

Capital Markets Day 2022

18th November 2022



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Capital Markets Day 2022

Sanjiv Mehta, CEO & Managing Director



Hindustan Unilever Limited



India's largest FMCG company



Hindustan Unilever Limited

90 Years of Corporate
existence



50,336 Crore
FY'22 Turnover



24.8%
FY'22 EBITDA



c.6 Lakh Crore
Market Cap.



9 out of 10
Households use our
products



9 Million
Outlets reached



>21K Employees
Employer of Choice
across sectors

Our enduring strengths

PORTFOLIO

50+ purposeful brands across 15 categories, Market leaders in >85% of our business

RESEARCH & DEVELOPMENT

Largest FMCG R&D in India with 700+ scientists, 20K patents globally

DISTRIBUTION AND SUPPLY CHAIN

Reach 9 million stores, >25% demand digitally captured, 60 bn units sold annually

TALENT AND CULTURE

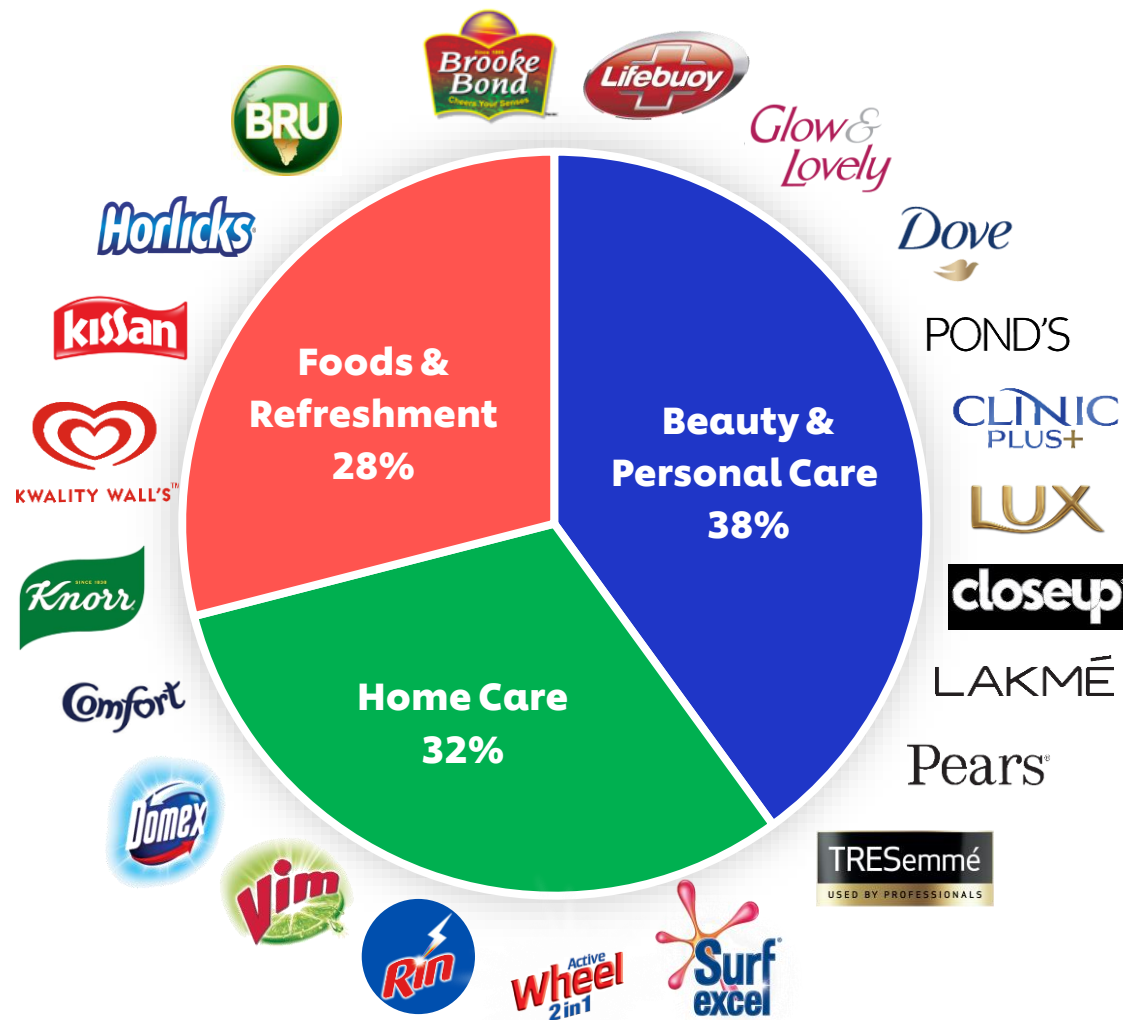
21K employees, Employer of choice across sectors, 44% Gender diversity*

SUSTAINABILITY

Plastic Neutral, >1.9T litres water potential, 94% CO₂ Reduction, DJSI 76 | CDP A

* Gender diversity for managerial workforce

Wide and resilient portfolio



We operate in **15** categories

Category leadership in **>85%** of business

50+ purposeful brands

16 brands with ₹10Bn+ Turnover

5 digital-first brands

Market leading positions across categories

#1 in >85% of our business



#1

Fabric Wash



#1

Skin Cleansing



#1

Tea



#1

Skin Care & Cosmetics



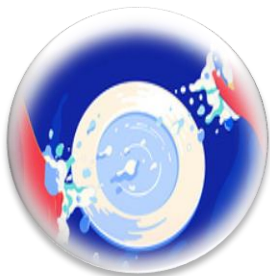
#1

Hair Care



#1

Health Food Drinks



#1

Dishwash



#1

Ketchup & Soup



#2

Ice Cream



#2

Oral Care



#2

Coffee



#2

Surface Cleaning

Proven model of market development...



Market development at scale

...and crafting purposeful brands

19 New brands in last 10 years



Multi-Year Engagement Platforms



FY'22 : Market development cells contributed 10K cr. to our Turnover



Home Care
Liquids



Premium Hair
Care



Hand & Body
Wash



Premium Skin
Care



Premium Colour
Cosmetics



Matic
Detergents



Ice Cream
(WiMI)



Green Tea

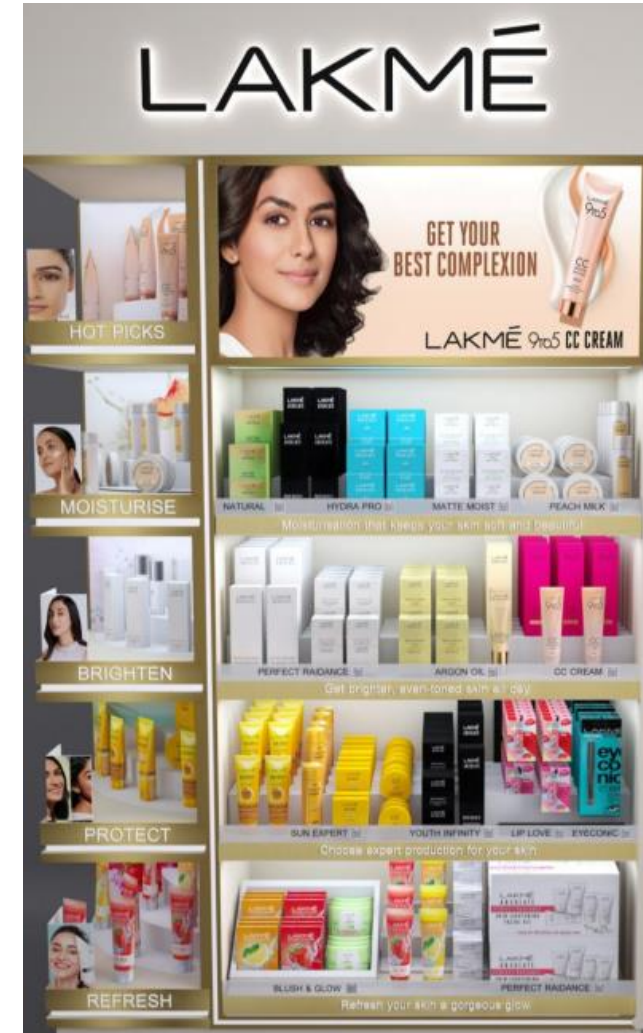


Spice Tea



Spreads and
Dressings

Perfect stores – Online and offline

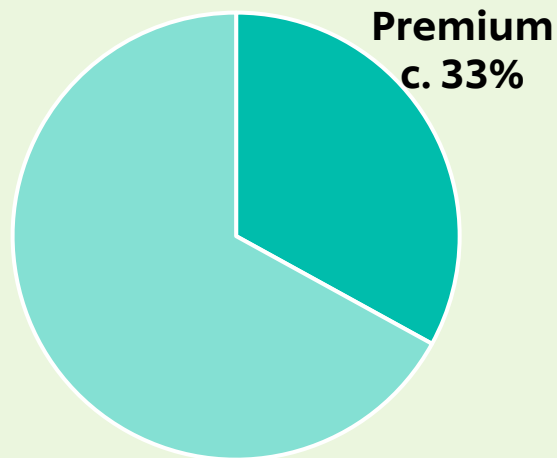
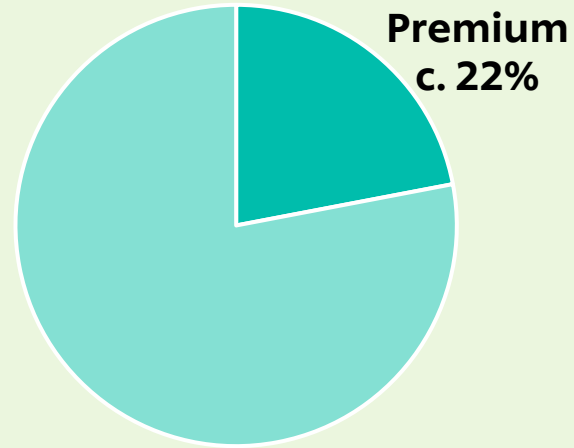


Portfolio transformation : more premium, more digital

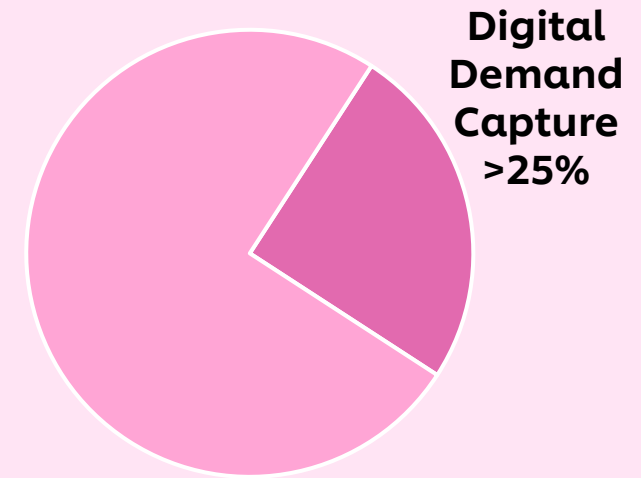
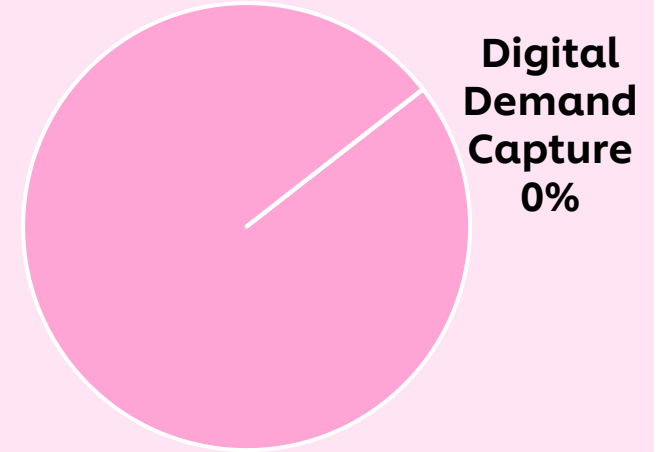
FY'12

Current

Product Mix



Channel



Symphony : Fuel for growth



**Best in class benchmarks for Overheads,
Manufacturing and Distribution costs**

Capital discipline

108%
ROCE

-22 days
Working capital

Figures for FY'22

Strong track record of consistent performance

Turnover

FY'22

>50K Crore

2X

vs. FY'12

EBITDA

FY'22

>12K Crore

4X

vs. FY'12

Market Cap.

As on date

c.6 Lakh Crore

6X

vs. 31st March 2012

Long term value creation for all our stakeholders

Doing well by doing good

Climate & Waste

94%

Reduction in CO₂ Emissions (kg/tonne of production) in manufacturing operations vs 2008



47%

Reduction in Water consumption in our manufacturing operations



1.16 lakh tonne

Plastic waste collection & safe disposal
Plastic Neutral in 2021



54%

Reduction in total waste generated from HUL's factories vs 2008



Nature

1.9 trillion litres

Cumulative Water potential created by HUF



98%

Paper and board in packaging sourced from sustainable sources



93%

Tomatoes from sustainable sources



68%

Tea from sustainable sources



Social

7 million

People reached through Prabhat initiatives on economic empowerment, environment sustainability, health, etc.



>1.6 lakh

Shakti entrepreneurs empowered



> 2 lakh

People have access to safe sanitation through Project **Suvidha**



44%

Gender diversity in our managerial workforce



India poised for growth



Macro trends driving growth

Fastest growing economy

India's GDP Ranking

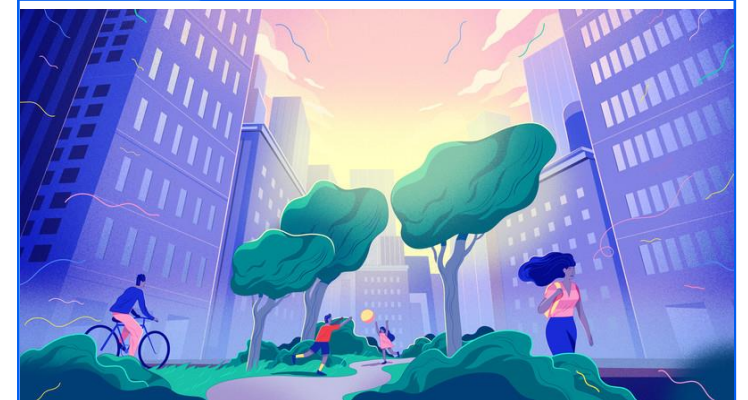


Favourable demographics



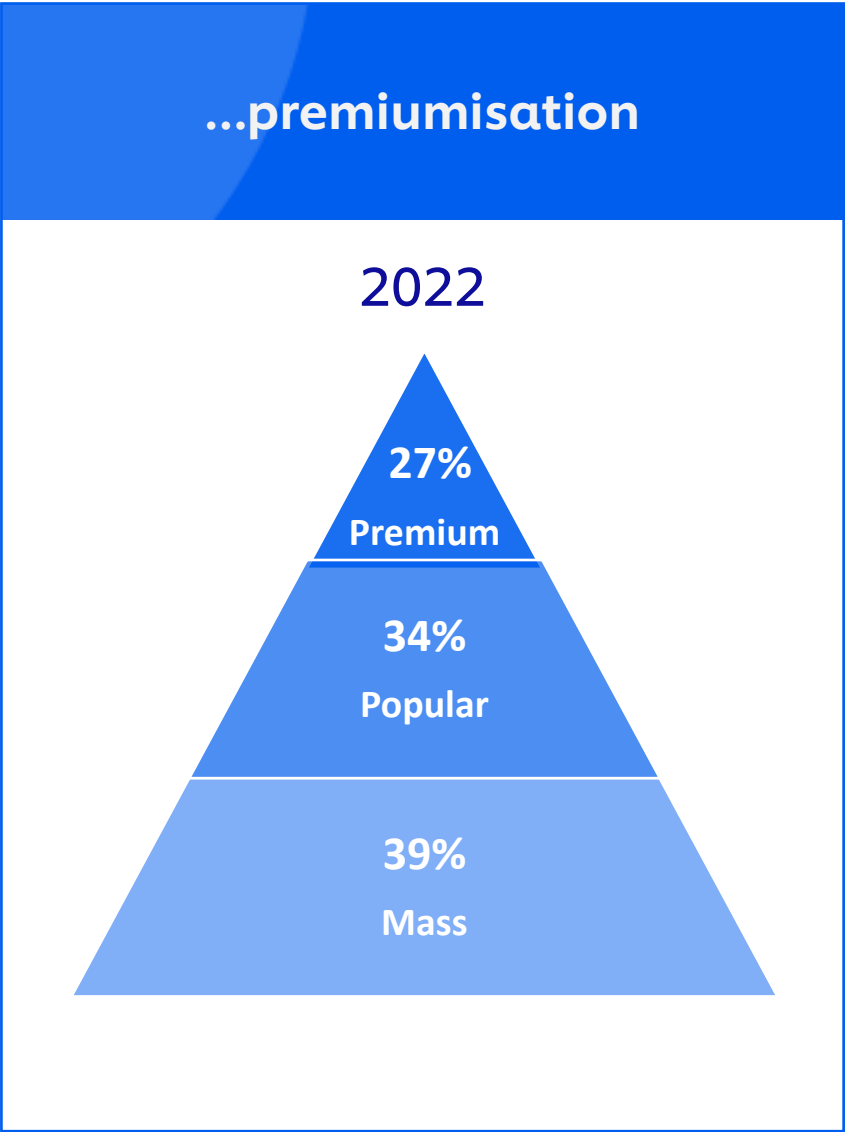
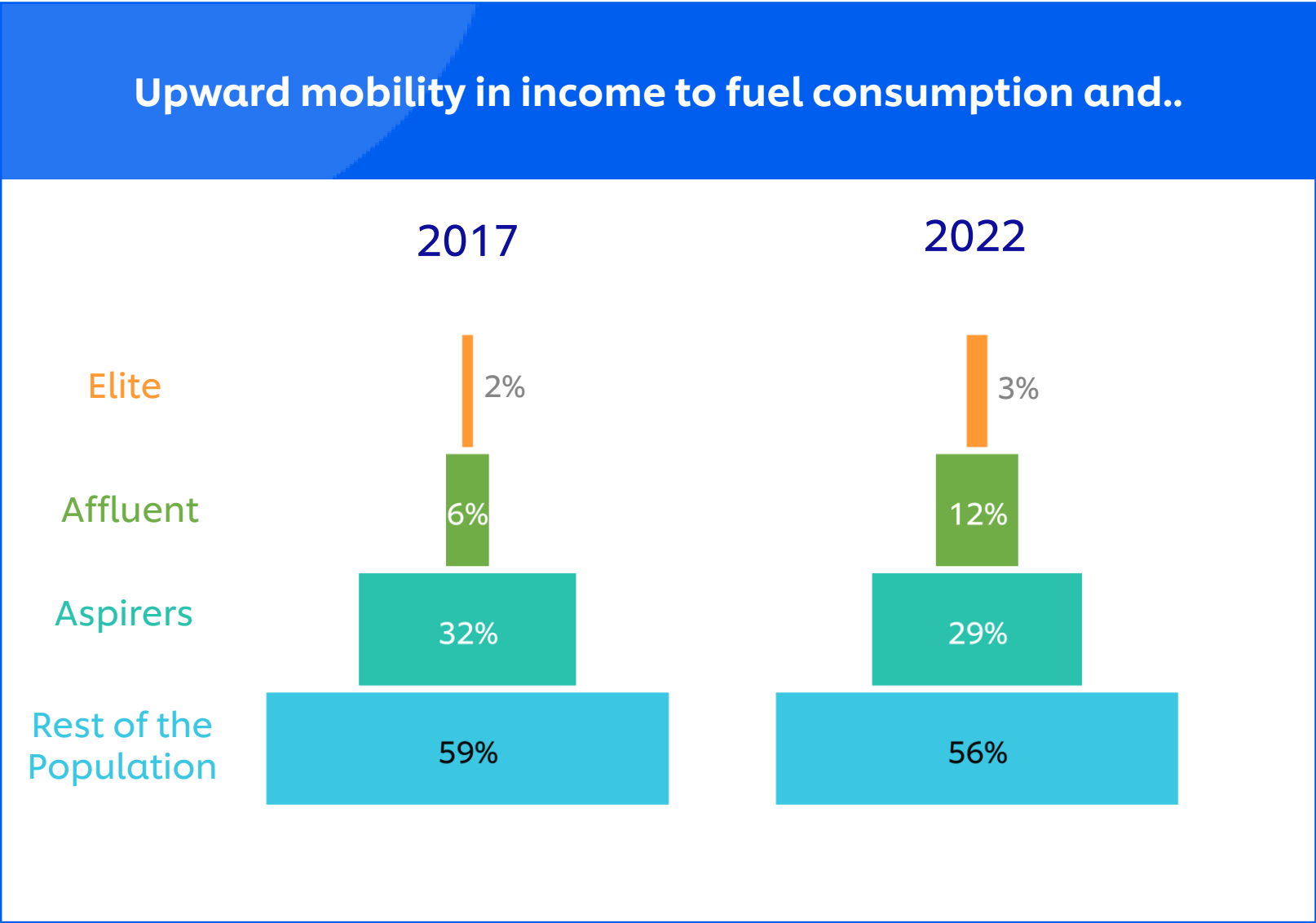
>1 Bn Working class population
10 Mn will get added every year

Urbanisation



Cities with **1 Mn** population to
nearly **double** by 2030

Rising affluence



Fundamentals for FMCG remain strong

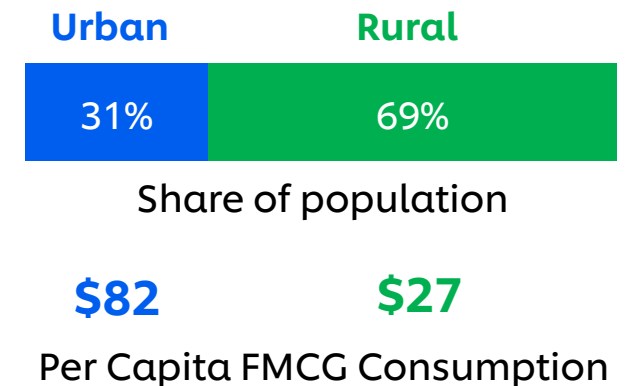
Low Penetration



Under-indexed spends

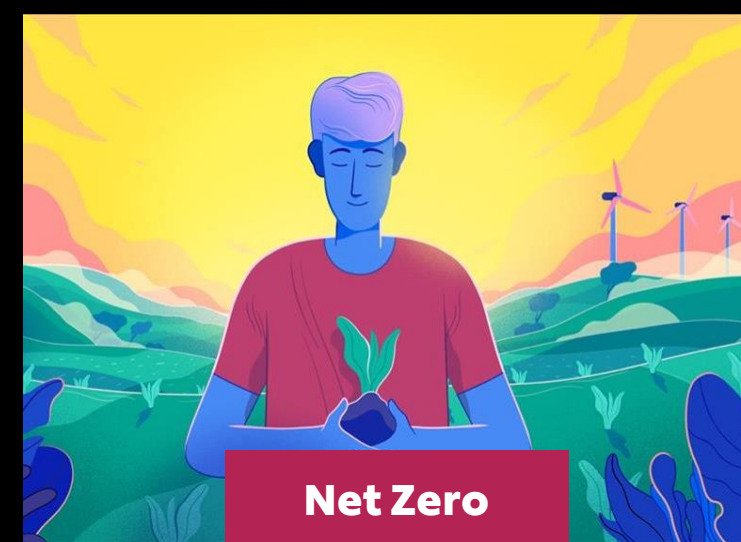


Rural opportunity



More Users | More Benefits | More Usage

World is changing



Our winning strategy

Purpose and Vision



Our vision is to be a leader in sustainable business. We will demonstrate how our purpose-led, future-fit business model drives superior performance delivering consistent, competitive, profitable and responsible growth.

Long-term strategic choices



Developing our portfolio



Win with our brands powered by purpose and innovation



Lead in the channels of the future

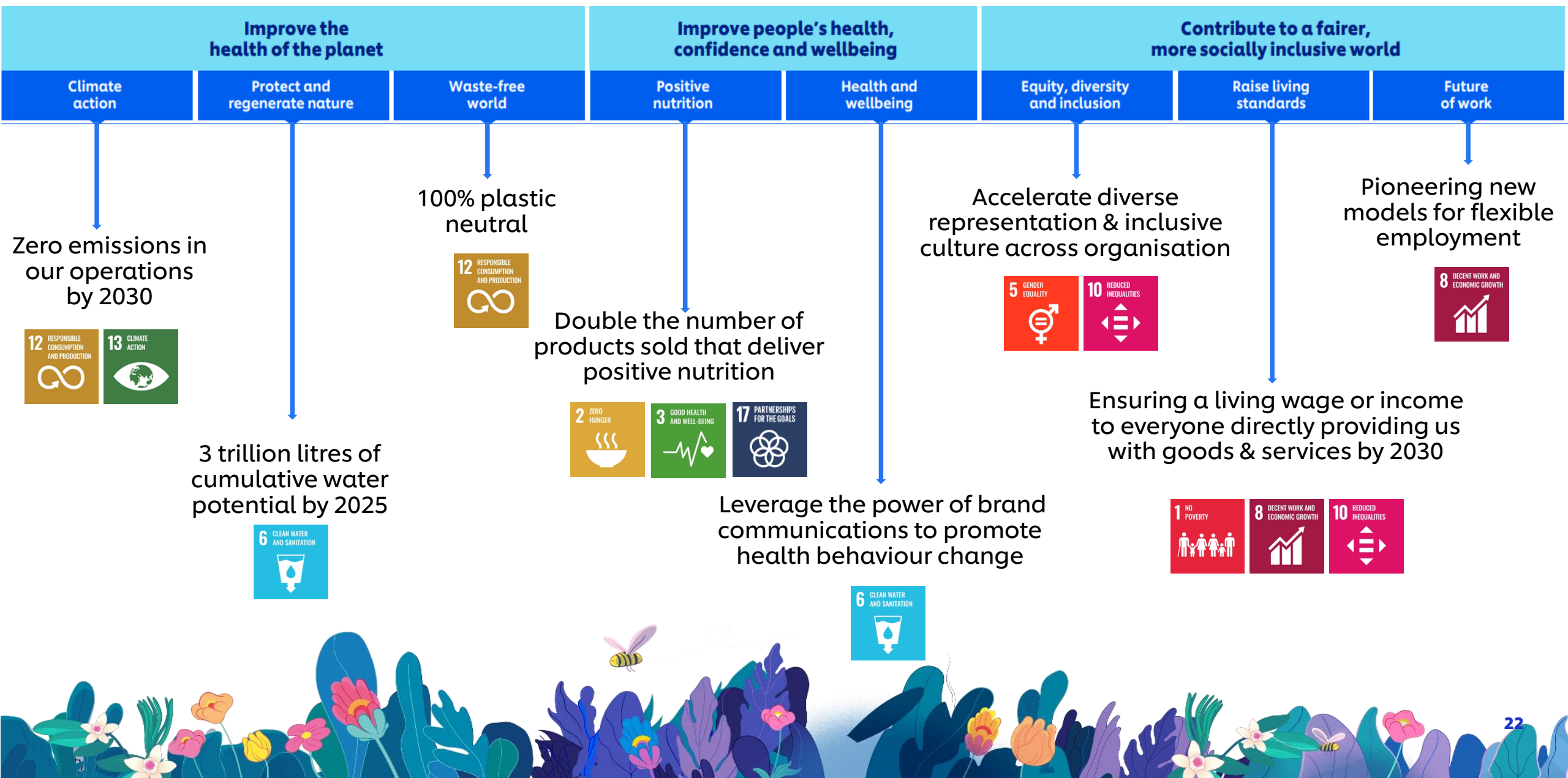


Build differentiated structures and capabilities



Build purpose-led, future-fit organisation

Our ESG goals



Developing our portfolio

Growing the Core



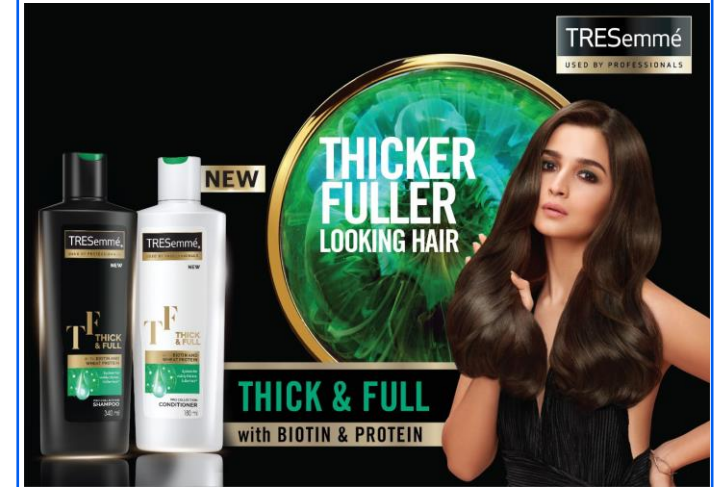
Superior Products |
Purposeful communications

Market Development



More users | More benefits |
More usage

Premiumisation



Upgrading consumers to
higher order benefits

Win with our brands powered by purpose and innovation

World class technology



Cutting edge technology
leading to product superiority

Superior product functionality



Superior to competition
in blind tests

Purpose drives growth

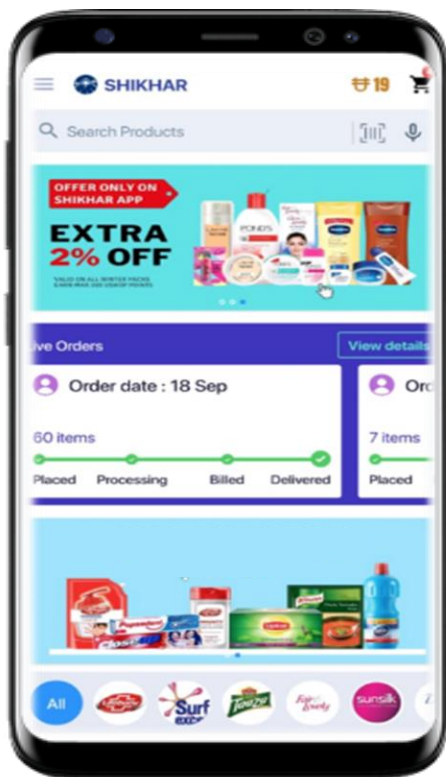


Purpose drives
brand power

Lead in channels of the future

Digitising General Trade

1 million Shikhar stores



Design for Channel

50% packs D4C ready



New routes to consumers

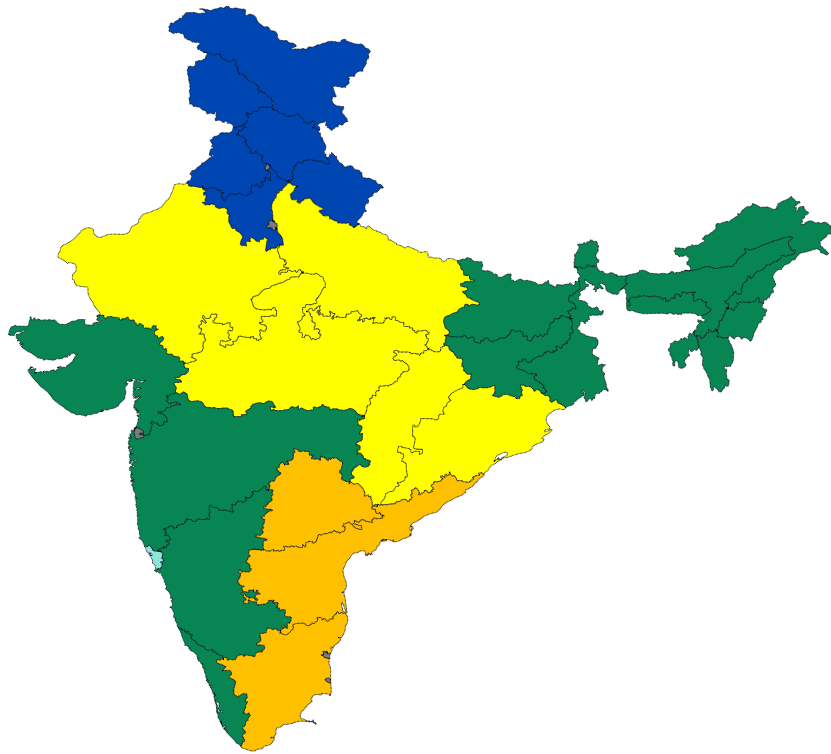
14 D2C platforms



Digitised demand capture now >25%

Build differentiated structures and capabilities

Winning in Many Indias



India Is Not One India!

Nakshatra : Future-fit supply chain network

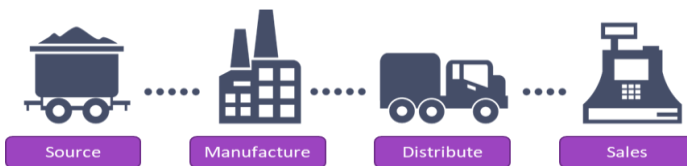


**Closer to demand | Cost efficient |
More agile, More digital | Capacity for growth**

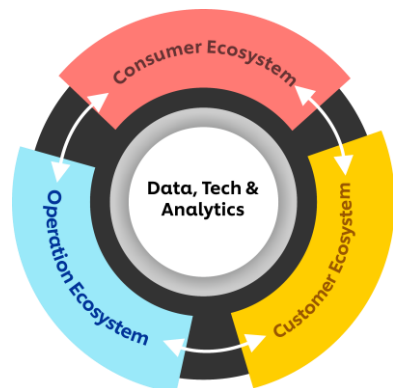
Build differentiated structures and capabilities

Reimagine HUL

YESTERDAY



TOMORROW



Creating new competitive moats

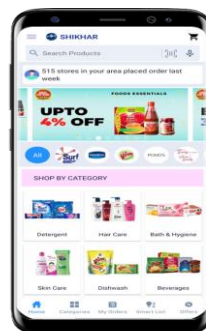
Agile Innovation Hub



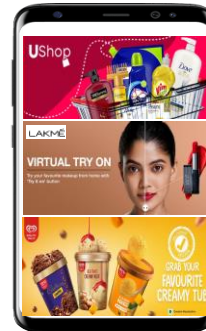
5 Digital Brands



1 Mn Shikhar stores



14 D2C Platforms



India's 1st FMCG Lighthouse Factory (WEF)



HUL's Dapada Factory

Nano Factories: Supply chain for smalls



6 Nano factories – manufacturing +250 SKUs

Samadhan: Automated Warehouse

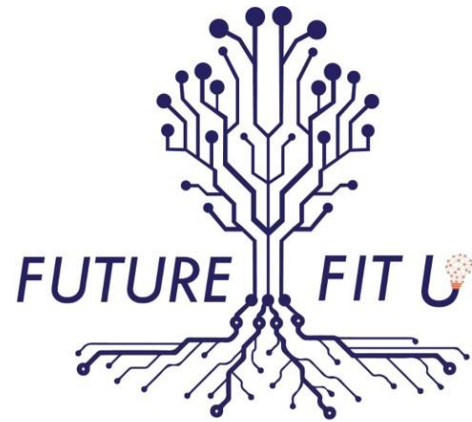


Advanced fulfilment centre for N+1 delivery

DIGITISED DEMAND CAPTURE NOW >25%

Build a purpose-led, future-fit organisation and growth culture

Future-fit organisation



Future proofing **skills** &
ways of working

Truly Inclusive



Microcosm of India

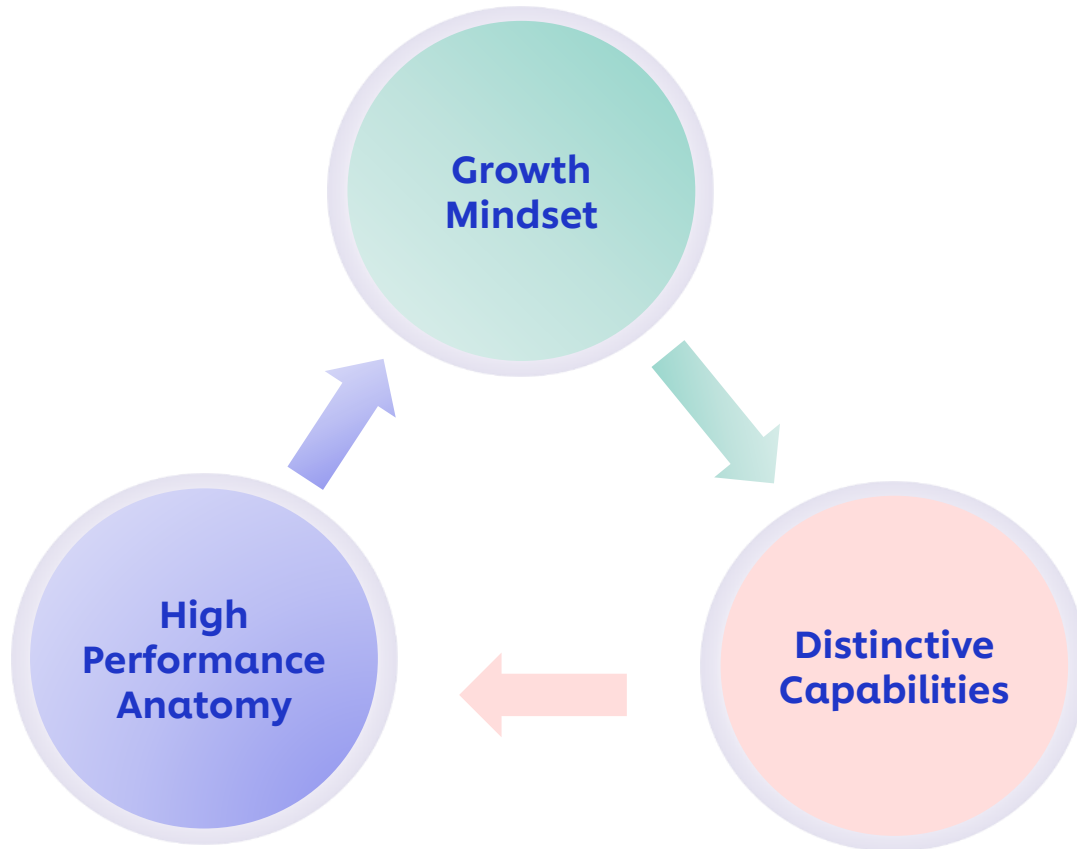
Culture to outperform



Igniting the **human spark**
for a better business & a better world

We have never been as strong, but our best is yet to come

Long Term Value



Our Strengths

Consumer & Customer Obsession

Deep Passion

Owner's Mindset

Dissatisfaction with Status Quo

Humbition