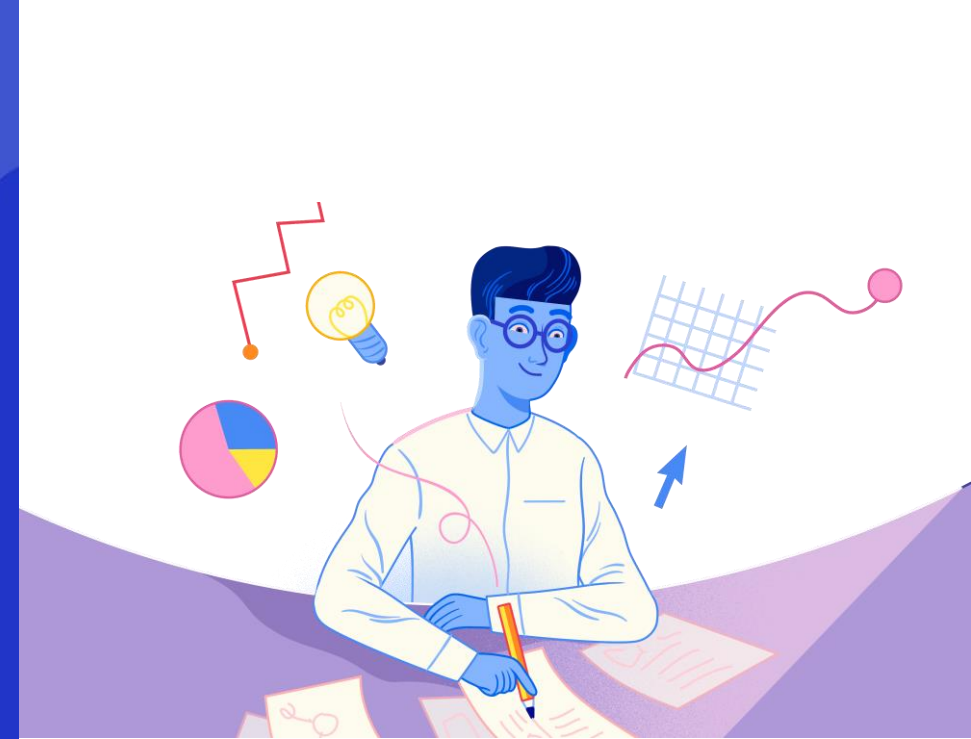


Delivering Superior Value

Ritesh Tiwari – Chief Financial Officer

Winning in the New Decade

Capital Markets Day – 18th November 2022



Hindustan Unilever Limited

What you have heard so far

India FMCG opportunity



Clear and compelling strategy to win

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

Agenda for this session

1. Near-term operating environment and performance

2. Long-term value creation model

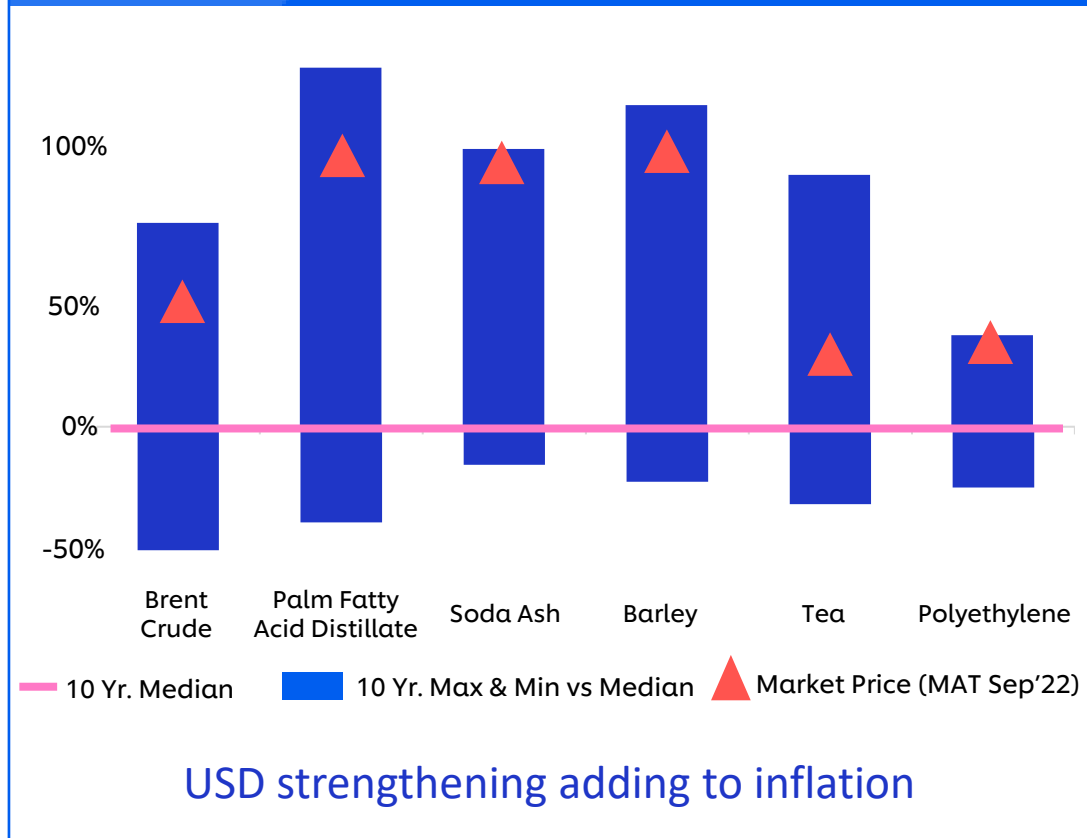
Agenda for this session

1. Near-term operating environment and performance

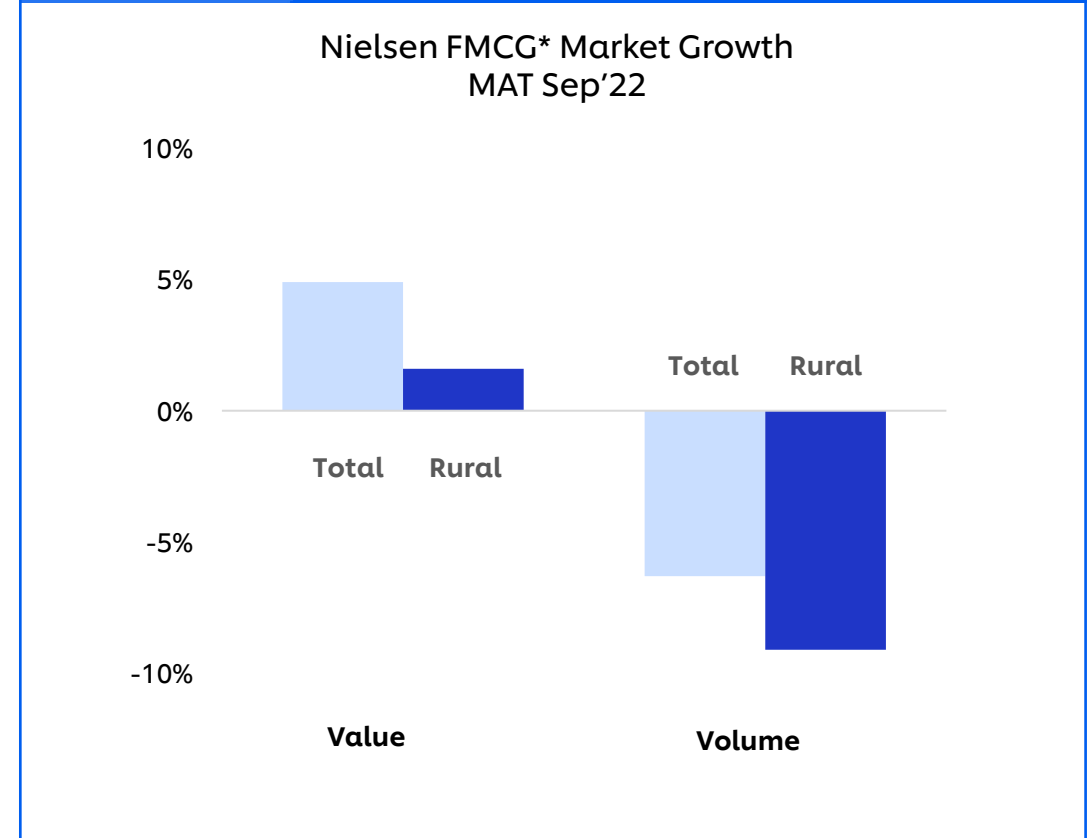
2. Long-term value creation model

Operating environment remains challenging

Commodities at historic highs

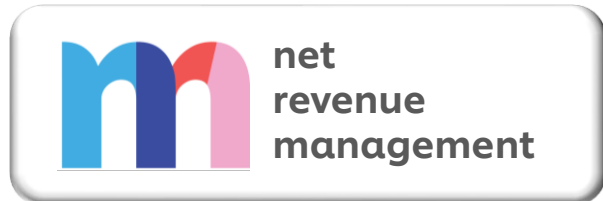


Subdued FMCG markets



Navigating deftly through dynamic financial management

Pricing agility and Net Revenue Management



Symphony Savings Program



Investing in our Brands

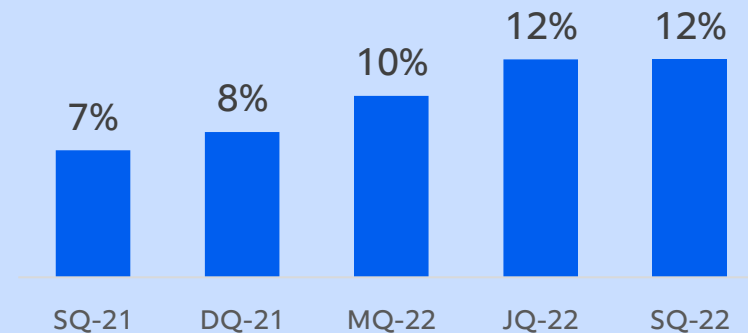


Highest market share gains in the decade whilst ensuring healthy EBITDA margin

Pricing agility and Net Revenue Management



Stepping up Pricing



Seamless Execution

>2000

Pricing networks landed in last 12 months

Symphony : Delivering fuel for growth

Savings across all lines of P&L



Import
Localisation



Supplier
Harmonisation



Strategic
stocking



Packaging
Specs



BOLT*



Debottlenecking

End to End thinking

Owner's mindset

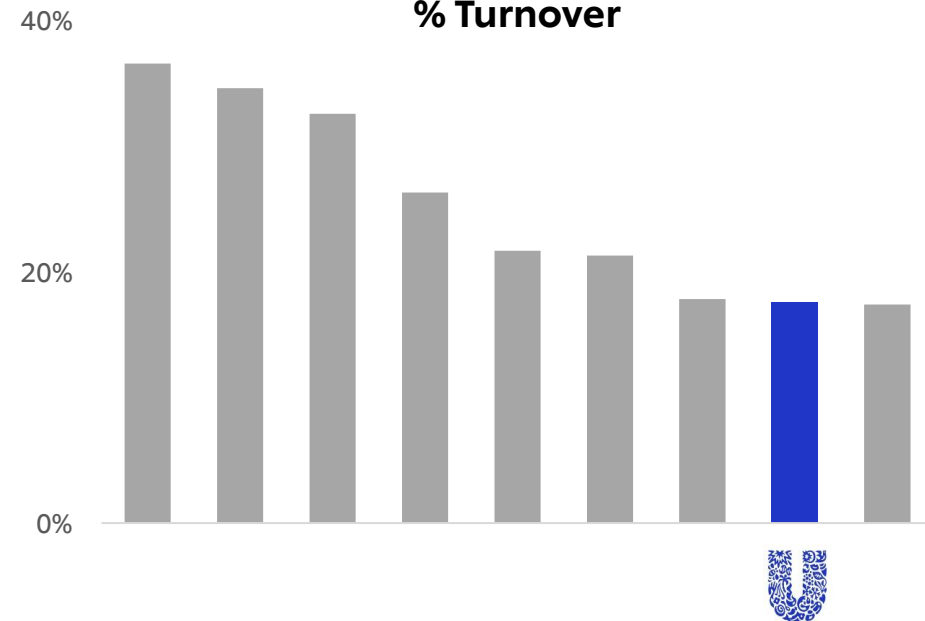
Tone from the Top

Ideas crowdsourcing

Execution focus

Best in class benchmarks for overheads

Employee cost and other expenses
% Turnover



Consistently generating gross savings of c.7% of Turnover

Investing in our brands : 'Share of voice' ahead of 'share of market'

8 HUL brands in India's most valued brands



Source: KANTAR BRANDZ 2022 Most Valuable Indian Brands report

Award winning marketing campaigns



Won
Silver award



Most awarded
advertiser



3 of world's most
awarded campaigns

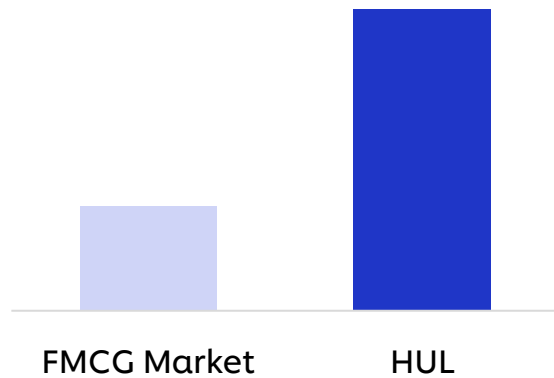


Won 7
awards

Delivering 4G growth

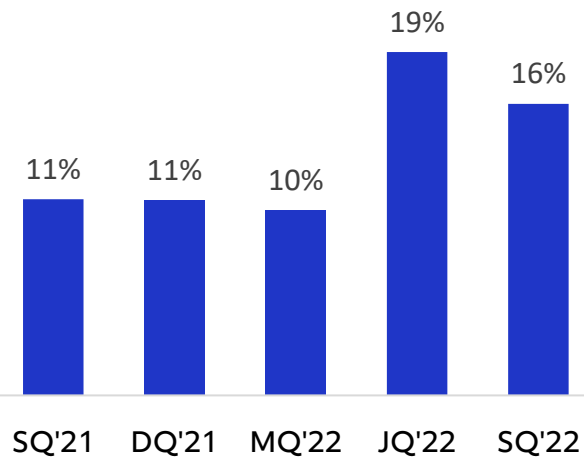
Competitive

Value Growth (MAT September'22)



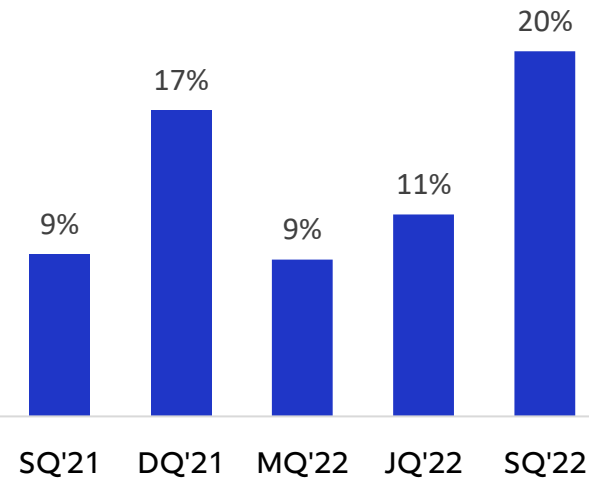
Consistent

Turnover Growth



Profitable

EPS Growth



Responsible

Sustainability Score



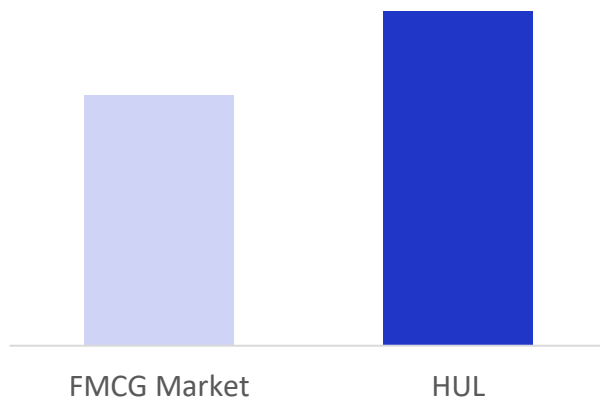
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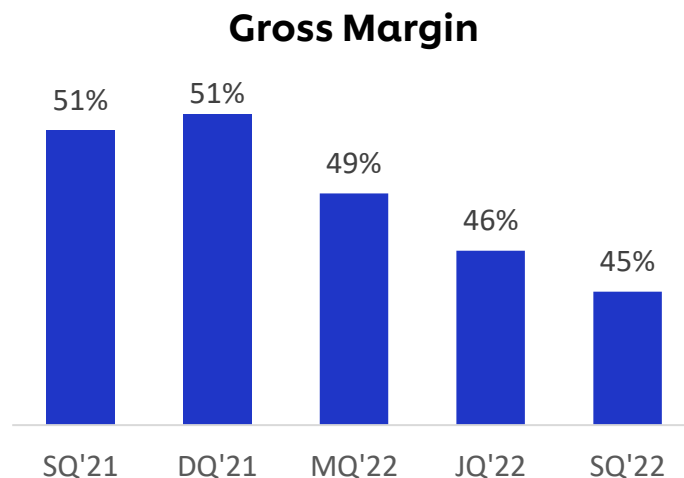
Near-term focus

Competitive Growth



**Growth ahead of the market:
>75% business winning shares**

Build-back Gross Margin



Bridge Price vs Cost gap

Stepping up A&P



Focused on growing our consumer franchise whilst protecting our business model

Agenda for this session

1. Near-term operating environment and performance

2. Long-term value creation model

Consistent multi-year performance

10 Year track record



Turnover

9%
CAGR



Volume

5%
CAGR



EBITDA%

+1000
bps



EPS

12%
CAGR



Cash

12%
CAGR



Dividends

₹ 55K
Crore

Creating long-term value for our shareholders



Growth

Competitive growth
ahead of market



Profit

Modest margin
expansion



Capital Velocity

Efficient use of
capital



EPS

Double digit EPS
growth

Delivering long-term value creation

Growth algorithm

Grow the core ahead of market



Contemporising the Core

Market development and Premiumisation



2X Growth of Core

Prudent M&A

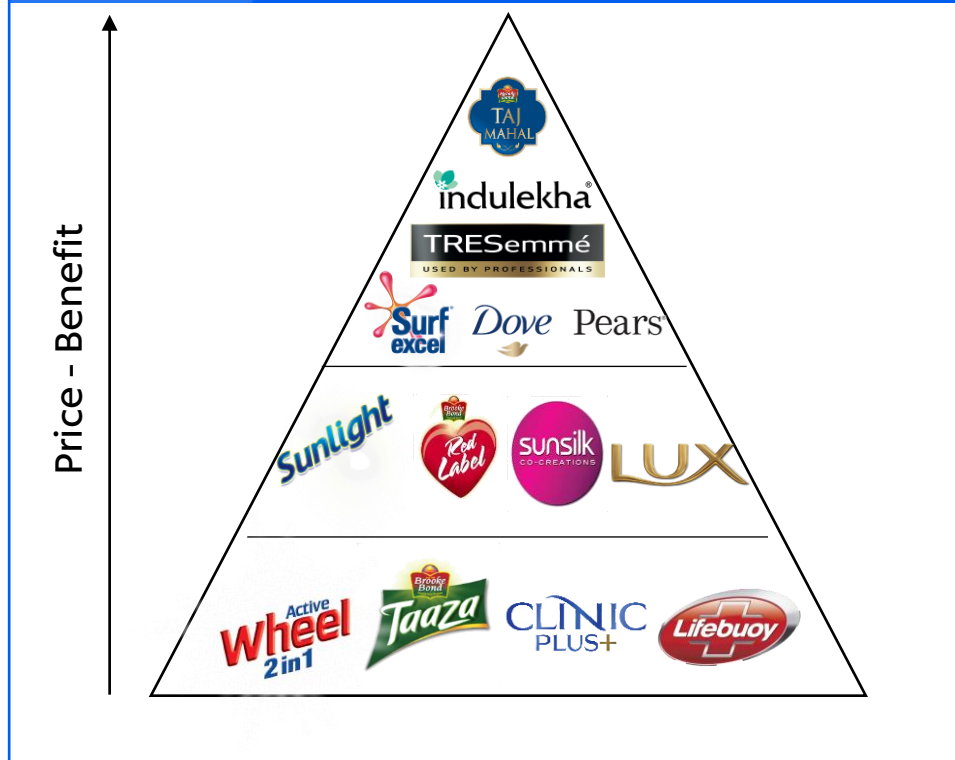


Future growth spaces

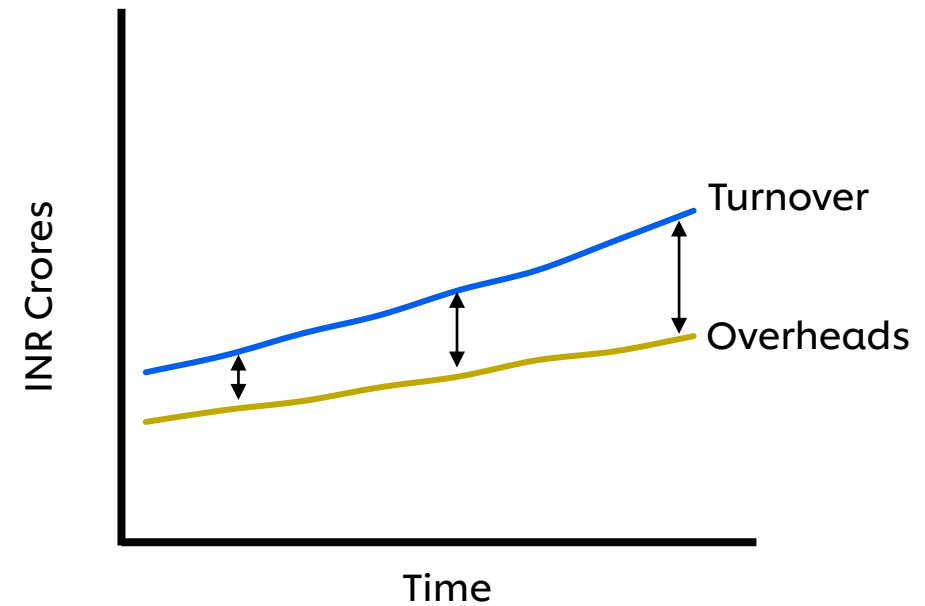
Our growth model starts with consumers, all 1.4 bn of them

Driving profitable growth : Modest EBITDA margin expansion

Positive mix from Premiumisation



Leverage from growth



Whilst Symphony continues to deliver 'Fuel for Growth'

Capital discipline

Capex

2%
Capex % TO

Working capital

-22
Days

RoCE

108%

Capital allocation principles support our growth algorithm

Invest in business

Brands & Innovation

Capabilities & Sustainability

Capex for growth and productivity

Growth enhancing M&A

Future growth spaces

Complimentary capabilities

Bolt-on acquisitions

Returns to shareholders

Steady stream of dividends

Maintain high payout ratio

In summary : Delivering superior value

- ☐ **Clear and compelling strategy**
- ☐ **Strong Right to Win**
- ☐ **Proven Financial Growth Model**
- ☐ **Track record of consistent multi-year performance**

Thank you

