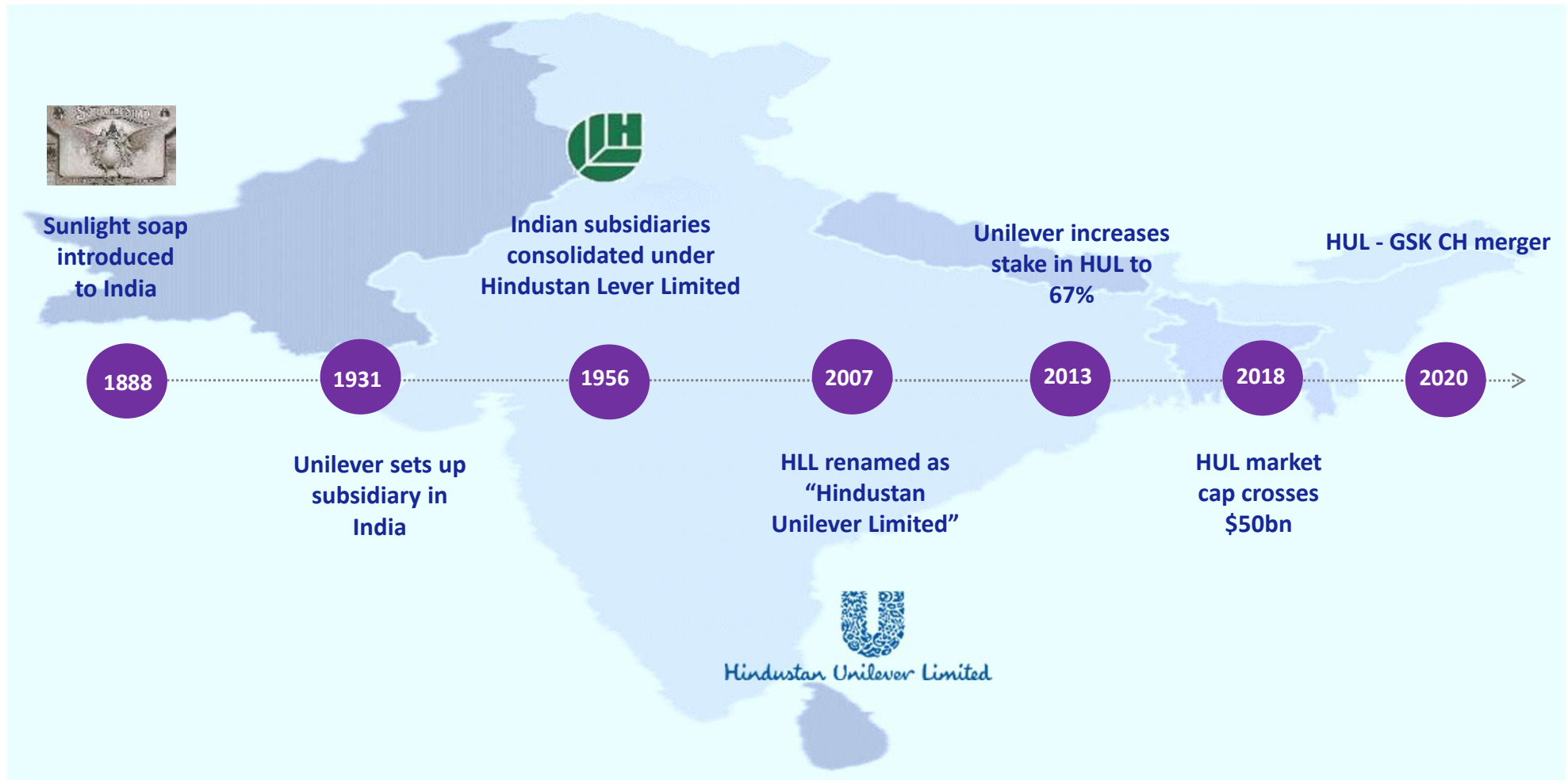


Hindustan Unilever Limited

INDIA'S LARGEST FMCG COMPANY



130+ years of presence in India



A \$6bn execution powerhouse

Our footprint



**9 OUT OF 10
HOUSEHOLDS**
use one or more of
our brands

Our brands are
available in
8 MN+ STORES



21,000
Employees working
across 31 owned
factories & 15 offices

Recognition



'EMPLOYER OF CHOICE'
in the industry
for 11 years in a row

**MOST INNOVATIVE
COMPANIES**
#8 Globally
#1 in India



BRAND EQUITY
**MOST
TRUSTED
BRANDS**

14 HUL BRANDS
in India's Top 100 Most
Trusted Brands 2019



With category leadership in >90% of our business



#1

Skin
Cleansing



#1

Skin
Care



#1

Hair
Care



#1

Fabric
Wash



#1

Household
Care



#1

Tea



#1

Health Food
Drinks



#1

Ketchup



Consistent track record of high performance

Consistent growth



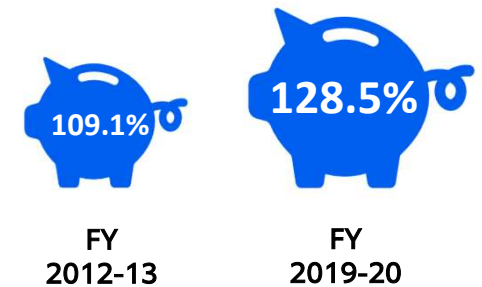
9% CAGR
over 10 years*

Profitable growth



890 BPS
EBITDA improvement over 10 years[^]

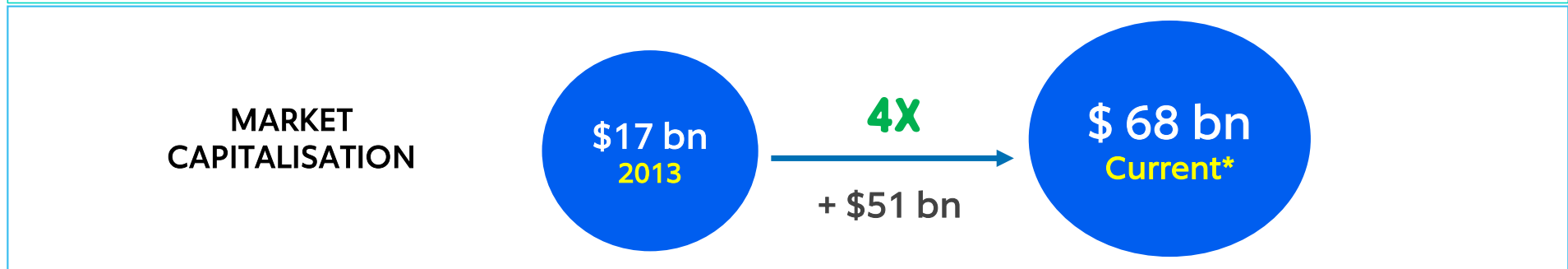
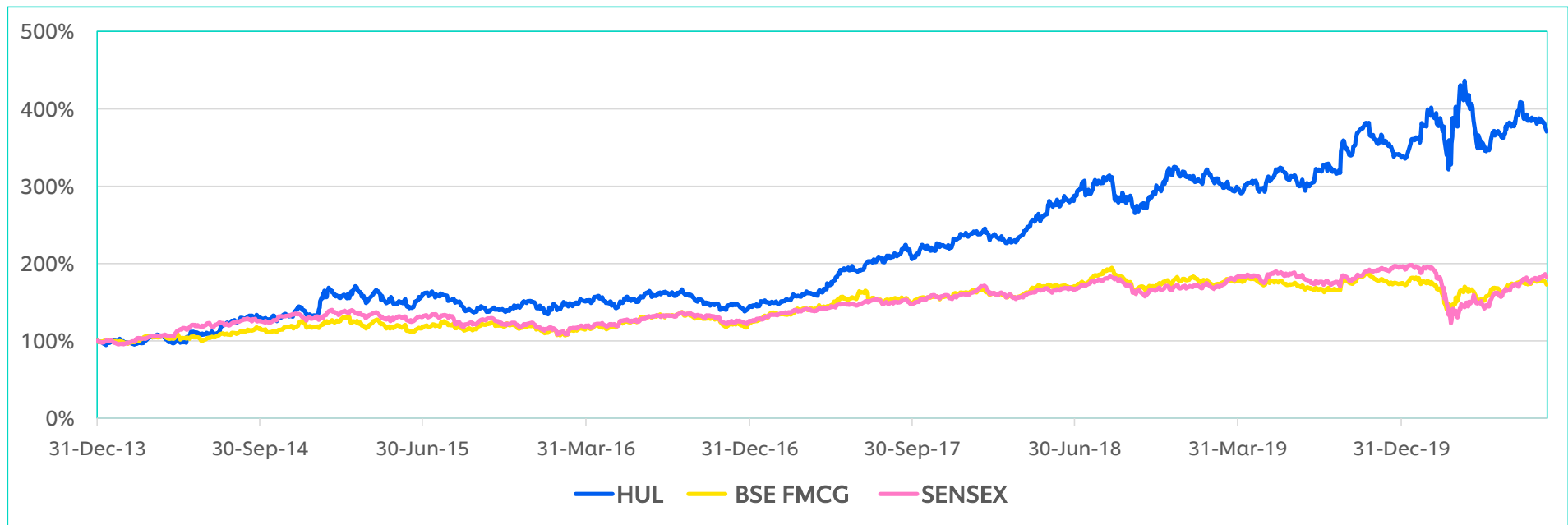
High return on capital employed



ROCE



Leading value creation



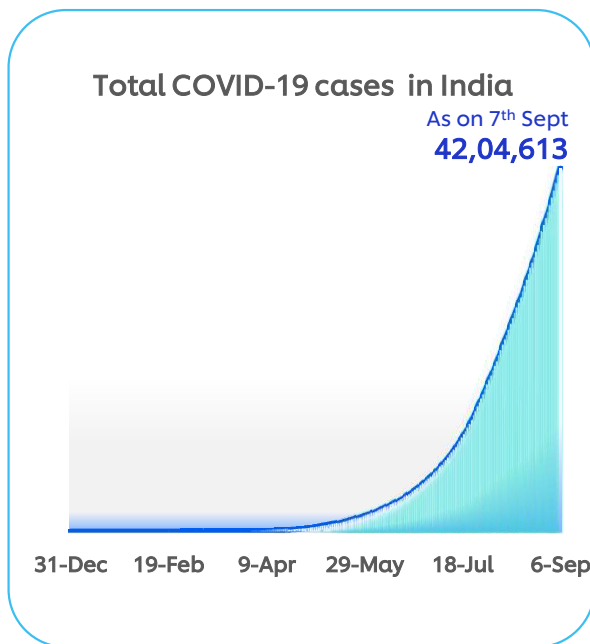


Navigating the crisis



Social and economic toll of the virus

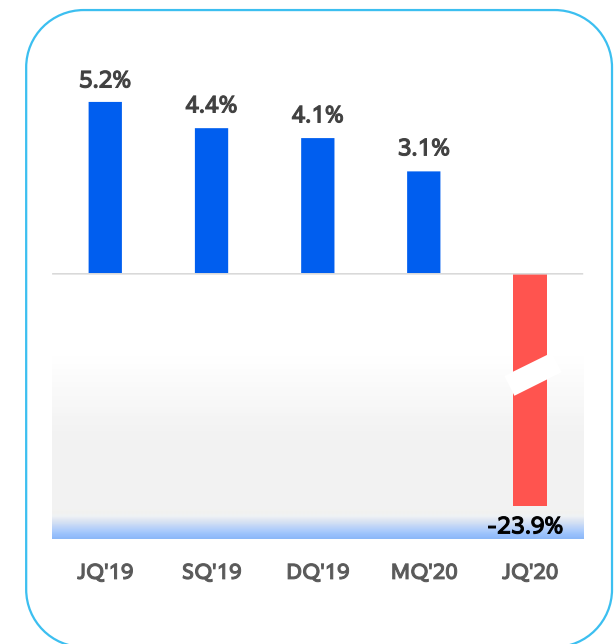
Rising COVID-19 cases



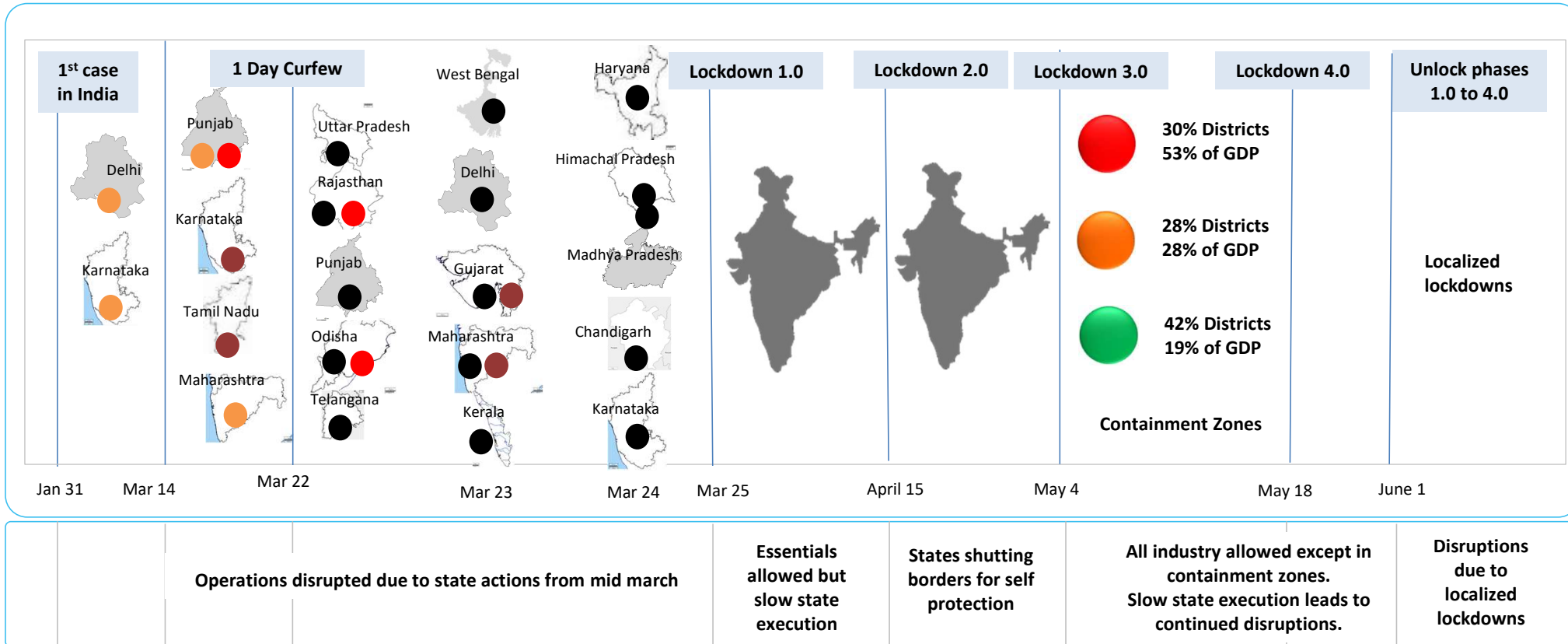
Wide range of unknowns



Uncertain economic outlook



Progression of lockdowns and unlocks



● State lockdown
 ● Public transport suspended or private vehicles banned
 ● Partial / complete closure of borders
 ● Public places closed: Theatres, malls, hotels, public gatherings, gyms, workplaces

Businesses across industries disrupted

People: Fearful and confined to home



On-ground operational challenges



Cost and liquidity constraints



Our five priorities

People



Supply



Demand



Community



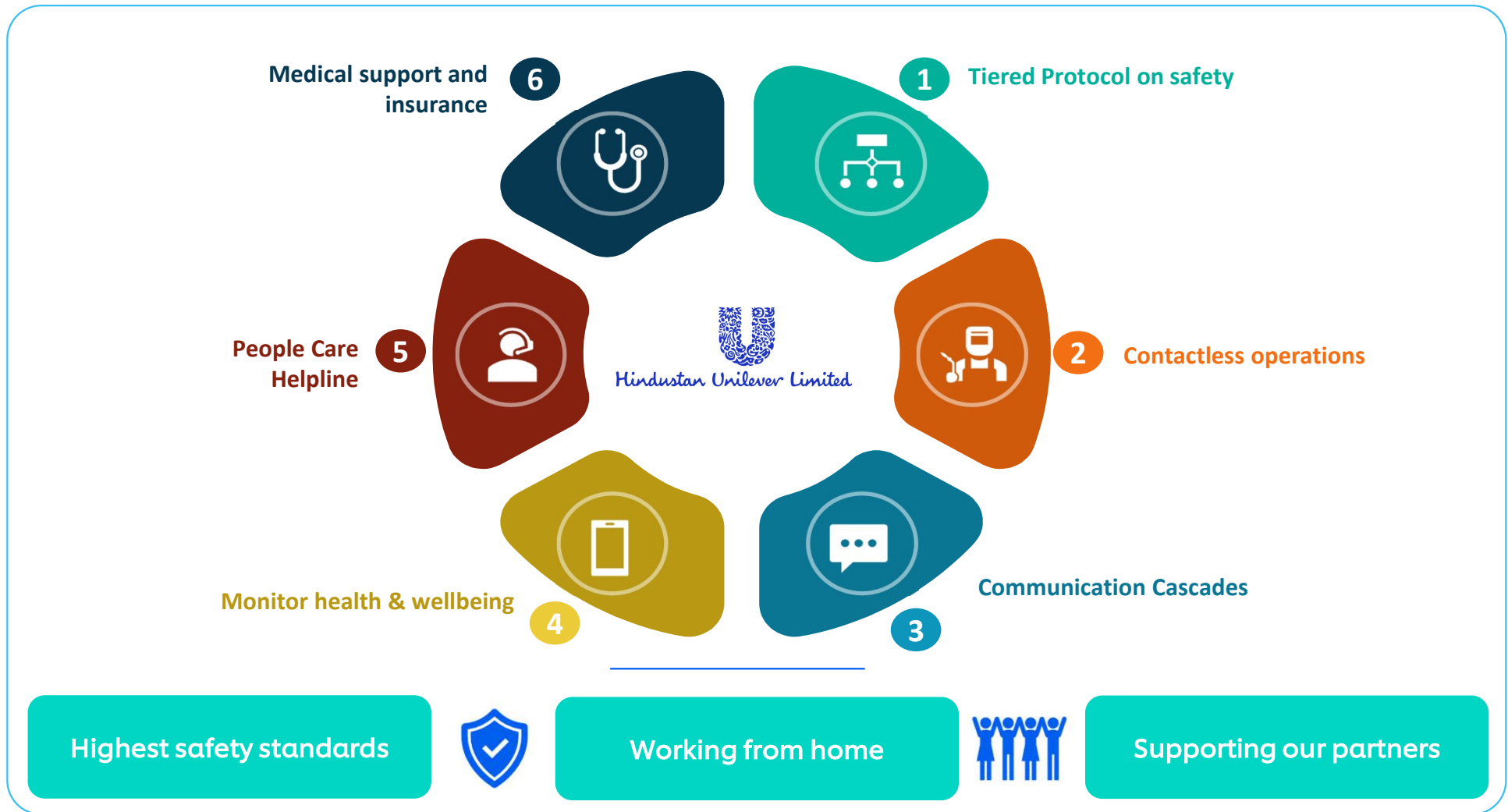
Cost & Cash



A photograph of two hands holding a paper cutout of a group of people holding hands, symbolizing community and support. The background is a soft, out-of-focus light color. The text "#1 Priority : People" is overlaid in the center in a white, sans-serif font.

#1 Priority : People

Health and safety remains our #1 priority



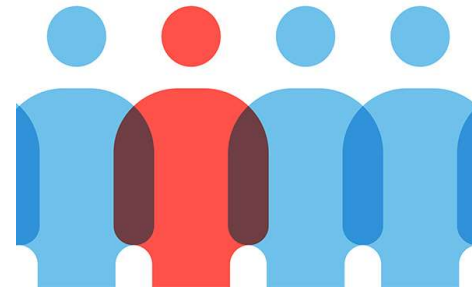
Stringent safety protocols

Rigorous operating guidelines



Proactive testing
Shutdowns & full sanitization

Special care for high risk group



Maximum attention to people with
co-morbidity or >50 years of age

Trade operations with social distancing



One of 1st to provide medical insurance
Best operating practices shared

We look after our people and they look after our business



Energised and engaged

Virtual connects



Leadership check-ins | Team Rituals

Health & wellbeing



Empowering holistic wellbeing

Learning at fingertips



Strengthening learning culture

Creating milestones

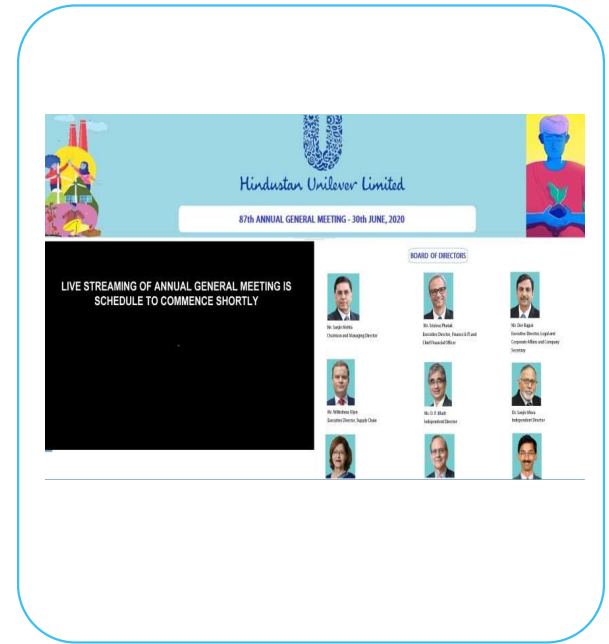
Seamless virtual integration



VWash acquisition: E2E virtual execution



Fully virtual annual close and AGM



#2 Priority : Rebuilding Supply Lines



Multitude of operational challenges

Permits and Permissions



~1,000 notifications complied

Operational constraints



Operations | Containment zones
Manpower | Logistics

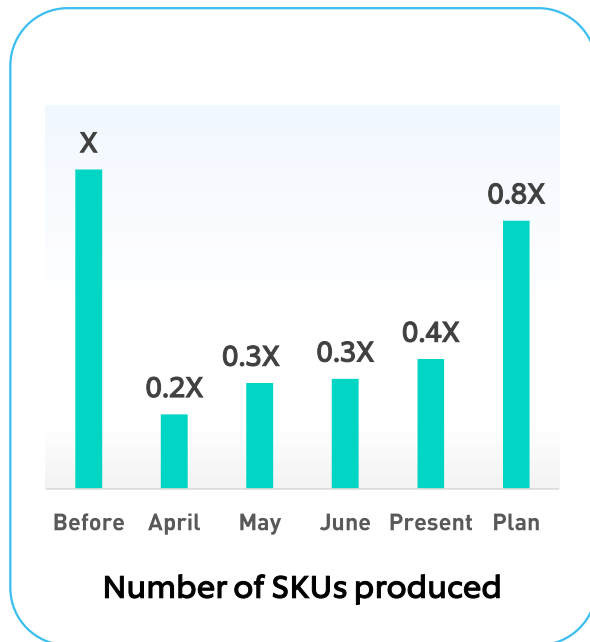
Supply Security



Material availability | Alternative suppliers | Formulation flexibility

Navigated with agility and nimbleness

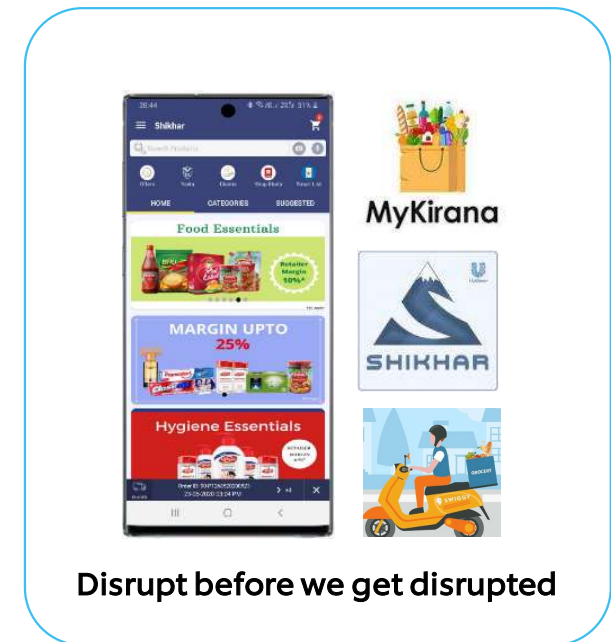
Portfolio prioritization



Capacity unlocks



New demand capture and fulfilment models



Enabling business turnaround

Fast tracking innovations



50+ product & pack innovations

Sequential improvement in operations



100% operations restored

Contactless operations

LAKMÉ SALON
YOUR SAFETY
IS OUR FIRST PRIORITY.
YOUR BEAUTY
IS A CLOSE SECOND.

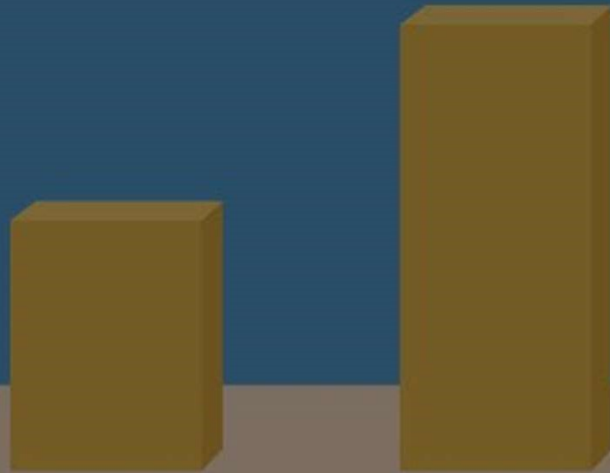
Measures employed in consultation with doctors to make your favourite salon, a safe one.

C.90% salons now operational






#3 Priority: Emerging Demand Spaces




Future normal: Evolving consumer needs

CONSUMER PULSE

Clean living



Protective measure



Preventive immunity



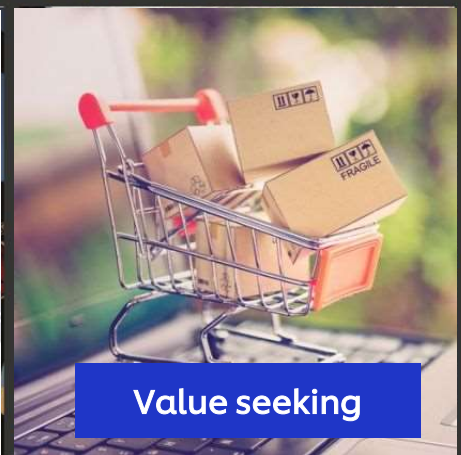
Fear Factor




Cocooning



Value seeking



E-everything



Fear factor

Creating social awareness

COVID relevant innovations



Public service message



Safe hygiene practices



Clean living, protection & immunity

>90% portfolio relevant or repurposed for COVID times

Repertoire of trusted and purpose-led brands



Contextual communications



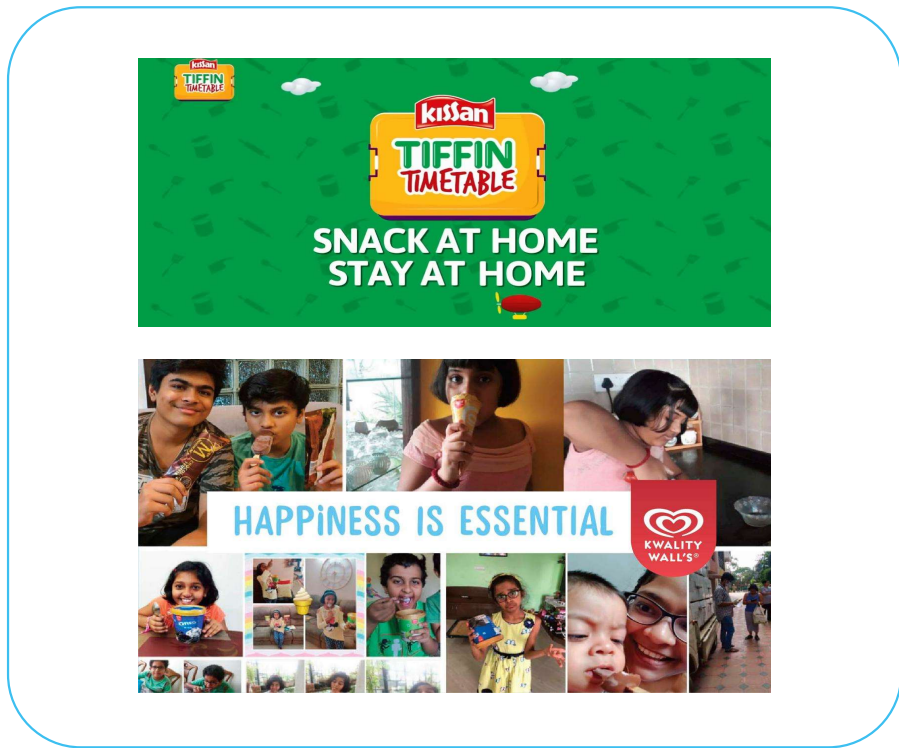
Cocooning

Catering to confined living

Dialing up in-home portfolio



Building relevance through propositions & activations



Value seeking

Well placed to meet all our consumer needs

Portfolio straddling the price pyramid across categories

₹ ₹ ₹			
High income			
₹ ₹			
Mid income			
₹			
Low income			

c.50% of GT business from price point and access packs

E-everything

Winning in a rapidly evolving channel landscape

Accelerating E-Commerce journey



Market shares



Margins

E-Comm

&

MT



GT

Digitizing general trade

Creating the connected store



HYPERLOCAL

eB2B

POS

LAST MILE DELIVERY

eB2B: A competitive advantage

2.3 LAKH

Outlets onboarded



2X

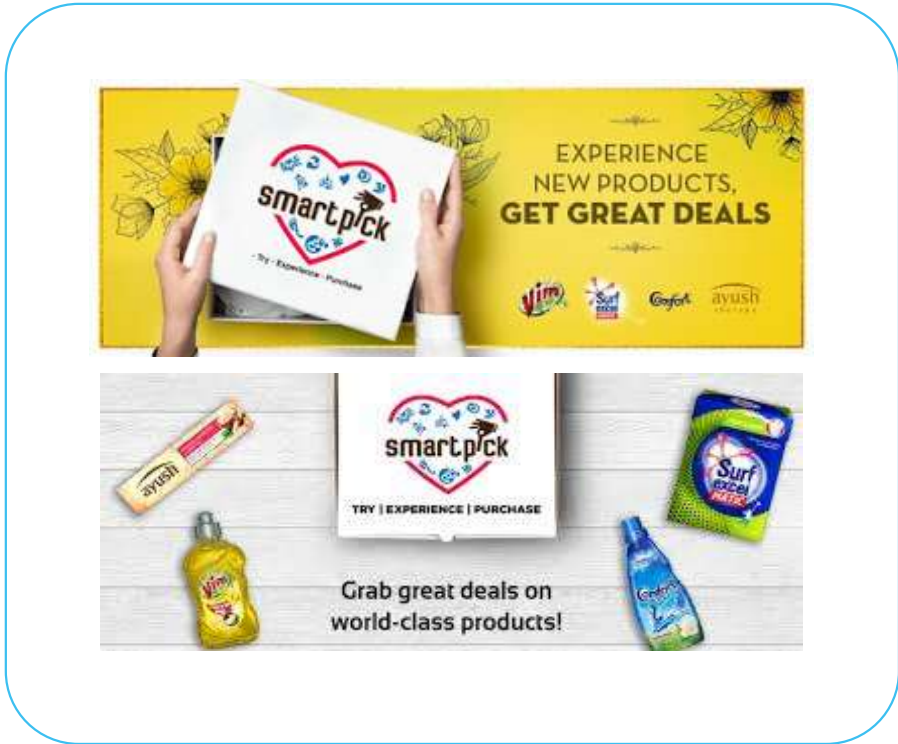
Order value & #SKUs ordered

Vs. pre-COVID levels

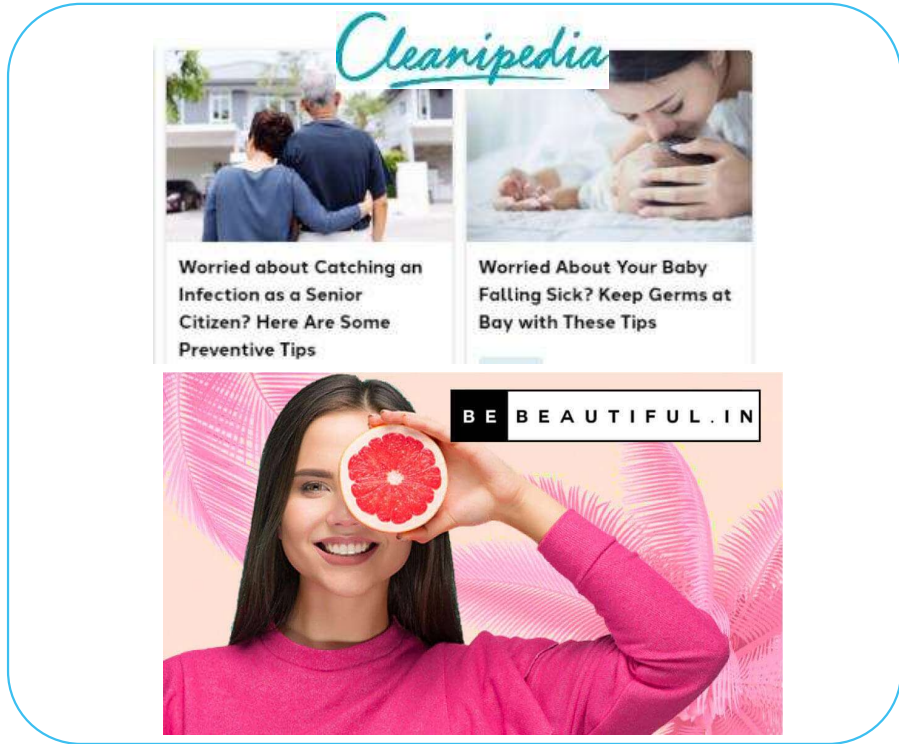
E-everything

Pivot to digital marketing models

New models of market development



Data driven marketing via content platforms



**#4 Priority:
Serving
Communities**



#HULStandsWithTheNation

INR100 Cr committed to fight COVID-19

Price reductions on essentials



↓ 15%
price cuts in essentials
Better value to consumers

Product donations



#HULStandsWithTheNation

INR100 Cr committed to fight COVID-19

Healthcare support



Helping the underprivileged



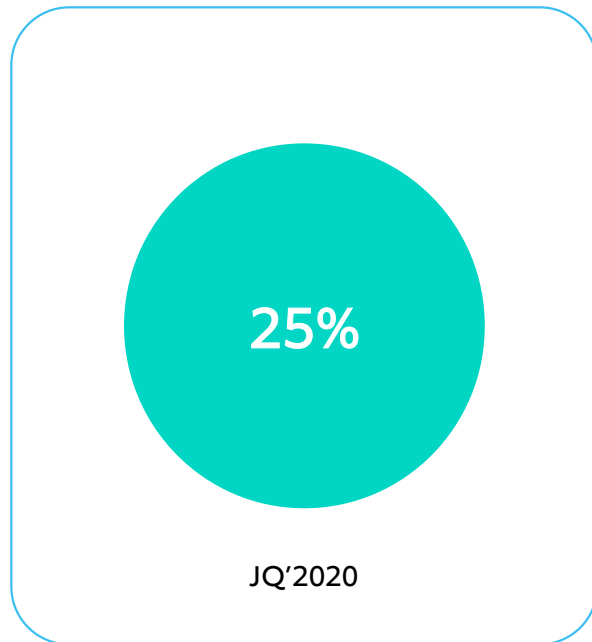


#5 Priority: Cost and Cash Agility

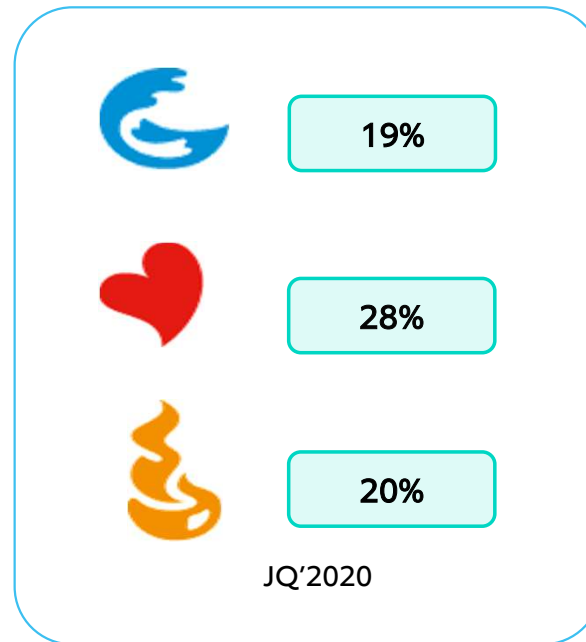


Profitable and cash generating business model

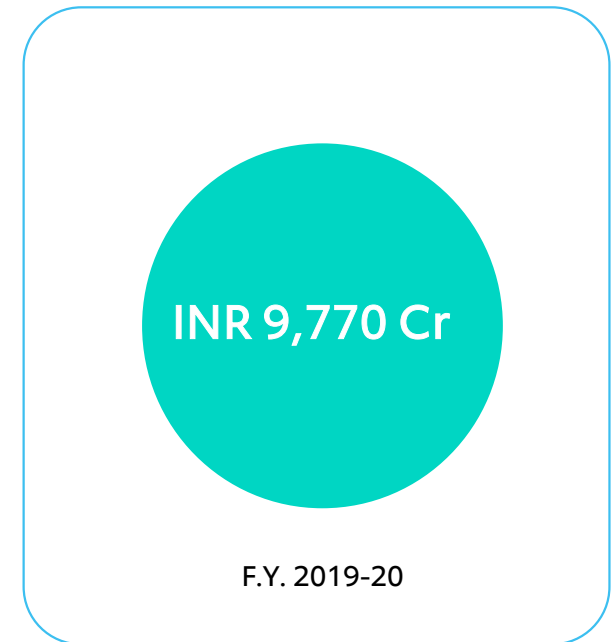
Healthy EBITDA margins



Robust margins across divisions

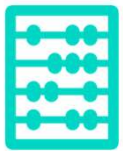


Strong cash flow from operations



Deft P&L management to address volatility & support growth

Headwinds due to COVID-19



Adverse mix



De-leverage



COVID-related on-cost

Cost agility



Savings agenda dialled up



BMI spends recalibrated, competitiveness maintained



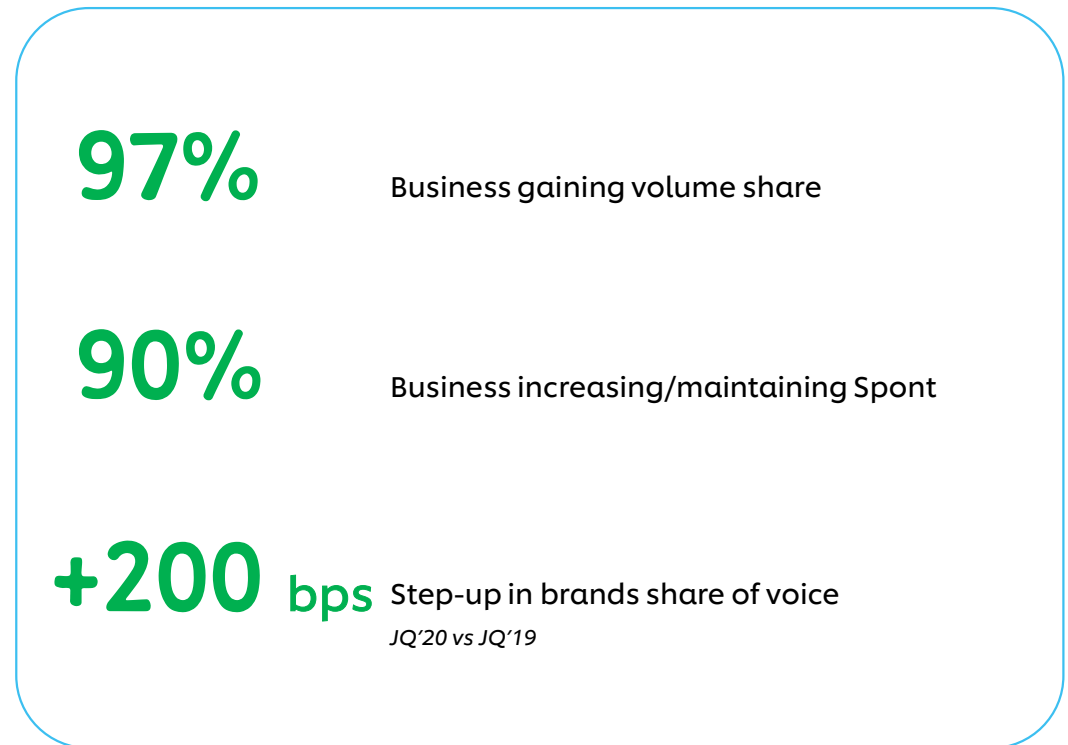
Unlocking synergies from Nutrition business



Our five priorities are serving us well

Our five priorities



Resilient performance in challenging times

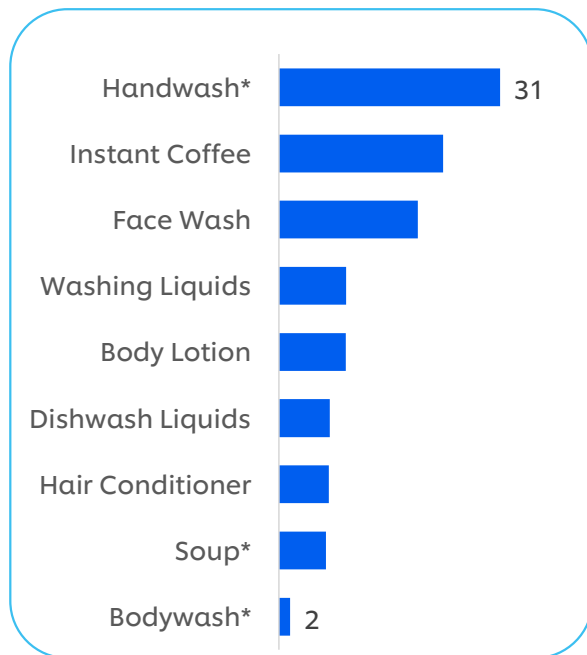




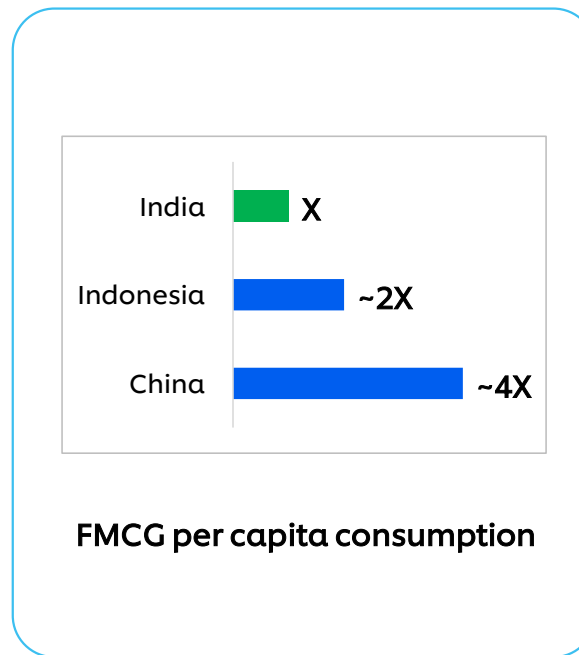
FMCG India: Long-term potential remains intact

Headroom to grow

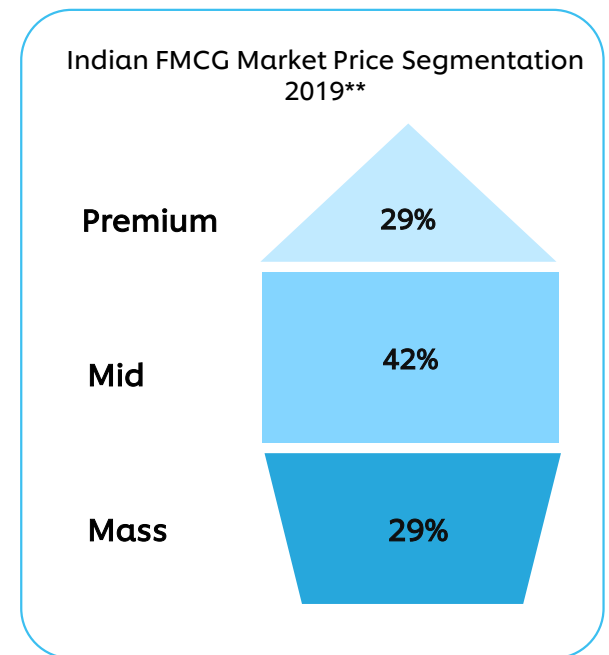
Grow penetration



Increase consumption



Drive premiumization



* Urban Only

** FMCG Market where HUL has a presence

Sources: Penetration Data - Household Panel data from IMRB - MAT July'20
FMCG Consumption and Market Price Segmentation - Nielsen



Our strategy remains consistent

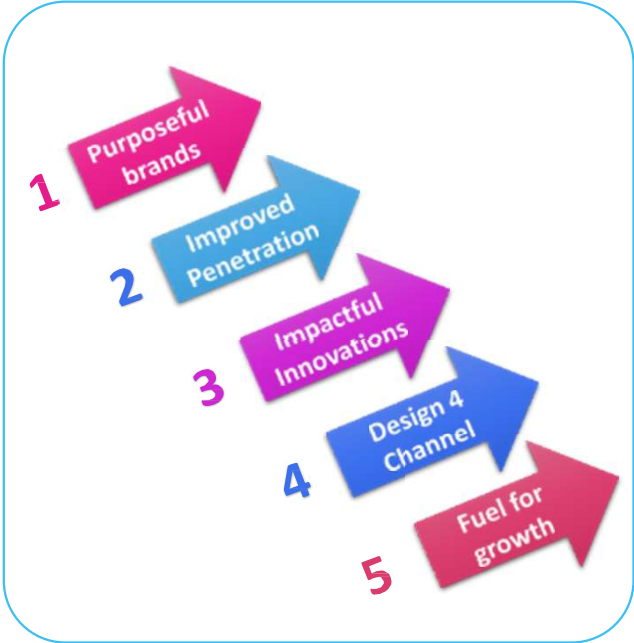
Guiding framework



4G growth model



Fundamentals of growth



HUL #ComeOutStronger

Organizational strengths



Brand portfolio fit for future normal



Bench strength of talent and experience to manage turbulence



Growth fundamentals remain robust



Nimble and agile organization

Key metrics



Competitive volume-led growth



Absolute profit



Cash delivery

Thank you!



Hindustan Unilever Limited

Sensitivity: Internal