## Hindustan Unilever (huvr)

## Consumer products

When it rains, it pours. A sedate quarter with below-expectations revenue and margin performance coupled with the company's announcement of a 175 bps phased increase in royalty to be paid to Unilever will likely drive further underperformance for HUVR, recent weakness notwithstanding, in our view. We expect earnings downgrades as well as multiple contraction and retain our cautious view on the stock. Our EPS estimates are down 2-6\% for FY2013-15E. Retain REDUCE with a revised target price of Rs450/share (Rs510 earlier), valuing the company at ~27X FY2014E EPS.

| Company data and valuation summary Hindustan Unilever |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Stock data |  |  |  | Forecasts/Valuations | 2013 | 2014E | 2015E |
| 52-week range (Rs) (high,low) |  |  | 572-369 | EPS (Rs) | 14.9 | 16.5 | 17.7 |
| Market Cap. (Rs bn) |  |  | 1,038.5 | EPS growth (\%) | 25.4 | 10.6 | 7.4 |
| Shareholding pattern (\%) |  |  |  | P/E (X) | 32.2 | 29.1 | 27.1 |
| Promoters |  |  | 52.5 | Sales (Rs bn) | 251.8 | 286.7 | 327.7 |
| Flls |  |  | 20.1 | Net profits (Rs bn) | 32.3 | 35.7 | 38.3 |
| MFs |  |  | 1.9 | EBITDA (Rs bn) | 40.7 | 46.5 | 51.4 |
| Price performance (\%) | 1M | 3M | 12M | EV/EBITDA (X) | 25.1 | 21.8 | 19.5 |
| Absolute | (8.8) | (14.3) | 24.8 | ROE (\%) | 99.1 | 105.5 | 92.6 |
| Rel. to BSE-30 | (12.2) | (19.4) | 4.5 | Div. Yield (\%) | 3.6 | 2.3 | 2.5 |

HUL reported net sales of Rs64.3 bn (+10\% yoy, +15\% yoy adjusted for exports segment demerger, KIE: Rs65.9 bn), EBITDA of Rs8.7 bn (+1 \% yoy, KIE: Rs9.2 bn), and net income of Rs8.7 bn (+16\% yoy, KIE: Rs8.9 bn), missing our and Street estimates on both topline and bottomline. Underlying volume growth decelerated further to $5 \%$ yoy. High base effect, increasing competitive intensity in the S\&D segment (as RM prices correct), weakness in modern trade, and slowdown in discretionary spending contributed to volume weakness. Margins (13.5\%, down 120 bps yoy, 50 bps below expectations) disappointed as well with below-expectation gross margin expansion and sharp jump in A\&SP spend - operational profit was nearly flat yoy. Net income (pre-exceptionals) growth of $16 \%$ was aided by sharp jump in interest and other operating income. Other income (interest + other operating income) formed $30.7 \%$ of PBT in 3QFY13 versus $19.3 \%$ in 3QFY12.

Fears of a royalty increase come true; phased increase of 175 bps before end-FY2018E
HUVR announced an agreement with Unilever for a phased 175 bps (as \% of net revenues, to $3.15 \%$ from the current $1.4 \%$ ) increase in royalty, to be effected before end-FY2018E. We had highlighted this as a risk post a similar announcement at Unilever Indonesia in the second week of Dec 2012. Even as the company indicated that the increase in royalty reflects HUVR's increasing usage of Unilever's brands, technology, and global scale (to drive operational efficiencies), we believe HUVR will find it challenging to mitigate the impact of this increase on its financials, even over a longer term. The agreement is effective Feb 1, 2013 and the company has indicated (1) a 50 bps increase effective Feb 1, 2013 through March 31, 2014, and (2) phased increases for the balance 125 bps before March 31, 2018; we have assumed this increase to be evenly spread over FY2015-18E, noting limited guidance from the company on this aspect.

Cut FY2013-15E EPS estimates by 2-6\%; retain REDUCE
Our EPS estimates for FY2013-15E stand reduced by 2-6\% to Rs14.9, Rs16.5, and Rs17.7 respectively; higher-than-earlier other operating income forecasts prevented a more material EPS cut (our EBIT estimates are down 6-15\%). Retain REDUCE with a revised TP of Rs450/share.

## REDUCE

JANUARY 23, 2013
RESULT
Coverage view: Cautious
Price (Rs): 481
Target price (Rs): 450
BSE-30: 19,982

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[^0]Exhibit 1: HUVR's press release on announcement of change in royalty terms with Unilever

## PRESS RELEASE

The Board of Directors of Hindustan Unilever Limited (HUL) have, at the Board Meeting on 22 ${ }^{\text {nd }}$ January, 2013, approved a proposal to enter into a new agreement with Unilever Plc (and entities of the Unilever Group) for the provision of technology, trademark licenses and other services to HUL.

## Context

HUL currently has a Technical Collaboration Agreement (TCA) and a Trade Mark License Agreeement (TMLA) with Unilever. The TCA provides for payment of 1\% royalty on net sales of specific products manufactured with technical inputs developed by Unilever. The TMLA provides for the payment of trademark royalty at the rate of 1\% of net sales on specific brands, where Unilever owns the trade mark and HUL is the licensed user. The total impact of both these agreements is a royalty cost of c. 1.4\% of turnover.

## Benefits to HUL

In recent years, Unilever has been increasingly globalising their resources to provide greater expertise, superior innovations and scale advantage for all Unilever entities, with an increased emphasis on Developing \& Emerging Markets, including India. The pace of innovations and the scope of services have expanded over the years, and as a consequence, HUL is enjoying the benefits of an increasing stream of new products and innovations, backed by technology and knowhow from Unilever. HUL is also receiving support and guidance to drive functional excellence e.g. in marketing, supply management, media buying etc. This is helping HUL to remain competitive and further step-up its overall business performance.

## New Agreement

In the context of the huge growth opportunity in India, as well as increasing intensity of competition, particularly from global players, Unilever is committed to ensuring that the support in terms of new products, innovations, technologies and services is commensurate with the needs of HUL to win in the market place and continue to generate significant value for all shareholders of HUL.

Given the need for increased levels of service and the consequent additional costs, Unilever asked for a review of the royalty arrangements in order to ensure a fair recovery of costs. The HUL Board has deliberated on the proposal and has approved the following new arrangements :

- HUL will enter into a new agreement, effective $1^{\text {tt }}$ February 2013, with Unilever for the provision of technology, trade mark license and other services.
- The new agreement envisages that the existing royalty cost of c. $1.4 \%$ of turnover will increase, in a phased manner, to a royalty cost of c. $3.15 \%$ of turnover no later than the financial year ending $31^{\text {tt }}$ March 2018, i.e. a total estimated increase of $1.75 \%$ of turnover.
- The increase in royalty cost, in the period from $1^{\text {It }}$ February 2013 to $31^{\text {It }}$ March 2014 is estimated to be $0.5 \%$ of turnover, and thereafter in a range of $0.3 \%$ to $0.7 \%$ of turnover in each financial year, leading up to a total estimated royalty coet increase of $1.75 \%$ of turnover compared to existing arrangements, no later than the financial year ending $31^{\text {tI }}$ March 2018.

The Board is satisfied that appropriate due diligence has been done and that the new arrangements reflect fair payment for the services and benefits that HUL will continue to receive. The new arrangements are consistent with the Government of India policy related to the payment of royalty.

Exhibit 2: HUVR's royalty payment has been lower than peers


Source: Companies, Kotak Institutional Equities

Segmental performance - weak across the board except a couple of silver linings
Soaps and detergents (S\&D) - even as the reported revenue and EBIT growth of 19.8\% and $10.6 \%$ yoy are healthy in their own right, the key as far as the company's S\&D segment performance is concerned, is the sharp deterioration in growth trajectory, especially on the EBIT front. Yoy sales growth decelerated for the third consecutive quarter after hitting a peak of $28.4 \%$ in Mar 2012 quarter, while yoy EBIT growth slowed down even sharper to $10.6 \%$ from a peak of $110 \%$ hit in the Dec 2011 quarter. More importantly, trajectory slowed down from 40\%+reported in the previous quarter. Base is catching up and the company has had to step up A\&SP materially to fight increasing competitive intensity in the segment. As seen historically, competitive intensity in the segment does increase in a benign input cost environment.

Premiumization trend did sustain in both the segments with Dove and Pears driving growth in the soaps segment and Surf and Rin delivering double-digit volume growth in detergents. The company indicated challenges in the Wheel franchise.

Personal products (PP) sales growth remained muted at 13\% yoy but margins expanded 142bps yoy; EBIT grew 19\% yoy. Sales growth was weak on account of (1) sustained weakness in FAL franchise since the price hike taken in sachets, and (2) more generic slowdown seen across discretionary categories. The company had relaunched Fair \& Lovely a couple of quarters back and also taken a $14 \%$ price hike in sachets (MRP increased to Rs8 from Rs7); management expects a return to normalcy in FAL volume growth in a month or two. Among other highlights in this segment, the company launched a premium hair oil (Dove Elixir) and Brylcreem hair styling range for men. In the hair care segment, the company indicated some volume weakness in Dove sachets (impacted by price hike from Re1/sachet to Rs1.5).

Beverages segment had a strong quarter with a solid 18\% yoy revenue growth and EBIT margin expansion of 200 bps; EBIT grew 33\% yoy. The company indicated an exceptionally strong quarter for its tea business (across brands) and solid performance in the coffee portfolio as well. Tea prices have shot up recently; however, the same did not impact the company in this quarter as RM increase in this segment typically impacts margins with a lag given the nature of tea leaves procurement.

Packaged foods segment continued to disappoint with a sedate $7.7 \%$ yoy revenue growth and a loss at the EBIT level. The company attributed the weak performance to weakness in the Kwality Walls ice-cream portfolio, even as Kissan ketchup continued to do well. The company relaunched Knorr Soupy noodles in the month of December 2012 and expects improved performance in the Knorr portfolio going forward.

Worsening sales mix coupled with high adspends impacts EBITDA margin
Despite improvement in gross margin in the company's two large categories - S\&D and PP, overall company-level gross margin declined likely on account of sales mix deterioration. This is the third consecutive quarter of slowing growth in PP and we will monitor this segment closely given its significant impact on overall performance.

Adspends as \% of sales increased by 97 bps and we expect this upward trajectory to continue while the margin expansion trend as witnessed in FY2012 is unlikely to repeat.

## Growth in other income boosts PBT

Other income for the quarter increased by 85\% yoy to Rs3.55 bn. Of this, operational income was Rs2.21 bn and financial income was Rs1.34 bn. While EBITDA growth was 1\% yoy, PBT growth was16\% yoy and was entirely driven by other income.

Exhibit 3 gives the ratio of other income to PBT from FY2010 to 9MFY13. We find that the ratio has steadily increased to $30 \%$ from $13 \%$ and within that, the ratio of financial income has increased significantly. While performance of the core business is showing signs of slowdown, PBT/PAT growth has been robust on account of other income.

Exhibit 3: Proportion of other income to PBT has increased steadily since FY2010
Proportion of other income (operational and financial) to PBT, March fiscal year-end, 2010-12 and 9MFY13


Source: Kotak Institutional Equities

Exhibit 4: Interim results of Hindustan Unilever, March fiscal year-ends (Rs mn)

|  | 30FY13 | 3QFY13E | 3QFY12 | 2QFY13 | (\% chg.) |  |  | 9MFY13 | 9MFY12 | (\% chg.) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  | 3QFY13E | 3QFY12 | 2QFY13 |  |  |  |
| Net sales | 64,337 | 65,917 | 58,443 | 61,554 | (2) | 10 | 5 | 188,393 | 168,642 | 12 |
| Total expenditure | $(55,660)$ |  | $(49,856)$ | $(53,341)$ |  | 12 | 4 | $(163,124)$ | $(145,941)$ | 12 |
| Material cost | $(34,191)$ |  | $(30,799)$ | $(32,695)$ |  | 11 | 5 | $(100,563)$ | $(91,629)$ | 10 |
| Employee cost | $(3,427)$ |  | $(2,741)$ | $(3,305)$ |  | 25 | 4 | $(10,061)$ | $(8,477)$ | 19 |
| Advertising and promotion | $(8,222)$ |  | $(6,902)$ | $(7,690)$ |  | 19 | 7 | $(24,108)$ | $(19,745)$ | 22 |
| Other expenditure | $(9,821)$ |  | $(9,414)$ | $(9,652)$ |  | 4 | 2 | $(28,393)$ | $(26,091)$ | 9 |
| EBITDA | 8,677 | 9,228 | 8,587 | 8,213 | (6) | 1 | 6 | 25,268 | 22,701 | 11 |
| OPM (\%) | 13.5 | 14.0 | 14.7 | 13.3 |  |  |  | 13.4 | 13.5 |  |
| Other income | 3,549 | 3,117 | 1,919 | 3,042 |  | 85 | 17 | 10,062 | 4,932 | 104 |
| Interest | (75) | (72) | (5) | (63) |  |  |  | (191) | (10) | 1795 |
| Depreciation | (593) | (593) | (568) | (577) |  | 4 | 3 | $(1,746)$ | $(1,701)$ | 3 |
| Pretax profits | 11,557 | 11,680 | 9,933 | 10,615 | (1) | 16 | 9 | 33,393 | 25,921 | 29 |
| Tax | $(2,771)$ | $(2,803)$ | $(2,271)$ | $(2,561)$ |  | 22 | 8 | $(9,288)$ | $(6,130)$ | 52 |
| PAT | 8,786 | 8,877 | 7,662 | 8,053 | (1) | 15 | 9 | 24,105 | 19,791 | 22 |
| Extraordinary items | (73) |  | (124) | 16 |  |  |  | 5,990 | 908 | 560 |
| Net profit (reported) | 8,714 | 8,877 | 7,538 | 8,069 | (2) | 16 | 8 | 30,095 | 20,699 | 45 |
| Income tax rate (\%) | 24.0 | 24.0 | 22.9 | 24.1 |  |  |  | 27.8 | 23.6 |  |
|  |  |  |  |  |  |  |  |  |  |  |
| Costs as a \% of sales |  |  |  |  |  |  |  |  |  |  |
| Material cost | 53.1 |  | 52.7 | 53.1 |  |  |  | 53.4 | 54.3 |  |
| Employee cost | 5.3 |  | 4.7 | 5.4 |  |  |  | 5.3 | 5.0 |  |
| Advertising and promotion | 12.8 |  | 11.8 | 12.5 |  |  |  | 12.8 | 11.7 |  |
| Other expenditure | 15.3 |  | 16.1 | 15.7 |  |  |  | 15.1 | 15.5 |  |
|  |  |  |  |  |  |  |  |  |  |  |
| Segment results of Hindustan | Unilever |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
| Revenues |  |  |  |  |  |  |  |  |  |  |
| Soaps and detergents | 31,712 |  | 26,481 | 31,762 |  | 20 | (0) | 95,104 | 77993 | 22 |
| Personal products | 20,489 |  | 18,877 | 17,445 |  | 9 | 17 | 56,405 | 50746 | 11 |
| Beverages | 7,929 |  | 6,709 | 7,196 |  | 18 | 10 | 21,666 | 19337 | 12 |
| Packaged foods | 3,301 |  | 3,067 | 3,663 |  | 8 | (10) | 11,334 | 10110 | 12 |
| Others (incl exports) | 2,902 |  | 4,361 | 2,884 |  | (33) | 1 | 8,425 | 13152 | (36) |
| Total segment revenue | 66,334 |  | 59,495 | 62,949 |  | 11 |  | 192,935 | 171,338 | 13 |
| Segment PBIT margins |  |  |  |  |  |  |  |  |  |  |
| Soaps and detergents | 3,937 |  | 3,559 | 4,536 |  | 11 | (13) | 12,325 | 9,132 | 35 |
| Personal products | 5,789 |  | 4,881 | 4,226 |  | 19 | 37 | 14,771 | 12,979 | 14 |
| Beverages | 1,404 |  | 1,052 | 1,031 |  | 33 | 36 | 3,384 | 2,683 | 26 |
| Packaged foods | (26) |  | (60) | 90 |  | (56) | (129) | 312 | 279 | 12 |
| Others (incl exports) | (186) |  | 344 | 205 |  | (154) | (191) | (25) | 692 | (104) |
| Total segment EBIT | 10,917 |  | 9,776 | 10,087 |  | 12 | 8 | 30,767 | 25,765 | 19 |
| Segment PBIT margins, \% |  |  |  |  |  |  |  |  |  |  |
| Soaps and detergents | 12.4 |  | 13.4 | 14.3 |  |  |  | 13.0 | 11.7 |  |
| Personal products | 28.3 |  | 25.9 | 24.2 |  |  |  | 26.2 | 25.6 |  |
| Beverages | 17.7 |  | 15.7 | 14.3 |  |  |  | 15.6 | 13.9 |  |
| Packaged foods | (0.8) |  | (1.9) | 2.5 |  |  |  | 2.7 | 2.8 |  |
| Others (incl exports) | (6.4) |  | 7.9 | 7.1 |  |  |  | (0.3) | 5.3 |  |
| Capital employed |  |  |  |  |  |  |  |  |  |  |
| Soaps and detergents | $(3,917)$ |  | $(4,831)$ | $(5,052)$ |  | (19) | (22) | $(3,917)$ | $(4,831)$ | (19) |
| Personal products | $(2,560)$ |  | 610 | $(2,366)$ |  | (520) | 8 | $(2,560)$ | 610 | (520) |
| Beverages | 1,089 |  | 2,282 | (160) |  | (52) | (783) | 1,089 | 2,282 | (52) |
| Packaged foods | 2,011 |  | 1,850 | 1,597 |  | 9 | 26 | 2,011 | 1,850 | 9 |
| Others (incl exports) | (294) |  | 961 | (126) |  | (131) | 132 | (294) | 961 | (131) |
| Unallocated corporate | 37,597 |  | 37,656 | 62,687 |  | (0) | (40) | 37,597 | 37656 | (0) |
| Total | 33,927 |  | 38,528 | 56,580 |  | (12) | (40) | 33,927 | 38,528 | (12) |

Source: Kotak Institutional Equities estimates

Exhibit 5: Segmental performance trends

|  | FY2011 |  |  |  | FY2012 |  |  |  | FY2013 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Jun-10 | Sep-10 | Dec-10 | Mar-11 | Jun-11 | Sep-11 | Dec-11 | Mar-12 | Jun-12 | Sep-12 | Dec-12 |
| Segmental break-up |  |  |  |  |  |  |  |  |  |  |  |
| Revenues |  |  |  |  |  |  |  |  |  |  |  |
| Soaps and detergents | 22,645 | 21,294 | 21,929 | 22,075 | 25,550 | 25,961 | 26,481 | 28,344 | 31,631 | 31,762 | 31,712 |
| Personal products | 13,655 | 13,649 | 16,547 | 14,609 | 16,307 | 15,562 | 18,134 | 17,109 | 18,471 | 17,445 | 20,489 |
| Beverages | 5,378 | 5,700 | 6,022 | 6,347 | 6,086 | 6,542 | 6,709 | 6,832 | 6,541 | 7,196 | 7,929 |
| Packaged foods | 3,158 | 2,744 | 2,700 | 3,174 | 3,721 | 3,323 | 3,067 | 3,481 | 4,370 | 3,663 | 3,301 |
| Others (exports, chemicals, waters) | 3,774 | 4,174 | 4,020 | 3,414 | 4,129 | 4,662 | 5,104 | 1,823 | 2,640 | 2,884 | 2,902 |
| Total | 48,609 | 47,561 | 51,218 | 49,618 | 55,793 | 56,050 | 59,495 | 57,588 | 63,651 | 62,949 | 66,334 |
| Operating profit |  |  |  |  |  |  |  |  |  |  |  |
| Soaps and detergents | 2,488 | 2,501 | 1,693 | 1,650 | 2,361 | 3,212 | 3,559 | 3,201 | 3,852 | 4,536 | 3,937 |
| Personal products | 3,388 | 3,140 | 4,769 | 3,652 | 4,133 | 3,965 | 4,865 | 4,492 | 4,757 | 4,226 | 5,789 |
| Beverages | 695 | 876 | 1,014 | 993 | 754 | 877 | 1,052 | 984 | 950 | 1,031 | 1,404 |
| Packaged foods | 259 | 155 | (166) | 47 | 174 | 165 | (60) | (37) | 248 | 90 | (26) |
| Others (exports, chemicals, waters) | (39) | 6 | 42 | 152 | 211 | 138 | 359 | (49) | (43) | 205 | (186) |
| Total | 6,790 | 6,678 | 7,351 | 6,494 | 7,632 | 8,357 | 9,776 | 8,591 | 9,763 | 10,087 | 10,917 |
| Unallocable expenditure | $(1,339)$ | $(1,600)$ | $(1,672)$ | $(1,375)$ | $(1,406)$ | $(1,602)$ | $(1,751)$ | $(1,882)$ | $(1,961)$ | $(2,451)$ | $(2,833)$ |
| OPM (\%) |  |  |  |  |  |  |  |  |  |  |  |
| Soaps and detergents | 11.0 | 11.7 | 7.7 | 7.5 | 9.2 | 12.4 | 13.4 | 11.3 | 12.2 | 14.3 | 12.4 |
| Personal products | 24.8 | 23.0 | 28.8 | 25.0 | 25.3 | 25.5 | 26.8 | 26.3 | 25.8 | 24.2 | 28.3 |
| Beverages | 12.9 | 15.4 | 16.8 | 15.6 | 12.4 | 13.4 | 15.7 | 14.4 | 14.5 | 14.3 | 17.7 |
| Packaged foods | 8.2 | 5.7 | (6.2) | 1.5 | 4.7 | 5.0 | (1.9) | (1.1) | 5.7 | 2.5 | (0.8) |
| Others (exports, chemicals, waters) | (1.0) | 0.1 | 1.0 | 4.4 | 5.1 | 3.0 | 7.0 | (2.7) | (1.6) | 7.1 | (6.4) |
| Blended - before unallocable exp | 14.0 | 14.0 | 14.4 | 13.1 | 13.7 | 14.9 | 16.4 | 14.9 | 15.3 | 16.0 | 16.5 |
| Unallocable expenditure | (2.8) | (3.4) | (3.3) | (2.8) | (2.5) | (2.9) | (2.9) | (3.3) | (3.1) | (3.9) | (4.3) |
| Blended | 11.2 | 10.7 | 11.1 | 10.3 | 11.2 | 12.1 | 13.5 | 11.6 | 12.3 | 12.1 | 12.2 |
| Revenue contribution (\%) |  |  |  |  |  |  |  |  |  |  |  |
| Soaps and detergents | 46.6 | 44.8 | 42.8 | 44.5 | 45.8 | 46.3 | 44.5 | 49.2 | 49.7 | 50.5 | 47.8 |
| Personal products | 28.1 | 28.7 | 32.3 | 29.4 | 29.2 | 27.8 | 30.5 | 29.7 | 29.0 | 27.7 | 30.9 |
| Beverages | 11.1 | 12.0 | 11.8 | 12.8 | 10.9 | 11.7 | 11.3 | 11.9 | 10.3 | 11.4 | 12.0 |
| Packaged foods | 6.5 | 5.8 | 5.3 | 6.4 | 6.7 | 5.9 | 5.2 | 6.0 | 6.9 | 5.8 | 5.0 |
| Others (exports, chemicals, waters) | 7.8 | 8.8 | 7.8 | 6.9 | 7.4 | 8.3 | 8.6 | 3.2 | 4.1 | 4.6 | 4.4 |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Operating profit contribution (\%) |  |  |  |  |  |  |  |  |  |  |  |
| Soaps and detergents | 36.6 | 37.5 | 23.0 | 25.4 | 30.9 | 38.4 | 36.4 | 37.3 | 39.5 | 45.0 | 36.1 |
| Personal products | 49.9 | 47.0 | 64.9 | 56.2 | 54.1 | 47.4 | 49.8 | 52.3 | 48.7 | 41.9 | 53.0 |
| Beverages | 10.2 | 13.1 | 13.8 | 15.3 | 9.9 | 10.5 | 10.8 | 11.5 | 9.7 | 10.2 | 12.9 |
| Packaged foods | 3.8 | 2.3 | (2.3) | 0.7 | 2.3 | 2.0 | (0.6) | (0.4) | 2.5 | 0.9 | (0.2) |
| Others (exports, chemicals, waters) | (0.6) | 0.1 | 0.6 | 2.3 | 2.8 | 1.6 | 3.7 | (0.6) | (0.4) | 2.0 | (1.7) |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Revenue growth yoy (\%) |  |  |  |  |  |  |  |  |  |  |  |
| Soaps and detergents | 2.4 | 6.3 | 5.8 | 11.6 | 12.8 | 21.9 | 20.8 | 28.4 | 23.8 | 22.3 | 19.8 |
| Personal products | 11.4 | 14.7 | 20.2 | 16.4 | 19.4 | 14.0 | 9.6 | 17.1 | 13.3 | 12.1 | 13.0 |
| Beverages | 7.7 | 9.3 | 9.3 | 11.3 | 13.1 | 14.8 | 11.4 | 7.6 | 7.5 | 10.0 | 18.2 |
| Packaged foods | 21.1 | 22.3 | 20.6 | 25.5 | 17.8 | 21.1 | 13.6 | 9.7 | 17.4 | 10.2 | 7.7 |
| Others (exports, chemicals, waters) | 12.0 | 25.0 | 11.3 | 6.7 | 9.4 | 11.7 | 27.0 | (46.6) | (36.1) | (38.1) | (43.1) |
| Total | 7.2 | 11.3 | 11.7 | 13.4 | 14.8 | 17.9 | 16.2 | 16.1 | 14.1 | 12.3 | 11.5 |
| Op profit yoy (\%) |  |  |  |  |  |  |  |  |  |  |  |
| Soaps and detergents | (35) | (8) | (39) | (35) | (5) | 28 | 110.2 | 93.9 | 63.2 | 41.2 | 10.6 |
| Personal products | 26 | 0 | 8 | 34 | 22 | 26 | 2.0 | 23.0 | 15.1 | 6.6 | 19.0 |
| Beverages | (1) | (1) | 24 | 26 | 8 | 0 | 3.7 | (0.9) | 25.9 | 17.5 | 33.4 |
| Packaged foods | 82 | 875 | 233 | (27) | (33) | 6 | (64.1) | (179.8) | 42.6 | (45.4) | (55.9) |
| Others (exports, chemicals, waters) | (47) | (92) | (157) | (355) | (639) | 2,234 | 753.7 | (132.2) | (120.5) | 48.9 | (151.9) |

Source: Company, Kotak Institutional Equities

Exhibit 6: Key changes to earnings model (standalone) - Hindustan Unilever, March fiscal-year ends, 2013E-15E

|  | Revised |  |  | Earlier |  |  | Change (\%) |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | FY2013E | FY2014E | FY2015E | FY2013E | FY2014E | FY2015E | FY2013E | FY2014E | FY2015E |
| Net revenues (Rs mn) | 251,820 | 286,670 | 327,746 | 254,347 | 291,761 | 335,313 | (1) | (2) | (2) |
| EBITDA (Rs mn) | 33,434 | 37,446 | 42,086 | 35,591 | 41,711 | 48,806 | (6) | (10) | (14) |
| EBIT (Rs mn) | 31,067 | 34,900 | 39,347 | 33,220 | 39,133 | 46,037 | (6) | (11) | (15) |
| EBITDA margin (\%) | 13.3 | 13.1 | 12.8 | 14.0 | 14.3 | 14.6 |  |  |  |
| Net profit (pre-exceptionals, Rs mn) | 32,264 | 35,672 | 38,328 | 33,321 | 36,503 | 40,859 | (3) | (2) | (6) |
| EPS (Rs/share) | 14.9 | 16.5 | 17.7 | 15.4 | 16.8 | 18.8 | (3) | (2) | (6) |
| Effective tax rate (\%) | 23.9 | 26.5 | 29.0 | 24.5 | 26.1 | 29.0 |  |  |  |

Source: Kotak Institutional Equities estimates

Exhibit 7: Volume growth trajectory slowing down HUL FMCG volume growth and its trend line (\%)


Source: Company, Kotak Institutional Equities

Exhibit 8: Premiumization trend continues
HUL soaps and detergents sales growth (\%)


Source: Company, Kotak Institutional Equities

Exhibit 9: Growth remains subdued
HUL personal products sales growth (\%)


Source: Company, Kotak Institutional Equities

Exhibit 10: Correction in palm oil price will bring back competition from unorganized players Trend in palm oil price (indexed to base 100)


Source: Bloomberg

Exhibit 11: HUVR: Profit model, balance sheet, cash model, March fiscal year-ends, 2010-15E (Rs mn)

|  | 2010 | 2011 | 2012 | 2013E | 2014E | 2015E |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Profit model (Rs mn) |  |  |  |  |  |  |
| Net sales | 175,238 | 193,810 | 217,356 | 251,820 | 286,670 | 327,746 |
| EBITDA | 25,484 | 23,239 | 29,106 | 33,434 | 37,446 | 42,086 |
| Other income | 3,496 | 6,274 | 6,591 | 13,460 | 13,903 | 14,906 |
| Interest | (70) | (2) | (12) | (270) | (270) | (270) |
| Depreciation | $(1,840)$ | $(2,208)$ | $(2,183)$ | $(2,367)$ | $(2,546)$ | $(2,738)$ |
| Pretax profits | 27,071 | 27,302 | 33,502 | 44,257 | 48,533 | 53,983 |
| Tax | $(6,044)$ | $(6,310)$ | $(7,776)$ | $(11,994)$ | $(12,861)$ | $(15,655)$ |
| Net profit | 21,027 | 20,992 | 25,725 | 32,264 | 35,672 | 38,328 |
| Earnings per share (Rs) | 9.6 | 9.7 | 11.9 | 14.9 | 16.5 | 17.7 |


| Balance sheet (Rs mn) |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Total equity | 25,835 | 26,595 | 35,129 | 29,972 | 37,681 | 45,067 |
| Total borrowings | 0 | 0 | 0 | 0 | 0 | 0 |
| Currrent liabilities | 67,332 | 72,839 | 71,157 | 84,166 | 93,874 | 105,175 |
| Deferred tax liability | 2,023 | 0 | 0 | 0 | 0 | 0 |
| Other long term liabilities | 0 | 2,192 | 3,297 | 3,558 | 3,804 | 4,077 |
| Total liabilities and equity | 95,190 | 101,627 | 109,583 | 117,697 | 135,359 | 154,318 |
| Cash | 18,922 | 16,285 | 18,300 | 16,750 | 27,060 | 37,417 |
| Current assets | 34,756 | 46,060 | 41,129 | 49,887 | 56,201 | 63,609 |
| Total fixed assets | 24,361 | 23,502 | 23,227 | 24,133 | 25,171 | 26,366 |
| Investments | 12,641 | 12,607 | 24,382 | 24,382 | 24,382 | 24,382 |
| Intangible asset |  | 1,077 | 403 | 403 | 403 | 403 |
| Deferred tax asset | 4,511 | 2,097 | 2,142 | 2,142 | 2,142 | 2,142 |
| Total assets | 95,190 | 101,627 | 109,583 | 117,697 | 135,359 | 154,318 |


| Free cash flow (Rs $\mathbf{m n}$ ) |  |  |  |  |  |  |
| :--- | :---: | :---: | :---: | ---: | ---: | ---: |
| Operating cash flow, excl. working capital | 20,034 | 20,525 | 26,659 | 34,684 | 33,601 | 35,724 |
| Working capital | 14,289 | $(1,607)$ | 2,036 | 4,513 | 3,640 | 4,165 |
| Capital expenditure | $(5,568)$ | $(3,113)$ | $(2,450)$ | $(3,274)$ | $(3,583)$ | $(3,933)$ |
| Free cash flow | $\mathbf{2 8 , 7 5 6}$ | $\mathbf{1 5 , 8 0 5}$ | $\mathbf{2 6 , 2 4 6}$ | $\mathbf{3 5 , 9 2 3}$ | $\mathbf{3 3 , 6 5 7}$ | $\mathbf{3 5 , 9 5 6}$ |


| Key assumptions | $(13.4)$ | 10.6 | 12.1 | 15.9 | 13.8 | 14.3 |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: |
| Revenue Growth (\%) | 14.5 | 12.0 | 13.4 | 13.3 | 13.1 | 12.8 |
| EBITDA Margin(\%) | $(16.0)$ | 0.9 | 22.4 | 25.4 | 10.6 | 7.4 |
| EPS Growth (\%) |  |  |  |  |  |  |

[^1]
[^0]:    Kotak Institutional Equities Research kotak.research@kotak.com
    Mumbai: +91-22-6634-1100

[^1]:    Source: Kotak Institutional Equities estimates

