



27th April, 2022

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 for the quarter and year ended 31st March, 2022

This is further to our letter dated 13th April, 2022, intimating a presentation to be made to Analysts / Investors on Audited Standalone and Consolidated Financial Results of the Company for the quarter and year ended 31st March, 2022 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 Audited Standalone and Consolidated Financial Results of the Company for the quarter and year ended 31st March, 2022.

Please take the above information on record.

Thanking You.

Yours faithfully,

For Hindustan Unilever Limited

DEVOPAM
NARENDRA
BAJPAI

Digitally signed by DEVOPAM
NARENDRA BAJPAI
Date: 2022.04.27 16:11:21
+05'30'

Dev Bajpai

Executive Director, Legal & Corporate Affairs
and Company Secretary
DIN:00050516 / FCS No: F3354

Hindustan Unilever Limited

MQ'22 Results : 27th April 2022





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 realised. 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.

FY'22 : Solid all-round performance in a challenging environment

Turnover

50,336 cr.

Turnover Growth YoY

11%

Earnings Per Share

Market Share

Sustainability

11%

YoY Growth

>75%

Business winning shares

116K tonnes

Plastic waste collected and disposed
Plastic Neutral in 2021



Hindustan Unilever Limited

We are building a stronger business



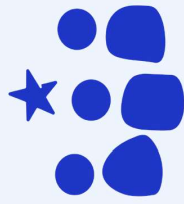
1

**WINNING WITH
OUR PORTFOLIO**



2

**EXCELLENT
EXECUTION**



3

**STRENGTHENING
COMPETITIVENESS**



4

**DIGITAL
TRANSFORMATION**




5

**LEADING
SUSTAINABILITY**



Hindustan Unilever Limited

We are building a stronger business



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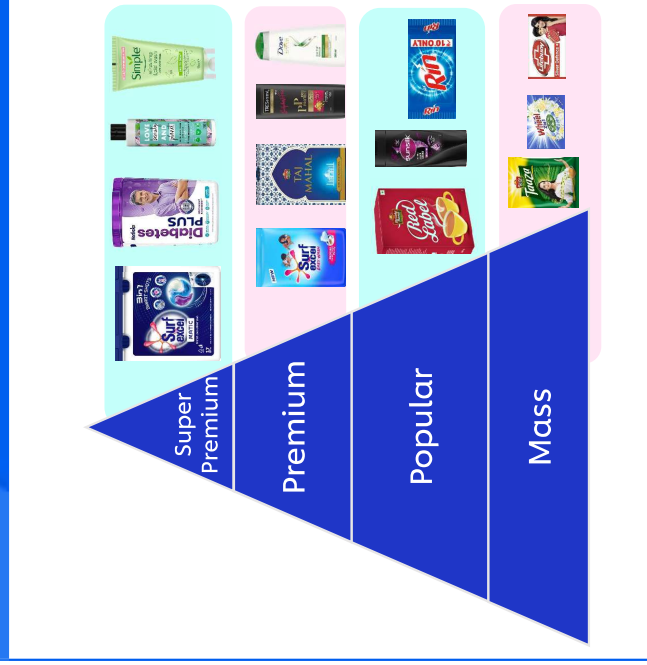
Hindustan Unilever Limited

Winning with our portfolio

Wide and resilient portfolio of purposeful brands



Straddling price-benefit pyramid across categories



Playing in new demand spaces



Market Development at Scale



Hindustan Unilever Limited

Our brands are getting bigger...

₹50 Bn+



₹20 Bn+



Glow & Lovely



₹10 Bn+

POND'S CLINIC PLUS+



LAKMÉ



₹50bn

Turnover added in FY'22

₹9bn

Turnover from innovations

3

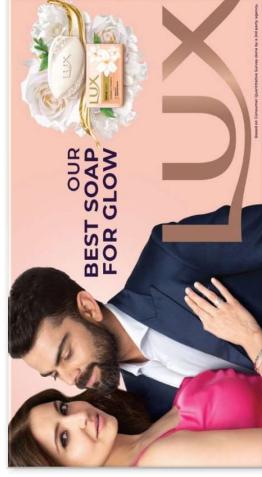
New ₹20 bn Brands



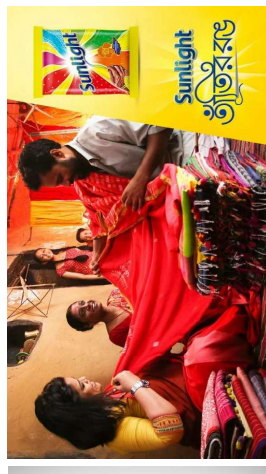
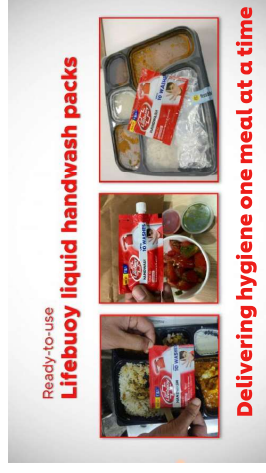
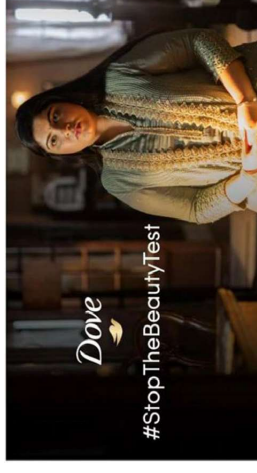
Hindustan Unilever Limited

... and stronger

Product Superiority



Award winning marketing campaigns



2X more superior products vs 2019



Won
Silver award



Most awarded
advertiser



3 of world's most
awarded campaigns



Won 7
awards



Hindustan Unilever Limited

We are building a stronger business



Excellent execution

Agile and resilient supply chain



8% YoY reduction in distance travelled



Production run every 3 days for 80% SKUs



>99% of turnover produced locally

Expanding our reach

Effective Coverage*



X

1.15X

1.10X

Pre-COVID MQ'21 MQ'22

Assortment



Y

1.15Y

1.10Y

Pre-COVID MQ'21 MQ'22

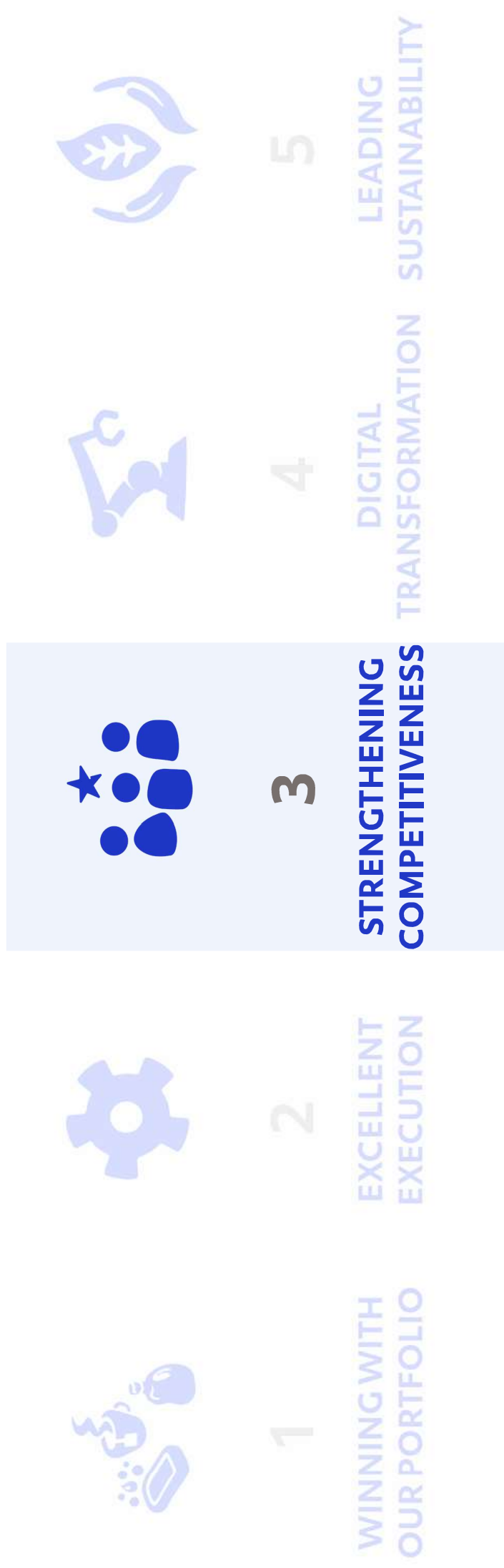
Perfect stores





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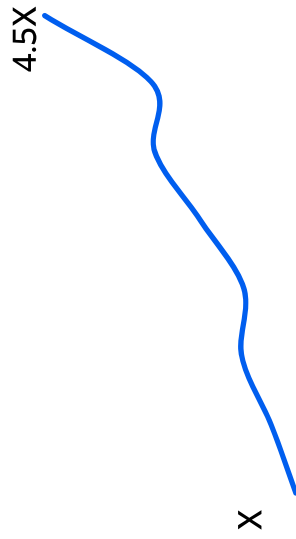




Hindustan Unilever Limited

Growing consumer franchise, protecting our business model

Net Material Inflation*



JQ'20 SQ'20 DQ'20 MQ'21 JQ'21 SQ'21 DQ'21 MQ'22

MQ'22 vs PY

Crude	60%
Palm Oil	60%
Plastics	20%
Soda Ash	30%

Savings

7%

Gross Savings % TO
(FY'22)

Premiumisation

2X

Premium growth vs rest
of the portfolio (FY'22)

Stepped-up Pricing

7%

Underlying Price Growth
(FY'22)

Investing in Brands

>1

SOV to SOM ratio
(FY'22)

Highest market
share gains

In the last decade

Healthy EBITDA
margin

24.8%

*Net Material Inflation = Market Inflation post impacts of buying efficiencies, hedging, product design to value, etc.

Sensitivity: Public



Hindustan Unilever Limited

We are building a stronger business



1

WINNING WITH
OUR PORTFOLIO



2

EXCELLENT
EXECUTION



3

STRENGTHENING
COMPETITIVENESS



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DIGITAL
TRANSFORMATION



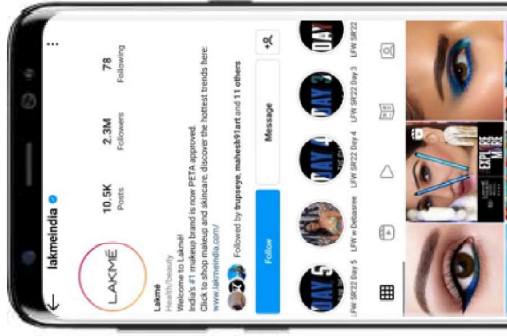
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LEADING
SUSTAINABILITY



Hindustan Unilever Limited

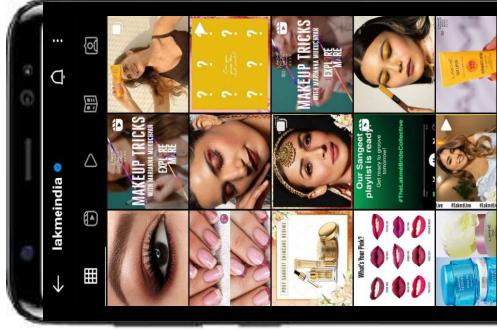
Digital-first Lakme



Hyper-connected
consumer journey

2.3 mn

Instagram followers



Building brand across
multiple touch-points

+160 mn

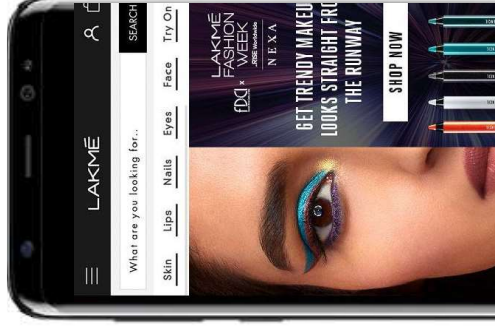
LFW impressions



Superior consumer
experience led by technology

+2 mn

Beauty tech triers



Scaling content and
commerce

30%

Online sales

Sensitivity: Public



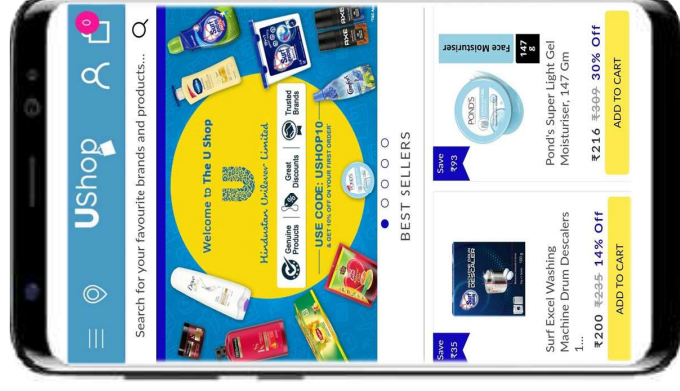
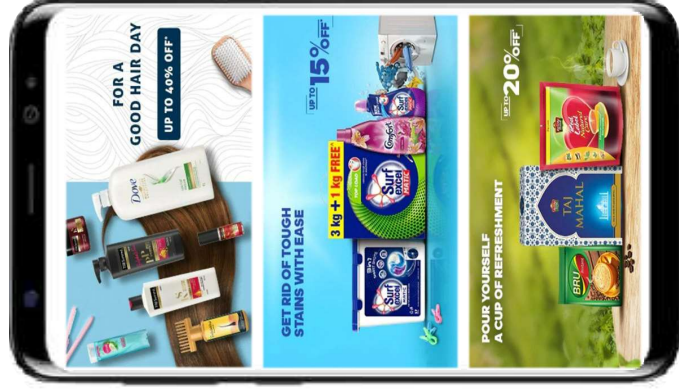
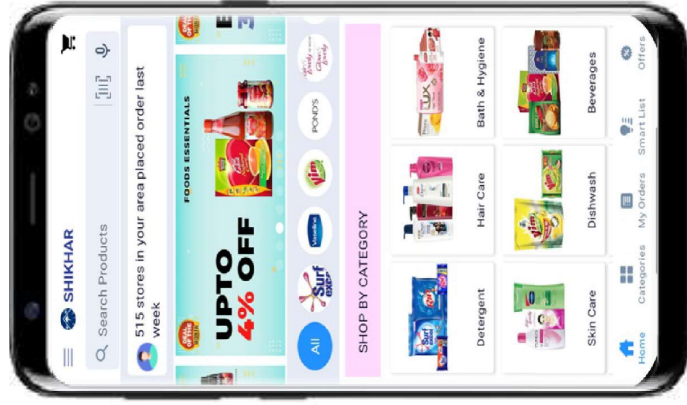
Hindustan Unilever Limited

Digitised demand capture now >20%

>800K Shikhar outlets

Accelerating eCommerce

Direct to Consumer



Sensitivity: Public



Hindustan Unilever Limited

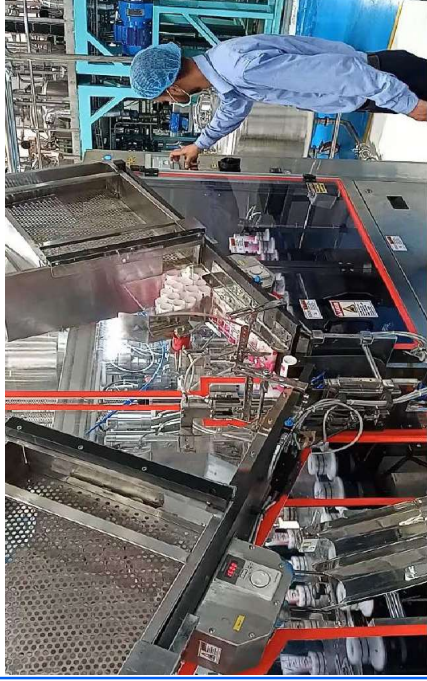
Digital operations

**India's 1st FMCG Lighthouse
Factory (World Economic Forum)**



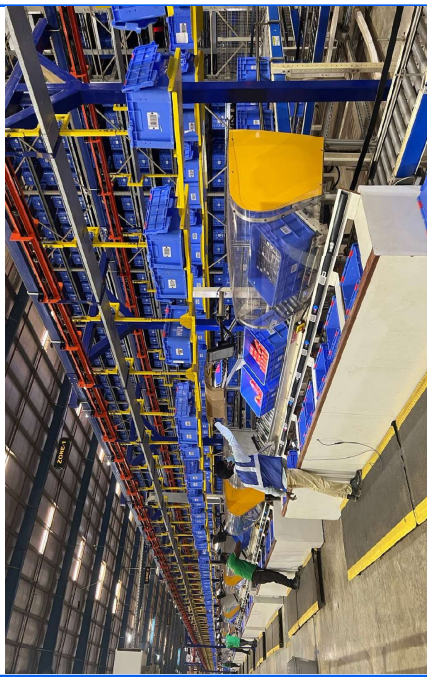
**HUL's Dapada Home Care
Factory**

**Nano Factories:
Supply chain for smalls**



**3 Nano factories –
manufacturing +100 SKUs**

**Samadhan : Automated
Warehouse**



**Advanced fulfilment centre
for N+1 delivery**



Hindustan Unilever Limited

We are building a stronger business



1

WINNING WITH
OUR PORTFOLIO



2

EXCELLENT
EXECUTION



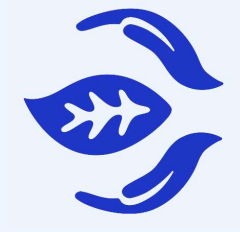
3

STRENGTHENING
COMPETITIVENESS



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SUSTAINABILITY



Hindustan Unilever Limited

Responsible growth : Doing well by doing good



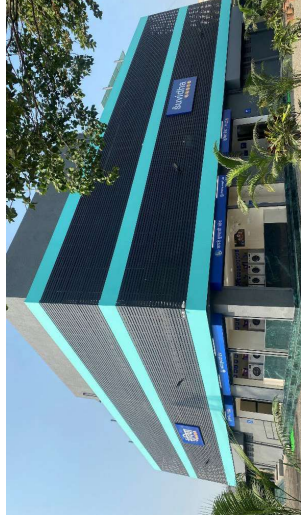
94%

Reduction in CO₂ emissions
(kg/ tonne of production) against 2008 baseline



1.9 trillion litres
in 10K villages

Cumulative water potential
created by HUF and its partners (since 2010)



7th

Suvidha centre in Mumbai



>160K

Total Shakti entrepreneurs

Ritesh Tiwari

Chief Financial Officer





MQ'22 : Strong close to the year

Turnover Growth	
Growth	10%
Underlying Volume Growth	Flat

EBITDA	
Margin	24.6%
Change YoY	-20 bps

PAT (bei)	
INR	2,283 cr.
Growth YoY	9%

Net Profit	
INR	2,327 cr.
EPS Growth YoY	9%

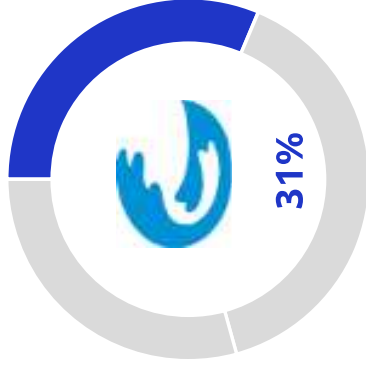


MQ'22 : Segmental performance

Segmental Revenue
Growth

Segmental Margins

HOME CARE

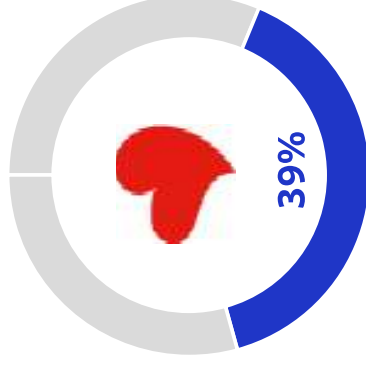


INR 4,750 cr.

24%

20%

BEAUTY & PERSONAL CARE

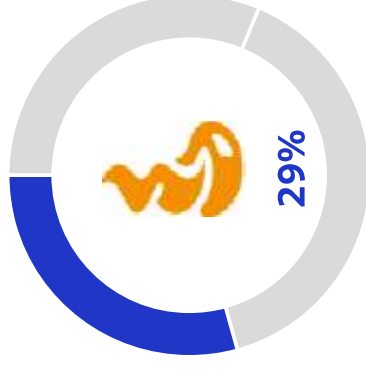


INR 4,712 cr.

4%

26%

FOODS & REFRESHMENT



INR 3,698 cr.

5%

19%

Segment Revenue Growth = Segment Turnover growth + Other Operating Income, Segment Margins (EBIT) excludes exceptional items.

Sensitivity: Public



Hindustan Unilever Limited

MQ'22: Innovations

NEW

Lifebuoy
WORLD'S NO. 1
KILLING GERMS PROTECTION SOAP

**POWDER TO LIQUID
HAND WASH**
99% GERMS PROTECTION

₹10

**POWDER TO LIQUID
HAND WASH**
ADD POUR SHAKE

**FIGHTS 99.9%
VIRUSES & BACTERIA**

**LASTS LONGER
THAN A SOAP BAR**

**PROVEN
EFFECTIVE
AGAINST
COVID-19
CORONAVIRUS**

sunsilk

**No tootna.
Only badhna.**

**WITH
ONION &
JOJOBA OIL**

NEW

sunsilk
Haritaki
ONION & JOJOBA OIL

NEW

Corretto
Royal
Kulfi

Corretto
Royal
Kulfi

NEW

TRIX9
CHEESECAKE

**AB PARLOUR,
FREEZER MENU**

TRIX9
CHEESECAKE

**Blueberry
Banana**
**Creamy
Cheesecake**
**Cherry
Custard**

**LAKMÉ ABSOLUTE
EXPLORE**

**LIQUID
EYESHADOW
DUOS**

**LAKMÉ
ABSOLUTE**

New Dove Hair Therapy
Repairs deeply at cellular level
For up to **98%*** less hair fall

Dove
hair therapy
hair therapy
hair therapy
hair therapy

LAKMÉ

**LAKMÉ ABSOLUTE
EXPLORE EYE PENCILS**

VIBRANT* DEL TINTERS

NEW

**BACK FOREST
FEAST**

**ONE
-TASTIC**

NEW

**IT'S TIME FOR
CASSATTA
CAKE
PARTY!**

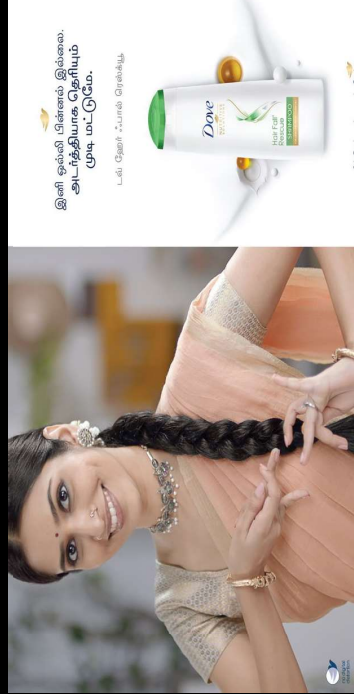
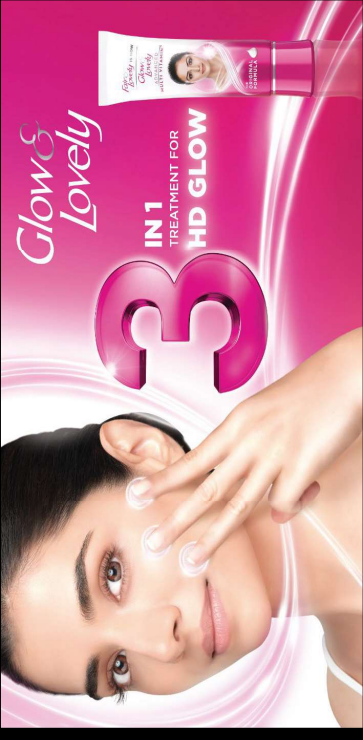
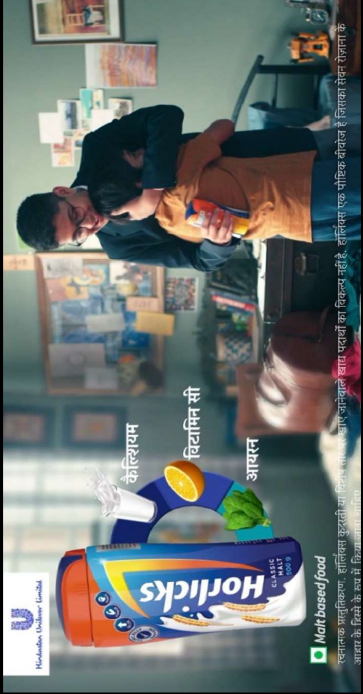
**1000ML
JUST ₹ 399**

Sensitivity: Public



Hindustan Unilever Limited

MQ'22 : Activations and communications



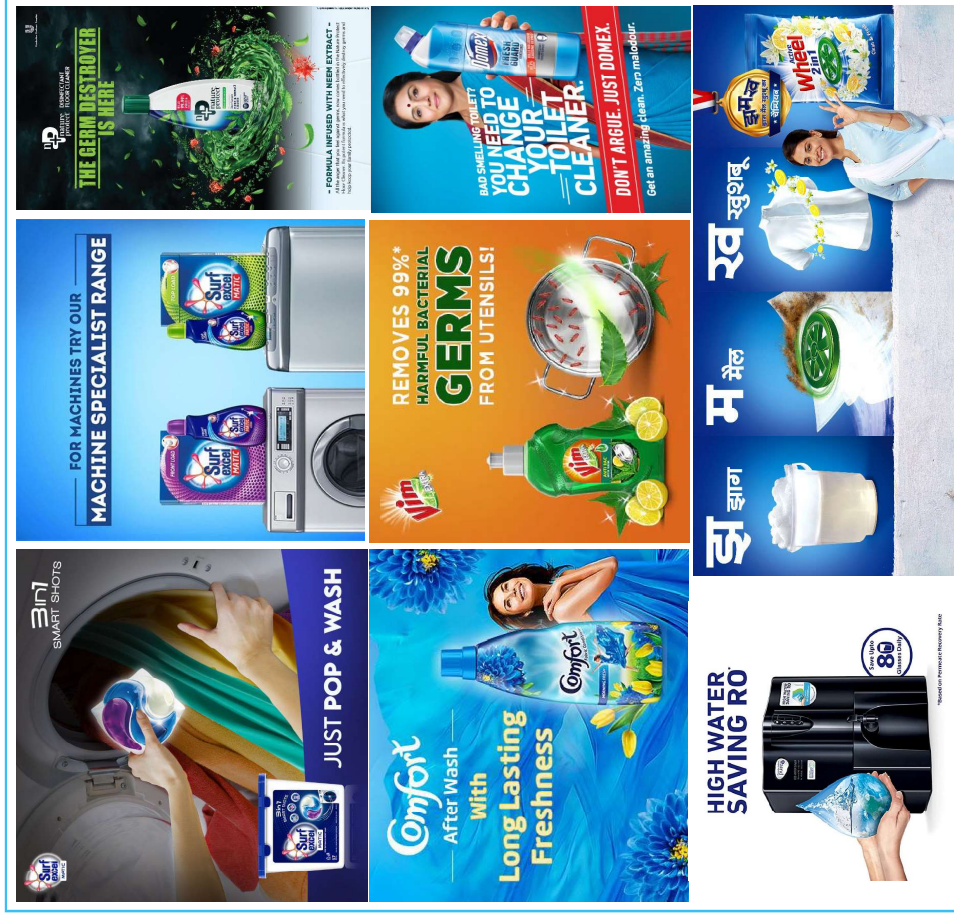
Sensitivity: Public



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Home Care : Stellar performance continues

- ❑ **Fabric Wash:** High double-digit growth driven by robust performance across the portfolio; volumes grew mid single-digit
 - Liquids continue to outperform led by market development actions
- ❑ **Household Care:** High double-digit growth with both dishwash and surface cleaners performing well
- ❑ Significant input cost inflation across Fabric Wash and Household Care; calibrated pricing actions continue

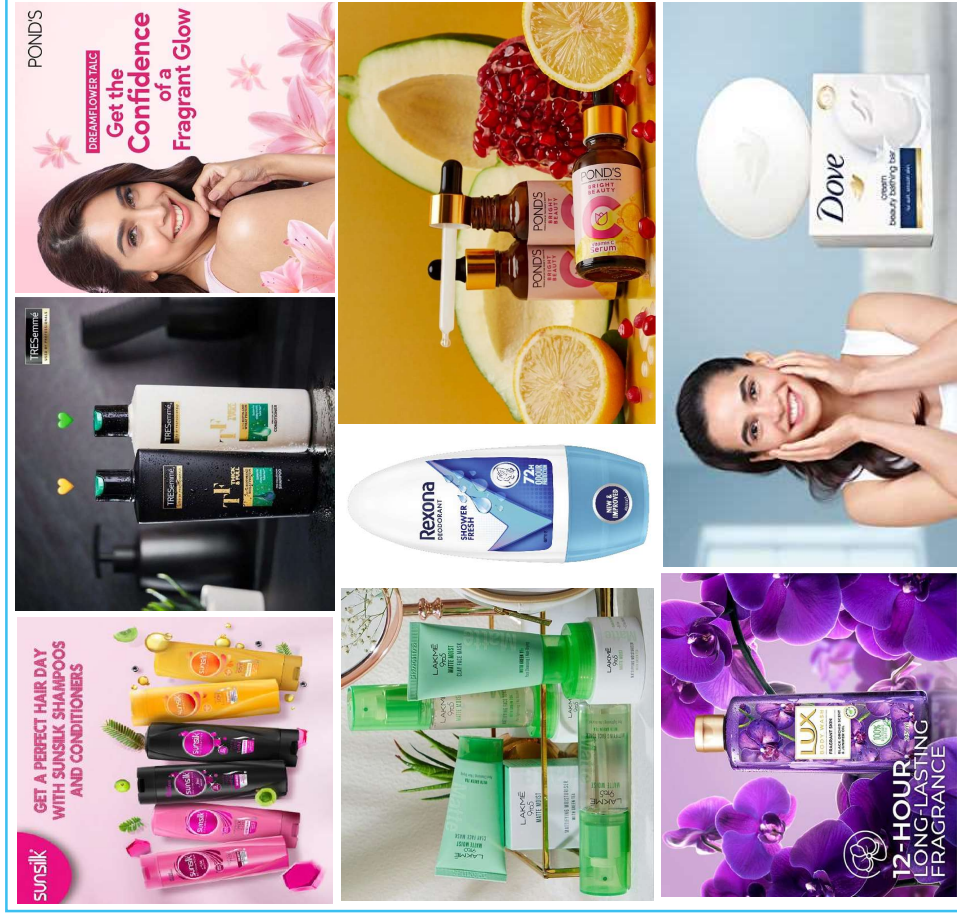


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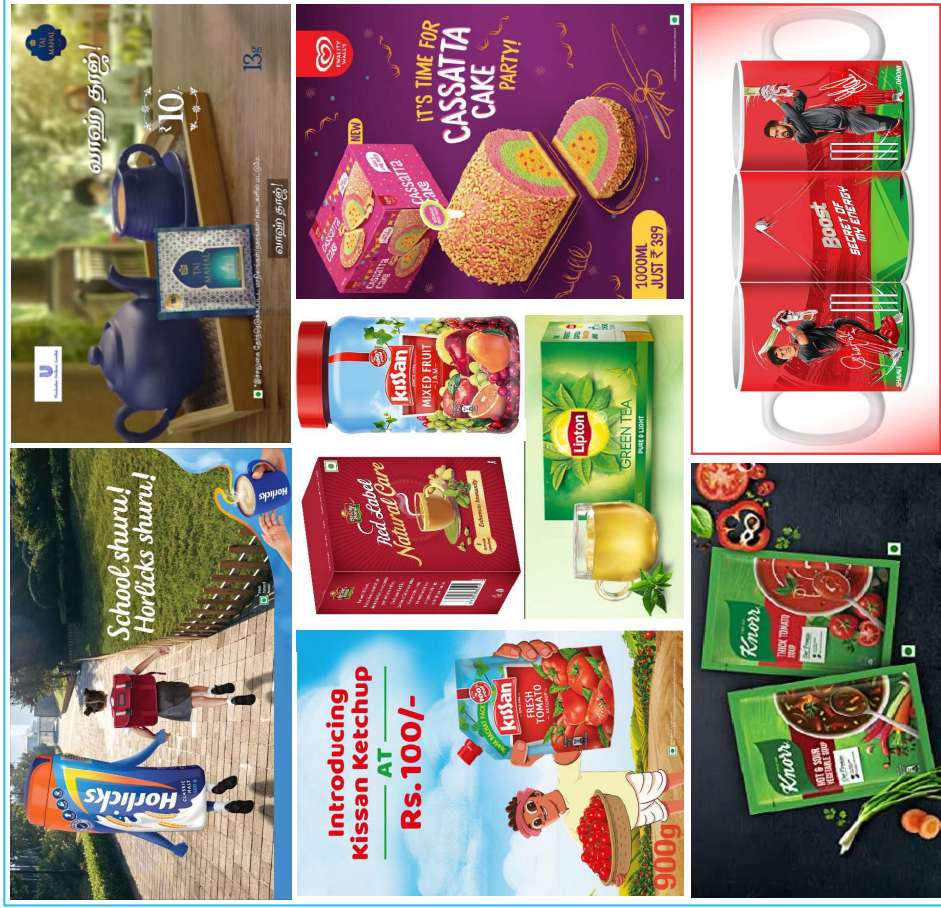
BPC : Steady performance, growing ahead of the market

- ❑ **Skin Cleansing:** Strong quarter with double-digit growth driven by pricing. Beauty and premium soaps continue to perform well
- ❑ **Hair Care:** Strong competitive performance; all our brands continue to gain shares
- ❑ **Skin Care:** Double-digit growth in premium portfolio. Glow & Lovely and Talc impacted by market slowdown
- ❑ **Color Cosmetics:** Soft quarter impacted by COVID Wave-3 and market slowdown in discretionary categories
- ❑ **Oral Care:** Soft quarter lapping a high base comparator





F&R : Strong performance on a high-base comparator



- ❑ **Beverages:** Tea continued its strong outperformance growing on an exceptionally high base. Coffee delivered double-digit growth
- ❑ **Health Food Drinks:** Market share and penetration gains continue on the back of focused market development actions and new communications
- ❑ **Foods:** High double-digit growth led by Ketchup, Jams and Soups
- ❑ **Ice Cream:** High double-digit growth, broad based across brands and formats. ICNow continues to gain traction with consumers
 - Exciting range of innovations launched ahead of season

MQ'22 : Results summary

Rs. Crores

Particulars	MQ'22	MQ'21	Growth
Sales	13,190	11,947	10%
EBITDA	3,245	2,957	10%
EBITDA Margin	24.6%	24.8%	-20 bps
Other Income (Net)	86	100	
Exceptional Items – Credit / (Charge)	58	14	
PBT	3,128	2,822	11%
Tax	801	679	
PAT bei	2,283	2,103	9%
Net Profit	2,327	2,143	9%

FY'22 : Solid all-round performance

Turnover Growth	<p>Growth</p> <p>11%</p> <hr/> <p>3%</p> <p>Underlying Volume Growth</p>
EBITDA	<p>Margin</p> <p>24.8%</p> <hr/> <p>-20 bps</p> <p>Change YoY</p>
Net Profit	<p>INR</p> <p>8,818 cr.</p> <hr/> <p>11%</p> <p>EPS Growth (YoY)</p>
Cash from Operations	<p>INR</p> <p>11,684 cr.</p>

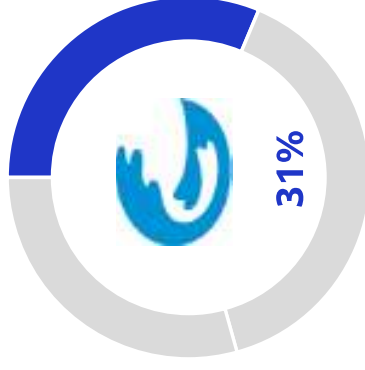


FY'22 : Segmental performance

Segmental Revenue
Growth

Segmental Margins

HOME CARE

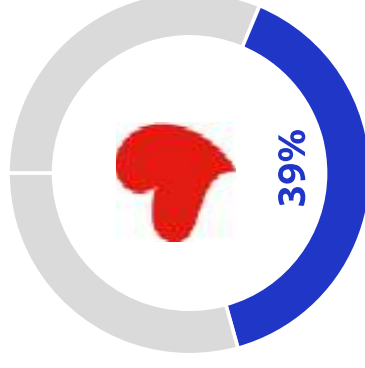


INR 16,578 cr.

19%

19%

BEAUTY & PERSONAL CARE

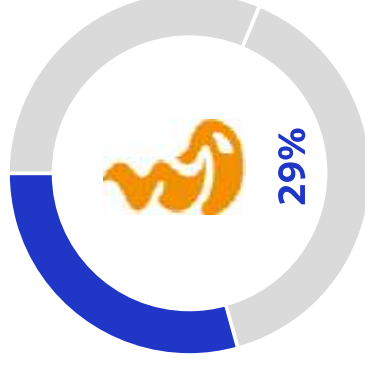


INR 19,460 cr.

8%

28%

FOODS & REFRESHMENT



INR 14,105 cr.

7%

19%

Segment Revenue Growth = Segment Turnover growth + Other Operating Income, Segment Margins (EBIT) excludes exceptional items.

Sensitivity: Public

FY'22 : Proposed Final Dividend

Particulars	FY'22	FY'21
Dividend per share	34	40.5
Special	-	9.5
Interim	15	14
Final*	19	17
Total Dividend (Rs. Crores)	7,989	9,516

*Final Dividend number for FY 2021-22 is subject to approval by shareholders at the AGM
Sensitivity: Public

In summary

- ❑ **FY'22 : Robust all-round performance in very challenging circumstances**
 - ₹50,336 cr. turnover, double digit topline growth - ahead of the market
 - EBITDA margin at 24.8% remains healthy; 11% EPS growth
- ❑ **Strengthened our market leadership position**
 - Highest market share gains in a decade
 - Comprehensive market share gains in all 3 divisions, price segments and regions
- ❑ **Strong momentum on ESG and Digital transformation**
- ❑ **Proposed final dividend ₹ 19 per share; Total dividend for the year ₹ 34 per share**

Outlook

Sensitivity: Public

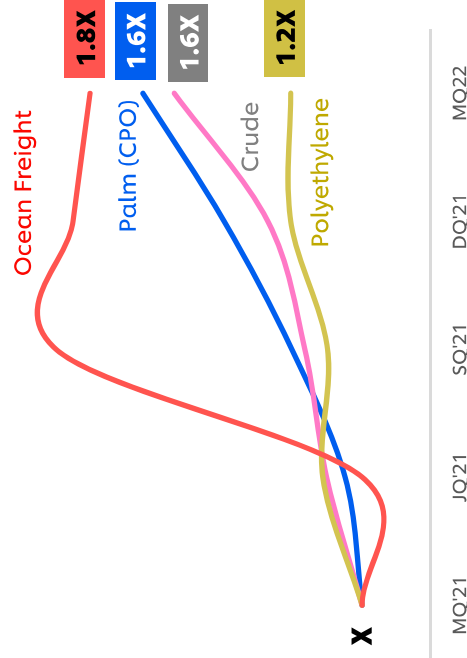


Hindustan Unilever Limited

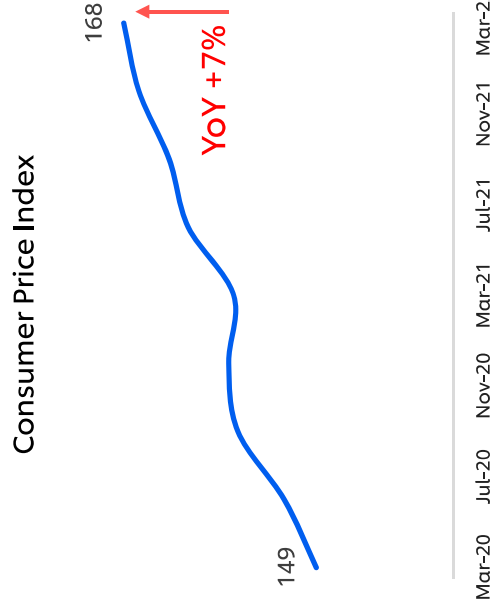


Operating environment remains challenging

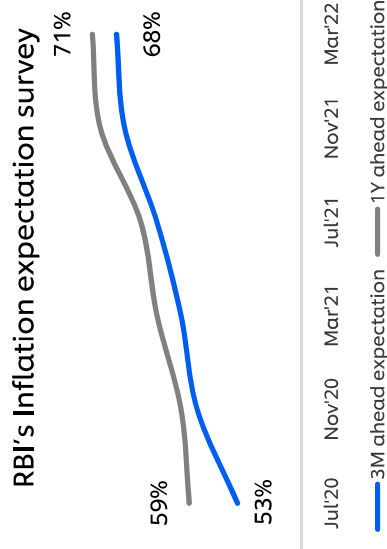
Significant increase in input costs



CPI above RBI's threshold



Households anticipating higher inflation



Prioritizing essentials

Value seeking

Titrating volumes

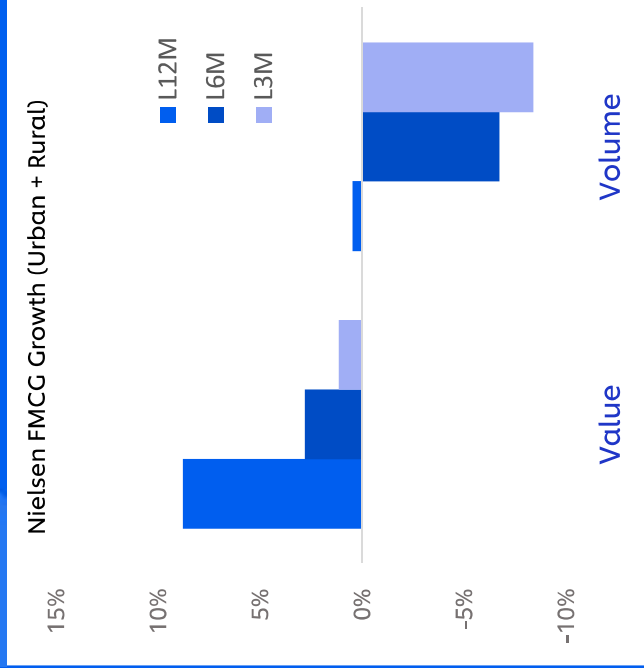
Preferring trusted brands



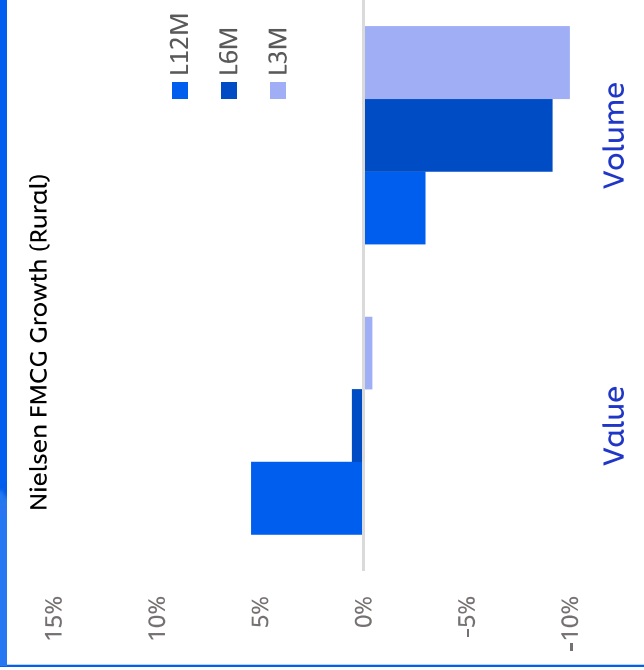
Hindustan Unilever Limited

Slowdown in FMCG market growth

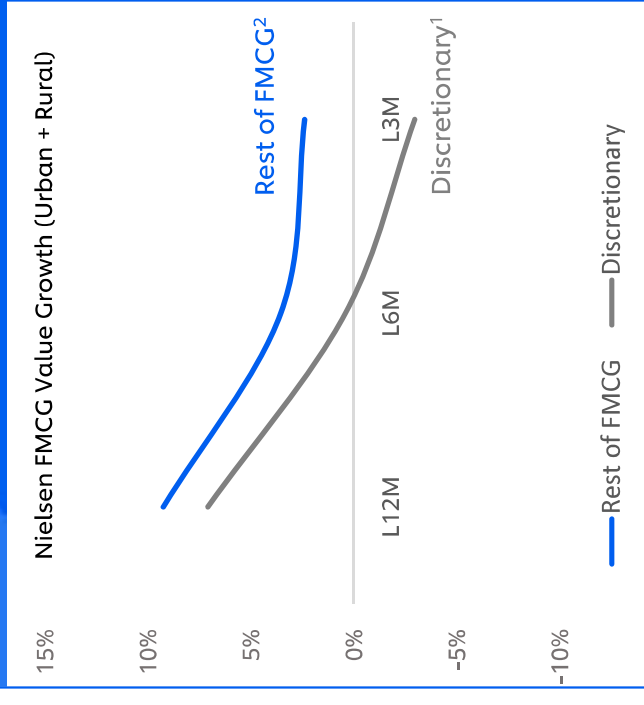
FMCG market volumes declining, flat value growth



Rural slowdown continues



Discretionary categories more impacted



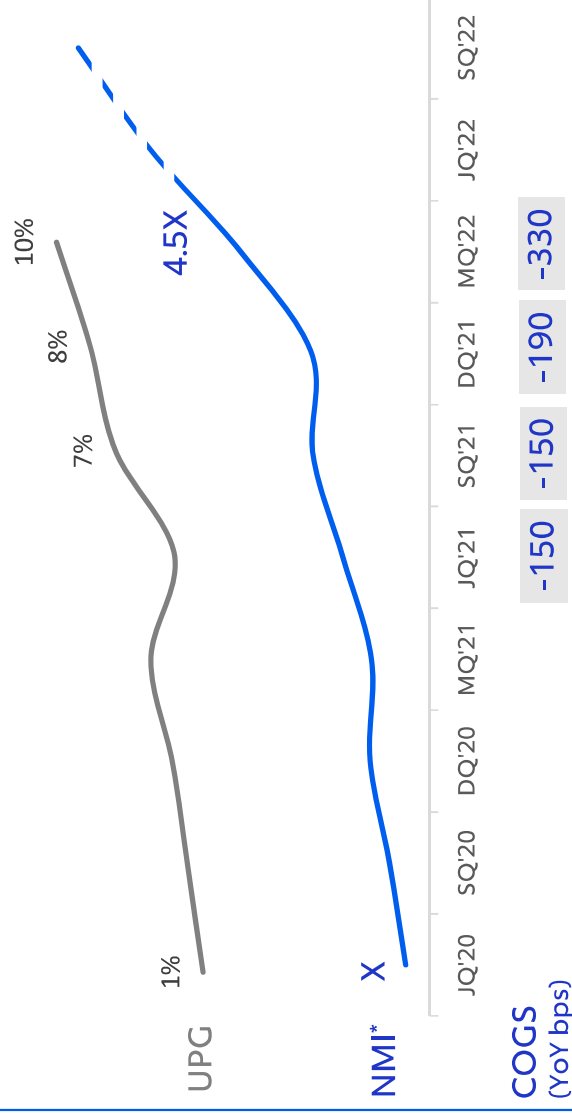
Market growths as per Nielsen Mar'22 update for HUL relevant categories

1. Discretionary = Skin Care, Hair Care and HFD categories
2. Rest of FMCG = HUL relevant categories – Discretionary (refer 1 above)

Sensitivity: Public

Dynamic financial management

Sequentially more inflation expected in JQ and SQ 2022



*Net Material Inflation = Market Inflation post impacts of buying efficiencies, hedging, product design to value, etc.
Sensitivity: Public

- **Productivity improvement**
 - Buying efficiencies
 - Sharper choice on investments
 - Sweating our assets more
 - Operating leverage
 - Design to value
- **Calibrated pricing actions**
 - Bridge packs
- **Premiumisation opportunities using WiMI principles**

Looking ahead: Near-term

❑ **Challenging operating environment**

- Inflation impacting volumes; growth predominantly to be price-led
- Expect more inflation sequentially
 - Savings and calibrated pricing actions to continue
 - Consumer franchise to be protected and strengthened
 - Margins to decline in near-term with increasing price vs cost gap

❑ **Strength of our brands and a robust business model will hold us in good stead**

- Consistently outperform FMCG market growth
- Confident of margin recovery in a phased manner

Our focus remains on delivering Consistent, Competitive, Profitable and Responsible Growth

Looking ahead: Mid-long term

□ Indian FMCG sector continues to remain very attractive

- Favorable demographics and rising affluence
- Low per capita FMCG consumption and penetration

□ Our drivers of value creation

- Topline growth driven by growing the core ahead of market, premiumisation and market development
- Modest margin expansion
- Capital discipline

□ Creating a Purpose-led, Future-fit HUL

- Delivering ESG Compass Commitments
- Digital Transformation through Re-imagine HUL

Our focus remains on delivering Consistent, Competitive, Profitable and Responsible Growth



Hindustan Unilever Limited

For more information and updates

Visit our IR website

Hindustan Unilever Limited

MQ'22 Results : 27th April 2022



Awards & Felicitations



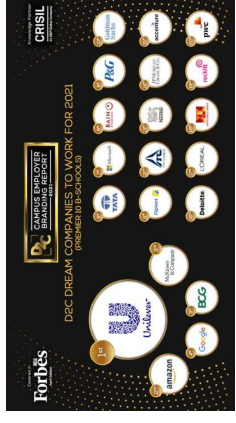
Outstanding company of the year by CNBC



Sustainable factory of the year award by Frost & Sullivan



People first HR Excellence award



No. 1 Dream company to work for - 2021