



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

6th June, 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: Annual Investor Meet 2018

This is further to our letter dated 2nd May, 2018, intimating that the Annual Investor Meet, we are attaching herewith the presentations shared with the Investors at the Annual Investor Meeting. The said presentation is also being uploaded on the Company website.

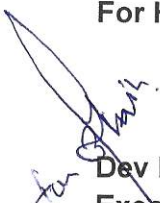
You are requested to take the above information on record.

Thanking You.

Yours faithfully,

For Hindustan Unilever Limited




Dev Bajpai

**Executive Director (Legal & Corporate Affairs)
and Company Secretary
DIN: 00050516 / FCS No. 3354**

RE-IMAGINING HUL

ANNUAL INVESTOR MEET | 6 JUNE 2018

Sanjiv Mehta, CEO & MD



Hindustan Unilever Limited

SAFE HARBOUR 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.

PERFORMANCE IN THE RECENT PAST

Net Sales

**~Rs. 13,500 Crores
added^**



EBITDA

**~Rs. 4,000 Crores
added**



Market Capitalisation

**~Rs. 250,000 Crores
added**



**All nos compared with FY'11-12 which is reinstated to reflect key IND AS accounting impact*

^Not adjusted for GST accounting impact & hence the net sales number looks deflated

A FEW EXAMPLES OF CONSISTENT HIGH PERFORMERS

Laundry



Hair Care



Tea



LAUNDRY



Turnover

1.8 X



Profitability

3.7 X



Consistent Growth in Topline & Bottom line

Drivers of growth

- Continuous focus on building purpose driven brands
- Driving premiumization & market development
- Consistent focus on profitable growth

HAIR CARE



Turnover

1.9 X



Consistent delivery on all fronts

Market share

~700bps ↑



Drivers of growth

- Strong play in the naturals space
- Undeterred focus on innovations, premiumization & building categories of the future
- Winning in channels of the future

TEA



Turnover

1.8 X



No. 1 Tea Company in India

Profitability

2.0 X



Drivers of growth

- Winning in Many Indias: customized cluster level propositions
- Market Development
- Strengthening the core
- Building brands with purpose

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**



**#7 Globally and
#1 in India
2017**



‘Dream Employer’ for 9 years in a row among top Indian universities

THE WORLD AROUND US IS EVOLVING



IT'S AN AGE OF CHANGE AND DISRUPTION



Millennials / Gen Z



Globally connected
but there is a search
for authenticity



Changing family
dynamics



There is a thrill of
purpose



Uncertainties and
Volatility are the new
normal



Increased
competition intensity



Digital disruptions
reshaping business
models



Evolving regulatory
environment

AND HENCE THERE IS A NEED FOR...

Consumer Centricity



Speed & Agility



Digital Connectivity



Being Glocal



FMCG CONTINUES TO BE A BIG OPPORTUNITY IN INDIA



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

WINNING IN THE FUTURE
NEEDS A DIFFERENT APPROACH





RE-IMAGINING HUL FOR THE FUTURE



RE-IMAGINING HUL

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



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INDIA IS A HETEROGENOUS COUNTRY

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)



WiMI in action

Distinctive strategy at a cluster level

Customized product propositions & media deployment for every cluster

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

CCBTs: 15 MINI-BOARDS IN ACTION



Building a stronger sense of empowerment & ownership

**Multi functional
representations in CCBTs**



**Merger of Brand Development
& Brand Building**



Responsible for delivering in-year P&L

LIBERATING THE MANAGEMENT COMMITTEE TO FOCUS ON LONGER TERM GOALS

**Build new
business models**



**Greater focus on
talent & capabilities**



**Explore Inorganic
growth opportunities**



**Coach & Mentor
CCBTs**



RE-IMAGINING HUL

Re-imagining our
structure



Re-imagining our
portfolio



Re-imagining magic
in marketing



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trade channels



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value chain



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growth



Re-imagining culture
of the organisation



STRENGTHENING THE CORE



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

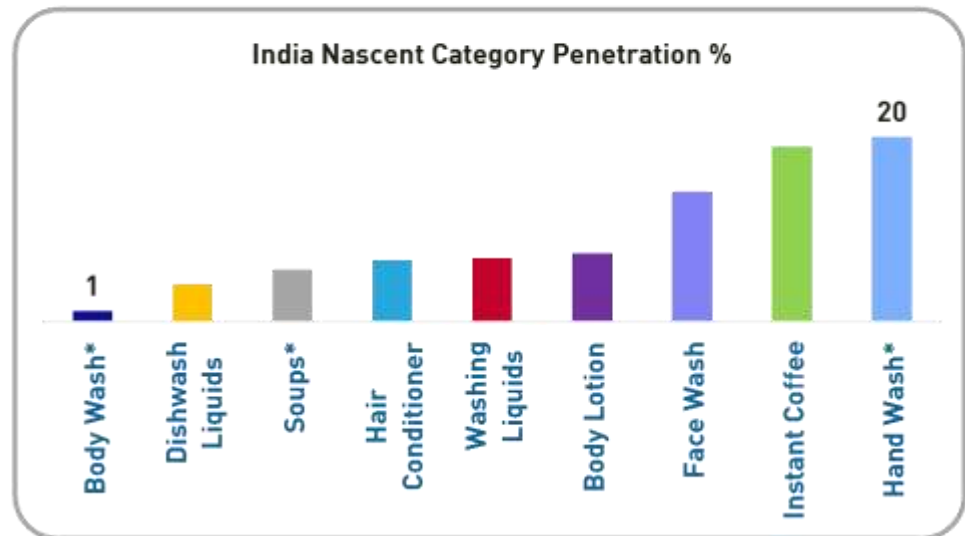


Offering multiple
value additions
across the core
portfolio



CREATING CATEGORIES OF THE FUTURE

Opportunities to premiumize and up trade; huge headroom to grow



MARKET DEVELOPMENT & PREMIUMIZATION

Powered by education demos and sampling

Business Results



Growing at ~2X HUL Average

Science of Sampling



2014

Consumer
contacts



2017

BUILDING NATURALS



Naturals portfolio growing ~2.5X of overall HUL average

RE-IMAGINING HUL

Re-imagining our
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Re-imagining magic
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Re-imagining culture
of the organisation



BUILDING BRANDS WITH PURPOSE



BUILDING ICONIC ENGAGEMENT PLATFORMS

Lux Golden Rose Awards



Lakmé Fashion Week



FAL Foundation



Lifebuoy help a child reach 5



Surf Excel Haar Ko Harao



Rin Career Academy



Red Label Taste and Togetherness



Kissanpur



CONSISTENTLY EVOLVING THESE PLATFORMS



2005



Pride

2009



Empathy & Overt
expression of love

2012



Loyalty & Forgiveness

2017



Learning from
Failure



2005



Pyar ka pyala

2008



*Chuskiyan
zindagi ki*

2010



*Health & Taste, Swasth
rahein, mast rahein*

2014



*Taste &
Togetherness*

2017



*Taste &
Togetherness*

BUILDING DIFFERENTIATED CONTENT

Television



Website



Social Media



Digital Video



Ecommerce



RE-IMAGINING HUL

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

More throughput from more stores

All channels will remain relevant

Wholesale



Aids ↑ Width of distribution

Retail



Accessibility at arm's reach of desire

Driving effective coverage & assortment

COVERAGE



ASSORTMENT



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

BUILDING CHANNELS OF THE FUTURE

Modern Trade



Driving visibility across Modern Trade

ECommerce



Ecommerce business now ~1.5% of HUL

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

RE-IMAGINING HUL

Re-imagining our
structure



Re-imagining our
portfolio



Re-imagining magic
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Re-imagining our
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Re-imagining the
value chain



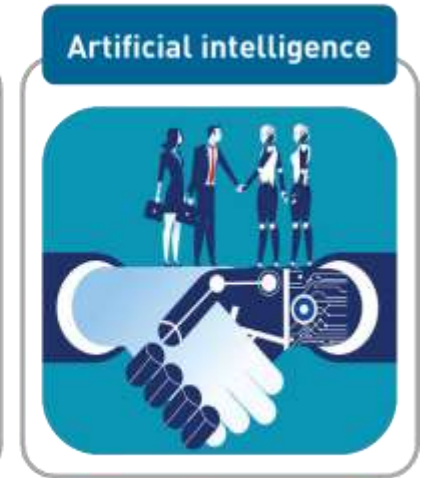
Re-imagining fuel for
growth



Re-imagining culture
of the organisation



TECHNOLOGY AVAILABLE TODAY, OPENS UP A LOT OF OPPORTUNITIES



OUR DATA STRATEGY



WE CHOSE TO DISRUPT THAN BE DISRUPTED

By looking at the full value chain end-to-end

Insights



R&D



Manufacturing



Distribution



Communication



Consumer
Journey



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”*



RE-IMAGINING SUPPLY CHAIN

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



Robotization AV

RE-IMAGINING MARKETING

Granular data analysis
and tracking



Advanced Analytics &
Decision Support System



Social Listening: Always
on Conversation



Precision Marketing:
Consumer Journey



Precision Targeting
and Deployment



MAXIMA

RE-IMAGINING CUSTOMER DEVELOPMENT



Demand Capture



Demand Fulfilment



Demand Generation

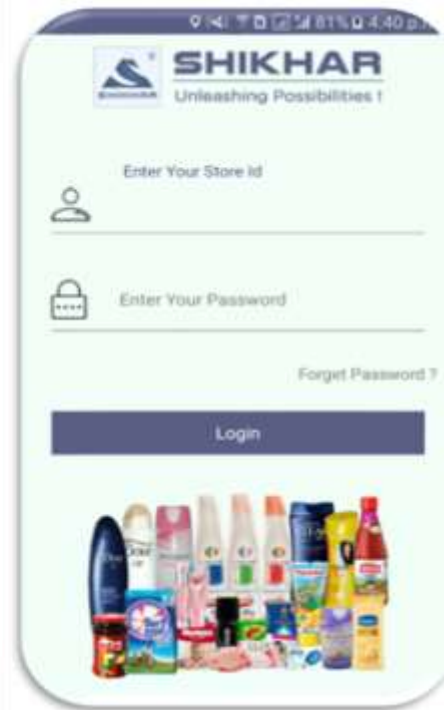
Providing superior customer service through vertical task specialization across the three pillars interlinked through modular IT capabilities

DEMAND CAPTURE

Demand Capture



- Enhance salesman productivity with chatbots
- Advanced Analytics/AI for assortment led growth
- Scale up Shikhar App



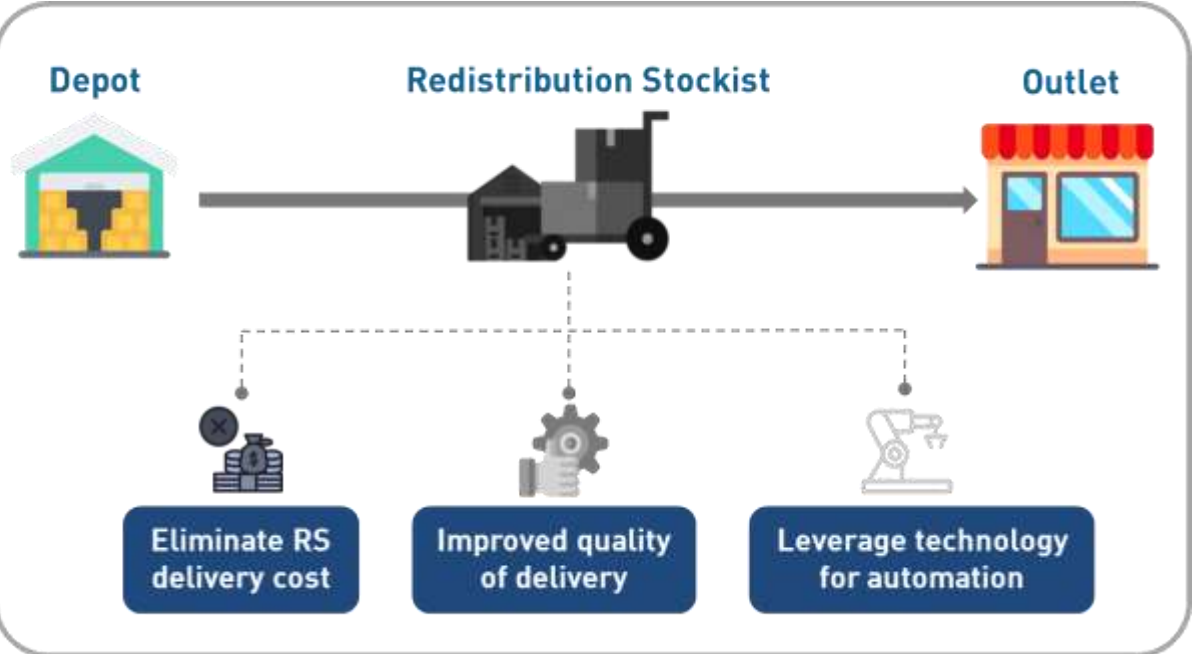
Shikhar App AV

DEMAND FULFIL

Demand Fulfil



- **Project Shogun: Deliver with speed to trade and ensure efficient fulfilment**
- **Scale up Impact App**



DEMAND GENERATE

Demand Generate



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

Your Local Khana, Now Online | 1000 418 1019 | HumaraShop | SIGN IN / SIGN UP

Humara Shop | CATEGORIES | Search products & brands | OFFER ZONE | BASKET

LAKMÉ Beauty Store
SHOP NOW
UPTO **15% OFF***

Tea Coffee
UPTO **10% OFF*** SHOP NOW

kissan JAM at ₹99/-*
SHOP NOW
only

*Offer valid 100 stocks limit. T & C apply

RE-IMAGINING HUL

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

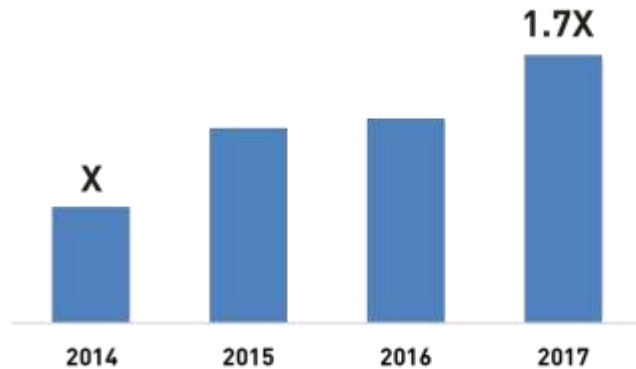


Re-imagining culture
of the organisation



OUR HISTORY OF SAVINGS

Savings as a % of Turnover



Powered by



Cutting complexity
& driving agility



Organisation wide
initiative



Building an
owners mindset



GENERATING FUEL FOR GROWTH BY CONSTANT REINVENTION

A Business Model that Works



Max the Mix

Portfolio

Channel,
Geography

Margin
accretive
innovation

Pricing

End-to-end cost focus

Materials

Non Material
Supply Chain
Costs

Return on
Marketing
Investments

Overheads

Organisation wide ownership mindset

PARTNER TO WIN

Symphony


ZERO
BASED
BUDGETING


NRM
NET REVENUE
MANAGEMENT

RE-IMAGINING HUL

Re-imagining our
structure



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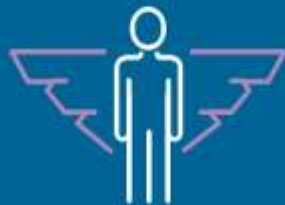


Re-imagining culture
of the organisation



CHANGING STRUCTURES AND PROCESSES IS NOT ENOUGH

Change in mindset enables us to continuously adapt



EMPOWERMENT



COLLABORATION



EXPERIMENTATION

Change in mindset is key to landing transformation

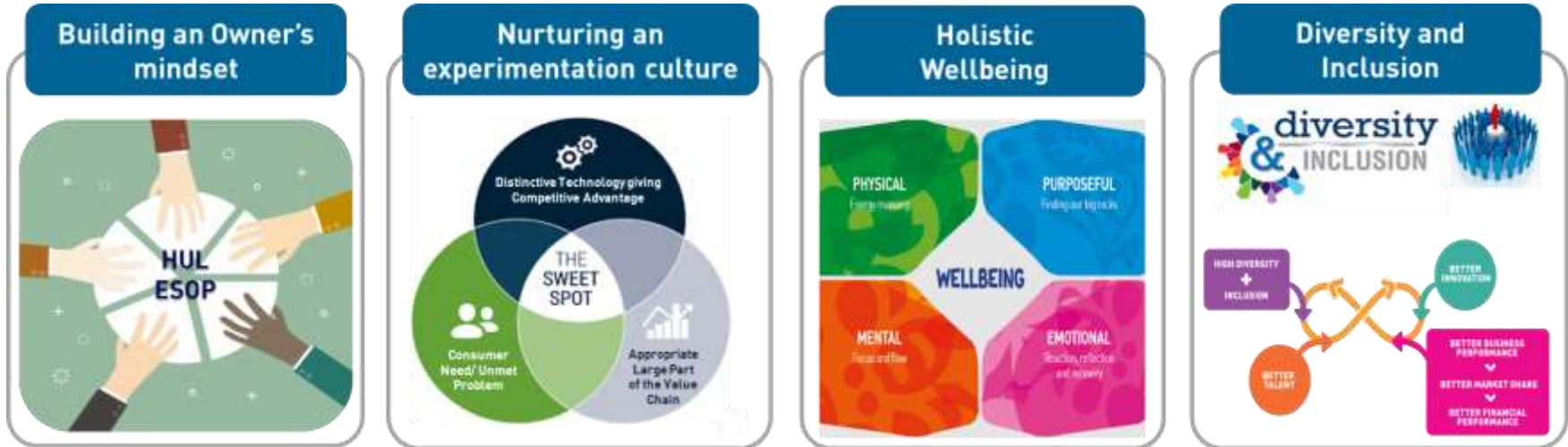
NEW STANDARDS OF LEADERSHIP



Our Standards of Leadership sit alongside the enduring values of Unilever

Respect Responsibility Integrity Pioneering

BRINGING AN ORGANISATION WIDE CHANGE



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

LEGACY OF DOING WELL BY DOING GOOD

Founder's Vision in the 19th century



Our Purpose today



"I believe that nothing can be greater than a business, however small it may be, that is governed by conscience; and that nothing can be meaner or more petty than a business, however large, governed without honesty and without brotherhood."

-William Hesketh Lever

LED BY VALUES

Values



INTEGRITY
RESPECT
RESPONSIBILITY
PIONEERING

Living the values

THANK YOU, GST.



MUCH MORE VALUE ON YOUR FAVOURITE BRANDS.


Hindustan Unilever Limited
Serving India for over 88 years.

GST benefits on the above packs and across a wide range of products are being made available. Stock manufactured with reduced 18% (inclusive of all taxes/GST) or with higher gramme/volume have started reaching markets.

UNILEVER SUSTAINABLE LIVING PLAN

Improving 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 **Domex Toilet Academy**



Reducing environmental footprint

100% TOMATOES



&



52% TEA

are sourced from sustainable sources



54% reduction in waste generated during manufacturing in 2017*

Enhancing Livelihoods



Project **Shakti** network grew to **80,000** entrepreneurs

1.7 million people benefitted from **Prabhat's** USLP linked programmes



Over **420,000** people benefitted from **Rin Career Ready Academy**

200,000 women enrolled for **Fair & Lovely Foundation's** online education programme



POSITIVE IMPACT ON THE PLANET

Thought leadership on water conservation and plastics



450 billion litres* of water potential created



- Ensure all our plastics packaging is designed to be reusable, recyclable or compostable.
- 25% of all the plastic we use will come from recycled sources by 2025

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



We are leveraging technology to re-imagine our current ways of working across the value chain



We are building capabilities and re-imagining our culture to be future ready

Our purpose and values remain unchanged



HUL IS RE-INVENTING ITSELF TO BE FUTURE READY !

THANK YOU

For More Information

VISIT OUR WEBSITE

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

Investor Relations

HUL Annual Investor Meet 2018

HUL's Annual Investor Meet 2018 will be held on 6th June 2018, Wednesday, at the HUL Head Office in Mumbai.

> [View more](#)

RE-IMAGINING HUL

ANNUAL INVESTOR MEET | 6 JUNE 2018

Sanjiv Mehta, CEO & MD



CATEGORY UPDATES

ANNUAL INVESTOR MEET | 6 JUNE 2018



Hindustan Unilever Limited

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FOODS & REFRESHMENT

SUDHIR SITAPATI

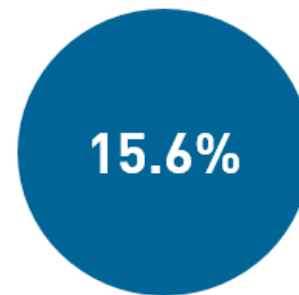
FY 2017-18 PERFORMANCE HIGHLIGHTS



**Leading position in
6 F&R categories**



**Double Digit
TO growth**



**Segmental Operating
margin FY'18**

TEA: MARKET LEADERSHIP GAINED



Turnover



1.8 X

Profitability



2.0 X

No. 1 Tea Company in India

OUR STRATEGY

**Drive premiumization
& upgradation**



**Invest in Market
Development**



**Win in channels
of the future**



**Winning in Many
Indias (WiMI)**



OUR STRATEGY

**Drive premiumization
& upgradation**



**Invest in Market
Development**



**Win in channels
of the future**



**Winning in Many
Indias (WiMI)**



FOODS: DRIVING PREMIUMIZATION THROUGH VARIANTS



Accretive to foods portfolio
by **580 bps**

...AND PLOUGHING BACK INTO CORE



24% volume growth
on core pack

TEA



OUR STRATEGY

Drive premiumization
& upgradation



Invest in Market
Development



Win in channels
of the future



Winning in Many
Indias (WiMI)



FOODS: TAPPING THE SNACKING OPPORTUNITY



Attractive Market



MEDIA



VISIBILITY AT POS



SAMPLING



Knorr Noodles AV

FOODS: CATERING TO THE NATURALS SEGMENT

Inspired by Ancient Wisdom



Inspired by recipes and ingredients from ancient texts

Making Traditional Ingredients Contemporary



Millets, cow's ghee, spices in a wholesome breakfast mix, with no added preservatives

Building capabilities for pilot launches

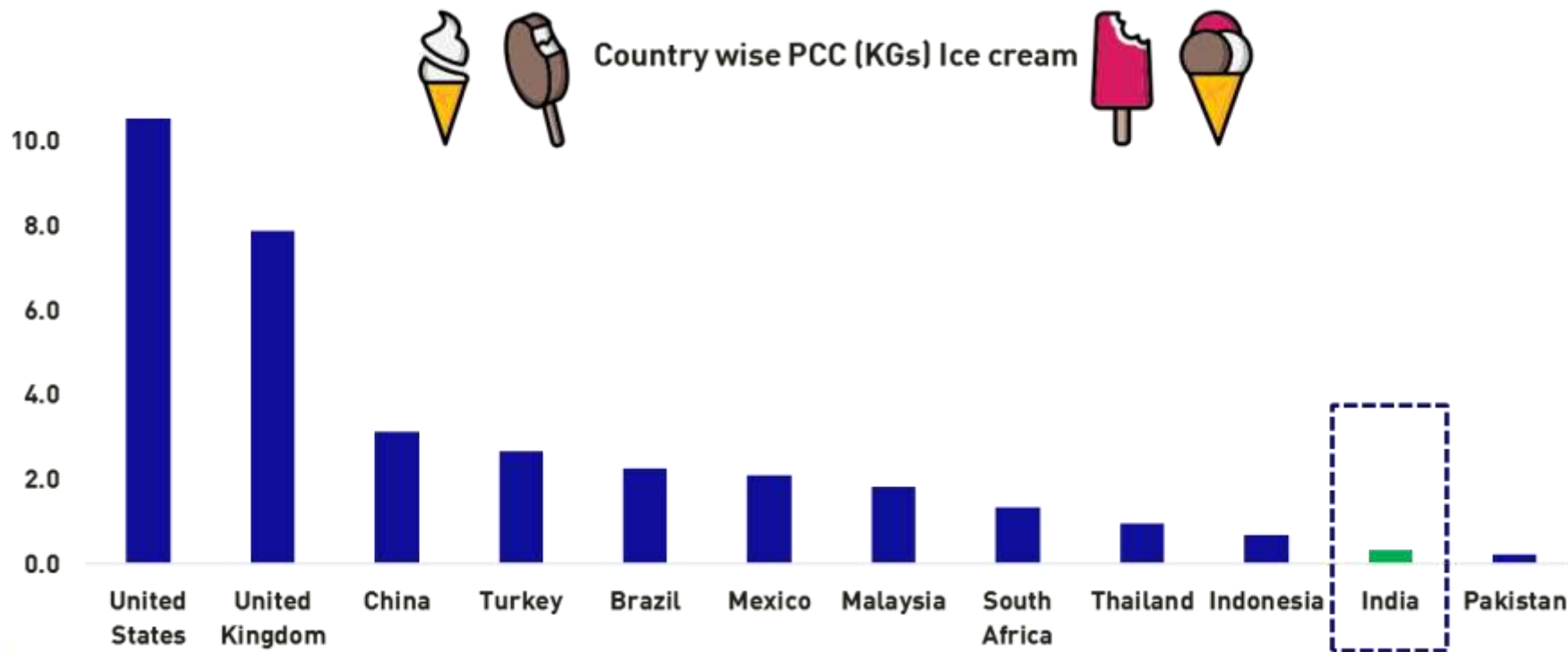


Road test the mix in Chennai before scale up to rest of India



Lever ayush Foods AV

ICE CREAM CONSUMPTION: INDIA VS. THE WORLD



DEVELOPING NEW SEGMENTS IN ICE CREAMS



Cornetto Oreo & Kwality Wall's Sandwich AV

OUR STRATEGY

Drive premiumization
& upgradation



Invest in Market
Development



Win in channels
of the future



Winning in Many
Indias (WiMI)



KWALITY WALL'S PRESENCE: FROM 40 CITIES TO 400 PLUS CITIES

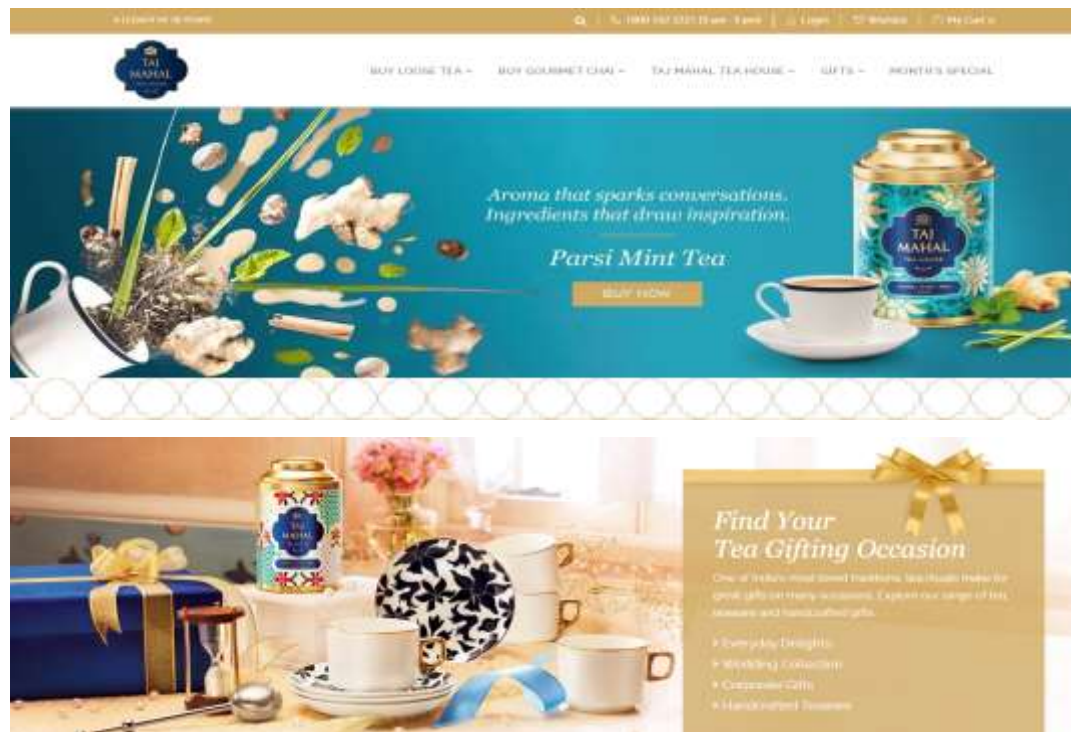
YEAR 2014



YEAR 2018



TAJ MAHAL ECOMMERCE SITE



FOODS: TAPPING THE DIGITAL LANDSCAPE WITH SEEK-OUT CONTENT



IFN

=



+



Kissan AV

OUR STRATEGY

Drive premiumization
& upgradation



Invest in Market
Development



Win in channels
of the future



Winning in Many
Indias (WiMI)



WiMI DEPLOYED IN TEA & COFFEE



WiMI: Bru & Red Label AV



THANK YOU!



HOME CARE

PRIYA NAIR

FY 2017-18 PERFORMANCE HIGHLIGHTS



**In all Key Sub
Categories**



**Double Digit
TO growth***



**Segmental Operating
Margin FY'18**

OUR STRATEGY

**Drive premiumization
& upgradation**



**Invest in Market
Development**



**Win in channels
of the future**



Grow Profitably



OUR STRATEGY

**Drive premiumization
& upgradation**



**Invest in Market
Development**



**Win in channels
of the future**

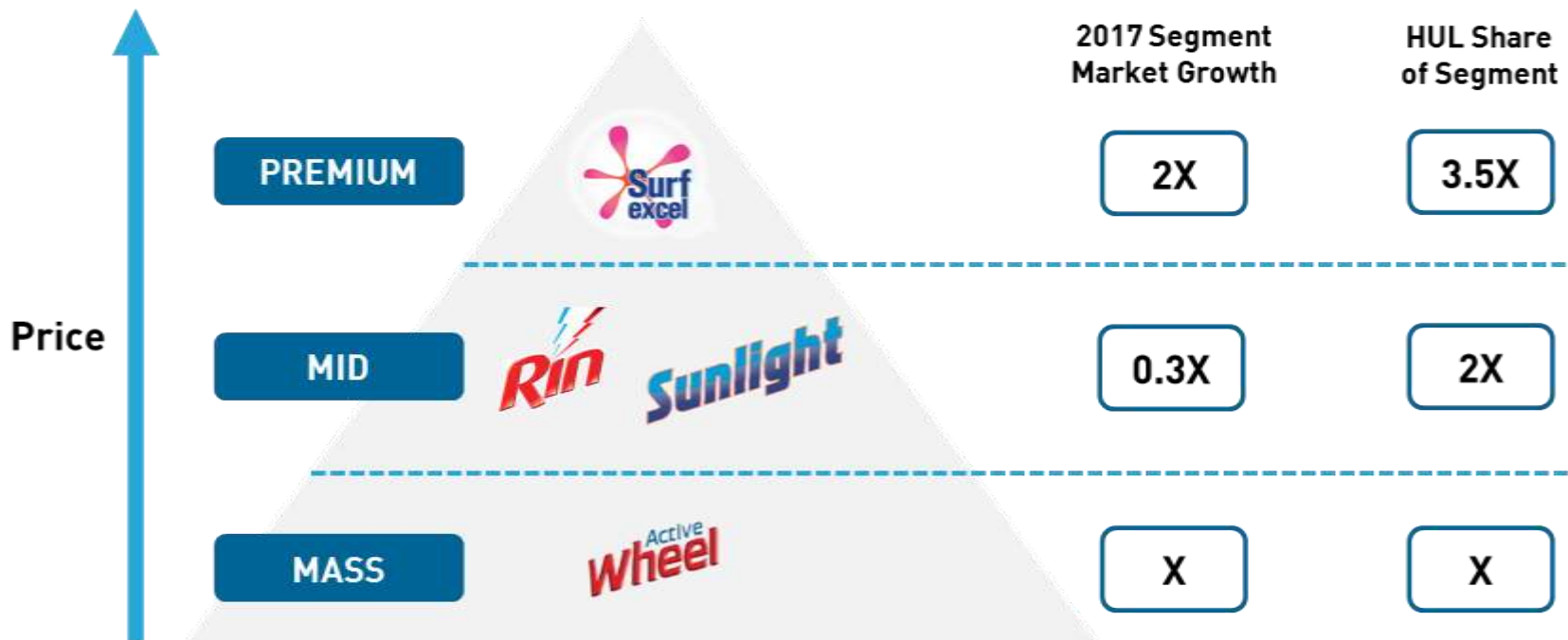


Grow Profitably



PREMIUMIZATION IN LAUNDRY

ENABLING COMPETITIVE AND PROFITABLE GROWTH



BUILDING ASPIRATIONAL BRANDS AIDS PREMIUMIZATION



#HAARKOHARAO



Bachche haarna kahan se seekhte hain?

THINK



TALK



ACT



Surf Excel AV

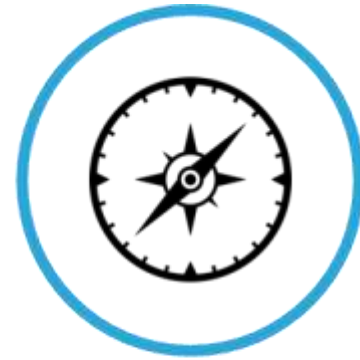
BUT IMPORTANT TO REMAIN COMPETITIVE IN MASS EVEN AS WE UPGRADE THE MARKET



Value, not price



Sharp choices



**Building a
purposeful brand**

BUILDING A PURPOSEFUL WHEEL



Active Wheel AV

OUR STRATEGY

Drive premiumization
& upgradation



Invest in Market
Development



Win in channels
of the future



Grow Profitably



CREATING SEGMENTS OF THE FUTURE

LAUNDRY



**MATIC
POWDERS**



**SURF EXCEL MATIC
LIQUID DETERGENT**



**RIN MATIC
LIQUID DETERGENT**



**FABRIC
CONDITIONER**

GROWTH AT 3X OF REST OF LAUNDRY

WHILE EDUCATING CONSUMERS TO BUILD NEW HABITS

LAUNDRY



Creating ritual to drive
pre-treatment for stain
removal in machines



Demystifying fabcon:
Small step, Big Shine



Comfort AV

SUCCESSFULLY DEPLOYING WiMI LAUNDRY

MAJORITY MASS



Upgradation through mid and premium bars and powders



MAJORITY MID



Upgradation through top end formats – Matic liquid

DEPENDING ON CONSUMER BEHAVIOUR

LAUNDRY

Mental Reach



Go Deep: Mental reach
through outdoor, static

Trial Generation



Forced Trials

Physical Reach



WS + Shakti to
boost Rural RTM



TV, Digital to
maximise Reach



Education-led
Sampling



Promoter-led
demos

DRIVING LIQUIDS WHILE STRENGTHENING THE CORE

DISHWASH

Added benefits in Bar



Vim Anti-Smell with Pudina
– removes malodour

Upgradation to Liquids



Vim Liquid with a benefit of
No-Residue



Vim Liquids AV

OFFER A DIFFERENTIATED BENEFIT

TOILET CLEANERS

Portfolio

Rim Block



Liquid



Powder



Proposition

Removes Germs that cause Malodour

Clean and not
smelly



Changing the
benefit ladder



BUILDING THE PURIFIERS BUSINESS

Building the brand in Salt Removal (RO)



Removes not just germs, but
also harmful chemicals in water
due to pollution

Differentiated Innovations



Pure-it with Oxy-Blast
technology

Driving Air Purifiers amid increasing consumer need



Pureit AV

OUR STRATEGY

**Drive premiumization
& upgradation**



**Invest in Market
Development**



**Win in channels
of the future**



Grow Profitably



CHANNELS OF THE FUTURE

HC in ECommerce

1.4X

Homecare shares over-indexed in ECommerce vs other channels

Seed for Future



Fast Track Innovations through ECommerce

Create Differentially



Keep consumer journey in ECommerce in mind while designing




India's largest online supermarket









OUR STRATEGY

Drive premiumization
& upgradation



Invest in Market
Development



Win in channels
of the future



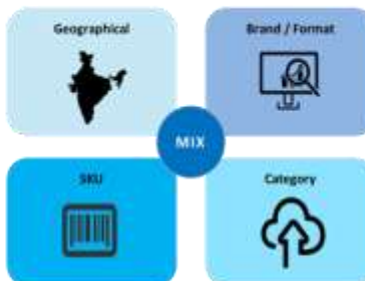
Grow Profitably



WITH A STRONG MARGIN IMPROVEMENT PLAN



**Symphony Savings
Program**



**Having a
positive Mix**



**ZERO
BASED
BUDGETING**

**Zero Based
Budgeting**



THANK YOU!



PERSONAL CARE

SANDEEP KOHLI

FY 2017-18 PERFORMANCE HIGHLIGHTS



1000 crore +
brands



Double Digit
TO growth



Segmental Operating
margin FY'18

PORTFOLIO TO WIN ACROSS CHANNELS & SEGMENTS

Core Range



Premium Range



Market Development Range



HAIR CARE ACROSS SEGMENTS

Core Range



Premium Range



Conditioners & Styling range



OUR STRATEGY

**Drive premiumization
& upgradation**



**Invest in Market
Development**



**Win in channels
of the future**



Build Naturals



**Make core
aspirational**



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ACCELERATE PREMIUMIZATION

New benefit spaces



Leading trends



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INVEST IN MARKET DEVELOPMENT

Building the Anti-perspirant market



Driving awareness of body lotion



Vaseline AV

MARKET DEVELOPMENT AT SCALE

Access Packs



Winning in Many Indias (WiMI)



Cluster based jobs & marketing campaigns



Sampling



Sampling in 2017 = 1.5X 2016

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WINNING IN ECOMMERCE & DIGITAL

Ecommerce ready content



Exclusive packs and ranges



Win with Winners: JBPs with all Leading Players

NYKAA



CREATING BEST IN CLASS ACTIVATIONS & CONTENT ONLINE

Contextual targeting



Leveraging
Search



Leveraging
Seasonality



Penetration through
Brand Intelligence



Content to drive conversion



LEADING IN A DIGITAL WORLD WITH MEASURABLE METRICS

Especially curated creatives for Social media to break the clutter



Content strategy to influence consumers online

BE BEAUTIFUL.IN



"Be the Wikipedia of Personal Care in India by answering all search queries on personal care through our brands"

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BUILDING THE NATURALS PORTFOLIO



Indulekha AV

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Make core
aspirational



MAKING CORE BRANDS ASPIRATIONAL

Skin Cleaning – Lux



Skin Care – Fair & Lovely



Hair Care – Sunsilk



MAKING CORE BRANDS ASPIRATIONAL

LIFEBUOY

Establish superior germ kill



Tap into Naturals trends



Build new formats



Lifebuoy AV



THANK YOU!

THANK YOU

For More Information

VISIT OUR WEBSITE

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

Investor Relations

HUL Annual Investor Meet 2018

HUL's Annual Investor Meet 2018 will be held on 6th June 2018, Wednesday, at the HUL Head Office in Mumbai.

[> View more](#)

RE-IMAGINING HUL

ANNUAL INVESTOR MEET | 6 JUNE 2018

Sanjiv Mehta, CEO & MD



RE-IMAGINING MARKETING

ANNUAL INVESTOR MEET | 6 JUNE 2018



Hindustan Unilever Limited

SAFE HARBOUR STATEMENT

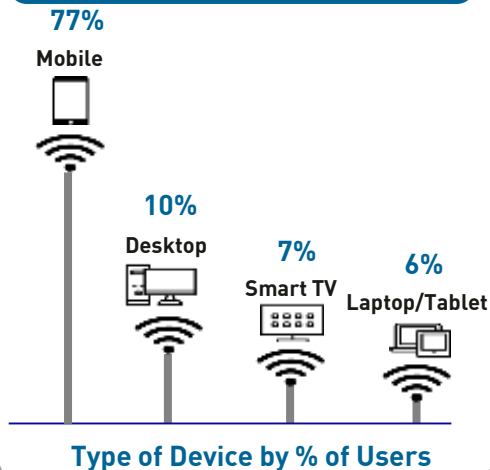
This Release / Communication, except for the historical information, may contain statements, including the words or phrases such as 'expects, anticipates, intends, will, would, undertakes, aims, estimates, contemplates, seeks to, objective, goal, projects, should' and similar expressions or variations 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.

AGENDA

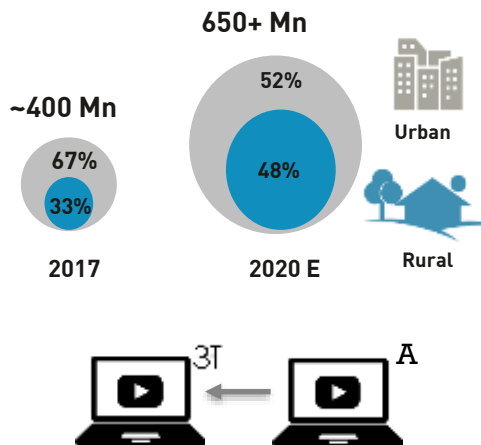
- **India Digital Landscape**
- **Impact on Marketing**
- **Reinventing Marketing @ HUL**

DIGITAL TRENDS SHAPING INDIA

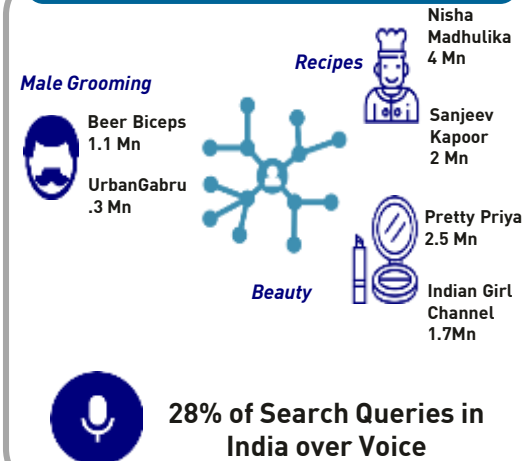
Shift to Mobile Viewing



Rise of Rural & Vernacular Content



Increasing Influencers & Voice search



MARKETING IS EVOLVING IN ITS 5TH GENERATION



Product Orientation

Develop & sell products that one is good at making



Market Orientation

Focus on the target customer and markets and get them to buy it



Consumer Orientation

Understand consumers and design products to solve their problem



Human Orientation

Engaging with people through their minds, hearts & spirits

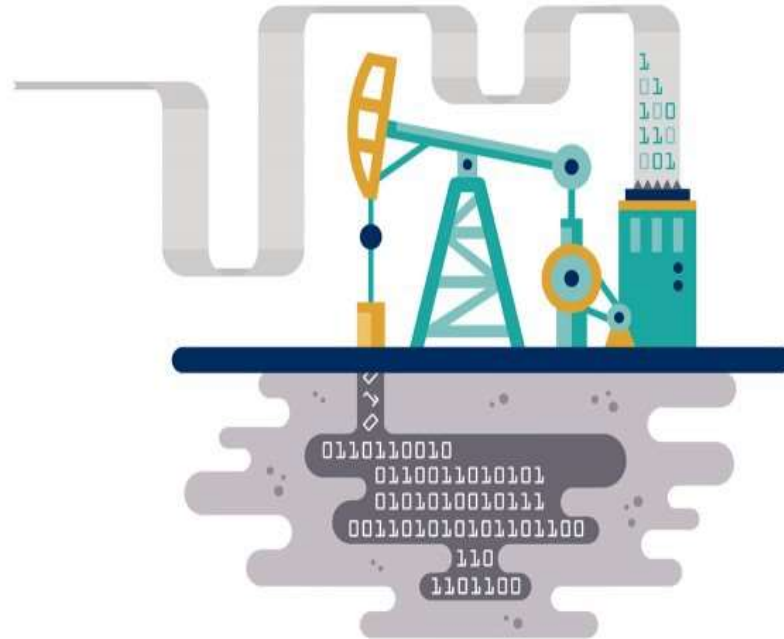


Digital Orientation

Owning end to end consumer journey to communicate and deliver purposeful, personalised solutions



DATA IS THE NEW OIL

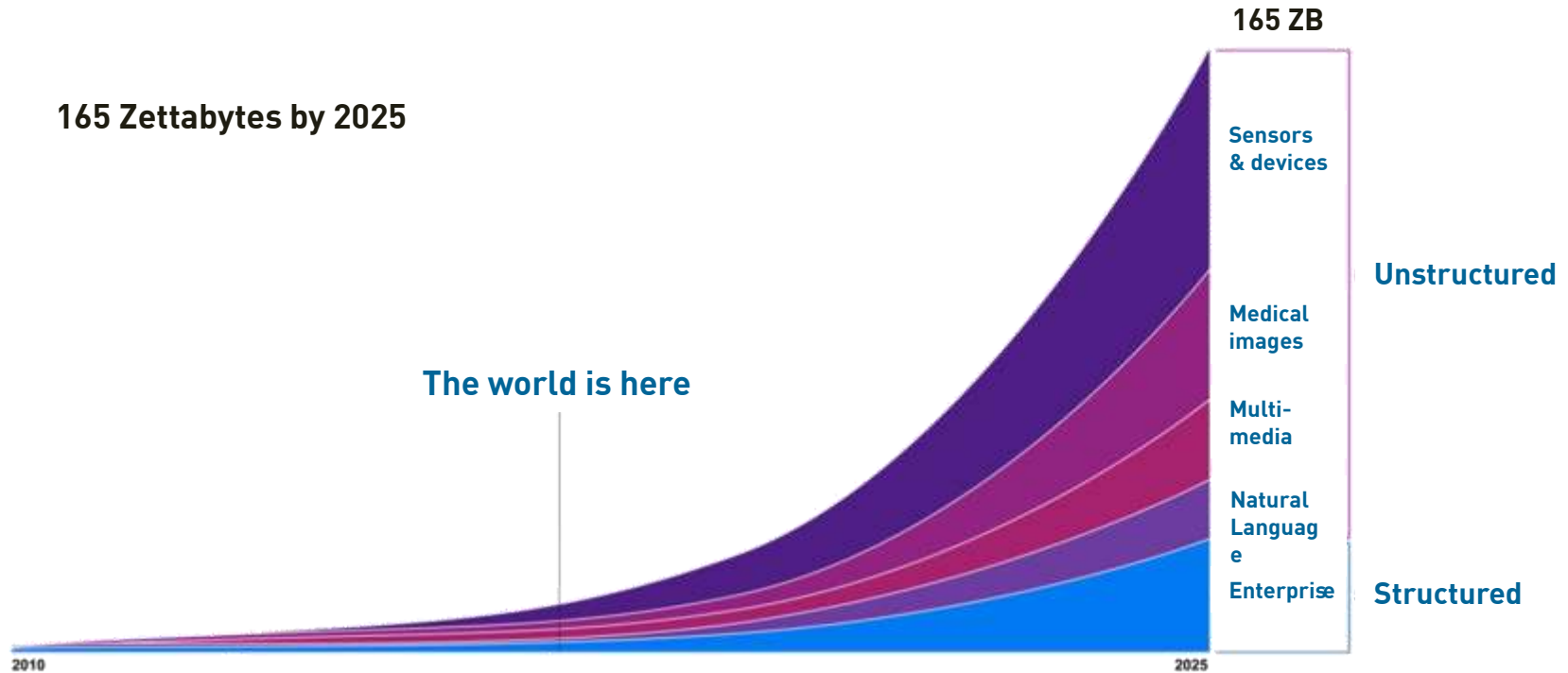


*Data is no longer just a by-product of doing business:
it's an asset like our brands, factories and selling systems*



OUR WORLD IS CHANGING

165 Zettabytes by 2025



*Source IDC. IBM projections based on analyst report

HOLISTIC VIEW ON DATA



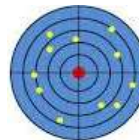
INTERNAL

*Examples: Sales,
Distribution, Penetration*



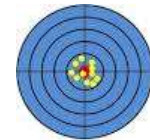
ECOSYSTEM

*Examples: Points of Interest,
Demographics,*



MIXED

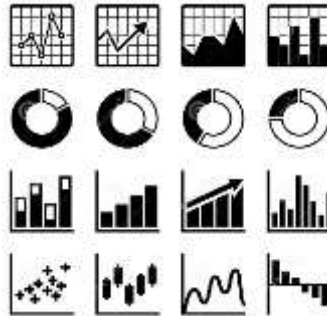
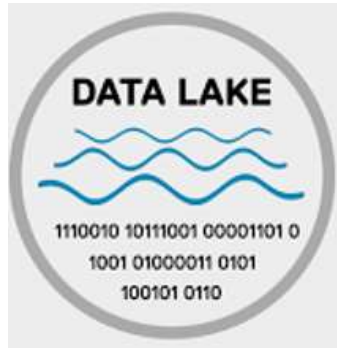
Internal + External



Looking beyond
the rows and
columns

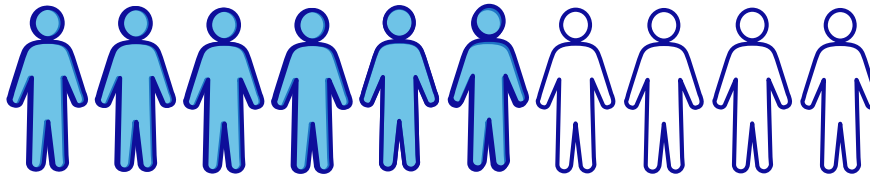


DATA DRIVEN CULTURE



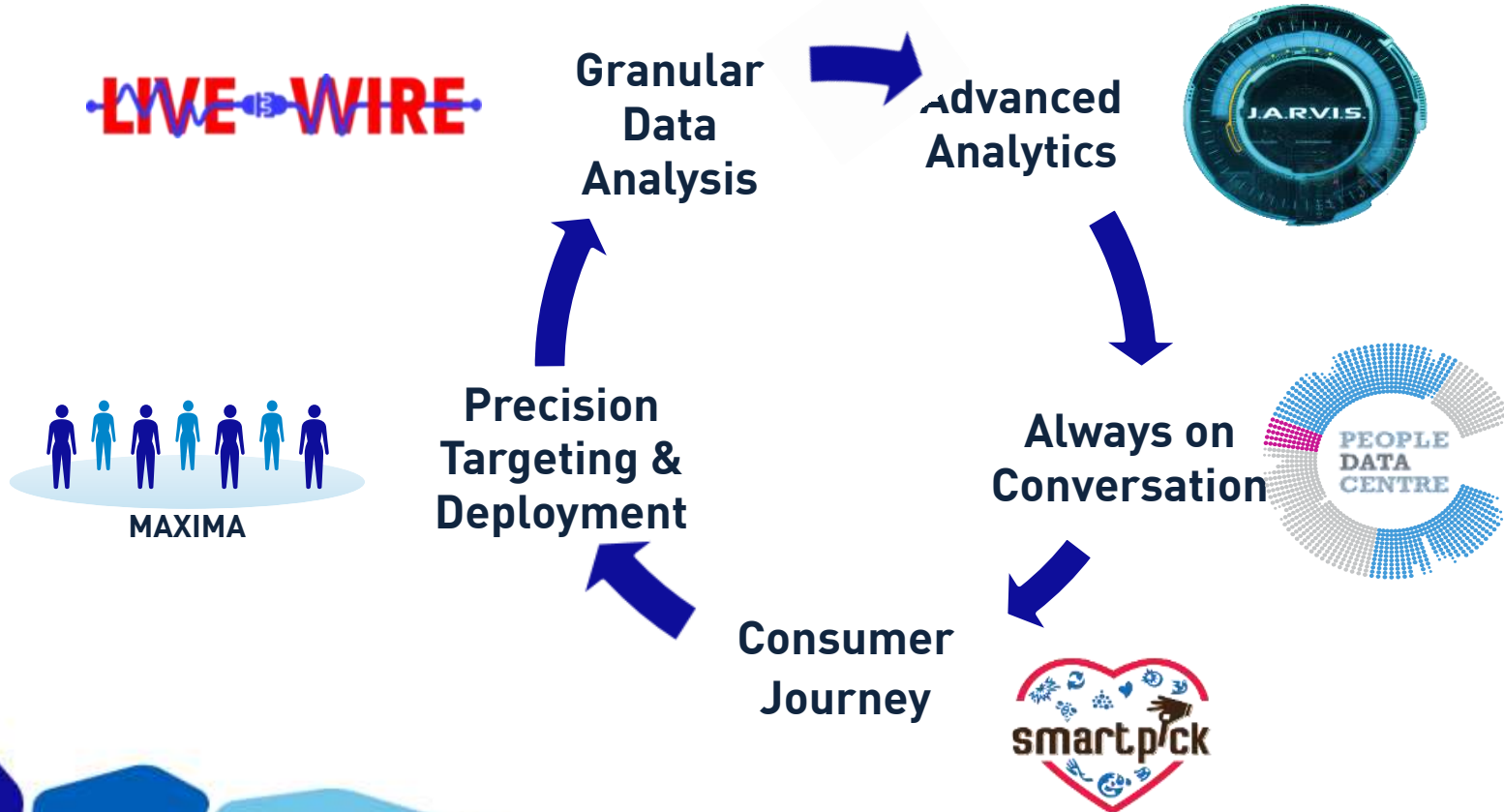
Democratizing Data

Data scientists now an integral part of Business Teams



Digital & Data savvy teams

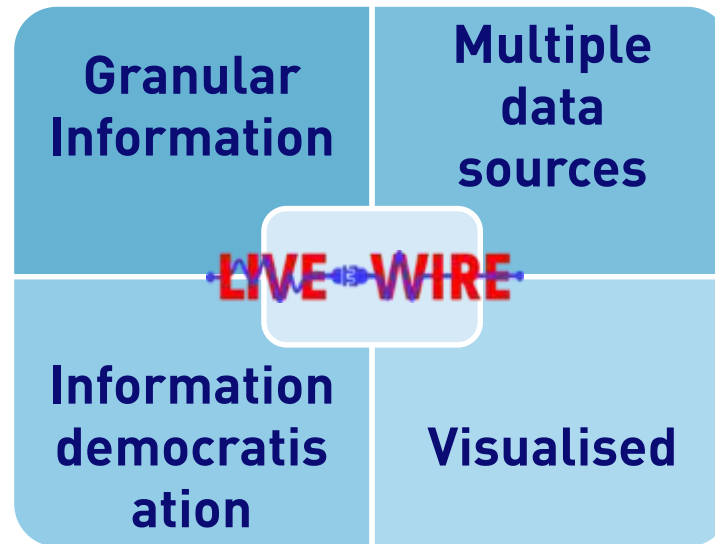
CAPABILITIES ACROSS THE MARKETING VALUE CHAIN





GRANULAR DATA ANALYSIS

LIVEWIRE





ADVANCED ANALYTICS

Predictive analytics building on Livewire

Democratising Data



Processing



Enabling Decisions



PRICE

ADVERTISING
& PROMOTION

TRADE
SPENDS

How is predictive analytics better?



Analytics methodology

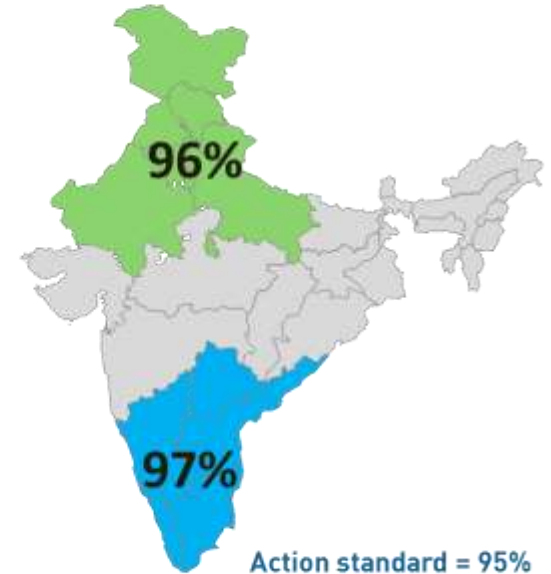


Levers & Variables



De-Averaged Output

Jarvis in Action: Superior Accuracy





ALWAYS 'ON' CONVERSATION

PEOPLE DATA CENTRE (PDC)

Capabilities built through the PDC

Understanding Consumer Perceptions about Brand	Celebrity Assessment	Understanding Strength and Weaknesses of Brands	Understanding Category
Campaign Analysis	Impact of Macro Economic factors on business		Emerging Consumer Needs
Influencer Identification	Crisis Management	Command Centre	Reasons to use or not use certain product categories
Ecom learnings	Spotting Trends	Competition Tracking	Strategic Understanding

Benefits of using PDC



Half the Time



Half the Cost



Rigorous & Holistic



Double the Impact



CONSUMER JOURNEY

Traditional Market development



Limitations



Cost



Access to
LSM 8+

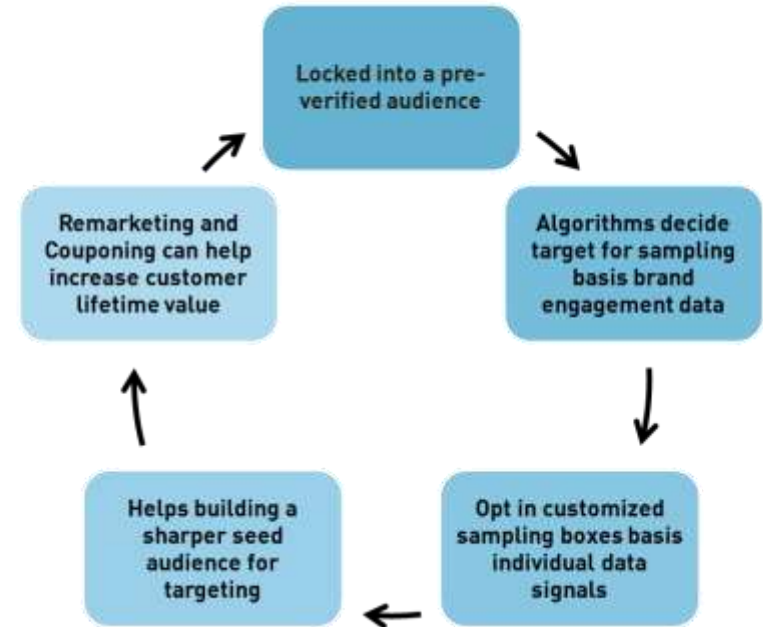


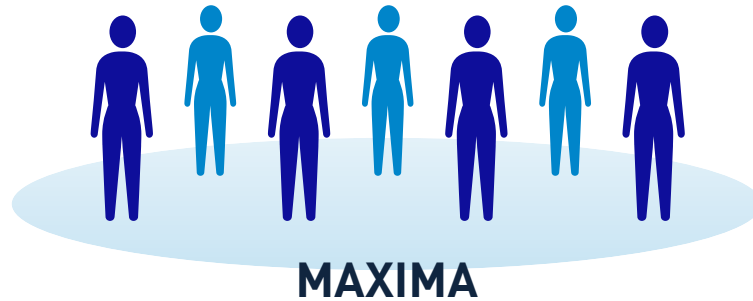
Mass
Targeting



Promoter driven
experience

Smartpick: Led by data driven algorithms



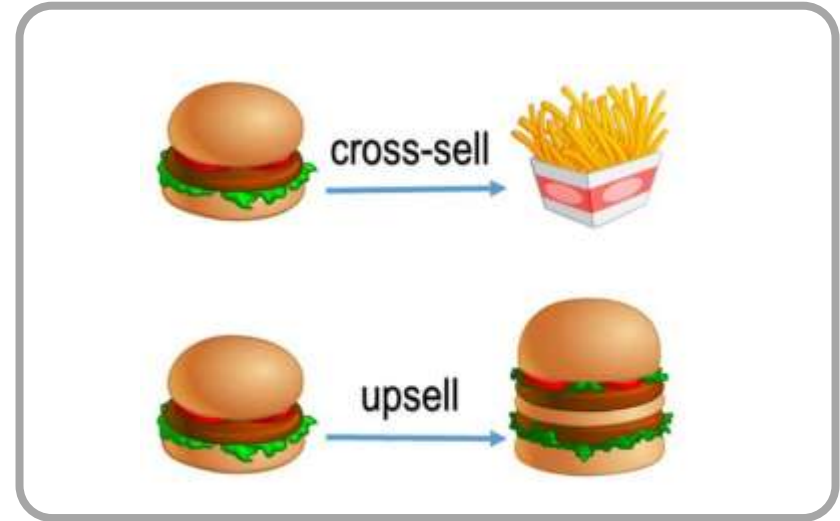


PRECISION TARGETING & DELPOYMENT

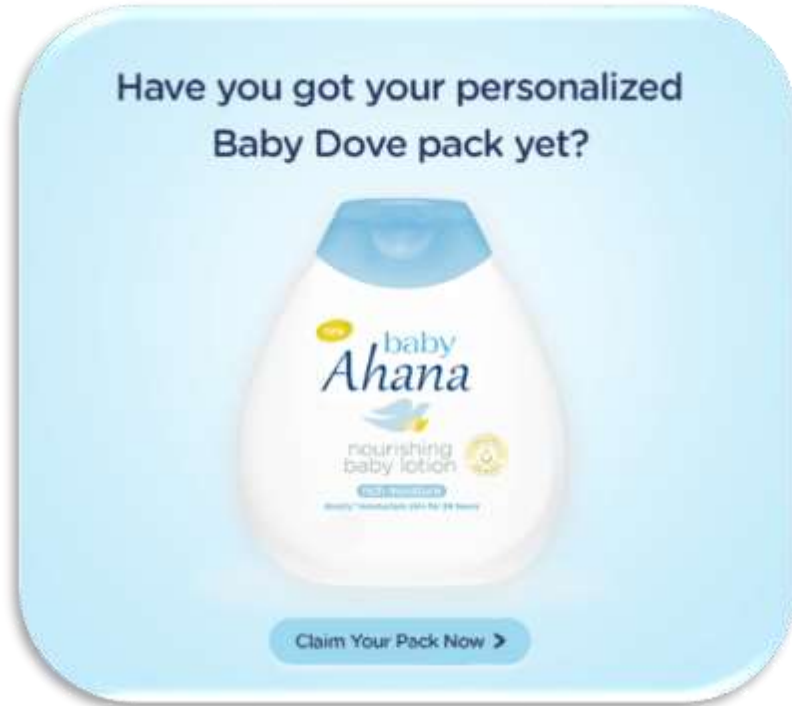
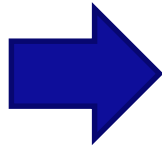


THE RIGHT MESSAGE
AT THE RIGHT TIME
IN THE RIGHT PLACE
TO THE RIGHT PERSON

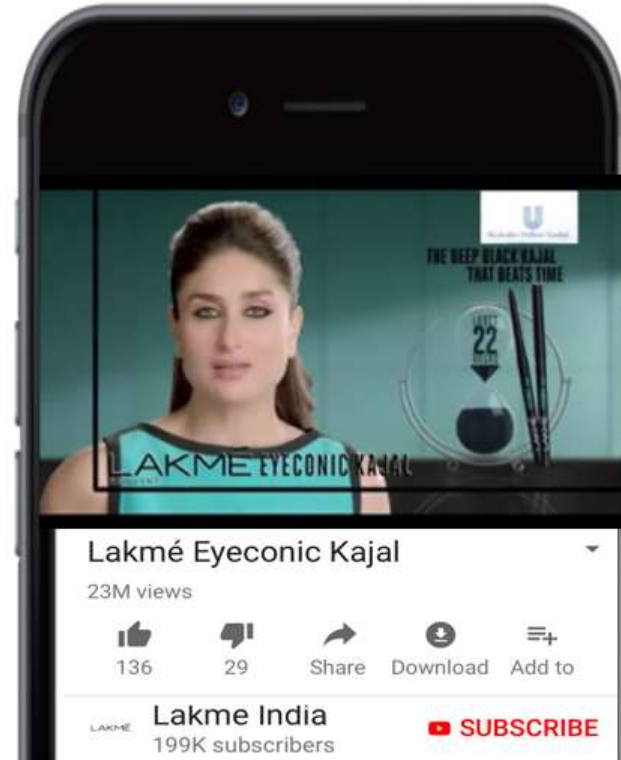
SHARPER TARGETING



PERSONALISED PACKAGING



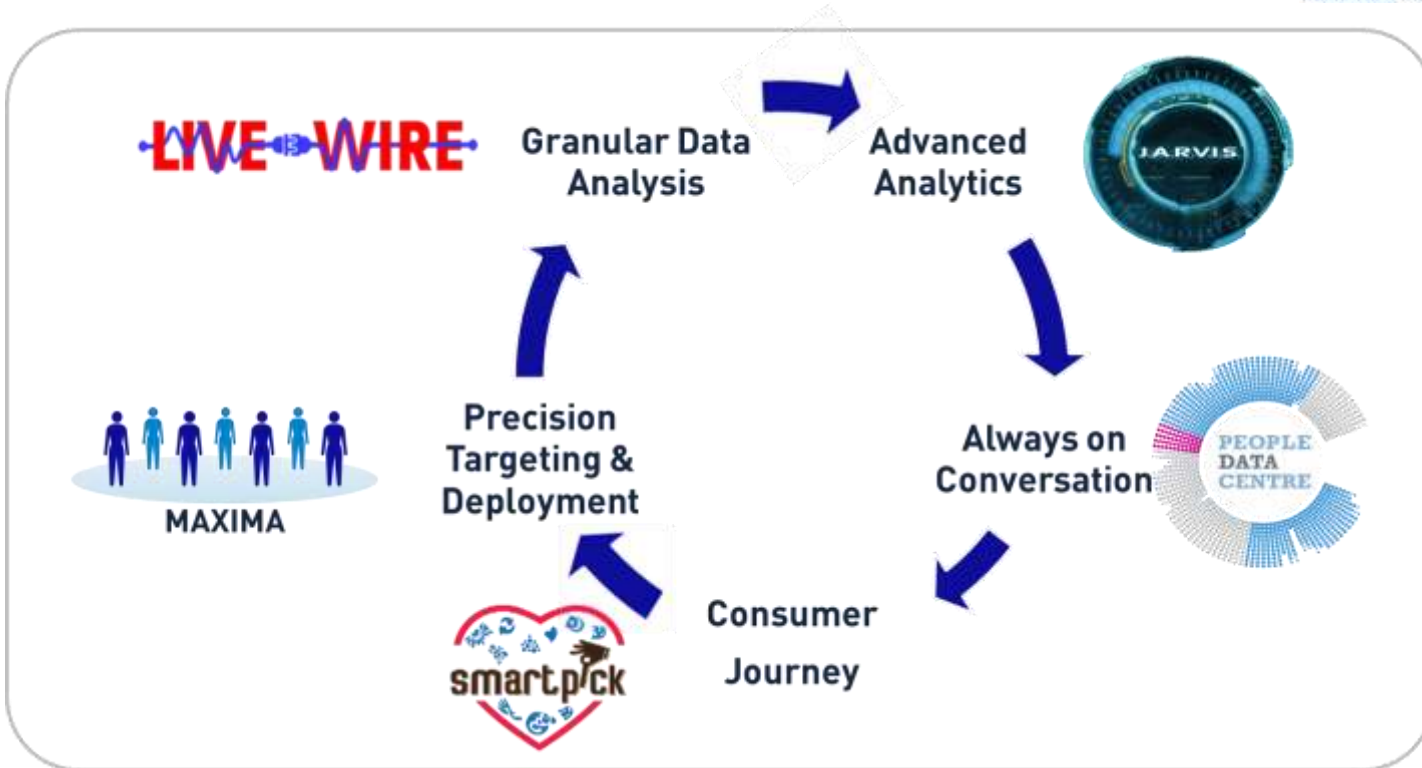
WHAT CONSUMERS SAW ON THEIR PHONES





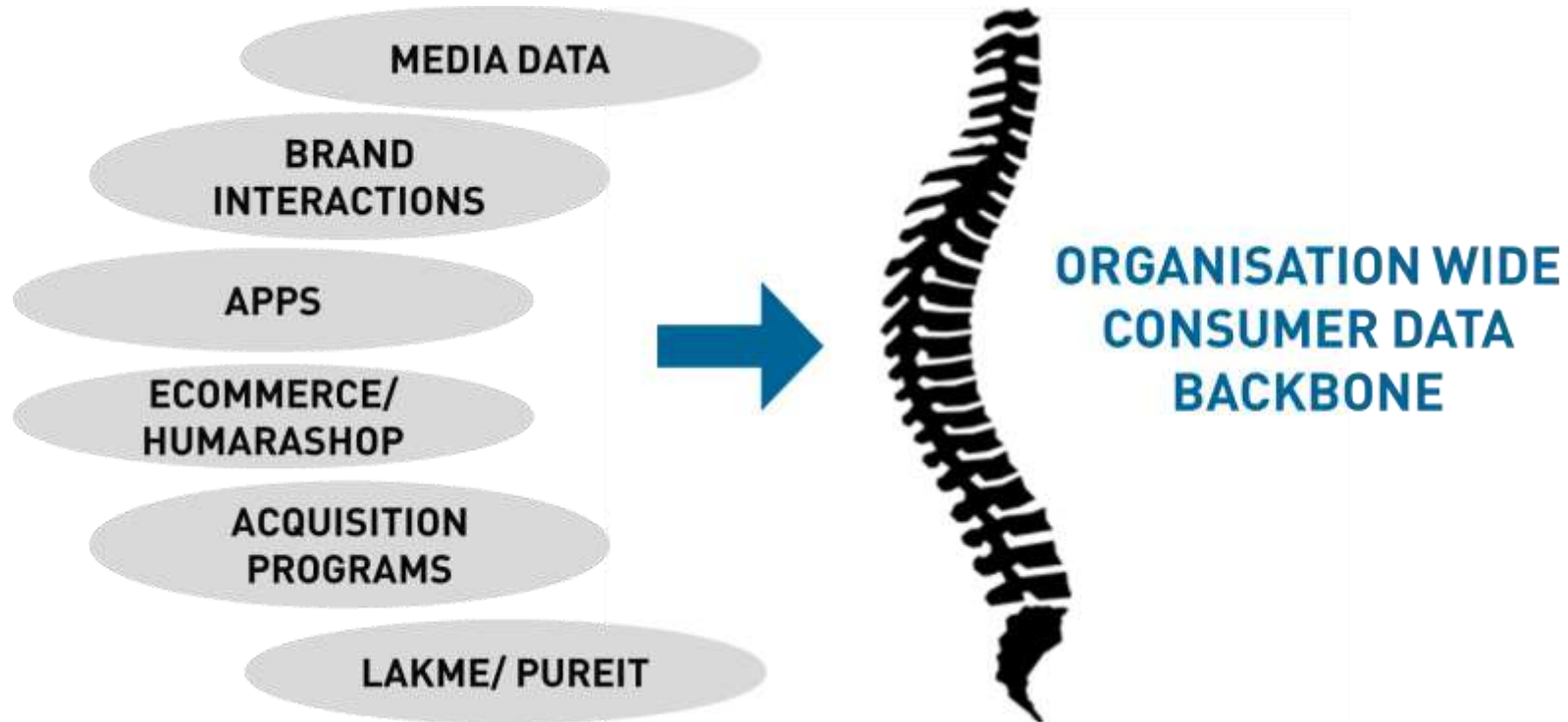
putting it all
TOGETHER

IN SUMMARY

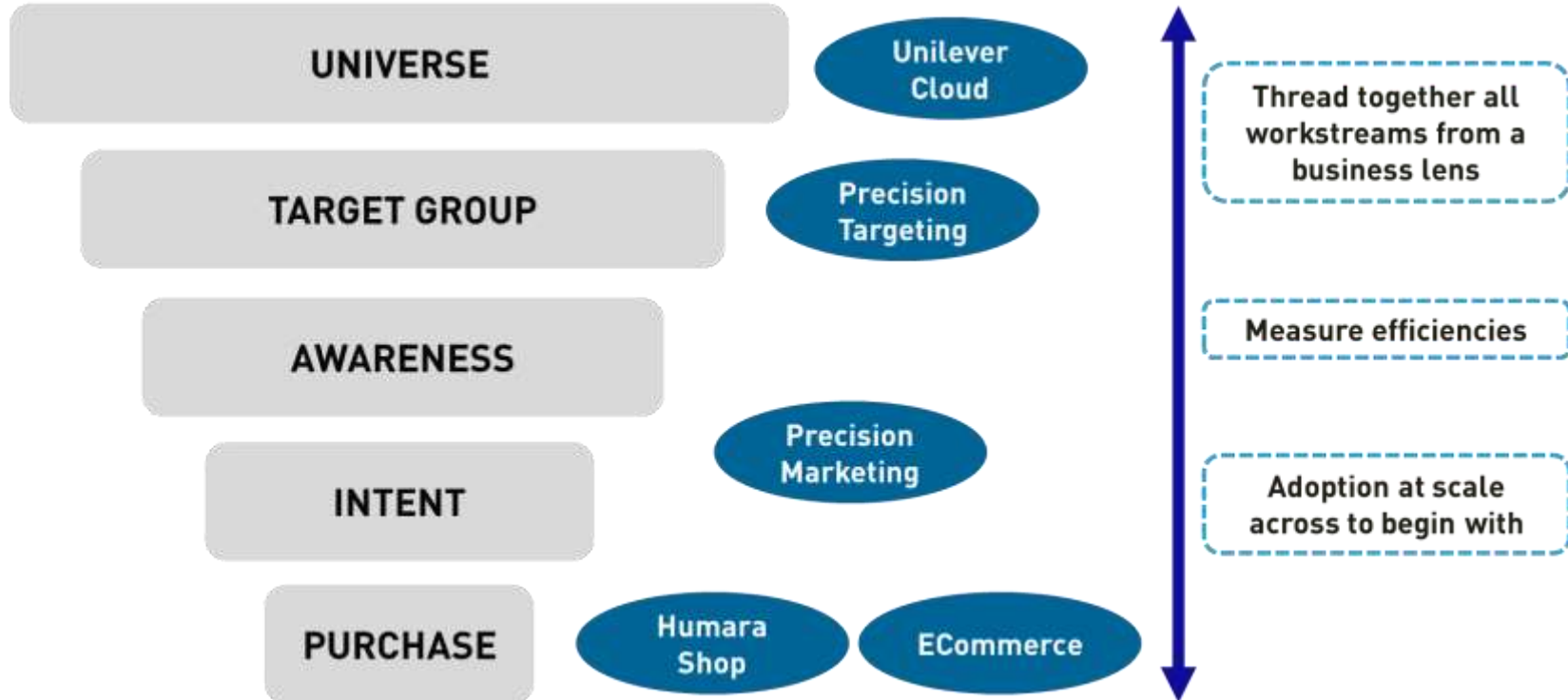


Re-imaging the consumer value chain end-to-end

CONSUMER DATA: AN ORGANISATION WIDE CAPABILITY



AN ORGANISATION WIDE END TO END VIEW



To ***Capture and Use*** Consumer Digital Data Signals to Build

Data Driven Marketing Funnels

that are ***Efficient and Scalable***



**"IT'S NOT THE STRONGEST OF THE
SPECIES THAT SURVIVES,
NOR THE MOST
INTELLIGENT. IT IS THE ONE
MOST ADAPTABLE TO CHANGE."
- CHARLES DARWIN**

THANK YOU

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