

Annual Investor Meet

9th September 2021



The central graphic features the Hindustan Unilever Limited logo at the top. Below it, the text "WINNING IN THE NEW DECADE" is prominently displayed. The word "WINNING" is in a large, bold, white font with a red bar chart and an upward-pointing arrow integrated into the letter 'N'. "IN THE NEW" is in a smaller, white, sans-serif font. "DECADE" is in a very large, bold, white font. The background of the graphic is a dark blue with various icons: a target, a trophy, a plant, a magnifying glass over a rupee symbol, and a hand holding a plant. The entire graphic is set against a dark blue background with a network of white lines and orange nodes.

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.

Annual Investor Meet | 9th Sep' 2021

Sanjiv Mehta – Chairman and Managing Director



India's Largest FMCG Company

130+ years

of proud history in India

5th Largest

Indian company

by market capitalisation of

₹6.5 Tn

Top 15

Foods & HPC company

Globally

₹450 Bn

Turnover

9% CAGR

In last decade

9 out of 10

Households use one or more of
our brands



Hindustan Unilever Limited

Brands in

8 Mn

stores

25%

Operating margin

+1000 Bps

In last decade

**#1 Employer
of choice**

For 12 years in a row

Across industries

#1 Advertiser

With deepest reach

>1.3 Tn

litres

Water conservation
potential created

**Plastic
neutral**

By 2021

Our Distinctive Strengths

1. Purposeful Brands and Wide Portfolio

2. World class R&D

3. Extensive Distribution and Agile Supply Chain

4. Future-fit Talent and Organisational Culture

5. Sustainability at our Core

Purposeful Brands

₹50 Bn+



50+
Brands

₹20 Bn+



14

in India's 100 Most
Trusted Brands

₹10 Bn+



16

New Brands added
in the last decade

₹5 Bn+



Wide and Resilient Portfolio



Skin Cleansing



Skin Care



Hair Care



Oral care



Color Cosmetics



Talc and Deos

15
Categories



Fabric Wash & Care



Dishwash



Surface and Toilet
Cleaners



Water Purifier

>80%
Category
Leadership



Tea



Health Food Drinks -
Nutrition



Ice cream



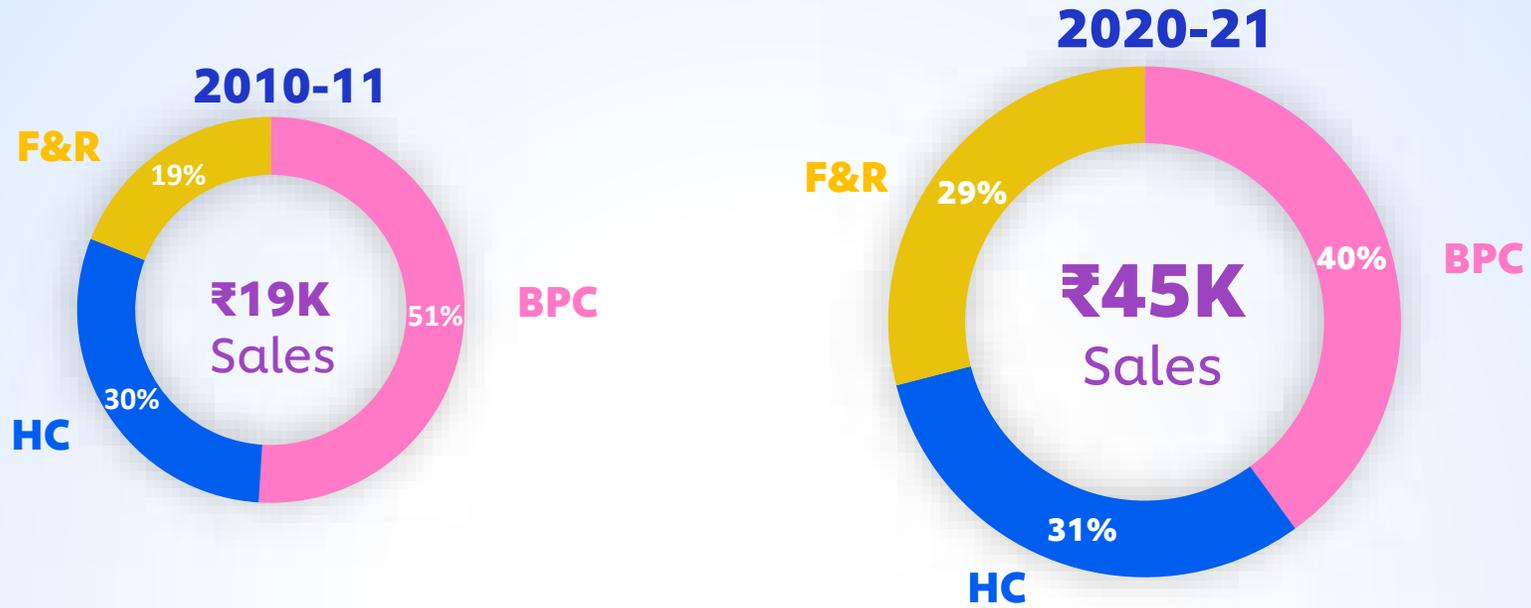
Coffee



Foods

9/10
Indian households use
one or more of our
products every day

Portfolio Transformation



Covering white spaces through Mergers & Acquisitions

FY17



Yr 1 Sales: ₹ 0.8 bn

FY19



Yr 1 Sales: ₹ 0.3 bn

FY21



Yr 1 Sales: ₹ 47.5 bn

FY21



Yr 1 Sales: ₹ 0.5 bn

World Class R&D



>5,000 Scientists Globally, **650** In India
>100 PhDs & Post Docs in India



Largest FMCG R&D
in India

3
R&D centres in India
Mumbai, Bangalore, Gurgaon



India : Global Design Centres for
10 categories



Purposeful & Strategic collaborations
>100 Academic Institutes
>200 Global Technology Partners

Global network across
18
R&D centres



Labs of the Future
Automated, Fit for D&I



Powered by Digital,
AI & In-silico Design

20K
Patents globally

Extensive Distribution and Agile Supply Chain



Grocery Stores



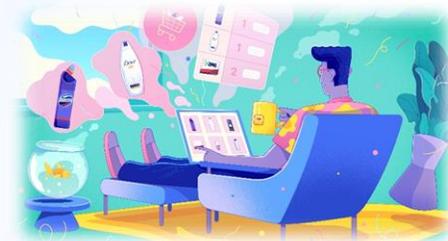
Chemist/ Beauty Channel



Shakti



Modern Trade



eCommerce
(Pureplay + B2B+ Omni)



Direct to Consumer

8 Mn
Stores sell our products

>10%
Demand captured digitally



29 Owned Factories |
40+ Manufacturing Partners



1150+ Material Suppliers
~**₹300** bn Procurement spends



26 Distribution Centres*

30%
Flexible capacity

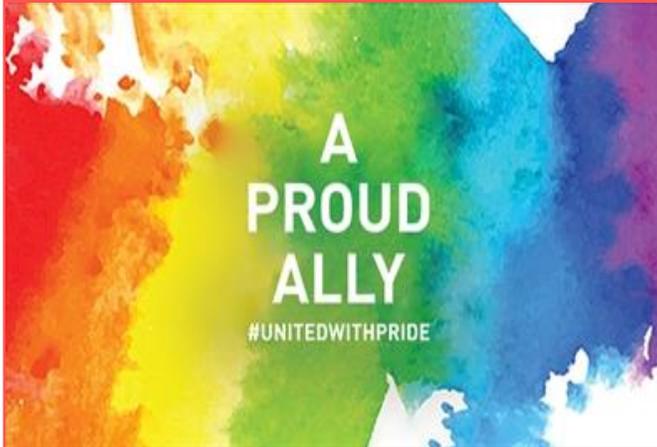
* Excluding nutrition

Purpose driven



21,000 Strong workforce |
Digital first mindset

Diverse & Inclusive



2200 Bps Improvement in
manager gender balance in last
decade

High performance culture



Experimentation |
Pioneering

Employer of Choice for 12 years in a row

WiMI Strategy



Harnessing the power of
De-averaging

Empowered teams



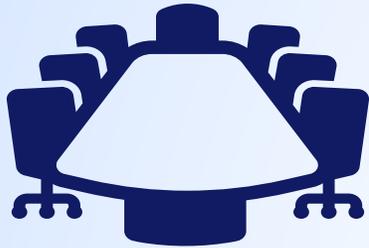
16 mini boards -
responsible to deliver in-year
results

Sustainability at our Core : Key Highlights



Our Pillars of Strong Governance

Leadership



- **Board**
Independent Directors majority
Average **30+** years of experience across diverse industries and roles
- **Key Board committees**
Audit Committee, Nomination & Remuneration Committee, CSR Committee, Risk Management Committee, Stakeholders Relationship Committee

Integrity



- **Deeply rooted values**
Integrity, Respect, Responsibility, Pioneering
- **Key company policies**
Code of Business Principles
Corporate Governance Code
Policy on Related Party Transactions
Whistleblower Policy
Safety and Health Policy

Risk Management



- Audit Committee comprises of **only independent directors**
- Independent Internal Audit Department
- Comprehensive risk management framework driven by Risk Management Committee

Best Governed Company Award*
National Award for Excellence in Corporate Governance

Consistent high performance over the past decade

Consistent growth

₹ 450 Bn

FY 2021 turnover

9%

CAGR growth

Profitable growth

25%

FY 2021 EBITDA margin

>1000 Bps

margin improvement

Healthy cash generation

₹ 680 Bn

Cumulative cash from operations

12%

CAGR growth

MARKET CAPITALISATION

₹0.6 Tn \longrightarrow ₹6.5 Tn
2011 2021

10 YEAR SHARE PRICE / INDEX CHANGE*

HUL : 9.5X

NIFTY : 2.9X

NIFTY FMCG : 4.3X

#1

FMCG COMPANY
IN INDIA

#5

IN INDIA
BY MARKET CAP

Top 15

FOODS & HPC COMPANY
GLOBALLY BY MARKET CAP

India : Poised for growth



India : Poised for growth

One of the fastest growing economies

India's GDP Ranking

2020

6

2025

5



2030

3



\$6 Tr economy by 2030

Significant headroom to grow consumption

Per capita consumption

India



X

China



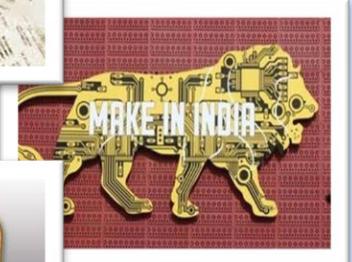
3X

USA



31X

Landmark reforms



+79 improvement in Ease of doing business ranking

900 Million+

Internet users in 2025

↑8%

Expected CAGR over next 5 years



71% of the new users will come from **rural India**

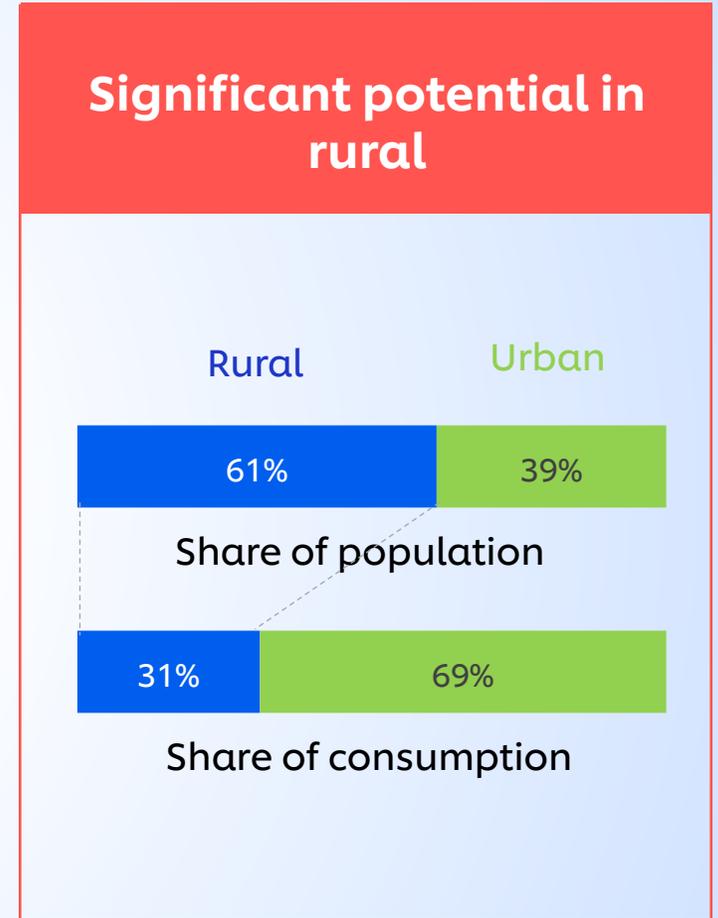
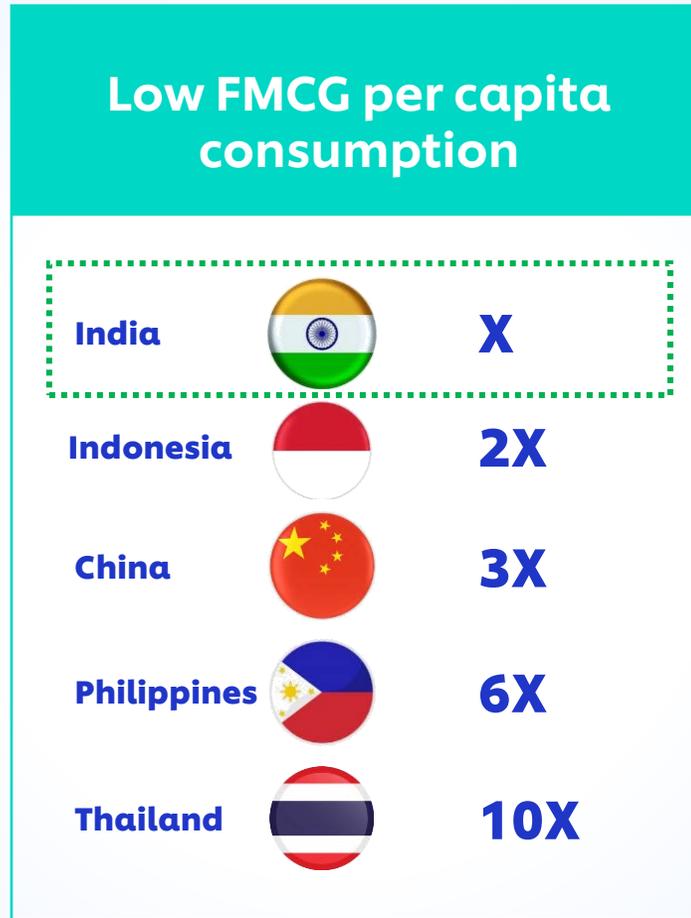
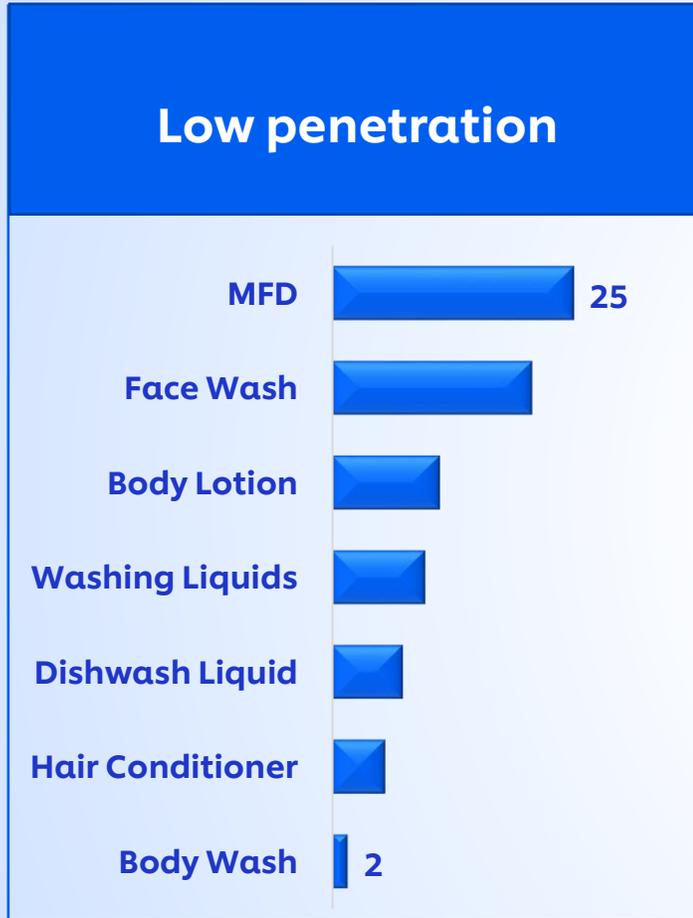


Penetration
2020: 39%
2025: 60%



Penetration
2020: 38%
2025: 52%

Huge headroom for growth in FMCG



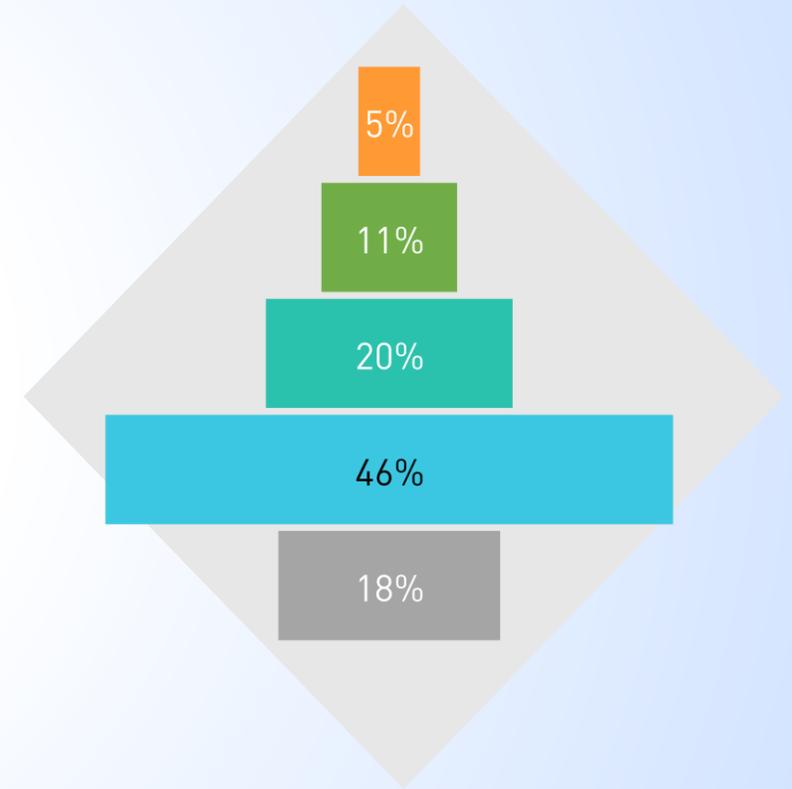
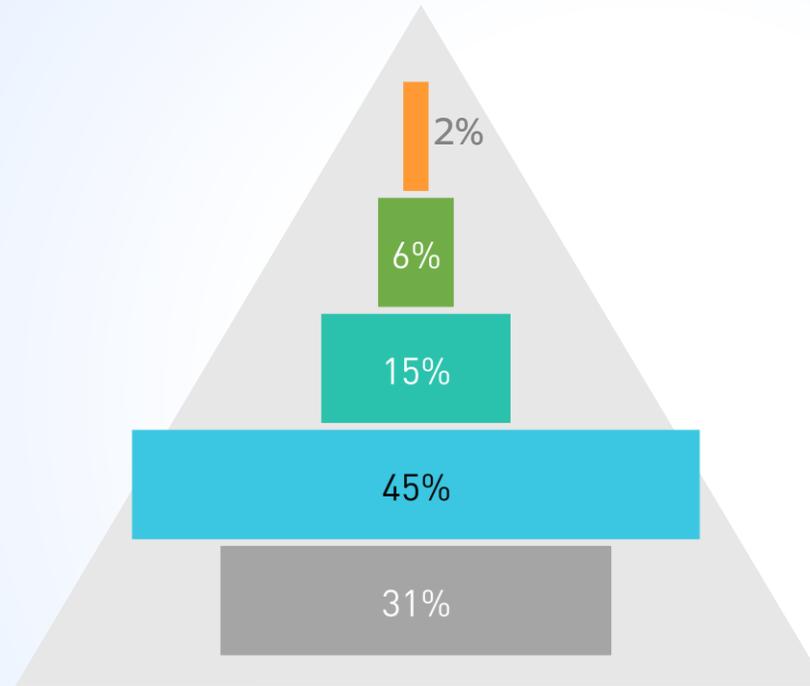
Favourable demographic and economic trends

Rising Affluence

2016

2025

- Elite**
> ₹ 20 lacs p.a.
- Affluent**
₹ 10 – 20 lacs p.a.
- Aspirers**
₹ 5-10 lacs p.a.
- Strivers**
₹ 1.5-5 lacs p.a.
- Strugglers**
<₹ 1.5 lacs p.a.



Upward mobility in income to fuel consumption growth

Favourable demographic and economic trends

Young and working population



Largest working-class population of
1.05 Bn

Changing family structures



74% of all households will be **Nuclear Households** by 2025

Favourable demographic and economic trends

Growth of emerging cities



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

Rural buoyancy



Distinct resilience in rural momentum post COVID

Unlocking value in a nation of paradoxes

Win In Rural, Win In Urban



Win In Mass, Win In Premium



Win With Millennials, Win With Elders



Win In Wall Paintings, Win In Digital



Win In Kiranas, Win In MT & Ecom



Consumer of the Future : Some mega trends





Un-stereotype



- **Reject labels**
- **Greater sense of self-worth**
- **Embrace the unconventional**



Dove: Stop the Beauty Test



- Healthier products, priorities & lifestyles
- Extends beyond physical health
- Immunity and resilience in adversity



Horlicks: When did you grow up?

Search for authenticity



- Reconnect with one's roots
- Spirit of a 'new localism'
- Homegrown versions of modernity



Red Label Natural Care



- **Meaningful connections**
- **Powered digitally**



Lakme



E-everything



- **'Tech-celeration' of consumer life**
- **Digitally fueled lifestyle**



Lakme Virtual Fashion Week



- **Green awakening**
- **70% of global consumers more aware of the climate crisis than pre-COVID**
- **Earth Positive, Nature Positive and Climate Positive will appeal**



Start a Little Good: Water Shower Film



Hindustan Unilever Limited

WINNING IN THE NEW DECADE



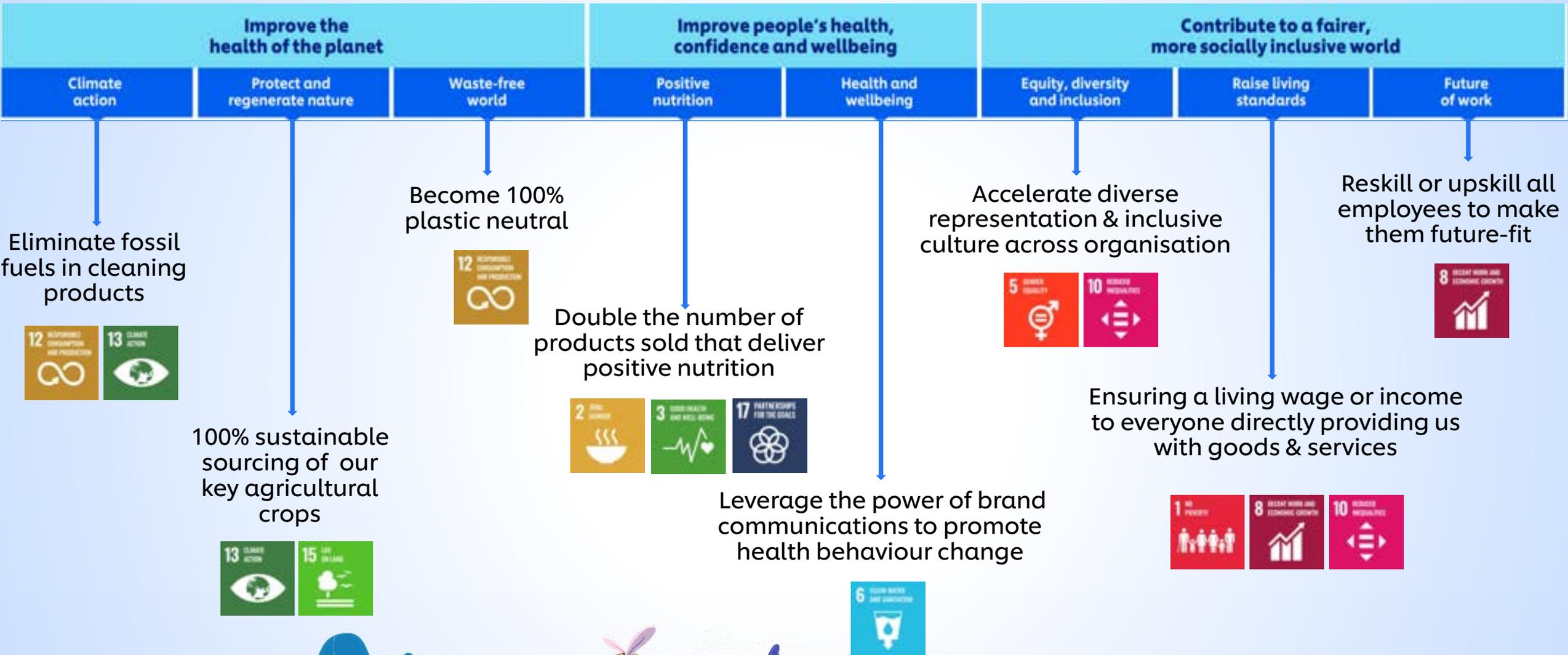


Our Vision

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.



HUL Compass Commitments



Five strategic choices

1. Developing our portfolio

2. Win with our brands as a force for good, powered by purpose and innovation

3. Lead in the channels of the future

4. Build differentiated structures and capabilities

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



Operational Excellence

Improved
penetration

Impactful
innovation

Design for
channel

Purposeful
brands

Fuel for
growth

1. Developing our portfolio

Un-stereotype

Holistic Health

Authenticity

Personalisation

E-everything

Net Zero

Growing the Core



Superior Products

Market Development



More users | More usage |
More Benefits

Premiumization



Upgrading consumers to
higher order benefits

2. Win with our brands as a force for good, powered by purpose and innovations

Un-stereotype

Holistic Health

Authenticity

Personalisation

E-everything

Net Zero

World class technology

**PEPSODENT
GERMI CHECK+
MOUTH
RINSE LIQUID**



**RINSE
30
SEC**

Do not eat anything after rinsing for half an hour

Pepsodent
GERMI CHECK+
MOUTH RINSE LIQUID

POWERS OUT GERMS IN 30S

SOOTHS CLEAN & REFRESHES
HELPS PROTECT TEETH AND GUMS

ANTI-GUM FORMULA
NO ALCOHOL

Product superiority

VIM BAR BENEFITS



**REMOVES
TOUGH STAINS**

Vim Bar removes tough stains



**~FASTER GREASE
REMOVAL~**

With Power of 100 Lemons*,
Vim removes grease faster

*Based on the cleaning benefit of 100 lemons.



LEMON FRAGRANCE

Vim Bar has a refreshing
lemon fragrance

Purpose drives growth

Rajeshwari was not pretty enough for her would be in-laws. To us, she is beautiful.



Dove

Look for the beauty.
Not the flaws.

#StopTheBeautyTest

Rajeshwari, Nivagong (Assam)

3. Lead in channels of the future

Un-stereotype

Holistic Health

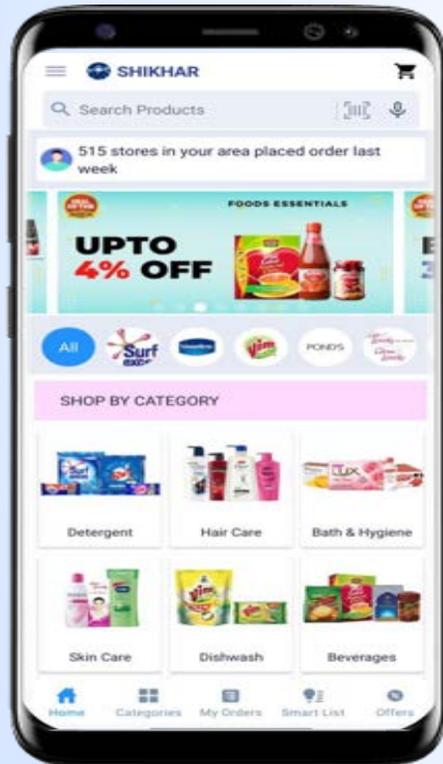
Authenticity

Personalisation

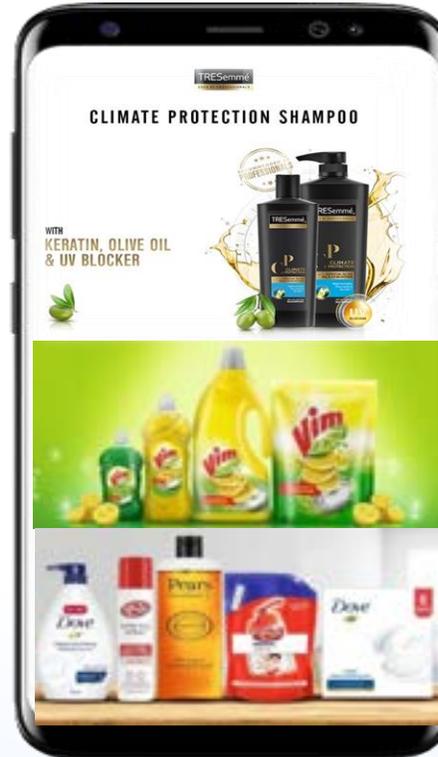
E-everything

Net Zero

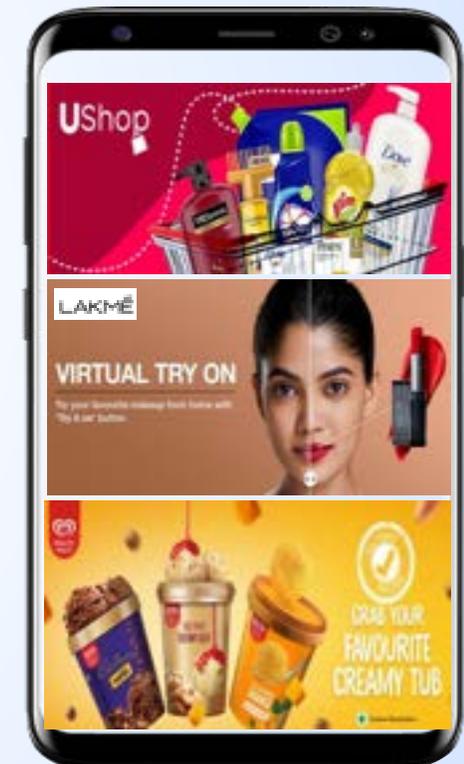
Digitising General Trade



Design for Channel



New routes to consumers



4. Build differentiated structures and capabilities

WiMI play in LUX



Different product mixes for different parts of India



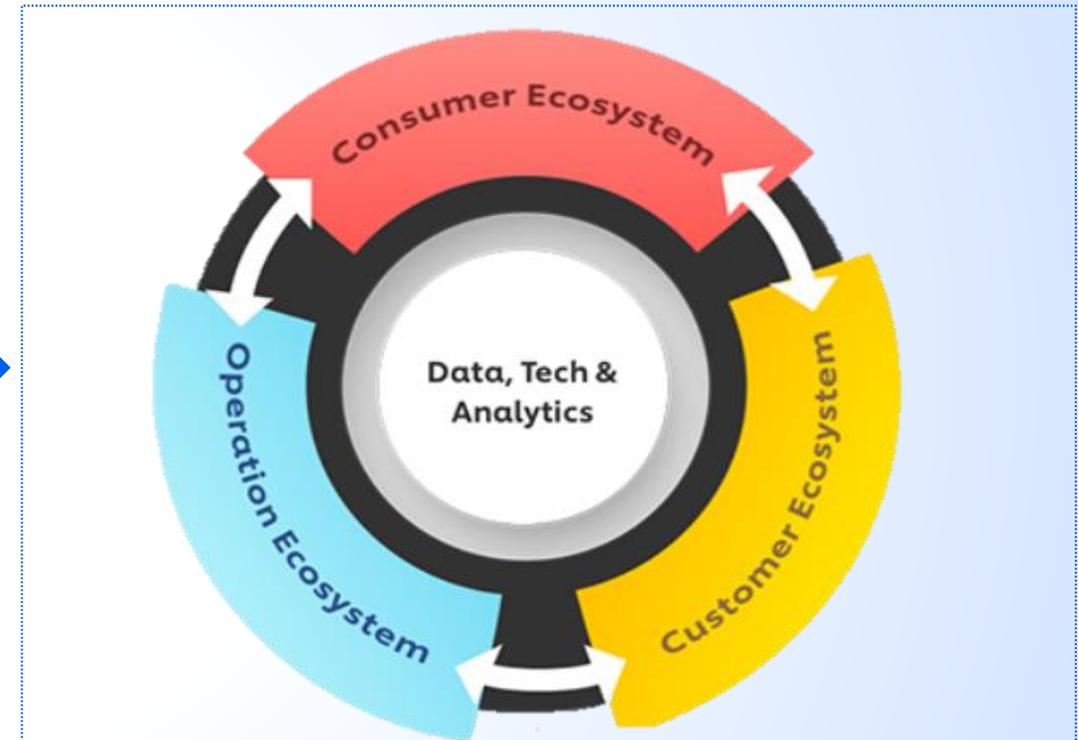
4. Build differentiated structures and capabilities

Reimagine HUL: Journey to an Intelligent Enterprise

Yesterday



Tomorrow



From Traditional Linear Value Chain to Non-Linear and Inter-connected Ecosystems

5. Building a purpose-led, future-fit organization and growth culture

Agile & Future-Fit Organization



Future proofing **skills** & **ways of working**

Truly Inclusive



#unstereotype the workplace **FOR EVERYONE.**

Microcosm of India

Culture to Outperform



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

Delivering the Today. Transforming the Tomorrow

1. Compassion

2. Sensemaking

7. Humblition

6. Brutal Optimism



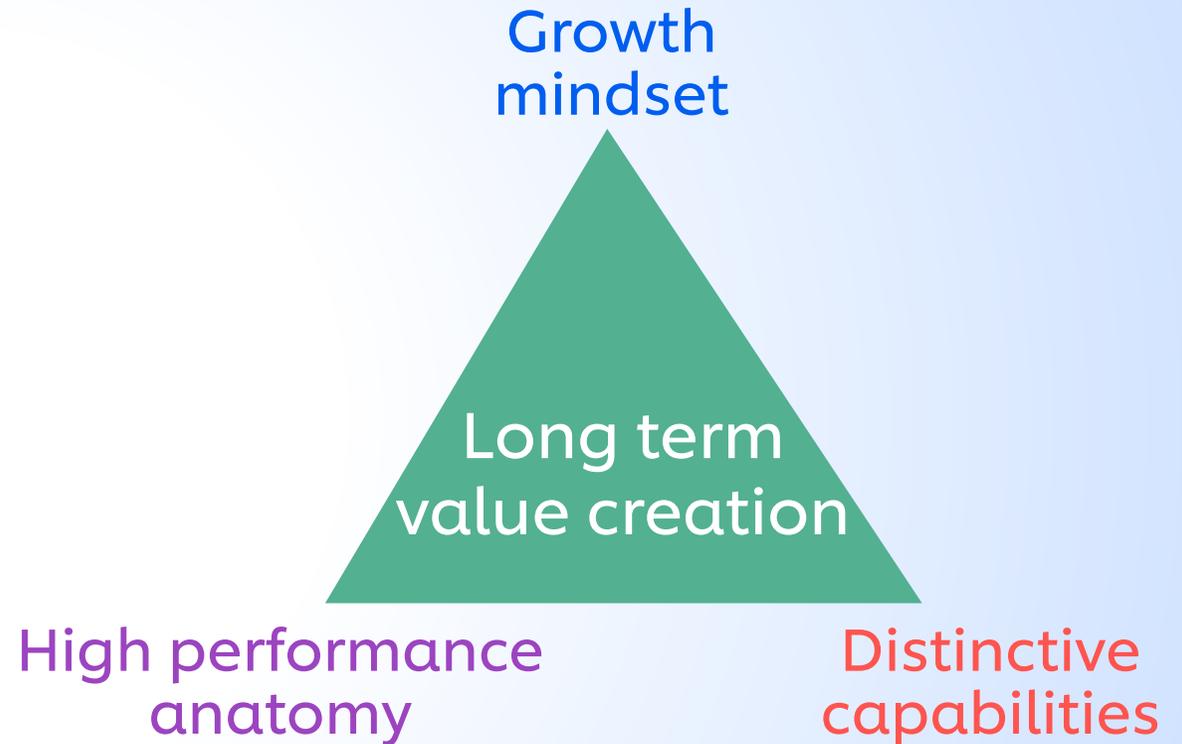
3. Collaboration

5. Agility & Responsiveness

4. Purpose Driven

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



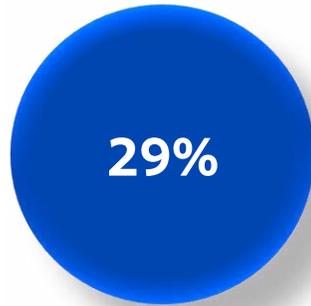
BEAUTY & PERSONAL CARE

Priya Nair, Executive Director & EVP

Performance



Turnover
(2011-20)



Operating Margin
(FY'2021)



Big Brands

6 brands with Turnover > 1000 Crs

#1 Beauty & Personal Care company in India



#1
Skin Cleansing



#1
Skin Care



#1
Hair Care



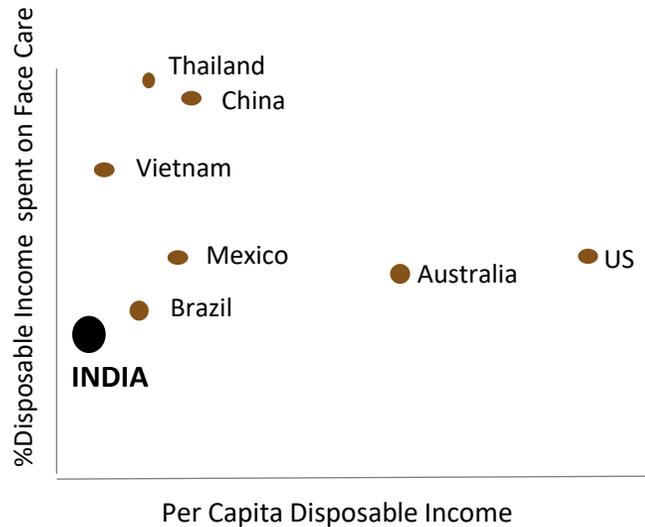
#1
Color Cosmetics



#2
Oral Care

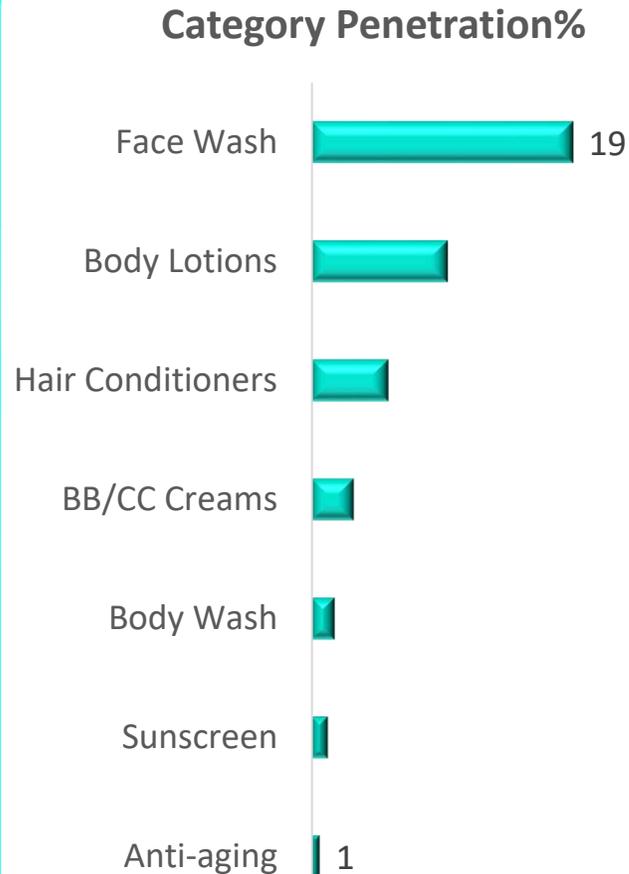
Huge headroom to premiumise & develop the market

India is at the lower end of the Market Development curve



Low per capita spends

Formats & Benefit Segments are under-penetrated



Significant headroom even in well-penetrated categories

Skin Cleansing



Hand wash: **30%** Penetration

Body Wash: **<2%** Penetration

Some trends shaping Beauty & Personal Care evolution in India



Nature-based beauty

Clean Beauty
(sustainability &
no-nasties)



Nature meets Science

Potency & efficacy

Expert-backed

Ingredient story



Enhanced Self-care

Beauty as therapy

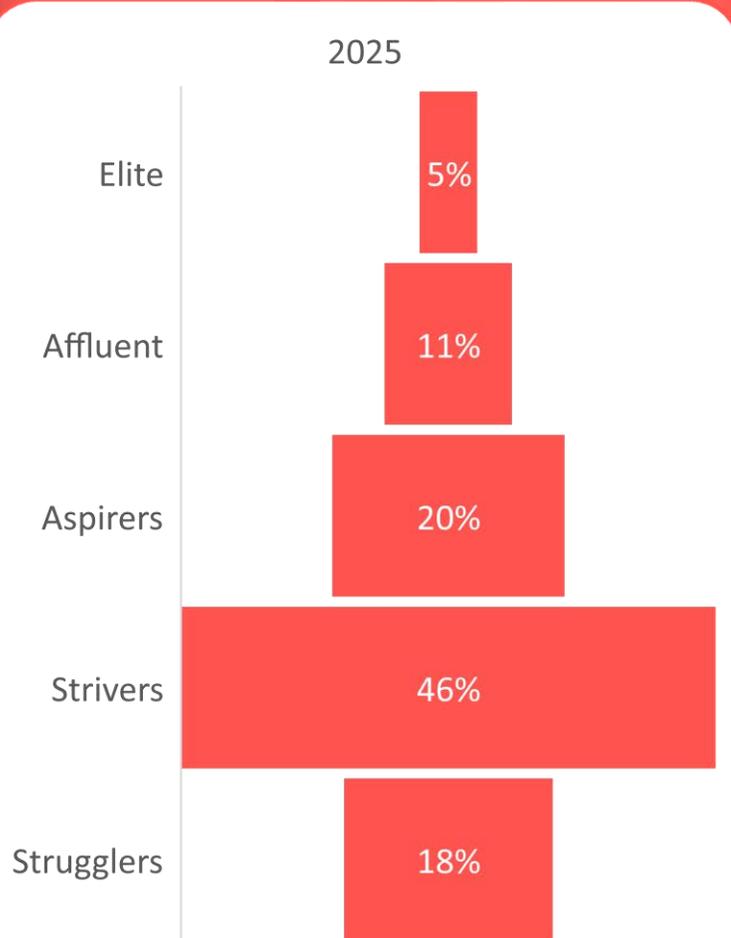


Bespoke solutions

Designed for me

Emerging top-end consumer, ahead on adoption curve

Increasing Affluence



Rise of Digital & Ecommerce

Rising penetration & time-spent on digital



25-30 Mn

Beauty shoppers online



Trends becoming sizeable at the top-end



Increasing adoption of **new formats** like Skin & Hair Serums, Sheet masks, Hair masks



Over-indexed on segments like **Naturals & Clean Beauty**

Our key priorities for winning in the next decade

1



GROW THE CORE

2



**PREMIUMISATION &
MARKET DEVELOPMENT**

3



**WIN WITH CONSUMER
OF THE FUTURE:
DIGITAL & E-COMMERCE**

4



**PEOPLE & PLANET
POSITIVE
BEAUTY**

Our Key Priorities

1



GROW THE CORE

2



PREMIUMISATION & MARKET DEVELOPMENT

3



WIN WITH CONSUMER OF THE FUTURE: DIGITAL & E-COMMERCE

4



PEOPLE & PLANET POSITIVE BEAUTY

Continued focus on building Purposeful Brands

Dove

Mahak was not pretty enough
for her would be in-laws.
To us, she is beautiful.

Dove

Look for the beauty.
Not the flaws.

#StopTheBeautyTest

Mahak, Delhi

Glow & Lovely



GLOW KO
NA ROKO

Glow & Lovely



CLINIC PLUS+



Lifebuoy



24X7
FREE DOCTOR
CONSULTATION

GIVE A MISSED CALL

99469 99469



closeup

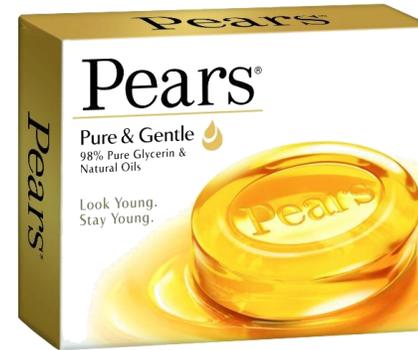
closeup
#free
to love





Lifbuoy Public Service Announcement

Consistently delivering Superior Products



Contemporizing our Core Brands : Lux AV



Lux: Best Soap for Glow

Extending our leadership position



#1 SOAP brand in India

#1 HYGIENE brand in Skin Cleansing

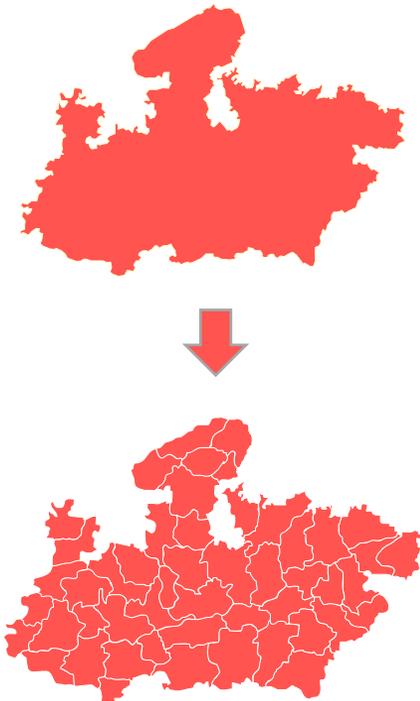
#1 HAND SANITIZER brand

Strengthening Hygiene Credentials

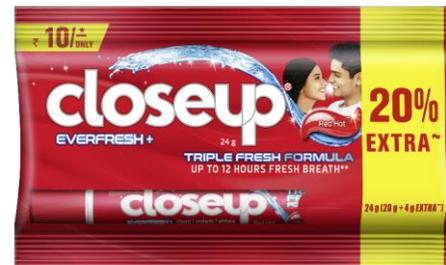
Driving formats

*प्रमाणित 100% फॉर्मूला से बना साबुन को अतिरिक्त सुरक्षा के लिए डिज़ाइन किया गया है।
#1 का मतलब सबसे बेहतर है। यह दावा कि यह है, हमारा अतिरिक्त प्रमाण है।
Total 10 का मतलब है।

District-level planning & execution

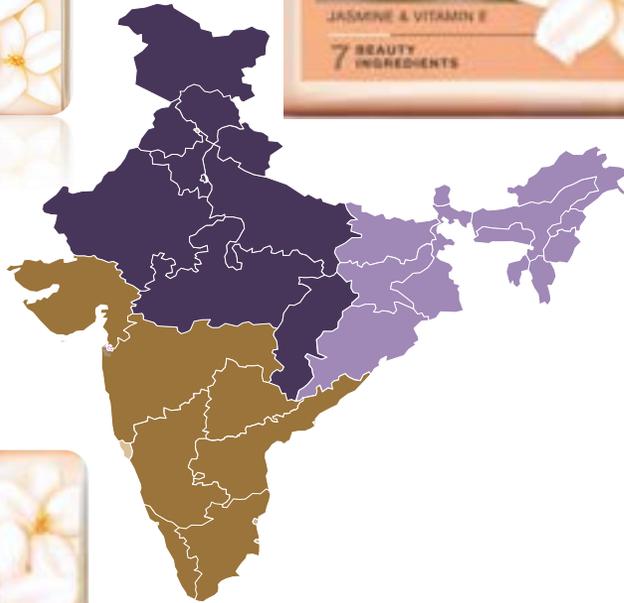


Driving Mental Reach & Physical Reach for access packs

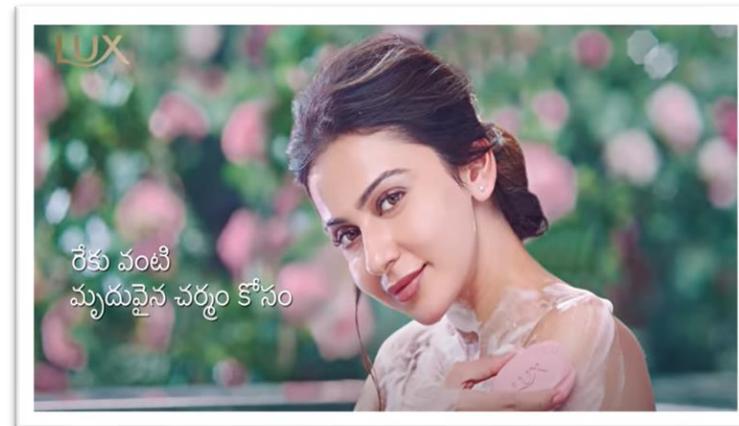


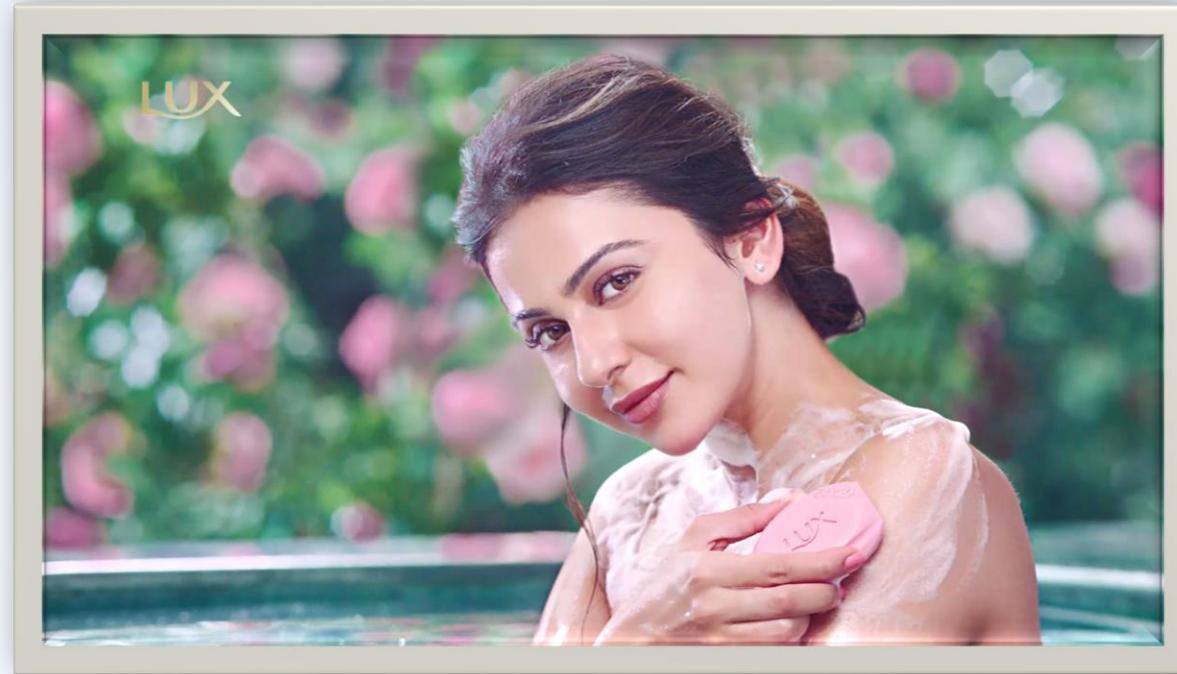
Designing to Win in the Many Indias

Differentiated product mixes



Locally relevant communication





Lux: WiMI communication

Our Key Priorities

1



GROW THE CORE

2



PREMIUMISATION & MARKET DEVELOPMENT

3



WIN WITH CONSUMER OF THE FUTURE: DIGITAL & E-COMMERCE

4



PEOPLE & PLANET POSITIVE BEAUTY

Right to Win & Authority to Lead

Our Brands own the aspirational equities across categories



We are MARKET LEADERS and MARKET MAKERS in India



Market Maker : Hair Conditioners
Dove is India's #1 Conditioner brand



Market Maker : BB/CC creams
HUL is #1 in BB/CC creams



Market Maker : Color Cosmetics
Lakme is India's #1 Makeup brand

Addressing key Triggers & Barriers for category adoption

Indicting current habit

Just Shampoo*



Shampoo + Dove Hair Fall Rescue Conditioner

*Non-conditioning shampoo

Explaining Benefit

Dove Body Wash

CLEANS like a soap

MOISTURISES like a cream



deep* absorbing nourishment with **nutrium moisture**

800 ml

Category Education

Rexona GET **10X** ODOUR PROTECTION*

*Based on clinical study vs. untreated underarm

DID YOU KNOW?

Just One Drop of Underarm Sweat + Bacteria = 90%* of Body Odour

REXONA UNDERARM DEODORANT STOPS BODY ODOUR AT ITS SOURCE

*90% illustrative proportion. Body odour referring to underarm odour, as popularly perceived.

Dove Body Wash : AV



Dove Body Wash

Education & Sampling at scale, through multiple touchpoints

Beauty Experts



Medical Marketing



Online Sampling



Home-to-Home



College Contact Program



Democratizing key trends, building new formats & benefits

Democratizing body washes



Building future formats

LAKMÉ



Creating new benefit segments

POND'S

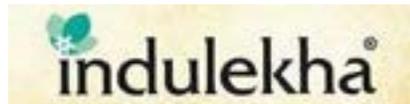


GET A WATER FRESH GLOW FOR 24 HOUR MOISTURISATION



Strengthening our play in Naturals

Naturals Masterbrands



Build Indulekha



Insurgent approach in top-end space



Natural Variants on our Core Brands



Our Key Priorities

1



GROW THE CORE

2



PREMIUMISATION & MARKET DEVELOPMENT

3



WIN WITH CONSUMER OF THE FUTURE: DIGITAL & E-COMMERCE

4



PEOPLE & PLANET POSITIVE BEAUTY

Sheet Masks



Skin Serums



LAKMÉ 9to5

VITAMIN C+ SKINCARE RANGE

GET HEALTHY GLOWING SKIN



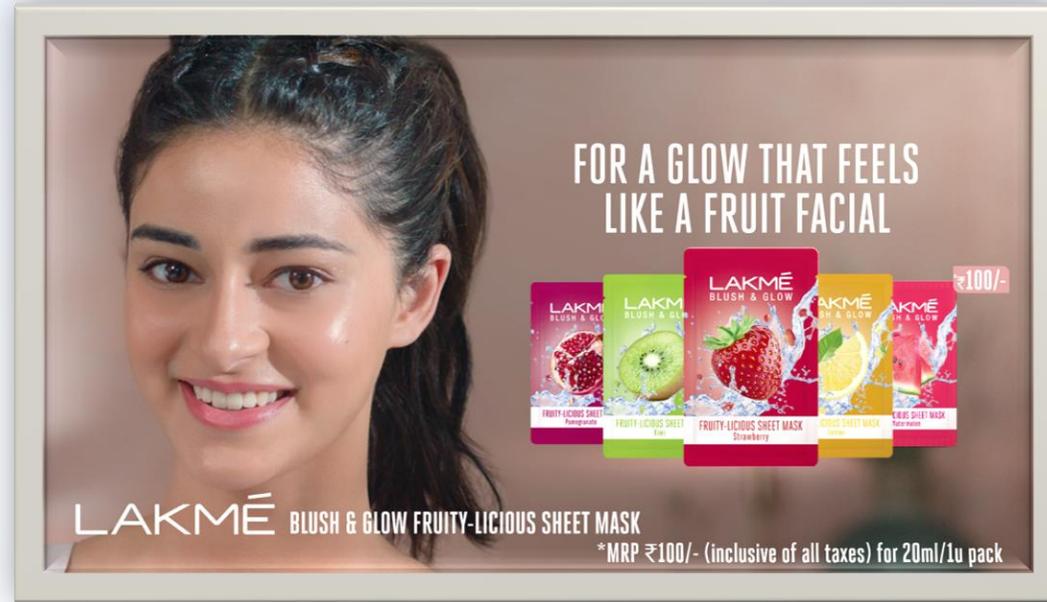
Hair Masks



Hair Serums



Lakme Sheet Masks : AV



Lakme Sheet Masks

Digital-first marketing approach



Built for digitally native & affluent consumer

Targeting different consumer journeys

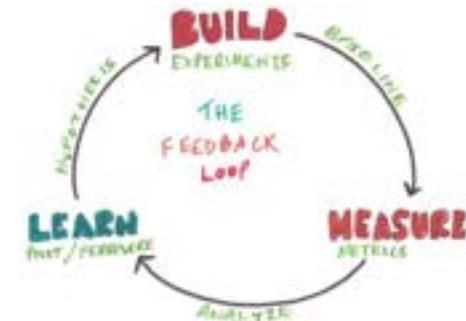
Leading Trends

Agile Innovation model

Always-on insight mining to spot trends



Rapid Prototyping to learn & adapt



Digital : Staying ahead of the game

Always-on full funnel marketing



Influencer Marketing at scale



Leading Organic Conversations



Winning in Search & Performance Marketing



Beauty Tech



D2C



Our Key Priorities

1



GROW THE CORE

2



**PREMIUMISATION &
MARKET DEVELOPMENT**

3



**WIN WITH CONSUMER
OF THE FUTURE:
DIGITAL & E-COMMERCE**

4



**PEOPLE & PLANET
POSITIVE
BEAUTY**

People Positive



It's time we changed IDEA OF BEAUTY

According to a recent survey, 88 percent claimed that operations based on beauty during the arranged marriage process impacted their self-esteem and confidence.

Libby's Corona beer is a testament to the power of a woman's choice. It's a choice that's made for her, not for others. It's a choice that's made for her, not for others. It's a choice that's made for her, not for others.



Planet Positive

Circular Packaging : Lesser/Better/No Plastic



Refill pack

Huge headroom to grow

Authority to Lead and Right to Win

Strong strategy to win today and tomorrow

People and Planet Positive at our heart

HOME CARE

Prabha Narasimhan, Executive Director HC
Annual Investor Meeting | Sep '21



2011 – 20 : A business that continuously learns and grows



PORTFOLIO TRANSFORMATION



WINNING IN MANY INDIAS



SUPERIOR PRODUCTS



MARKET DEVELOPMENT AT SCALE



PURPOSEFUL BRANDS



Turnover
2011-20



Operating Margin
FY'21



4 Brands with Turnover > 1000 Crs

Surf: > 5000 Crs Brand turnover



#1

Brand equity
in Fabric Solutions



#2

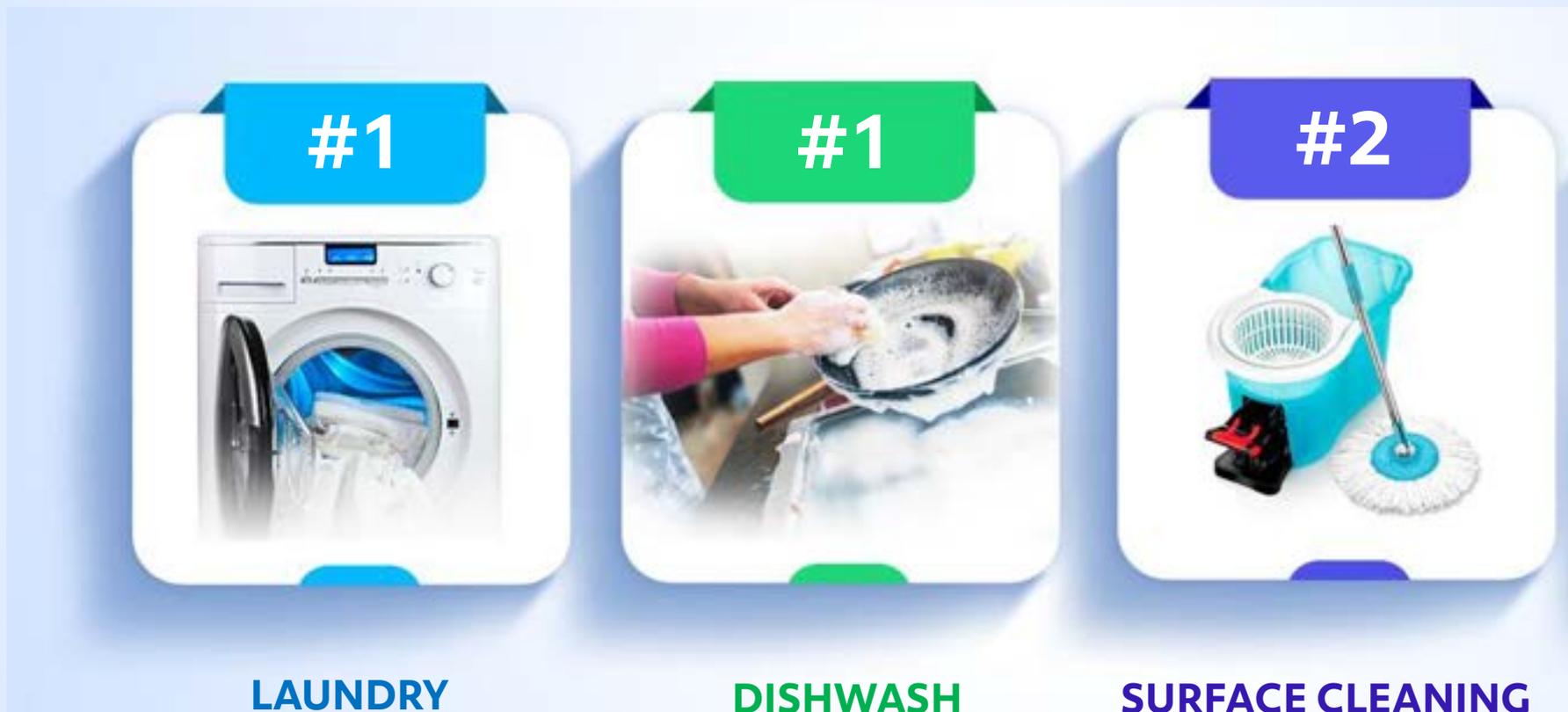
Brand equity
in Fabric Solutions



#1

Brand equity
in Dishwash

Strong market positions across segments



Long term consumer drivers



**Automation
of laundry**



**Modern day
living &
wardrobes**



**More surfaces
& benefits in
Dish & Surface
Cleaning**



**Changing
consumer
access
channels**



**Consumer
trust at a
premium**



**Environment
under stress**

Our strategy



GROW THE CORE



MARKET DEVELOPMENT AT SCALE



WIN IN CHANNELS OF FUTURE



PIONEER CLEAN FUTURE



Making your home a better place | Making our world a better home

Our strategy

 **GROW THE CORE**



 **MARKET DEVELOPMENT AT SCALE**



 **WIN IN CHANNELS OF FUTURE**



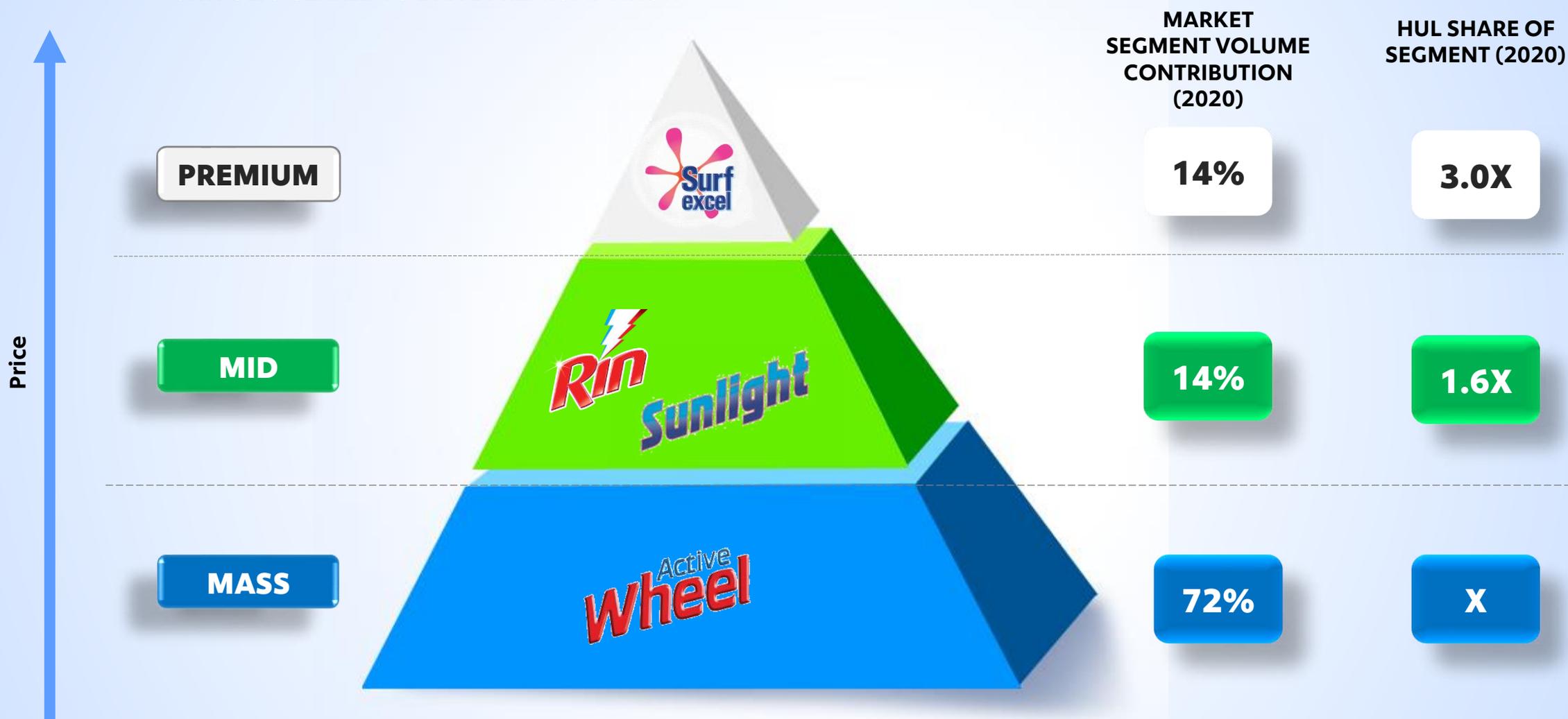
 **PIONEER CLEAN FUTURE**



Making your home a better place | Making our world a better home

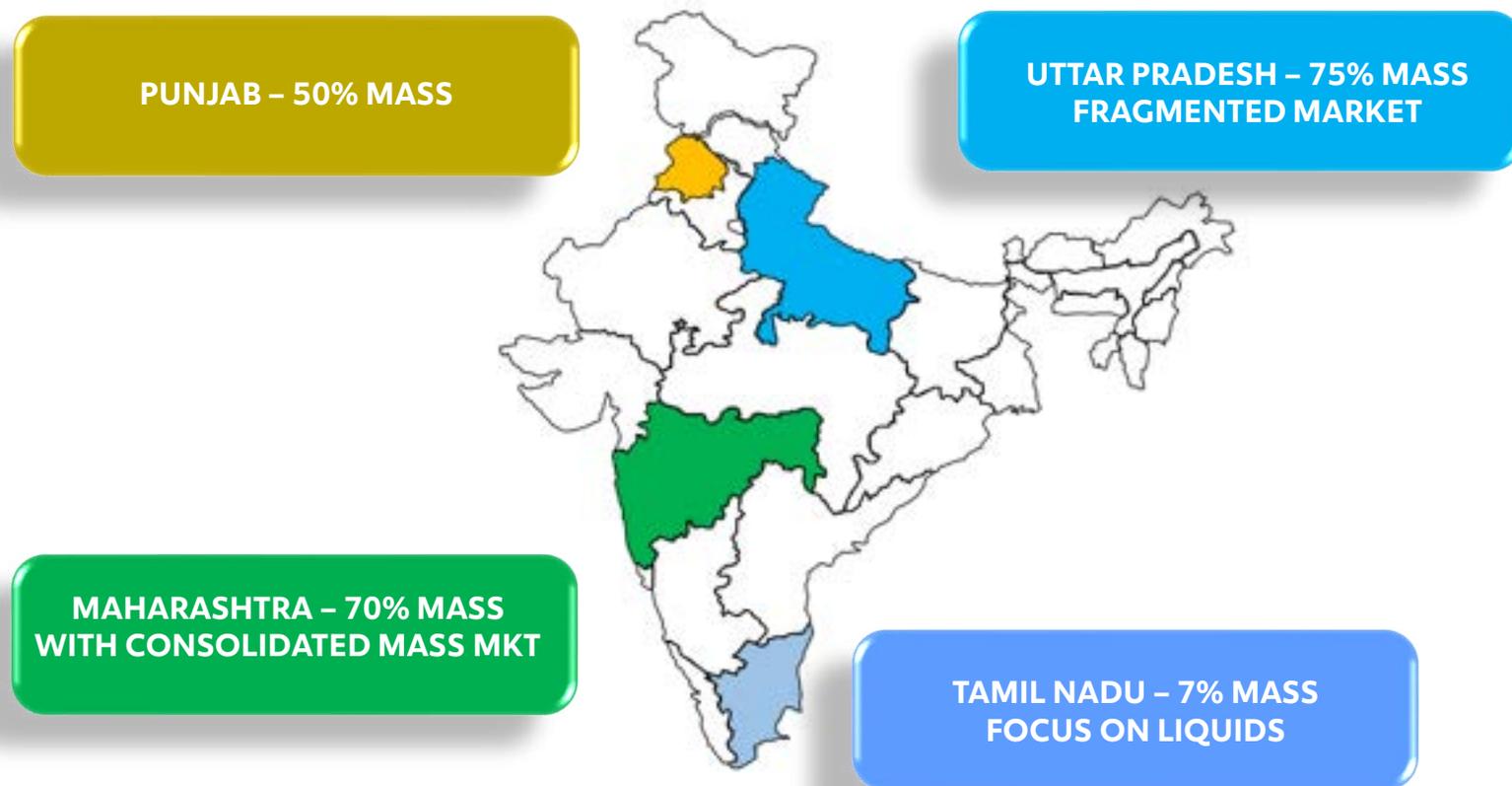
Core laundry has huge headroom for growth

PORTFOLIO GEARED TO DRIVE PREMIUMISATION



The premiumization S-Curve varies by region and hence WiMI is key

WIMI DEAVERAGING – WE HAVE SCALE IN MOST CLUSTERS TO WIN CONSISTENTLY



PRICE

PRODUCT

PROMOTION

Customize Ps by WiMI market

Driving product superiority and brand purpose



SUPERIOR PRODUCTS



PURPOSEFUL BRANDS – SAY & DO



Surf Matic: *Protecting the environment*



PERSUASIVE COMMUNICATION



Vim: *Get ahead of Dishwashing*



Sunlight: *Whatever be your age; live life in colours*



Surf Matic, Vim and Sunlight AV

Our strategy

 **GROW THE CORE**



This panel illustrates the 'GROW THE CORE' strategy, featuring an upward-pointing arrow icon. It displays various product packages for Surf excel (Cool White and MATIC) and Rin (Scented and Unscented), along with a pack of Vim.

 **MARKET DEVELOPMENT AT SCALE**



This panel illustrates the 'MARKET DEVELOPMENT AT SCALE' strategy, featuring a pyramid icon. It displays a wide range of product bottles and packs, including Surf excel (Cool White, MATIC, and Scented), Rin (Scented and Unscented), and Vim (Fresh Clean and Unscented).

 **WIN IN CHANNELS OF FUTURE**



This panel illustrates the 'WIN IN CHANNELS OF FUTURE' strategy, featuring a USB icon. It displays icons representing a retail store with a shopping cart and an online shopping interface with a computer monitor and a shopping bag.

 **PIONEER CLEAN FUTURE**



This panel illustrates the 'PIONEER CLEAN FUTURE' strategy, featuring a plant icon. It displays icons representing sustainability and environmental impact, including a recycling symbol, a leaf, a CO₂ footprint, and a water drop with a recycling symbol inside.

Making your home a better place | Making our world a better home

Market development of future categories

HUGE TOPLINE, BOTTOMLINE & SHARE OPPORTUNITY

**DET LIQUIDS
FABRIC CONDITIONERS**

2X
Realization
per wash

**Accretive
GM**

Vs POWDERS

<15%

MARKET PENETRATION

DE-AVERAGED & PRIORITISED



WINNING MARKET DEVELOPMENT PLAYBOOK

 **PRODUCT SUPERIORITY VS POWDER**

 **PERSUASIVE COMMUNICATION**

 **EDUCATION-LED SAMPLING AT SCALE**



Comfort AV

Water and Air Wellness : Key growth drivers



PURPOSEFUL & FUTURE FIT INNOVATION

DRIVE BENEFITS OF IMMUNITY AND WATER SAVING



ACCELERATE E - COMMERCE

DRIVE DISCOVERABILITY & AVAILABILITY

Advanced Pro RO- Mineral Enriched, 100% Safe Water
Save up to 39% on PUREIT >

<p>Deal of the Day ₹20,490⁰⁰ <small>prime</small> ₹25,990.00 (21% off)</p>	<p>Deal of the Day ₹13,499⁰⁰ <small>prime</small> ₹21,000.00 (36% off)</p>	<p>Deal of the Day ₹9,690⁰⁰ <small>prime</small> ₹16,000.00 (39% off)</p>
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EXCLUSIVE PORTFOLIO FOR E-COMMERCE



WIN WITH CONSUMERS ON DIGITAL

DRIVE HIGHER CONVERSION WITH D2C WEBSITE



BEST IN CLASS CONTENT



Our strategy

GROW THE CORE



MARKET DEVELOPMENT AT SCALE



WIN IN CHANNELS OF FUTURE



PIONEER CLEAN FUTURE



Making your home a better place | Making our world a better home

Driving share and value in modern trade



CATEGORY CAPTAINCY IN MODERN TRADE

2X SHARE OF SHELF | RIGHT PLANO |
EDUCATION IN-STORE
STRONG CUSTOMER BUY-IN WITH 2X HIGHER CATEGORY GROWTH



PARTNERSHIPS TO DRIVE CONSUMER VALUE



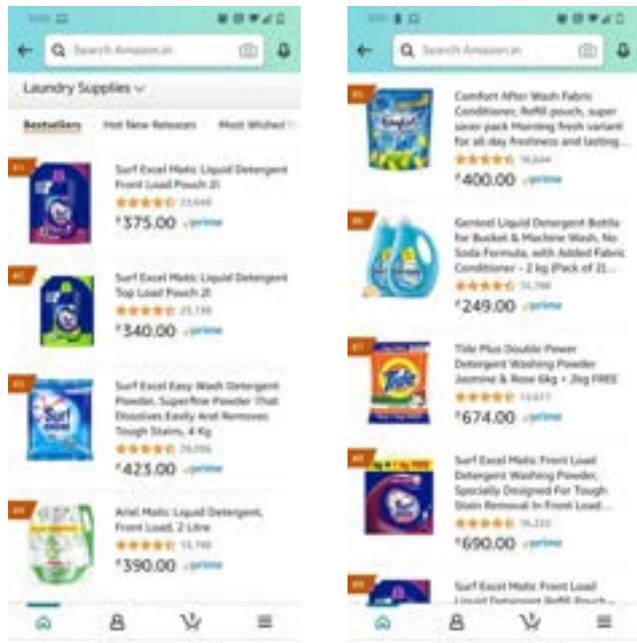
INDIA'S FIRST HOME CARE LIQUIDS FILLING MACHINE

Consumer Speak
"An idea whose time has come!"
"Much needed refill machine"

Design for channel in eCommerce



BETTER DISCOVERABILITY



6 OUT OF TOP 10 LAUNDRY BESTSELLERS ARE FROM HUL



HIGHER REALISATIONS

PRODUCT COMBOS TO DRIVE UNIT ECONOMICS



UPSIZING FOR HIGHER VALUE DENSITY



WORLD CLASS BRAND STORES AND CONTENT



Our strategy

 **GROW THE CORE**



Surf excel
Rin
Vim

 **MARKET DEVELOPMENT AT SCALE**



Surf excel
Comfort
Vim

 **WIN IN CHANNELS OF FUTURE**



Store icon
Online shopping icon

 **PIONEER CLEAN FUTURE**



Recycling icon
Leaf icon
CO₂ footprint icon
Water drop icon

Making your home a better place | Making our world a better home

Pioneer a Clean Future



**100% RENEWABLE or CIRCULAR
FEEDSTOCK WITHOUT
DEFORESTATION**



**REDUCING CARBON
ACROSS PRODUCT
LIFECYCLE**

SUPERIOR



SUSTAINABLE



**BIODEGRADABILITY & WATER
EFFICIENCY**

AFFORDABLE



ZERO PLASTIC WASTE

Key focus areas for a cleaner future

Our Endeavour

PLASTICS



RECYCLABLE AND PCR



50% PCR BOTTLE FOR COMFORT & MATIC BY EXIT 2021



100% PCR BOTTLE FOR VIM BY FH 2022



RECYCLABLE FLEXIBLE PACKAGING

DISRUPTIVE PRODUCT DESIGN



ECODESIGN: SUPERIOR BENEFIT AND ECOFRIENDLY



New Technology for Bars



Bio enzymes & weight efficient polymers



Reduced GHG



Reduction in Non-virgin petrochemical

WATER SAVING



40% REDUCTION IN CONSUMER WATER SPENDING BY 2030



175 Billion L/ annum water saved

Our Progress

Our strategy



PREMIUMIZE CORE



MARKET DEVELOPMENT AT SCALE



WIN IN CHANNELS OF FUTURE



PIONEER CLEAN FUTURE



Making your home a better place | Making our world a better home

Foods & Refreshment

A photograph of a dining table with various dishes. In the foreground, there is a white ceramic cup on a saucer with a wooden spoon inside. To its right is a yellow ceramic teapot. In the background, there is a glass of iced coffee with a wooden stirrer and a coconut cup. On the left, there is a plate with a salmon toast topped with a red sauce and a green leaf. On the right, there is a plate with a dark, glazed dish and a side of fries.

Srinandan Sundaram
Executive Director, F&R

Taste good, feel good, force for good.

One of the largest listed F&R company in India

Revenue
Rs Crs

₹13,204 Cr
FY 20-21

Segment Margin

18.1%
JQ'21

Strong Category Leadership



#1



#1



#1



KWALITY WALL'S™

#2



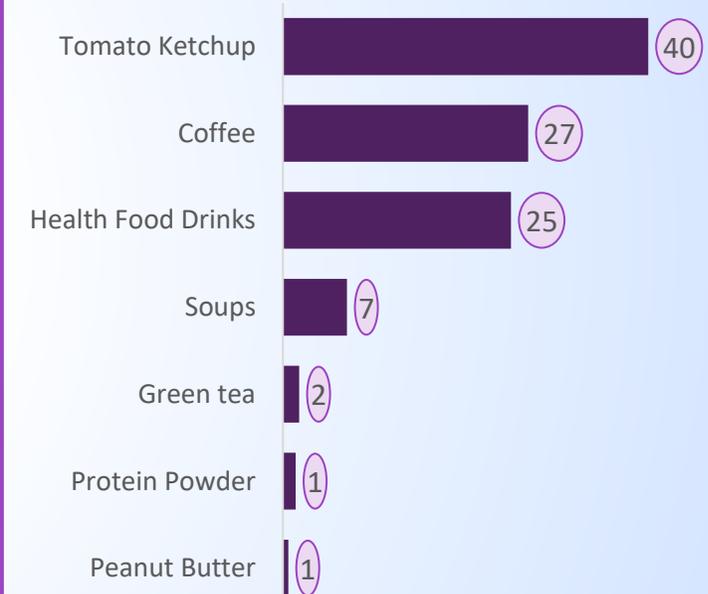
#2

Source: Nilesen / Euromonitor

Huge Headroom to Expand



Category Penetration %



Source: IMRB Panel Data

Beverages

Lead the expansion of Tea and Coffee as a **beacon of Sustainable Agri Practices**



Nutrition

Solve India's **Protein & micronutrient deficiency**, by getting **every Indian across life stages** to enjoy our products every day.



Foods

Lead the **processed food revolution** in India that will transform convenience, hygiene & food preservation by being the beacon of **Health & Nutrition Standards**



Ice Cream

Help spread a **Billion Smiles** by getting **friends & families** together through our Ice Cream portfolio



Unilever Food Solutions

Help the Chef's across restaurants to deliver consistently **High Quality Recipes** through our UFS portfolio



And a strategy to continue winning in the next decade

Bridging India's Nutrient Deficiency Functional Nutrition



#UNSTEREOTYPE Core Categories Purposeful Brands & Insightful comms



Accelerate Out of Home Channel Growth



Introduce High Science based Innovations



Market Development of new Benefit Segments



Sustainable Farm to Fork Business Model



And a Strategy to continue winning in the next decade

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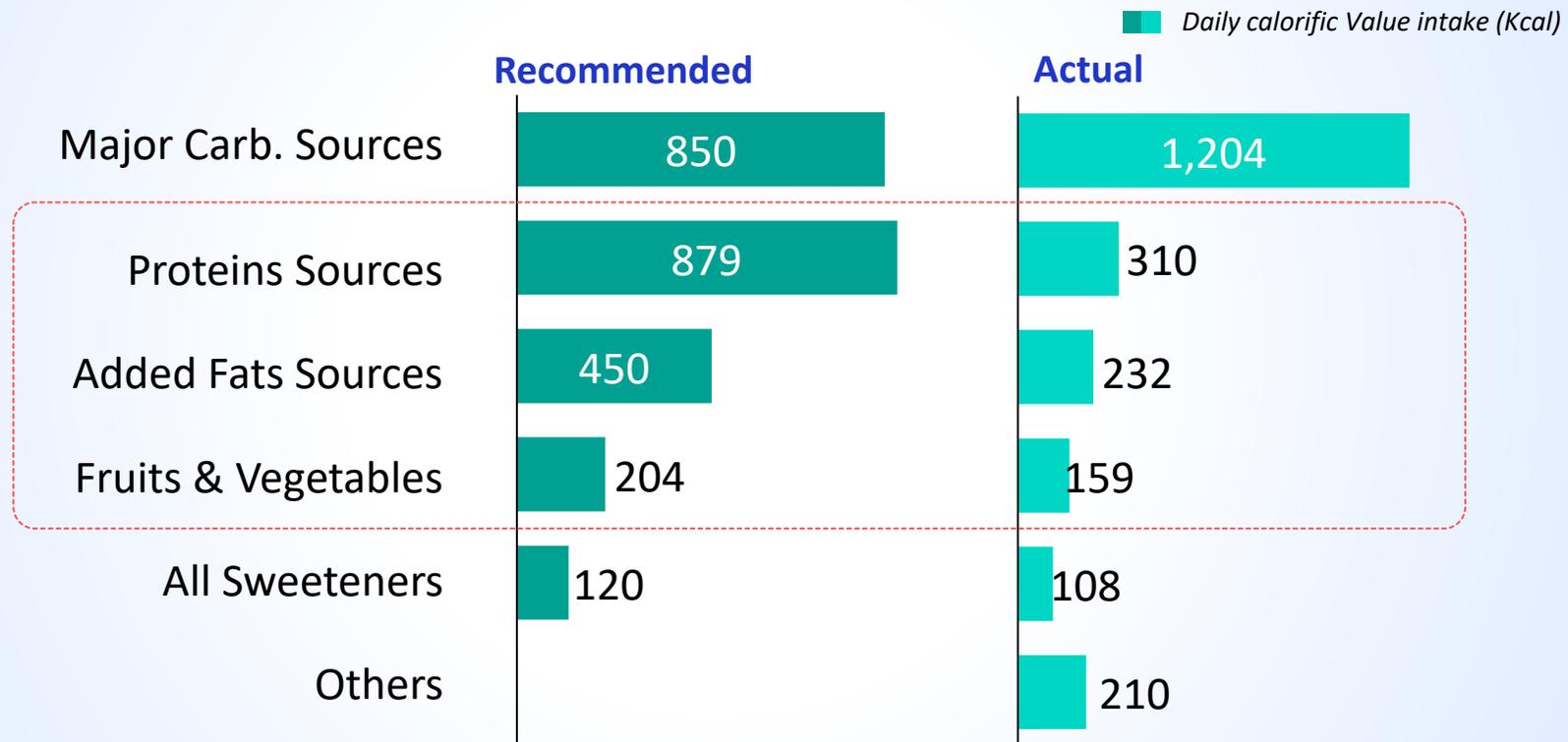
Market Development of new Benefit Segments



Sustainable Farm to Fork Business Model



Indian diet is deficient in Protein and Micro Nutrients



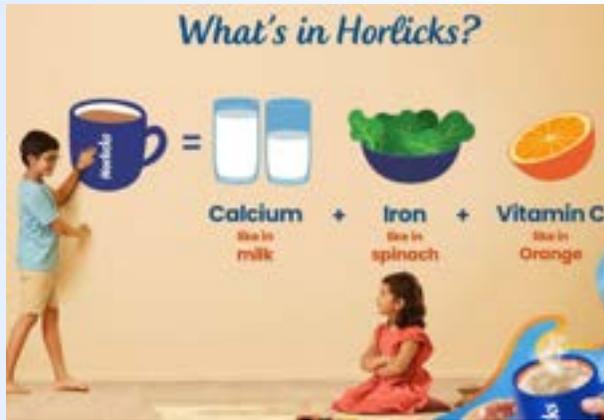
Recommended (2503) basis EAT LANCET report titled "Healthy diets from sustainable food systems", Actuals (2223) "Nutrition intake in India 2011-12", report no 560 (68/1.0/3) & internal estimates

A portfolio designed to address nutrition deficiencies



The journey of Nourishing a Billion lives

Explain what's inside the cup of Horlicks



Get to More Stores

Direct Coverage



X
Baseline



2X

Dec'21

Rural



10X

Villages
2021 vs 19

Test and Taste



100X
Sampling

WIN with Cord Cutters & TV viewers

E-Com



2X

Contribution



Media Mix

Rebalanced &
Optimised



Horlicks Food Equivalence

#UNSTEREOTYPING Sports with Boost

Boost: Iconic brand synonymous with Cricket



New #UNSTEREOTYPE copy





Boost AV

Bringing scale of HUL to augment Nutrition expertise

People

16th



0



Process



Performance



700,000 Stores

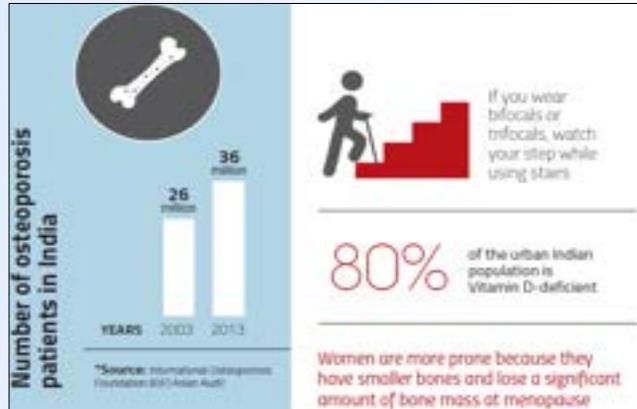


Integration Synergy

Ahead of Plan

Design a High science portfolio around lifestyle diseases

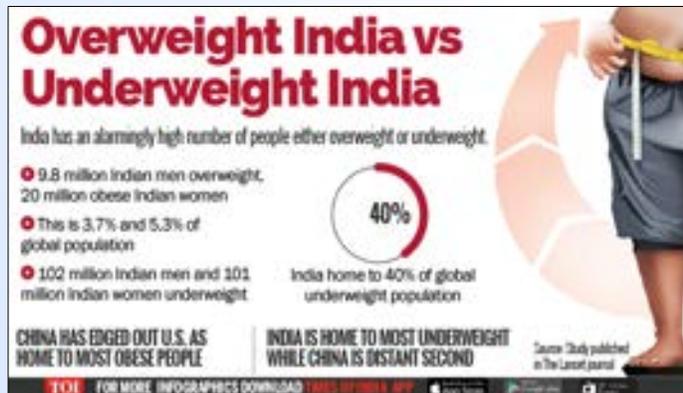
1 out of 3 women susceptible to Osteoporosis



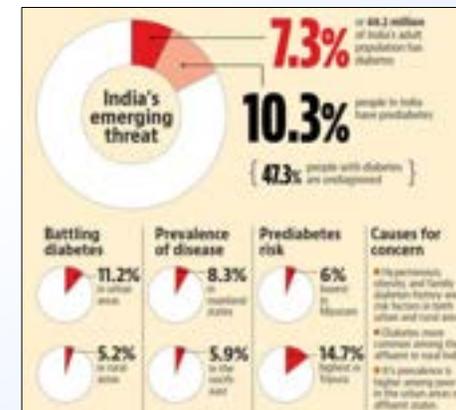
80% of population deficient in Protein



40% Kids are Overweight



~10% of people at risk of Diabetes



A High Science Range to address rampant life stage issues



Clinically proven to help improve bone strength in 6 months

Get **100%** daily Calcium and Vitamin D.*

Horlicks Women's PLUS
CALSEAL
NUTRIENTS FOR STRONG BONES



Get **30%** of your daily protein need

Horlicks Protein PLUS



High Fibre diet is proven to help manage diabetes*

Diabetes Plus fulfils **26%** of daily fibre* requirement.

Horlicks Diabetes PLUS
HELPS MANAGE BLOOD SUGAR**



Introducing **kissan NUTRIJOY™**

High dietary fibre to support **WEIGHT MANAGEMENT**

8g FIBRE PER SERVE

kissan NUTRIJOY™
Fruit Flavour
High Fibre

Step change in capability to win in channels of the future

Augmenting eCom ready packs



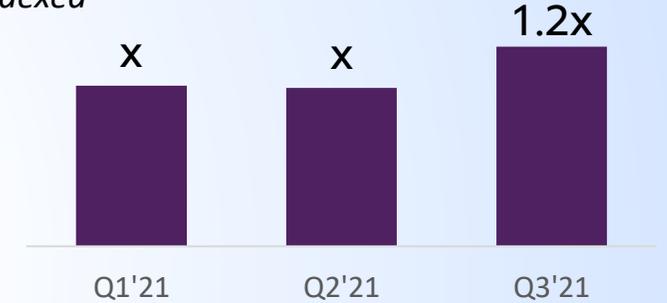
Enriching Digital POS



Brilliant Basics

On line availability

Indexed



Search
Performance Marketing
Return on eCom spends

Strategy to continue winning in the next decade

Bridging India's Nutrient Deficiency Functional Nutrition



#UNSTEREOTYPE Core Categories Purposeful Brands & Insightful comms



Accelerate Out of Home Channel Growth



Introduce High Science based Innovations



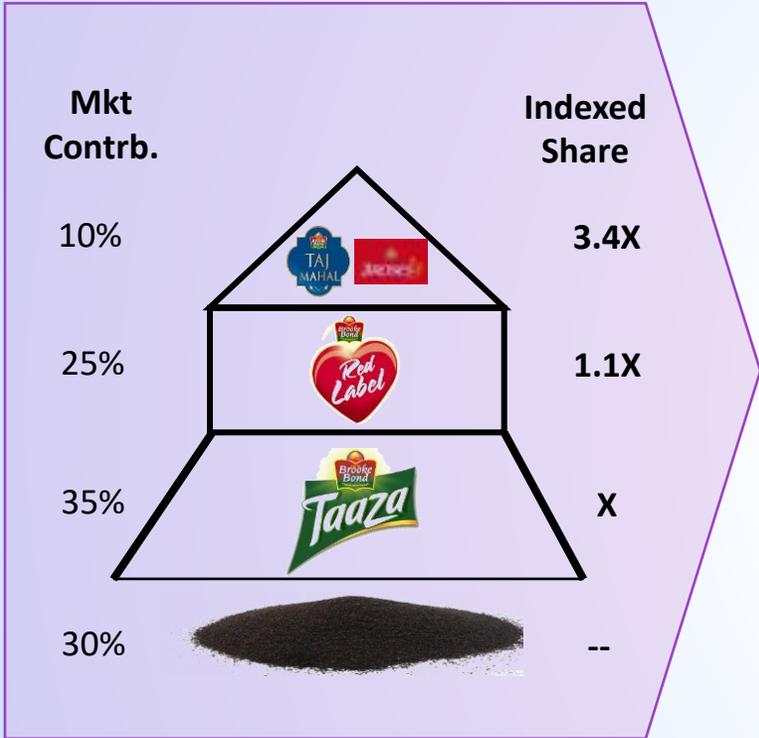
Market Development of new Benefit Segments



Sustainable Farm to Fork Business Model



Tea : A proven flywheel strategy to deliver growth & market share



Driving Core through premiumisation



Wah Taj!

New Benefit Segments



Clinically proven to improve immunity.

GREEN TEA + EXERCISE

HELPS REDUCE BELLY FAT FAST

AADAT DAAL LO

Upgradation from Loose to Packaged



Taaza

Red Label



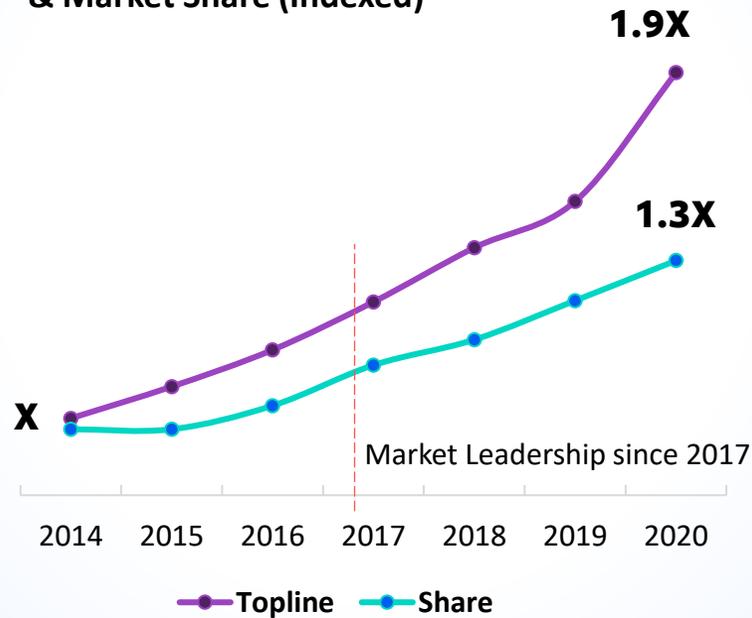
Taj Mahal Tea & Taaza

Winning in Many Indias with Brands, packs and formulation



Accelerated growth and strengthened market leadership

Tea Topline (Indexed) & Market Share (Indexed)



Captive End to End capabilities in house in HUL

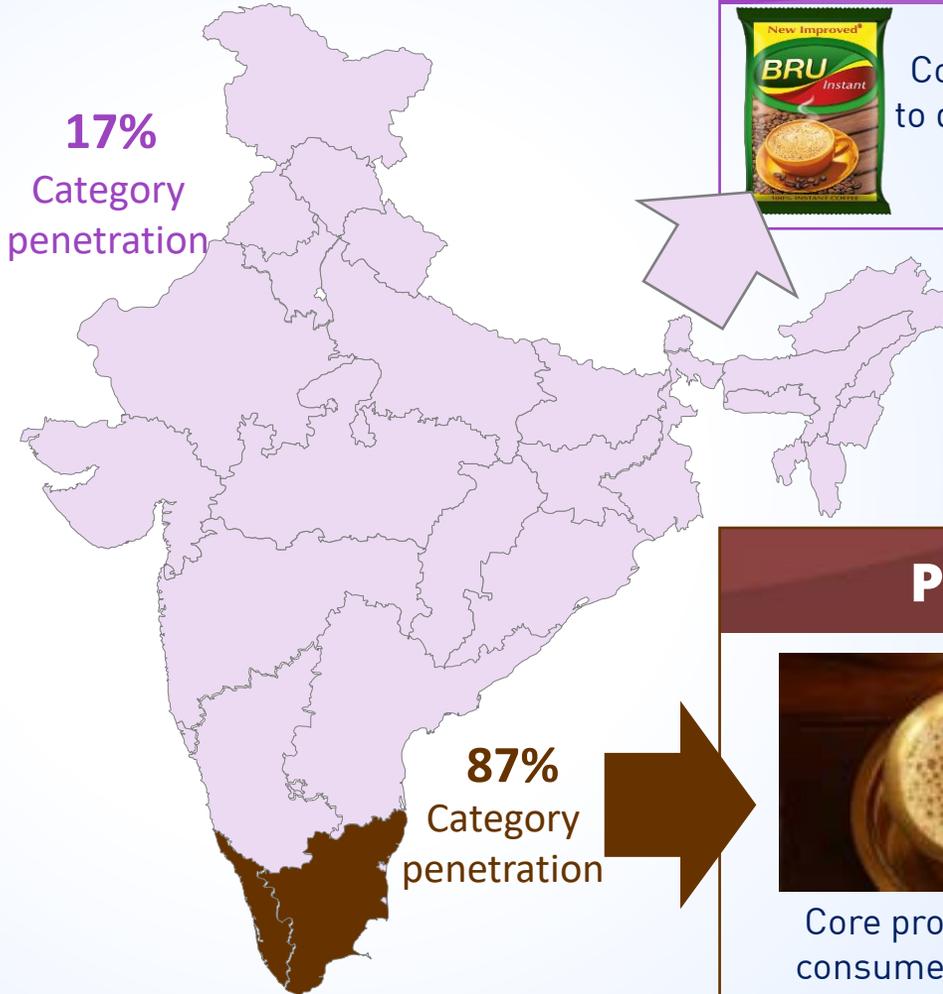


Get India to wake up to the smell of coffee

Market Development



North's preference for **beaten coffee**
फेटी हुई कॉफ़ी



Market Development



Core product improvement to deliver **superior taste and experience**

Premiumisation



Core product to deliver consumer preference of **Filter coffee**



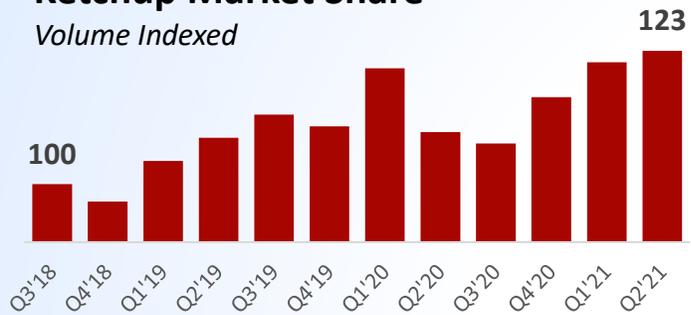
Coffee with Goodness of **Ayurveda**

Market Leaders in Core



Ketchup Market Share

Volume Indexed



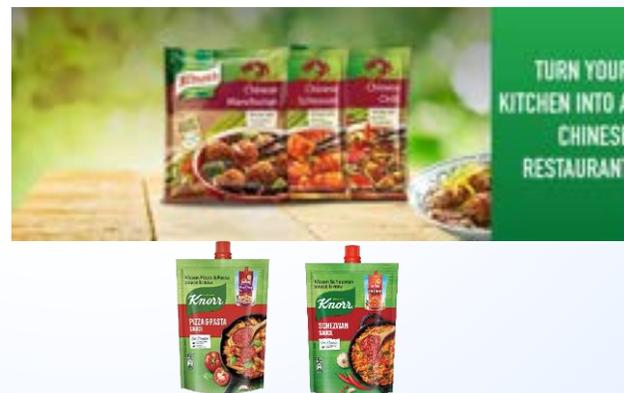
Making Host Food Tastier



Making Protein Delicious



Restaurant like Food at Home



Goodness of Real Chicken





Knorr Soups & Kissan Peanut Butter

Strategy to continue winning in the next decade

Bridging India's Nutrient Deficiency Functional Nutrition



#UNSTEREOTYPE Core Categories Purposeful Brand & Insightful comms



Accelerate Out of Home Channel Growth



Introduce High Science based Innovations



Market Development of new Benefit Segments



Sustainable Farm to Fork Business Model



Ice Cream: Help spread a Billion Smiles

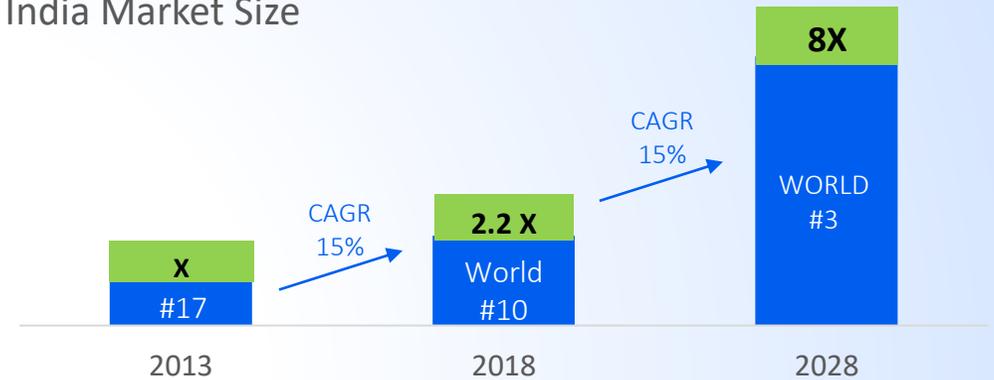
Low per capita consumption of Ice creams Massive headroom to grow

Per Capita Consumption
l/annum



One of the fastest growing countries; Will be a ~€6 bn market by 2028

India Market Size



Growth will be driven by Accelerated Availability ...



Ice Cream
Cabinets

2015	1X
2020	5X
2025	12X

... Any time Any where



Local + Global Portfolio

₹ 2500 Cr
Addressable Market



Major Opportunity for Acceleration



Points-of-Sale
Portfolio cross-selling
Branded presence

Creating a Digital Route to market



Strategy to continue winning in the next decade

Bridging India's Nutrient Deficiency Functional Nutrition



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Market Development of new Benefit Segments



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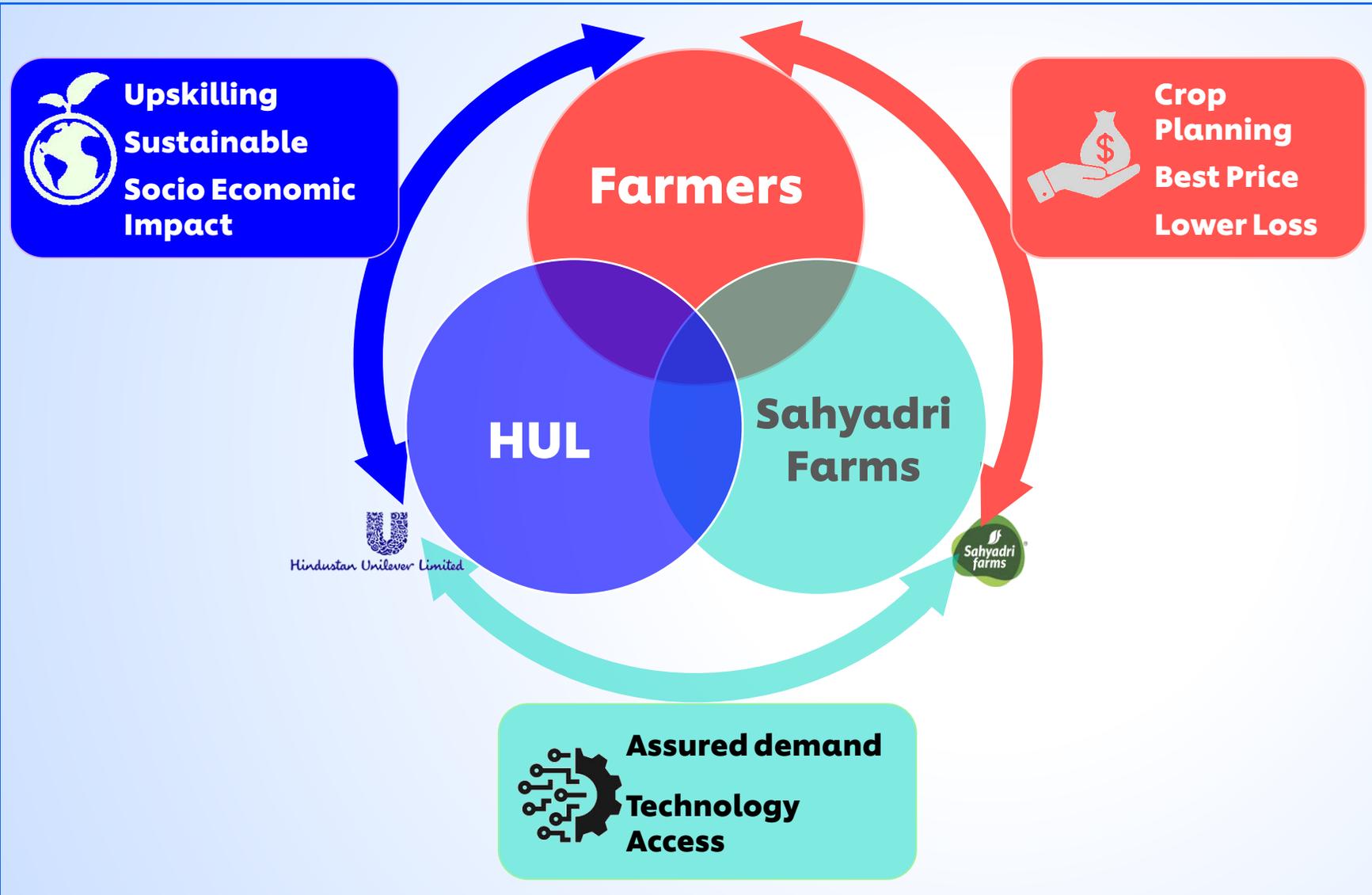


One of the largest buyers of Agri commodities



HUL will do well by doing Good for **Consumers, Farmers and Environment**

Our sustainable sourcing flywheel



Tomato Example



- Assured supply**
- Improved Quality**
- Social impact**
- Scale benefits**
- Savings**



Sahyadri Partnership

Our Ambition - Taste Good, Feel Good, Force for Good

Bridging India's Nutrient Deficiency Functional Nutrition



#UNSTEREOTYPE Core Categories Purposeful Brands & Insightful comms



Accelerate Out of Home Channel Growth



Introduce High Science based Innovations



Market Development of new Benefit Segments



Sustainable Farm to Fork Business Model



Dr. Vibhav R. Sanzgiri

Executive Director, R&D





World Class R&D

60+
Glorious Years
of R&D at HUL

650+
Scientists
in India

100+ PhDs
+ Top STEM Talent
From Leading Indian &
Global Universities

3 R&D Centers
@Bangalore,
Mumbai, Gurgaon

Largest FMCG
R&D
in India



Labs of Future Fit for
D&I, Digital
& Automation

18 R&D
Centers
Across Global
Network

>100
Top Academic Institutes
>200
Global Tech Partners

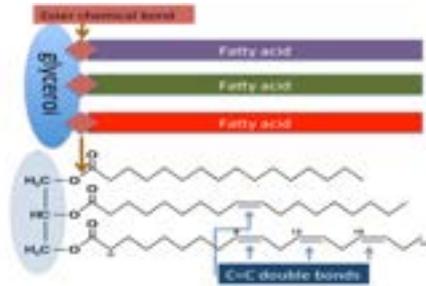
>20,000
Patents globally

Superior
Products
For People &
Planet

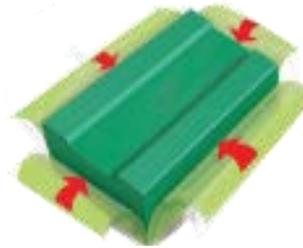
1000 +
Impactful
Innovations
Last decade

Pioneering : Industry, Market & Unilever

Transforming Soaps With Vegetal Fats & Oils



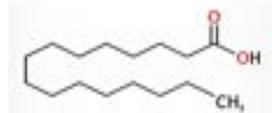
Affordable & Sustainable Home Care



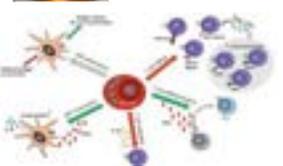
Revolutionary Hygiene Technologies Including Immunity



Innovating Holistic Skin Glow



Remodelling Tea Taste & Benefits With Technology





1. Consumer focused Superior Products

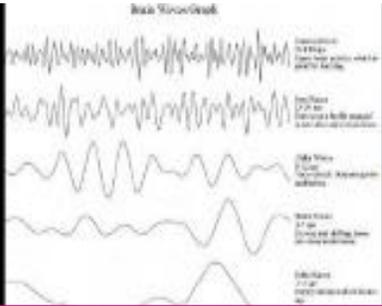
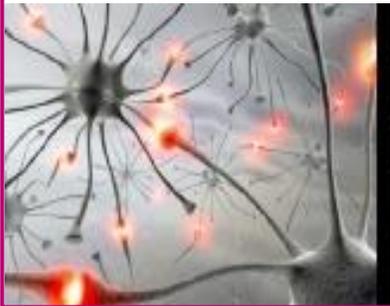
2. Sustainability at core of R&D

3. Next generation Science & Technology

4. Reimagine R&D

Consumer focused Superior Products

Superior Fragrance & Sensorials Leveraging Neuroscience



Superior Yet Gentle Functionality Structured Care Liquid With Patented Processing



1-minute magic from
Dove Conditioners.
For tangle-free, shiny hair.

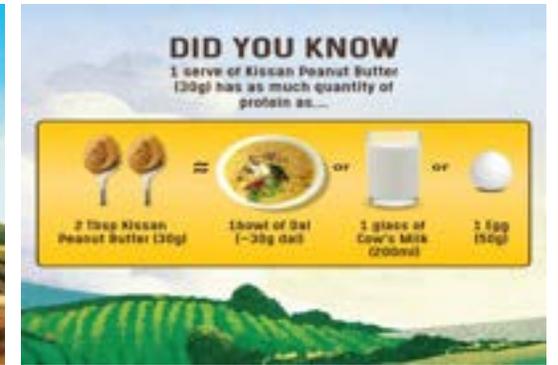


Driving superiority with Positive Nutrition

Responsible Health & Wellness Targeted life-stages and need-spaces



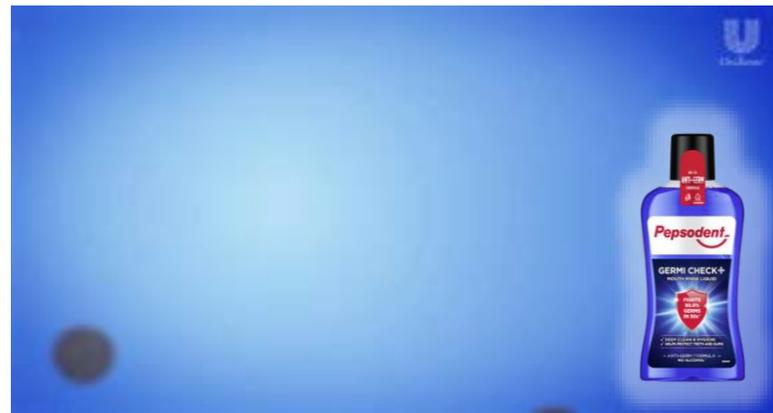
Real Honest Ingredients Good Proteins & Fats



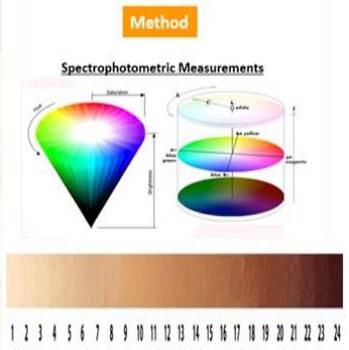
Superior Performance



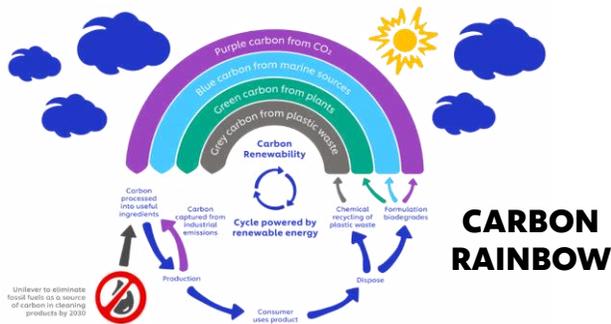
Differentiated Technology



On-Trend



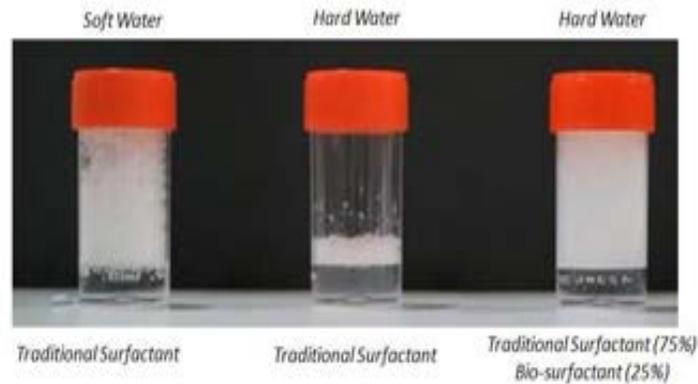
Carbon Capture Low Carbon Products



Biosurfactants Plant-based, Renewable & Biodegradable



SUPERIOR PERFORMANCE WITH LESSER CHEMICALS



Eco-Design Wash-Rinse Efficiency



ECO-CLEAN & SMART-FOAM SAVES 200 BILLION LITRES OF WATER



Circular Packaging : Lesser/Better/No Plastic

Recyclable



Post-Consumer Recycled



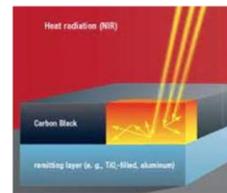
Plastic Reduction



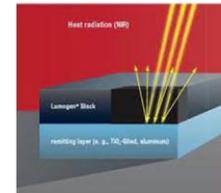
Refill (Smart Fill)



CHALLENGES



Non detectable black



Detectable black

SOLUTIONS

- Barrier properties
- Aesthetics

- Differential temperature sealing
- Special Inks & Coating

- PCR Plastic Availability
- Black Plastic Recyclability

- Collection & Quantification
- Master Batches & Sensors

- Transit Performance
- Fungal Growth

- Scuff resistant coatings
- Anti-microbial & fungicides

- Awareness
- Infrastructure

- Consumer education
- Stable Product & pack solutions

Immunity : Inside & Outside



Horlicks
GOOD NUTRITION THAT SUPPORTS IMMUNITY

Red Label Natural Care
Clinically proven to improve immunity

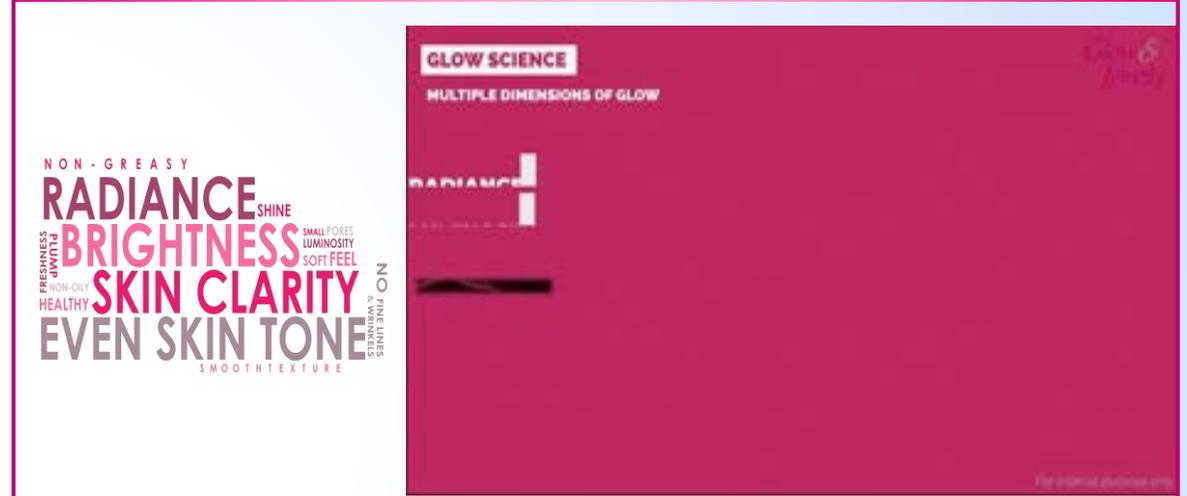


Lifebuoy
NEW Lifebuoy Immunity Boosting Hand Sanitizer
10 Hour Germ Protection

INTELLECTUAL PATENTED PROPERTY
CLINICALLY PROVEN

INSIDE OUT
OUTSIDE IN

Skinification : Glow & Benefits



NON-GREASY
RADIANCE SHINE
BRIGHTNESS
SKIN CLARITY
EVEN SKIN TONE

GLOW SCIENCE
MULTIPLE DIMENSIONS OF GLOW



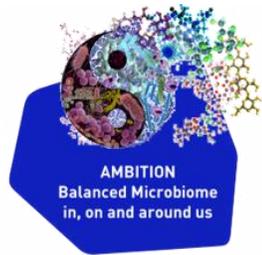
EVERY GLOW IS UNIQUE

Get glowing skin with every wash
BRIGHT BEAUTY FACEWASH

POND'S

Developing deep domain expertise

Microbiome : Home & Hygiene



Global Centre Of Excellence



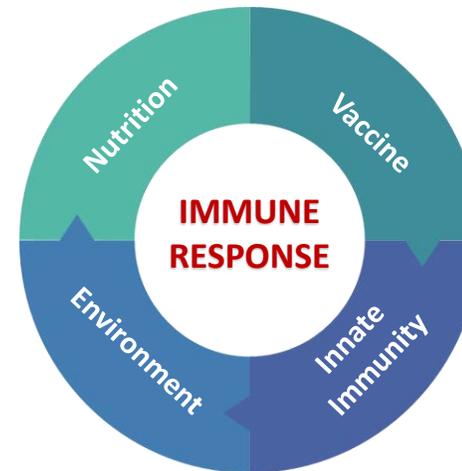
Worldwide Expert Network

Immune Response: Holistic Understanding

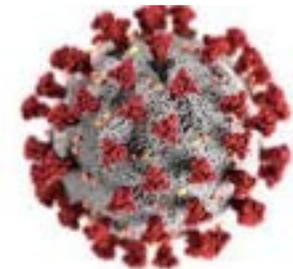


HUL Sponsors Largest Study

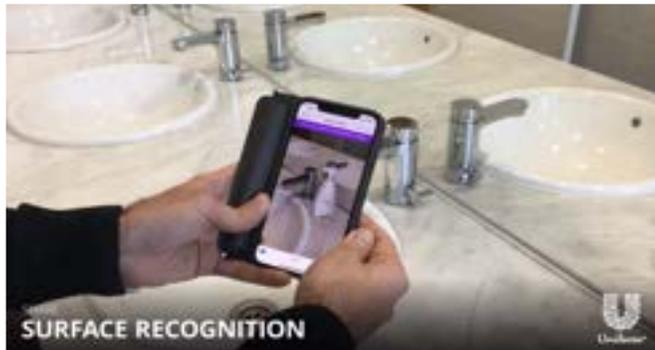
Immune Response to SARS-CoV-2 with leading experts



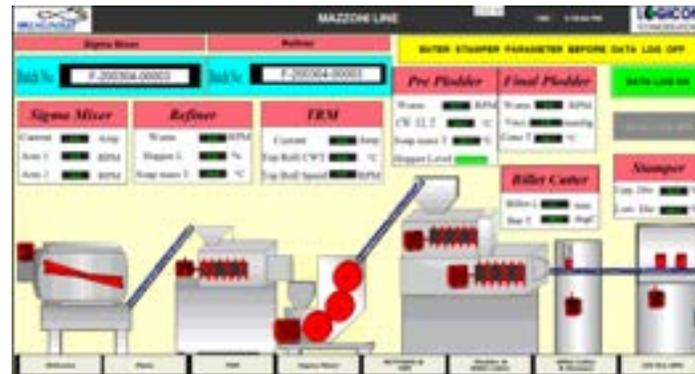
Diverse Markers that could make a difference on how we deal with it



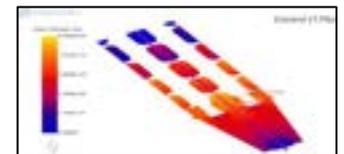
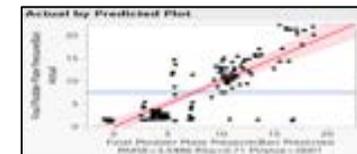
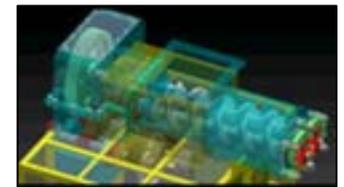
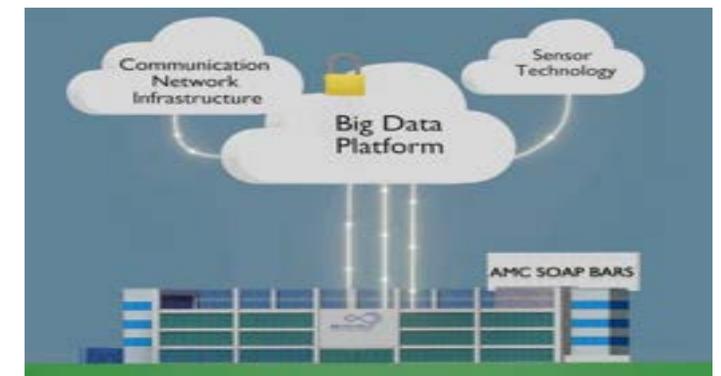
HIGH INVESTMENT IN DIGITAL & ARTIFICIAL INTELLIGENCE



AUTOMATION & ROBOTICS FOR LABS OF FUTURE

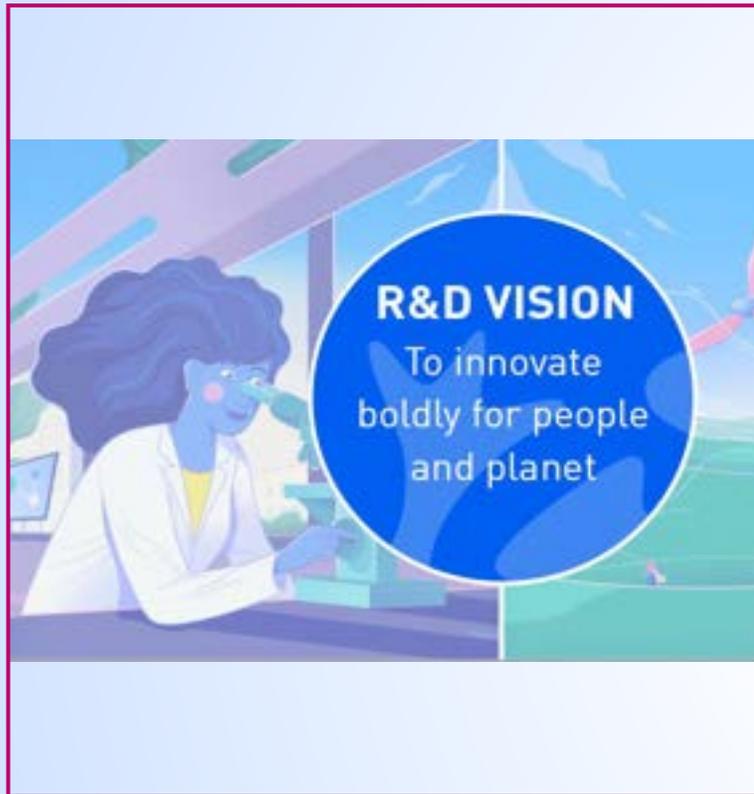


ADVANCED MANUFACTURING CENTRE TO ELIMINATE FACTORY TRIALS



GLOBAL NETWORK OF PARTNERS WITH PURPOSE : EXPERTS, INFLUENCERS & ADVOCATES

In Summary - R&D Focus Areas



SCIENCE & TECHNOLOGY DISRUPTION TO WIN IN THE NEXT DECADE



JOURNEY TO INTELLIGENT ENTERPRISE

Arun Neelakantan
VP Digital Transformation and Growth

India's meteoric rise in digital adoption

Increasing Internet Penetration



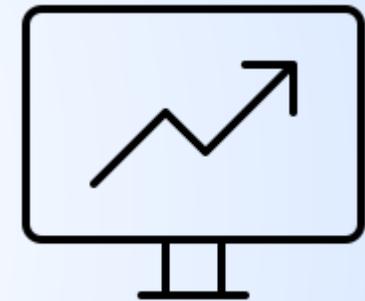
2015 → 2021
302 Mn → 761 Mn

Rising Access to Low-cost Smartphones



2015 → 2021
220 Mn → 439 Mn

Soaring Daily Data Consumption



2015 → 2021
0.8 GB → 14 GB
\$4/GB → \$0.6/GB

Factors enabling India's growth as a digital powerhouse

India Ranks 4th in Digital Evolution



3rd Largest Start-Up Ecosystem

#startupindia

25K + Start-ups, 51 Unicorns

Robust Data Ecosystems & e-governance



1.2bln biometric IDs

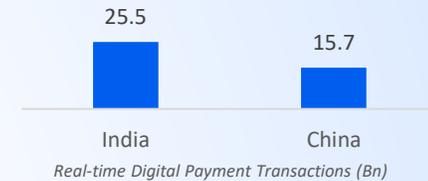


12mln GST onboarding

National Health Stack

National Health Digital Mission

Highest number of Digital Payments



Driving Digital and Financial inclusivity

Rapid Growth in Data Centres

Data Warehouse

75 co-location data centres
Data Warehouse space growing by 45% CAGR

Rapidly evolving FMCG environment

CONSUMER DISRUPTIONS



e-Everything: communicating, working, shopping, & entertaining



Heightened hygiene, in-home cooking & consumption



DIY videos, streaming TV and social media

CONSUMER FRAGMENTATION

CHANNEL SHIFTS



eCommerce and Omni-Channel



Direct to Consumers



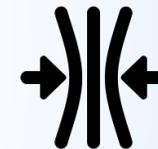
Renaissance of Proximity Stores

CUSTOMER CONSOLIDATION

CUSTOMER SERVICING



Navigating turbulence



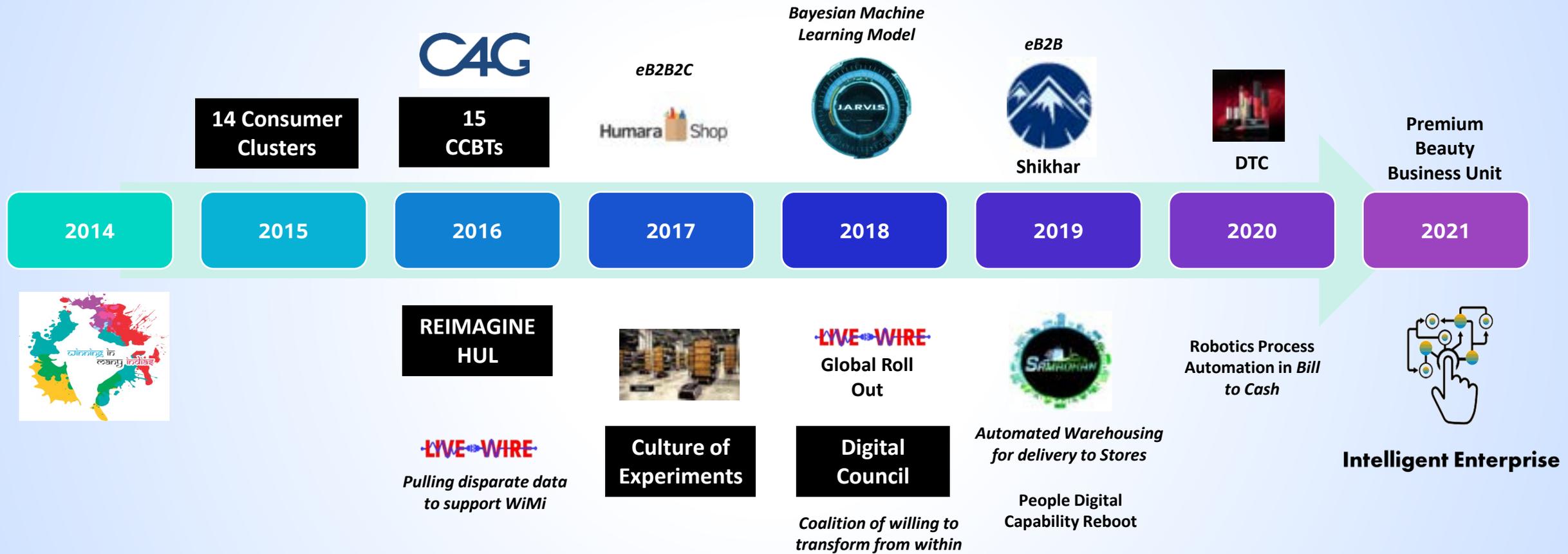
Resilience to fight back



Customer Centricity

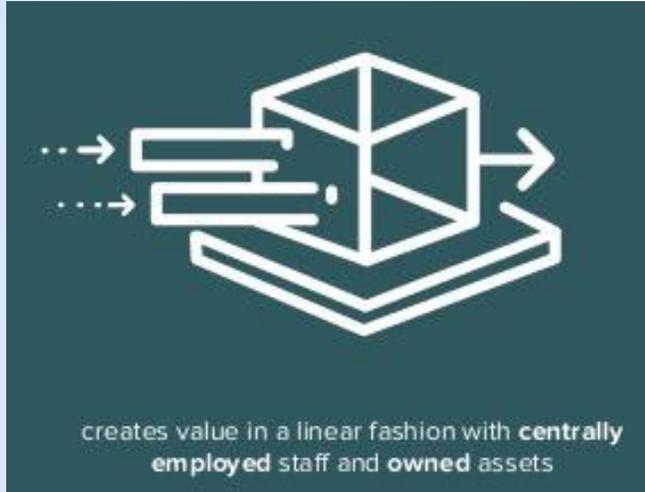
AGILITY & RESILIENCE

Reimagine HUL: Our digital transformation journey



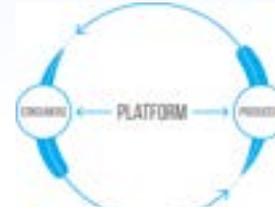
Reimagine HUL in 2021 & Beyond: The Intelligent Enterprise

Smarter Big



Pipes becoming data led and machine augmented

New Value Creators



Platforms



Ecosystem

Platforms Creating Distinctive Value

=

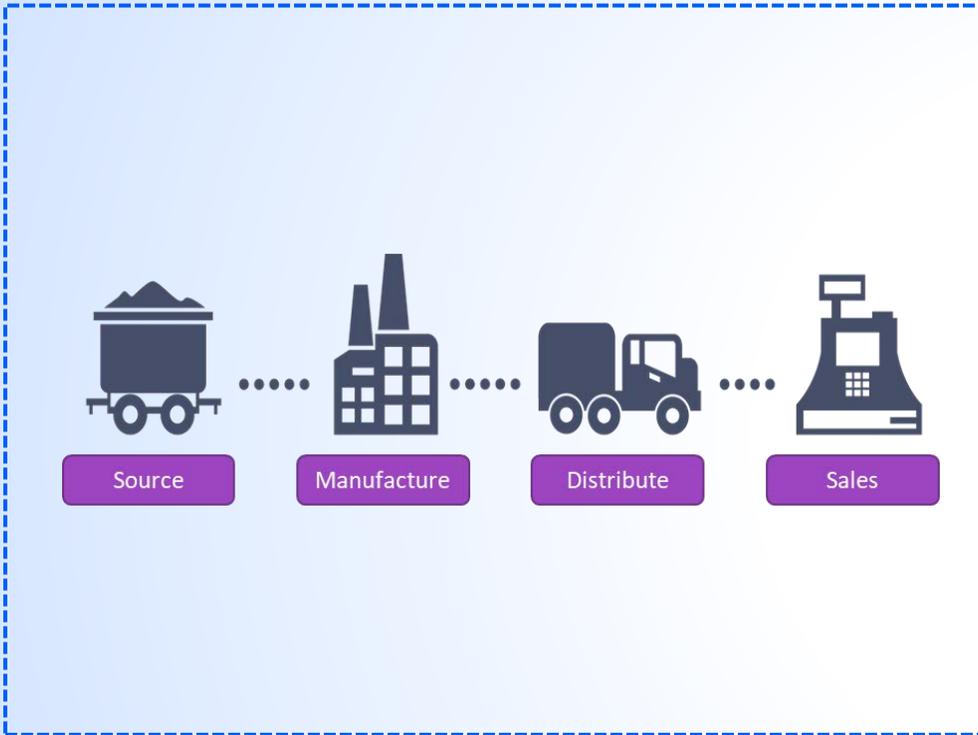


Intelligent Enterprise

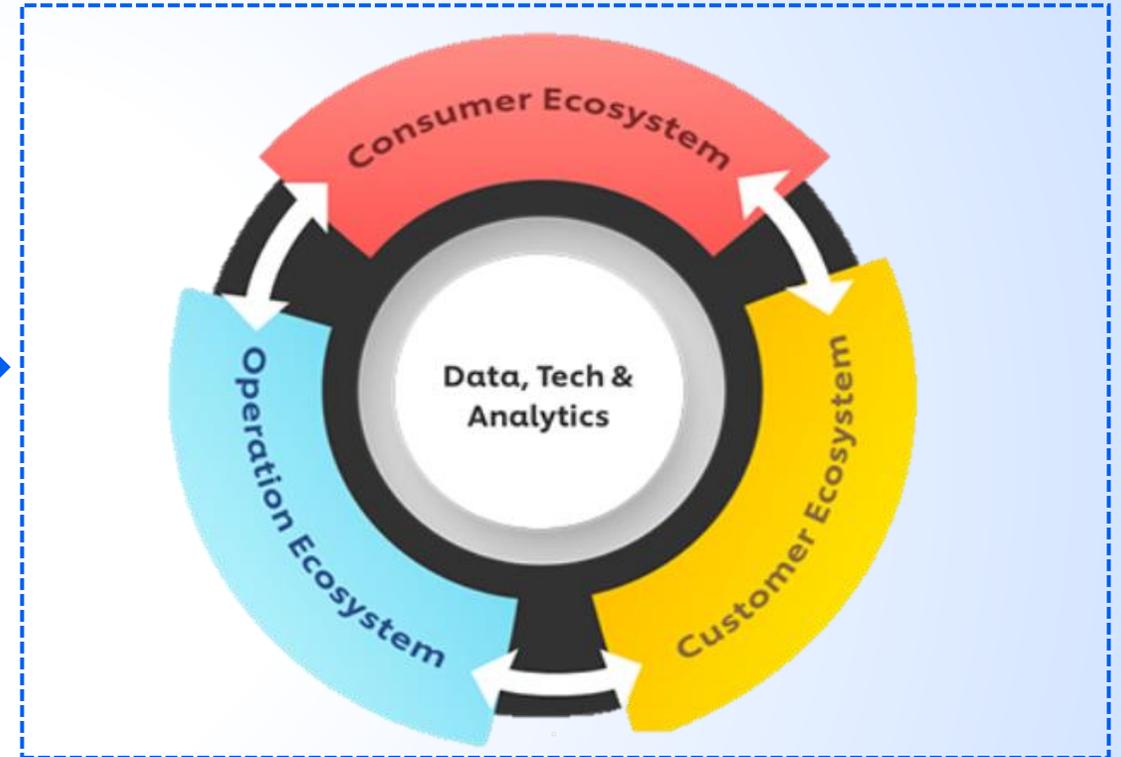
Building Ecosystems to Maximise Value Delivery to Consumer & Customer

Reimagine HUL: Journey to an Intelligent Enterprise

Yesterday

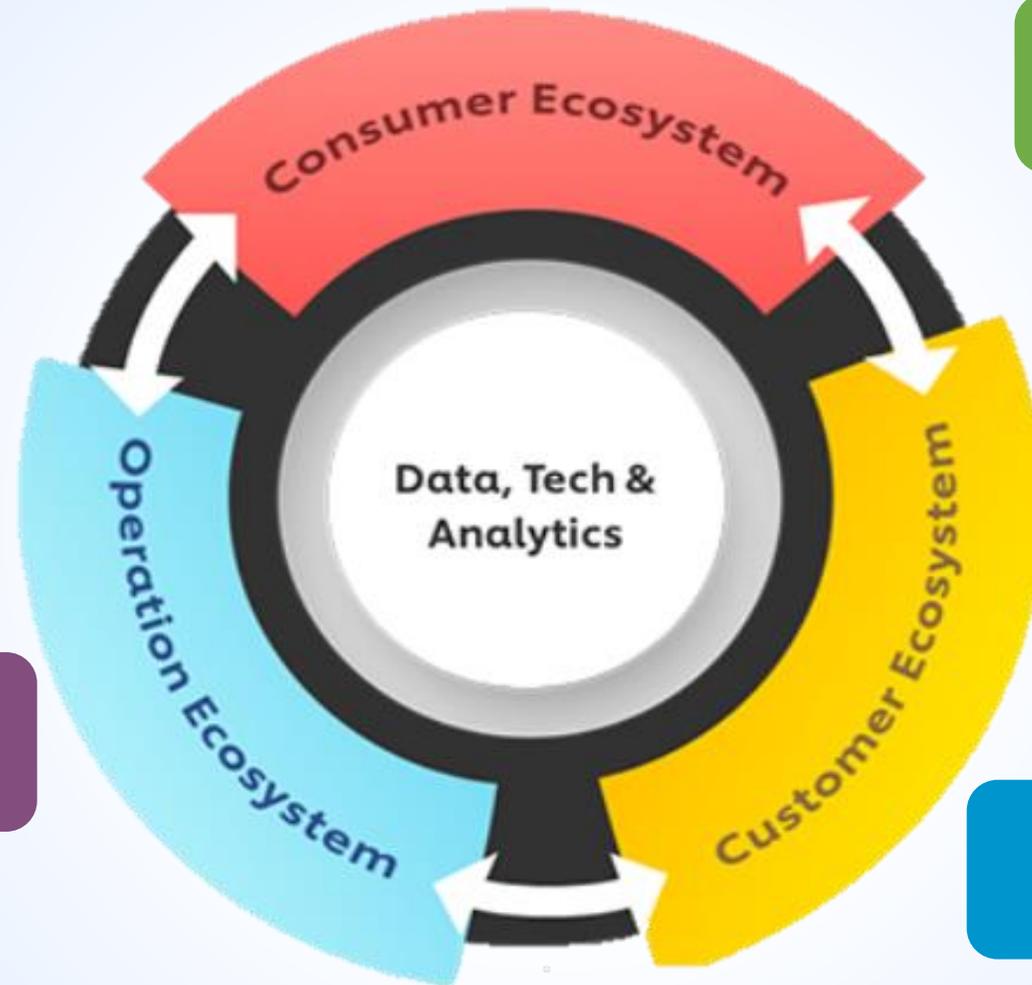


Tomorrow



From Traditional Linear Value Chain to Non-Linear and Inter-connected Ecosystems

Reimagine HUL: The Four Inter-connected Ecosystems



**Tech-powered, On-Trend Innovations
Creating Consumer Experiences**

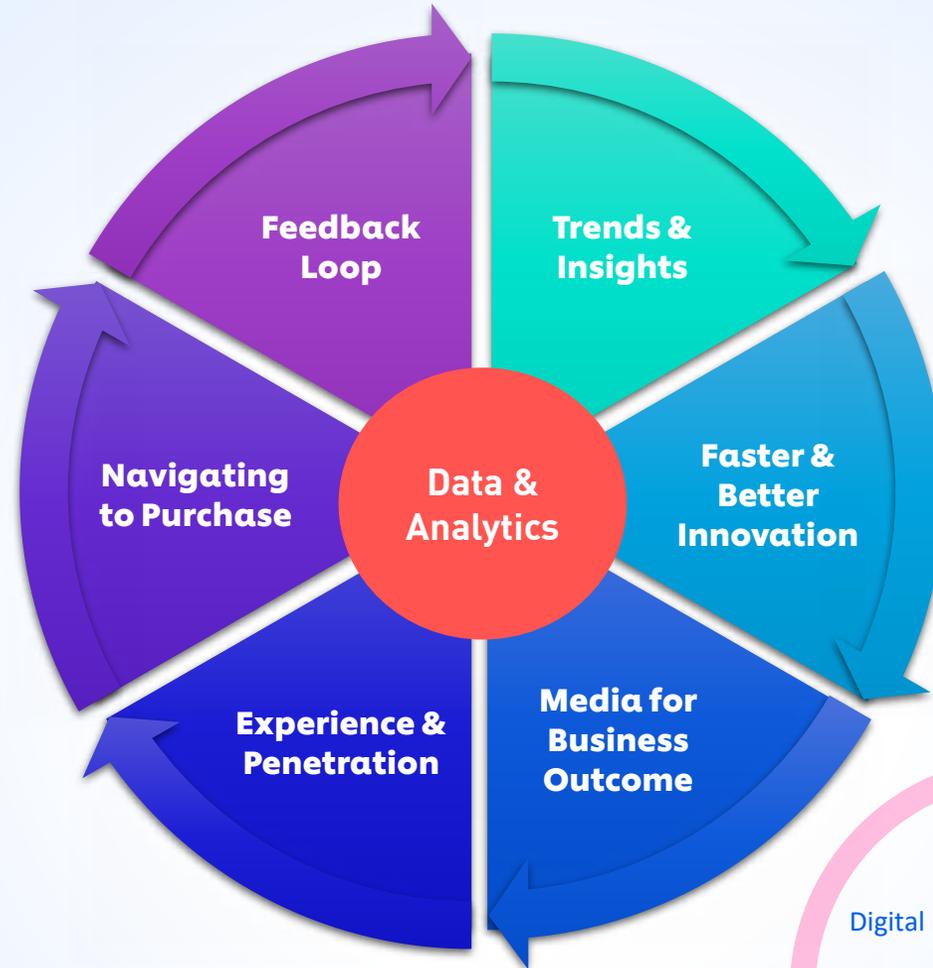
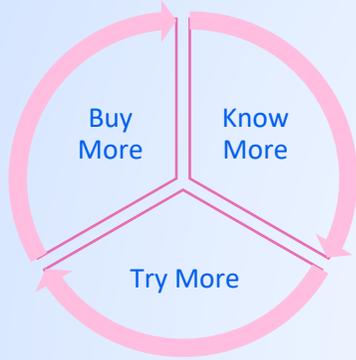
Agile and Hi-Tech Operations

**Enhancing Customer Experience for
Growth**

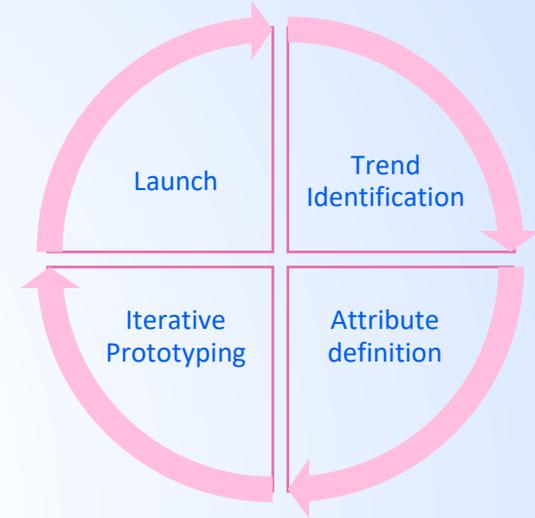
Connected Consumer Ecosystem

INTERCONNECTED PLATFORMS

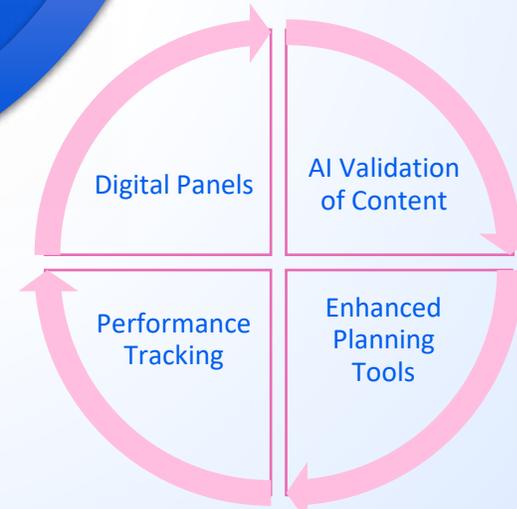
Engaging consumer across purchase cycle



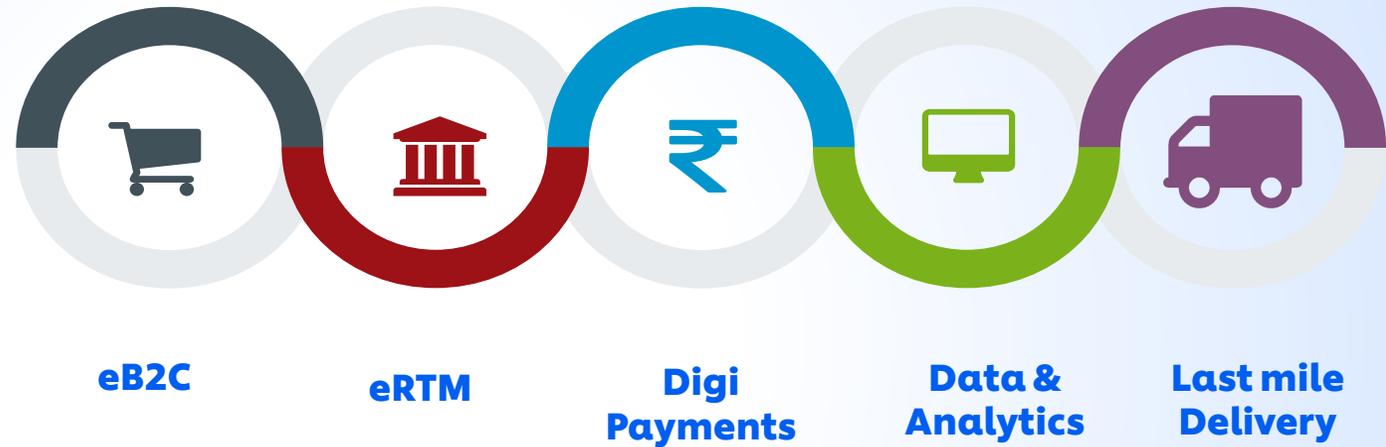
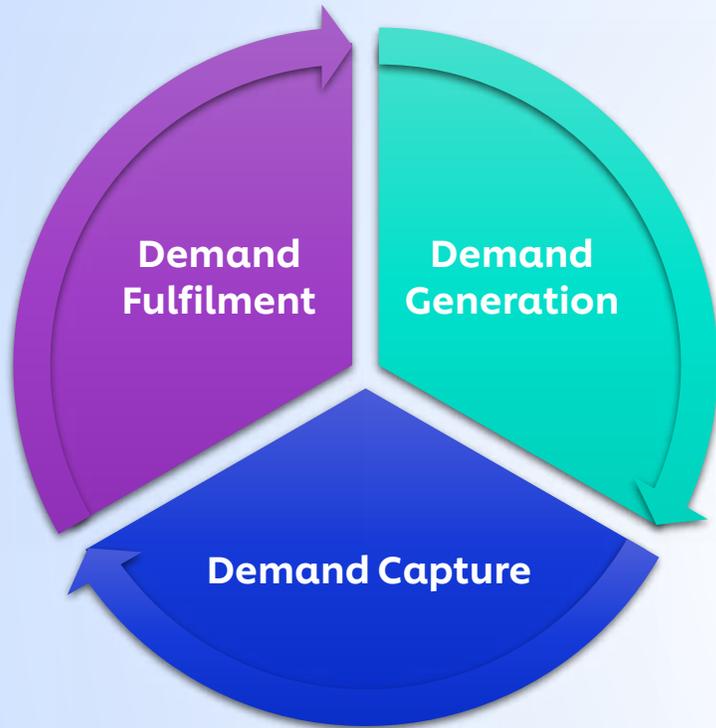
AGILE INNOVATION HUB Lean and Agile Mindset



SMART MEDIA Media for Business Outcome



Connected Customer Ecosystem



Delivering Enhanced Value Proposition

Connected Operations Ecosystem

Plan & Source



AI led commodity and demand forecasting

ML powered intelligent planning for distributors

Make



Manufacturing & distribution network transformation

Digitally enabled agile manufacturing

Deliver & Service

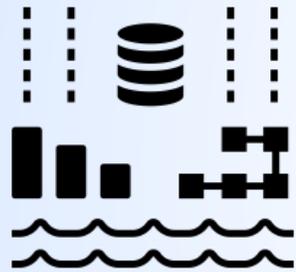


Automated storage & picking

Integrated routing & delivery

End-to-end Operations Ecosystem for cost savings & efficiency

On-demand Access to Granular Data



DATA LAKES

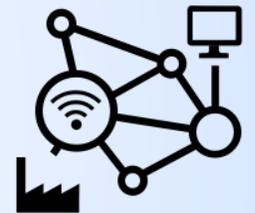
External and Internal integrated Data Lakes

Embedded Intelligence



Democratizing data with aided and predictive decision making tools

Cutting-Edge Technology



Intelligent automation through cloud computing, ML, & leveraging IOT



Reimagine HUL

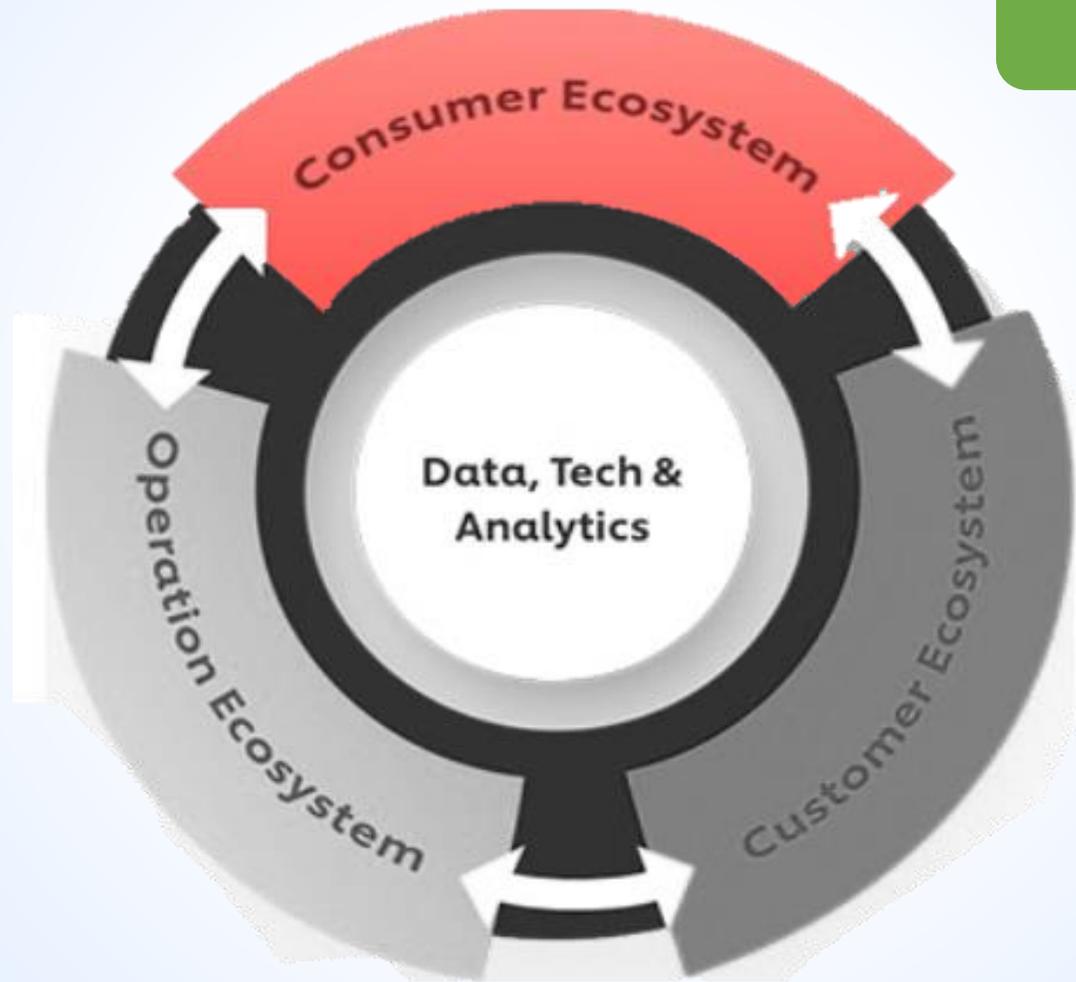


Consumer Ecosystem

Nitesh Priyadarshi
VP, Consumer & Market Insights

Connected Consumer Ecosystem

**Tech-powered, On-Trend Innovations
Creating Consumer Experiences**



Consumer Ecosystem

INTERCONNECTED ENGAGEMENT

Continuous Consumer Engagement

Awareness to Post-purchase engagement



GET SET CLEAN

BE BEAUTIFUL IN

LAKMÉ SALON

LAKMÉ DIRECT TO CONSUMER

smartpick try • experience • buy

LAKMÉ BA COUNTER



AGILE INNOVATION HUB: Lean and Agile mindset

ALWAYS ON INSIGHT ENGINE

AI LED CONSUMER UNDERSTANDING

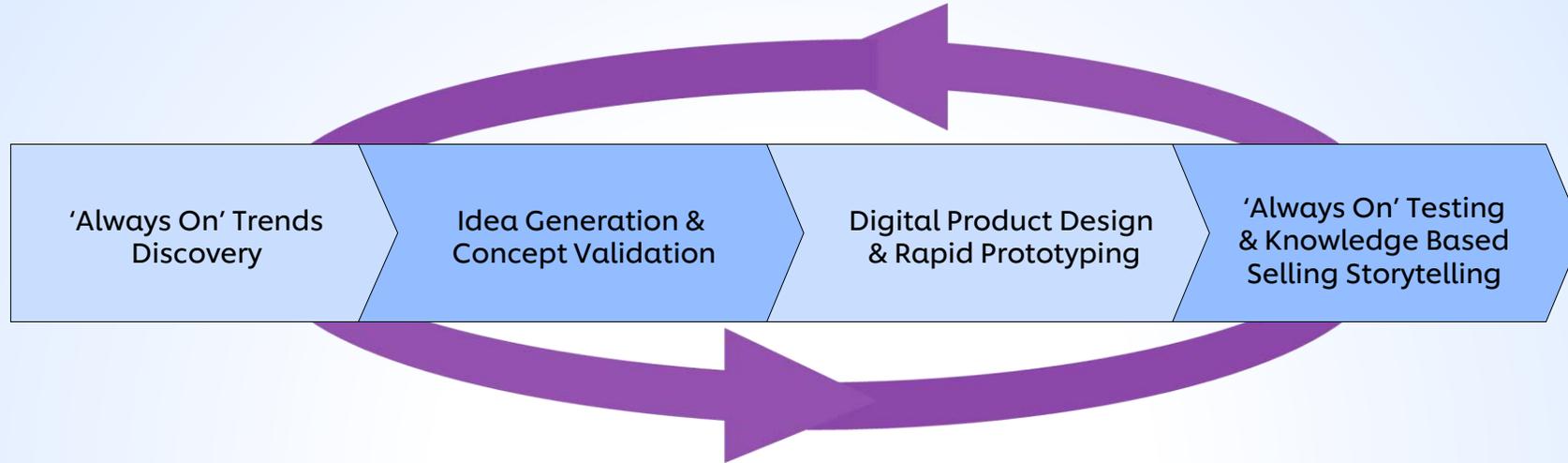
AI LED PRODUCT

CX: CONSUMER & CUSTOMER EXPERIENCE

SMART MEDIA: Attributed to growth

AI LED CONTENT	GOOGLE SHARE OF SEARCH	HUL DIGITAL PANEL
BIG DATA TOOLS	ALWAYS ON DIGITAL VOICE	ROI

PARALLEL PROCESSES & ITERATIVE DESIGN



'Signal to Deployment' in half the time



FASTER EXPLORATIONS



BETTER DESIGN CHOICES



INCREASED PREDICTABILITY



MAXIMUM IMPACT



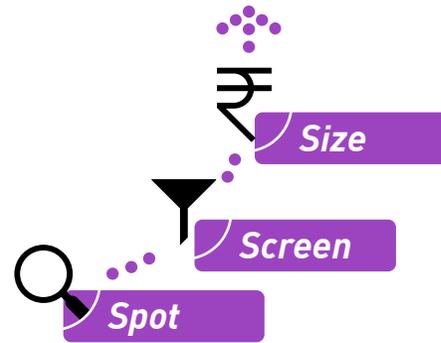
Agile Innovation Hub

Building blocks of Agile Innovation Hub

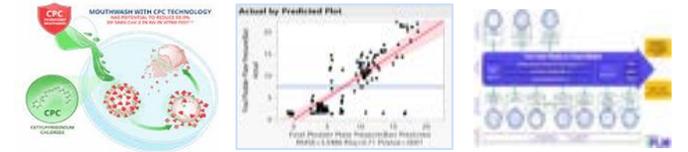
'Always On' Insight Engine



AI/ML for Auto Idea Generation



End to End Virtual Product Design



Technology Expertise

Data Modelling & Simulation

Digital Design Toolkit

Rapid Product Prototyping



Pack Design & Simulation



3D Printing Proto & Moulds



Automated Labs of Future

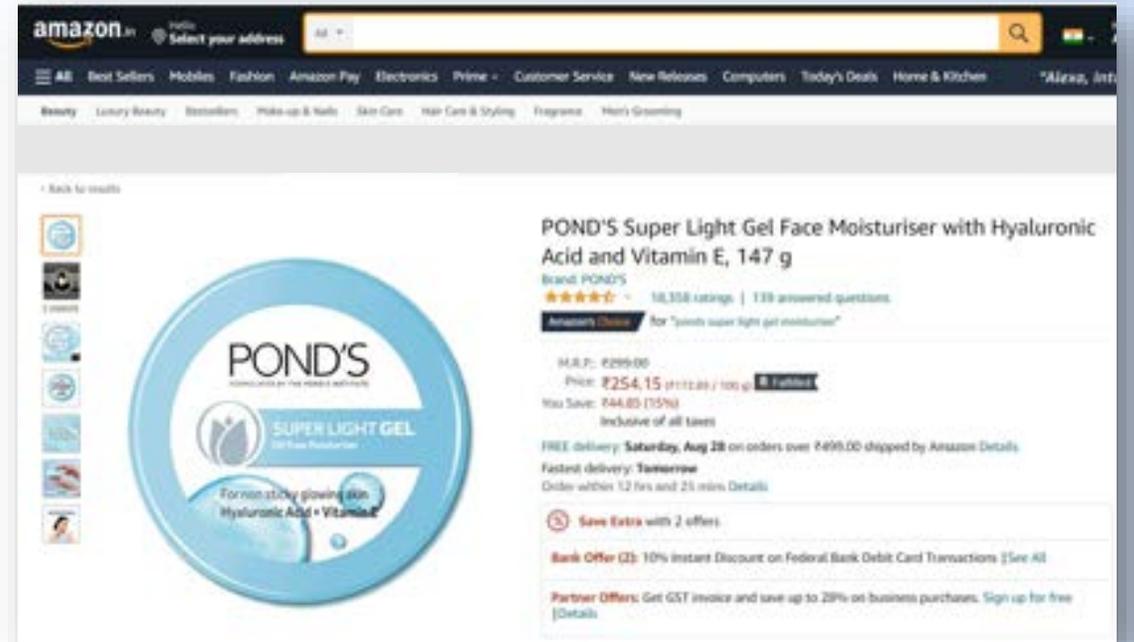
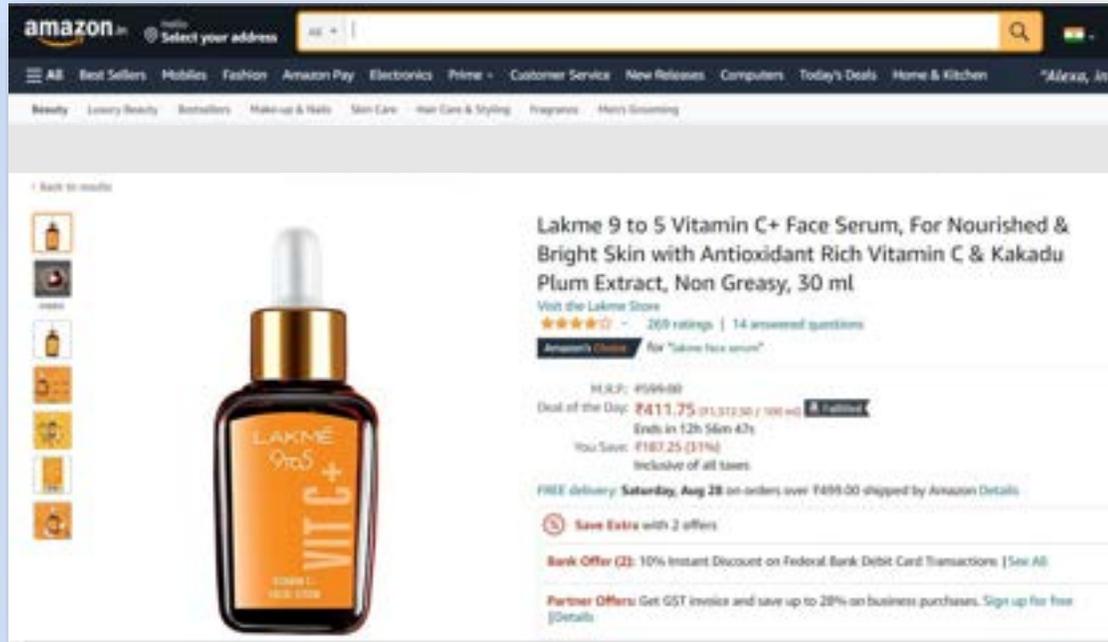
'Always On' Consumer Feedback



Storytelling: Consumers & Channels



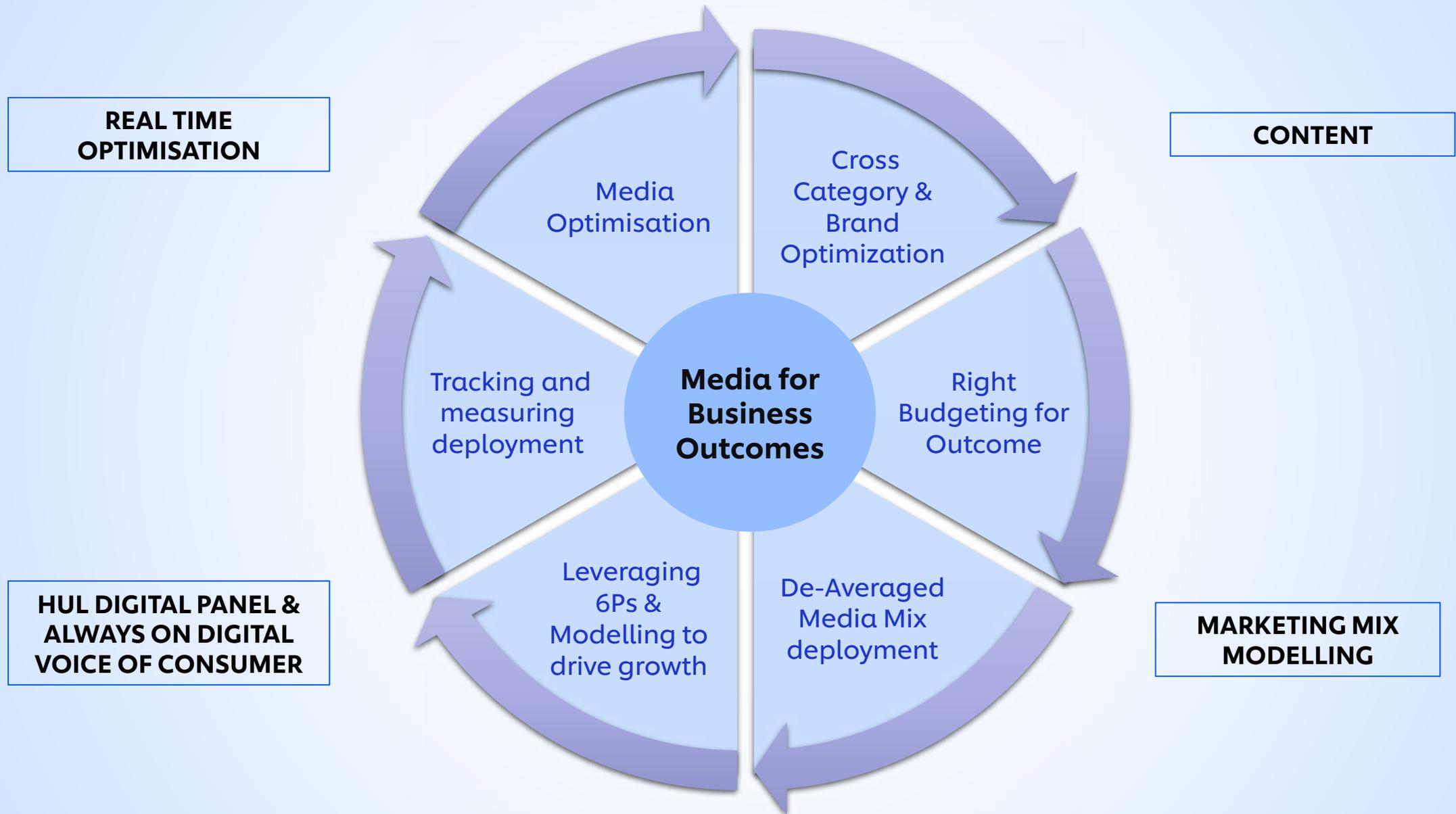
Bringing it alive



Lakme VIT C+ & POND'S Super Light Gel

Consumer Signal To Launch at 2x Speed

Media attribution to growth: Driving business outcome



Interconnected Consumer Engagement Platforms





Customer Ecosystem

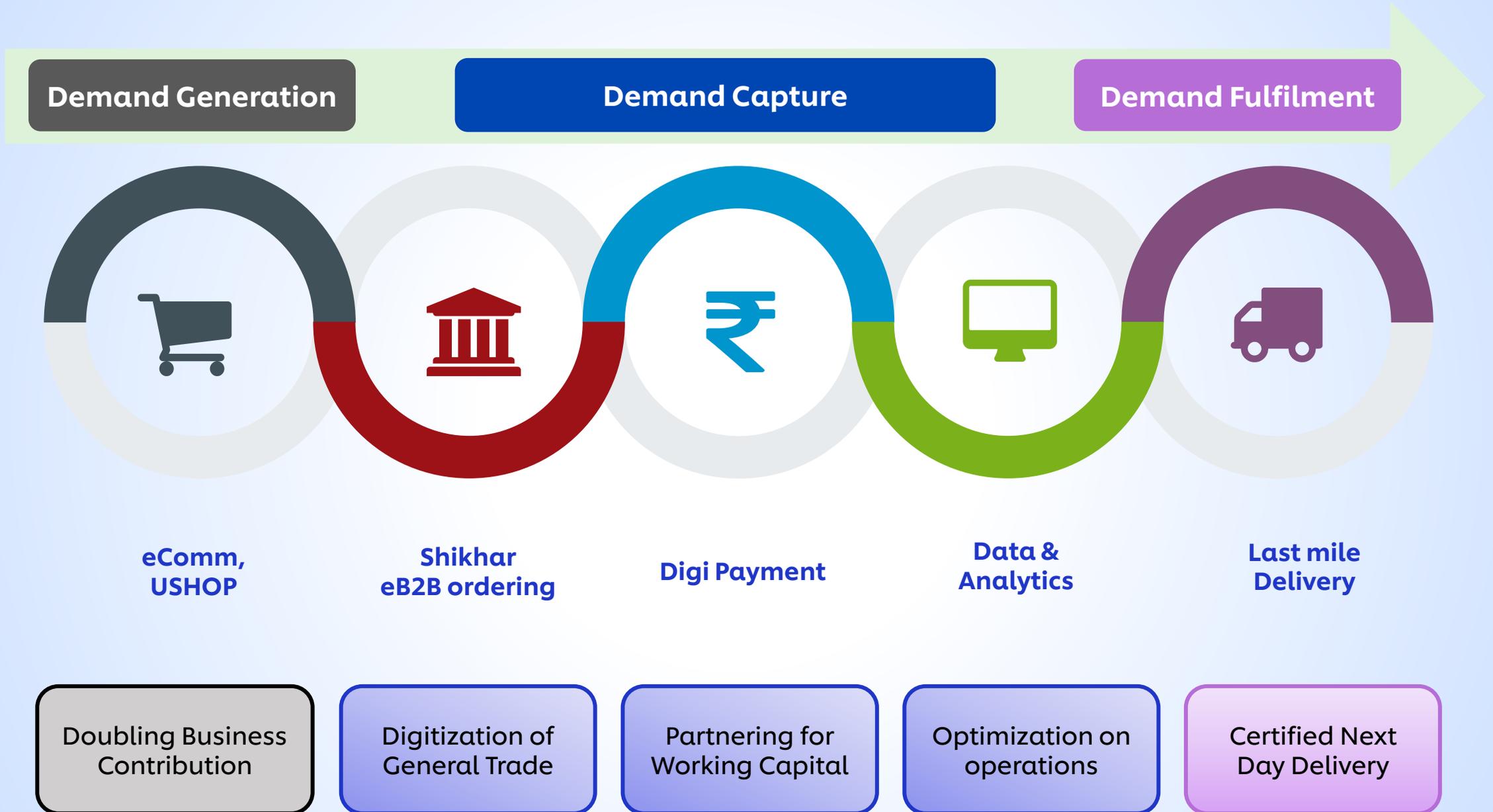
Kedar Lele
Executive Director, Customer Development

Connected Customer Ecosystem

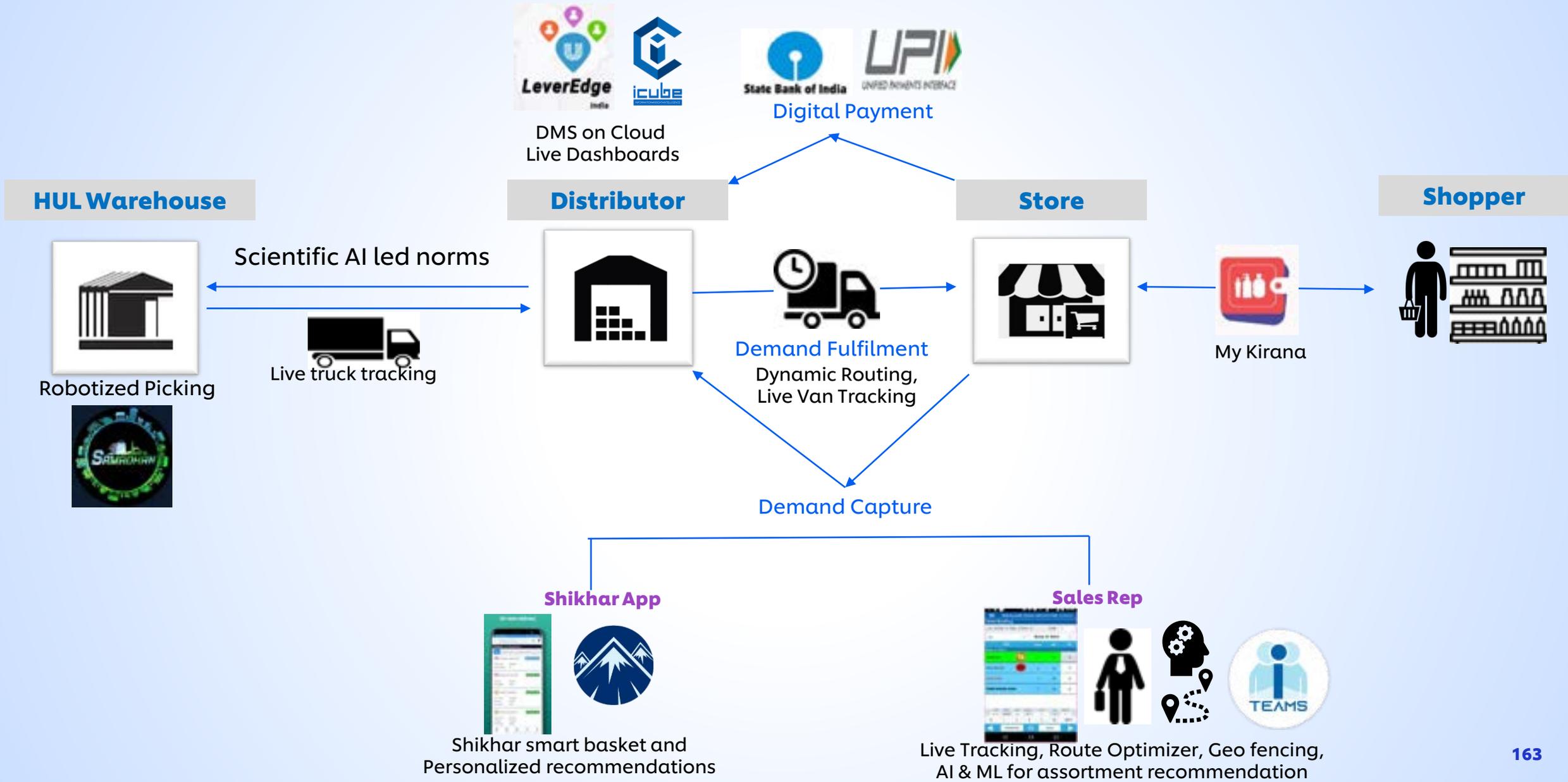


Enhancing Customer Experience for Growth

Connected Customers



Intelligent Sales Operation



Ecommerce: Best-in-class digital capability stack

COMMERCE



PORTFOLIO EXCELLENCE



Design 4 Channel



New Formats/
Benefits



CONTENT THAT CONVERTS



CTA/ Creative science



Made for Mobile



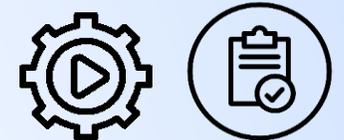
PERFORMANCE MARKETING



Acquisition engine on Niches



ROMI Optimisation



E.D.G.E



Pricing Intelligence



Predictive In Stock

DIGITIZATION & AUTOMATION



Building a D2C presence, especially for Premium Beauty Brands

Taking Premium Brands D2C

LAKMÉ

dermalogica®
professional-grade skin care by The International Dermal Institute



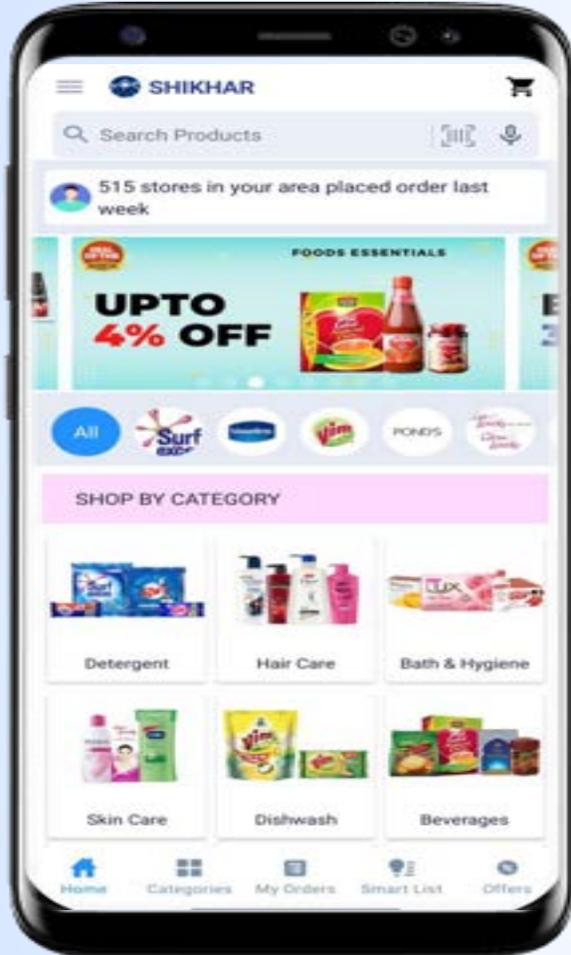
D2C enabled for direct consumer engagement
More brands in the pipeline

UShop for Monthly Purchase



Live in Mumbai & Delhi;
More cities in the pipeline

eRTM with Shikhar : Winning customer proposition



Anytime Ordering



Transparent Pricing



On-time Delivery



Guaranteed Returns



Easy No/Low Cost Credit

Rapid scale-up

Backed by New age Intelligence



App Centric Integrated Sales Call Process (Sales Rep + App)



Multi-lingual Interface customized for eB2B



Customised Offerings for stores to maximise their sales and earning – Smart Basket



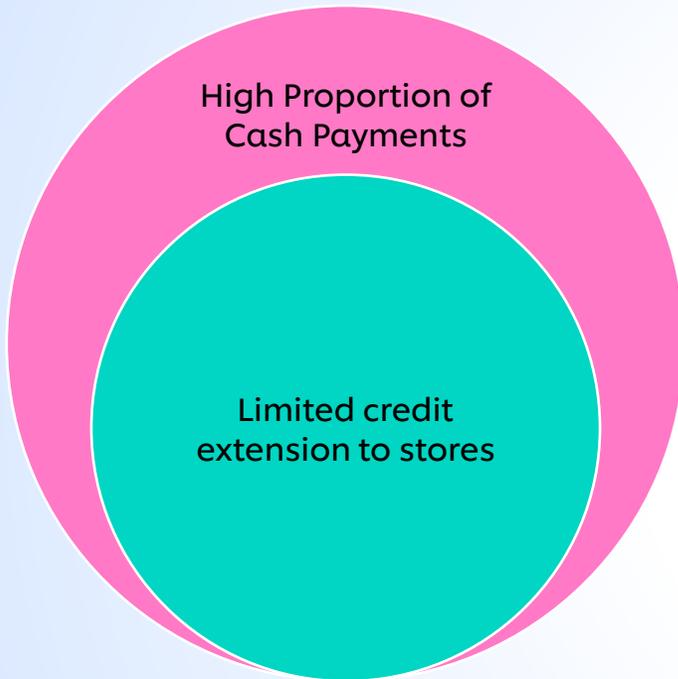
Value added services like Shop Khata, Loyalty Programme



Analytics based Recommendations with high conversion



General Trade Financial Challenges



Opportunity to enhance income for millions of small Kiranas and drive business growth for HUL

HUL-SBI Partnership to Enhance Working Capital for Small Stores



Digitizing Payment ecosystem for Distributors

Enabling online payment through multiple payment modes

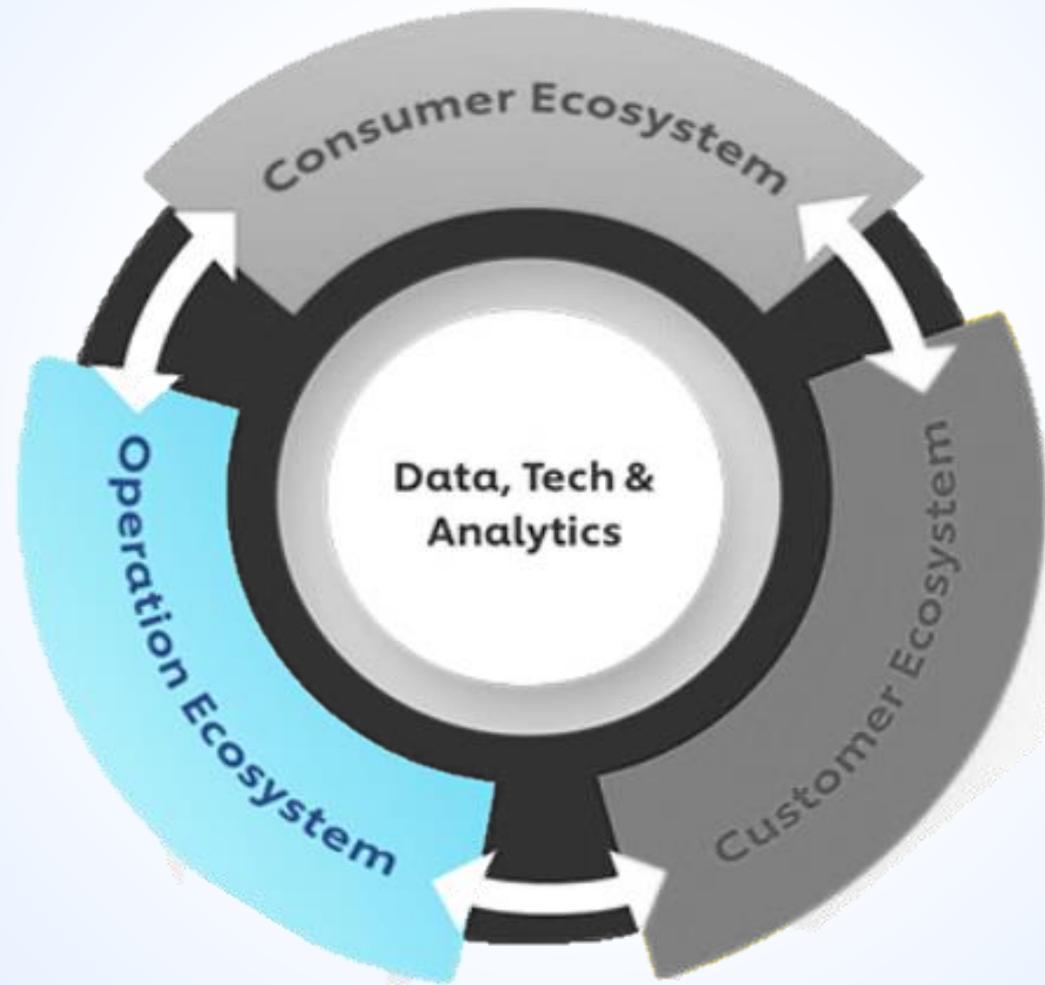
Enabling low interest, no collateral Working Capital for small stores



Operations Ecosystem

Willem Uijen
Executive Director, Supply Chain

Connected Operations Ecosystem



Agile and Hi-Tech Operations

The Connected Supply Chain



Core enablers



Superior products, Superior service, Superior value

Building an agile & resilient Supply Chain

LOCAL SUPPLY



Digitized Agriculture & Integrated Sourcing

CLOSER TO DEMAND



Connected Multi Category Factories

MEGA & NANO FACTORY



Leveraging Scale & Flexibility

FASTER & BETTER DELIVERY



Better Service, Increased Portfolio, Next day delivery

Technology enabling an end to end future-fit Supply Chain

Orchestration of the value chain

BETTER PLANNING



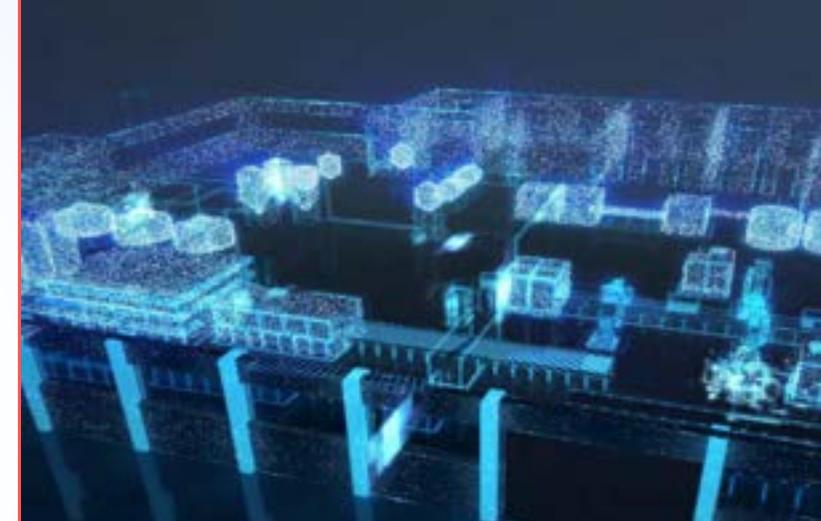
Real time & democratised information (RTVA) & No touch Planning

DEEPER PLANNING



AI ML Enabled Secondary sales level planning

NO PLANNING



Produce Today What We Sold Yesterday (PTWWSY)

Our technology choices are helping us to become future fit, agile, & resilient supply chain

Reshaping Asset and Cost Base

SMART BUYING



Buying more competitively

DIGITAL MANUFACTURING



Redefining how we run the operations

CONNECTED DELIVERY



Control Tower- Factory to customer connected network

IMPROVING COST & AGILITY



Cost



Service



Defects



Formats



Continuously improving cost and cash by adapting cutting edge technology



Digital factory

COMMUNITY LINK



Amplifying impact through technology

PLASTIC NEUTRAL



Digitization in the Plastic Waste Value Stream

RENEWABLE ENERGY



Competitive Renewable Energy

SUSTAINABLE SOURCING



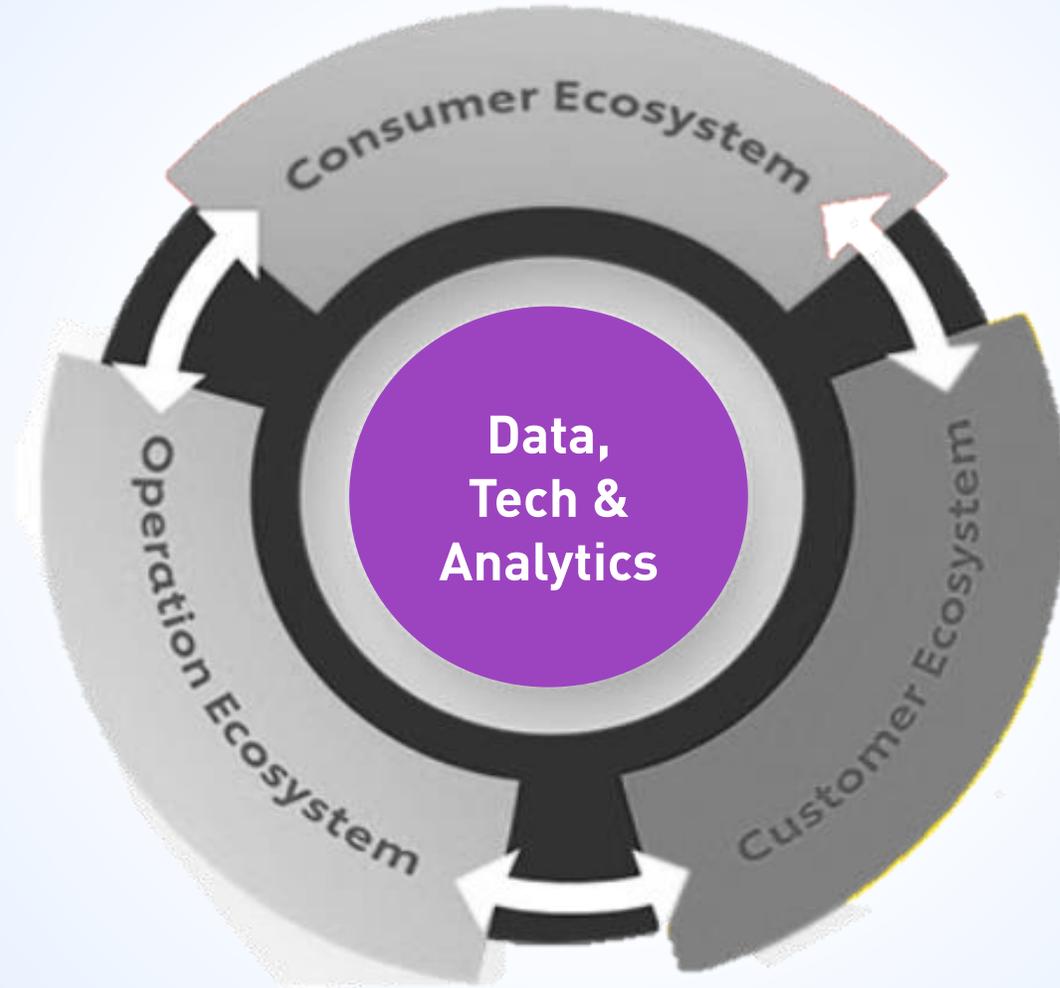
Geo-tagging, Data Analytics and Traceability at the level of smallholder farmers

Digitization allows us to connect People, Communities and Partners Better and Stronger into our value chain



Data, Tech & Analytics

Meenakshi Burra
Chief Data Officer, HUL



Intelligent Data Ecosystem at the Heart of our Business

We are managing data as an *enterprise asset to maximize value realization, minimize its cost and ensure continued trust and compliance*

HUL Data Strategy



Harnessing External Ecosystem signals to inform deaveraged decisions

Mobility

Government Spend

Weather

Micro geography signals

Data Lake to join up most *granular* data across functions

Consumer Ecosystem

Customer Ecosystem

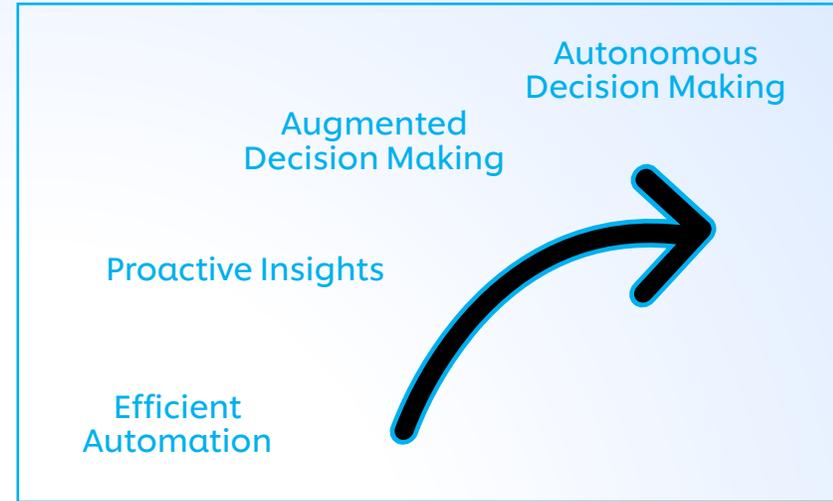
Operations Ecosystem

Continued consumer trust on privacy

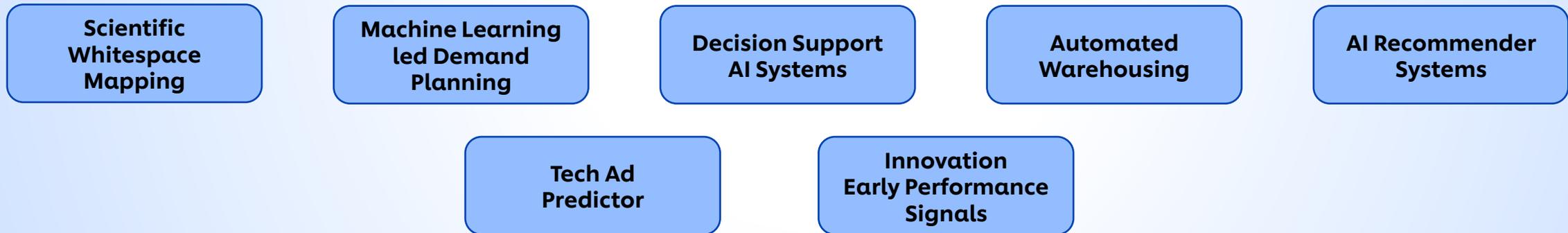
Decisions augmented by AI / ML



Embedded Intelligence
Journey



Across our Consumer, Customer, Operations Ecosystems

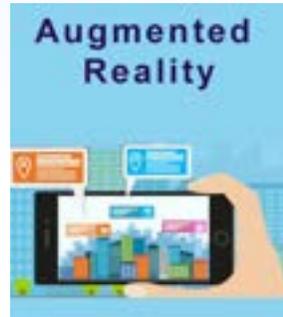




Democratizing Data with Chanakya

Ensuring tech remains a competitive advantage

Experimenting with **Emerging Tech** that can help create competitive differentiation



Reimagining Market Development using AR



UX UI DESIGN

Ensuring that **Core** remains Resilient & Future Ready



Cyber Security



Intelligent Automation

Future-fit talent & culture

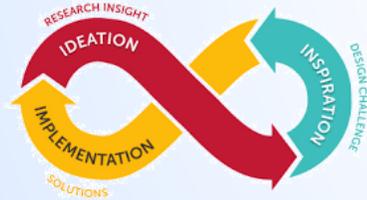
Dialling up Digital



FUTURE FIT SKILLS



KNOWLEDGE FORUMS



CULTURE of EXPERIMENTATION

Outside In



STARTUP ECOSYSTEM

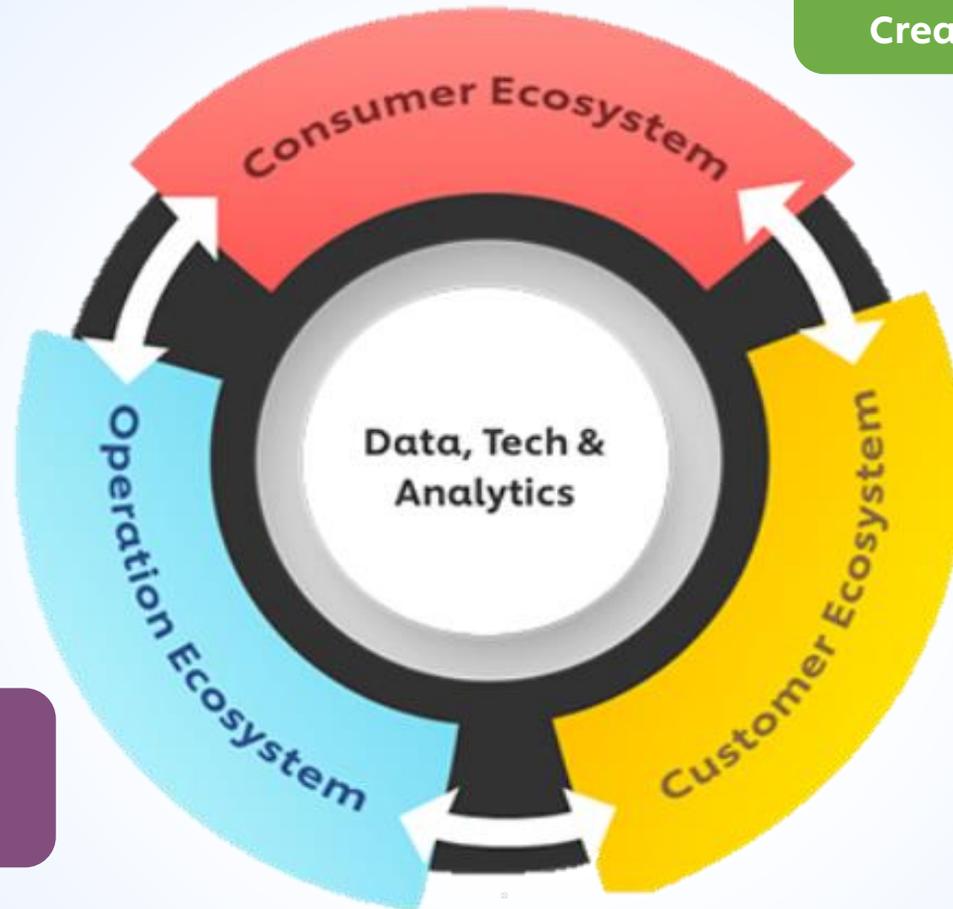


TECHNOLOGY PARTNERS



INDUSTRY BODIES & RESEARCH ORGANIZATIONS

Reimagine HUL: The Four Inter-connected Ecosystems



Tech-powered, On-Trend
Innovations
Creating Consumer Experiences

Agile and Hi-Tech Operations

Enhancing Customer Experience for
Growth

Annual Investor Meet 2021

Ritesh Tiwari – Executive Director, Finance & IT and Chief Financial Officer



India's potential

- Fast growing economy
- Rapid digital evolution
- Favourable demographics
- Huge headroom for growth in FMCG

HUL well-placed to win

- Clear and compelling Strategy
- Distinctive strengths and capabilities
- Purpose-led, Future-fit organisation
- Strong track record of building brands and categories

Our growth construct for the next decade

**FY 2011-21 :
9% Topline CAGR**

Context : Disruptive Environment

Demonetisation

Goods & Services Tax

Rural Slowdown

Covid-19

Levers of Competitive Growth



Growing the Core



Premiumisation

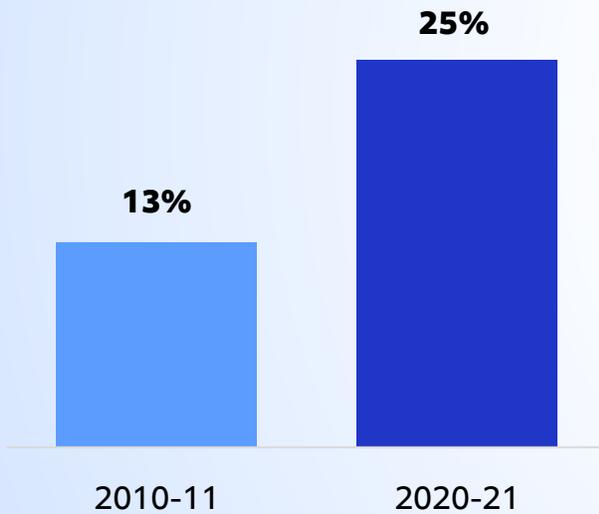


Market Development



Categories of the Future

**FY 2011-21 :
EBITDA +1000 bps**



Next Decade : Modest Margin Expansion



Cost Savings



Premiumisation



Nutrition Synergies

Some examples

Symphony: Comprehensive savings program

End to end P&L lens

Owner's mindset

Led by top management

Crowd sourcing of ideas

Design to Value



KM travelled per ton reduction



Media : Attribution to Growth



Overheads : Taking the ZBB lens



Reinvestment for growth

Sources of growth synergies

Drive Penetration

Future Ready Formats

Upgrade & Premiumise

Distribution Multiplier

Unlock North & West

Sachets & Access Packs



Plus Range



Direct Coverage : 2X

E-comm Contr. : 2X

Boost national

Market Development at Scale

Sources of cost synergies

Scale in Marketing & Procurement

Overheads efficiencies

Go-to-market & Distribution Network

Supply Chain Opportunities

Margin realisation
Year 3 in Year 1

Net Cash Delivery
Ahead of Plan

Net Profit | Working Capital |
Capex Efficiencies

300-400bps
More Opportunity

Redeployment for
growth

Distribution & SC Costs

Our proven track record of Capital discipline

Capital Light Model

2.0%
Capex % TO

FY11 to FY21 Average

Negative Trade Working Capital

-18
days

FY11 to FY21 Average

Return on Capital Employed*

93%

FY21

Our financial growth model for long-term value creation



Growth

Competitive growth
ahead of peers



Profit

Modest margin
expansion



Capital Velocity

Efficient use of
capital



EPS

Double digit EPS
growth

Delivering long-term value creation

Thank you

