

Capital Markets Day 2022

18th November 2022



Hindustan Unilever Limited





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.

Capital Markets Day 2022

Sanjiv Mehta, CEO & Managing Director



Hindustan Unilever Limited



India's largest FMCG company



Hindustan Unilever Limited

90 Years of Corporate
existence



50,336 Crore
FY'22 Turnover



24.8%
FY'22 EBITDA



c.6 Lakh Crore
Market Cap.



9 out of 10
Households use our
products



9 Million
Outlets reached



>21K Employees
Employer of Choice
across sectors



Our enduring strengths

PORTFOLIO

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

RESEARCH & DEVELOPMENT

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

DISTRIBUTION AND SUPPLY CHAIN

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

TALENT AND CULTURE

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

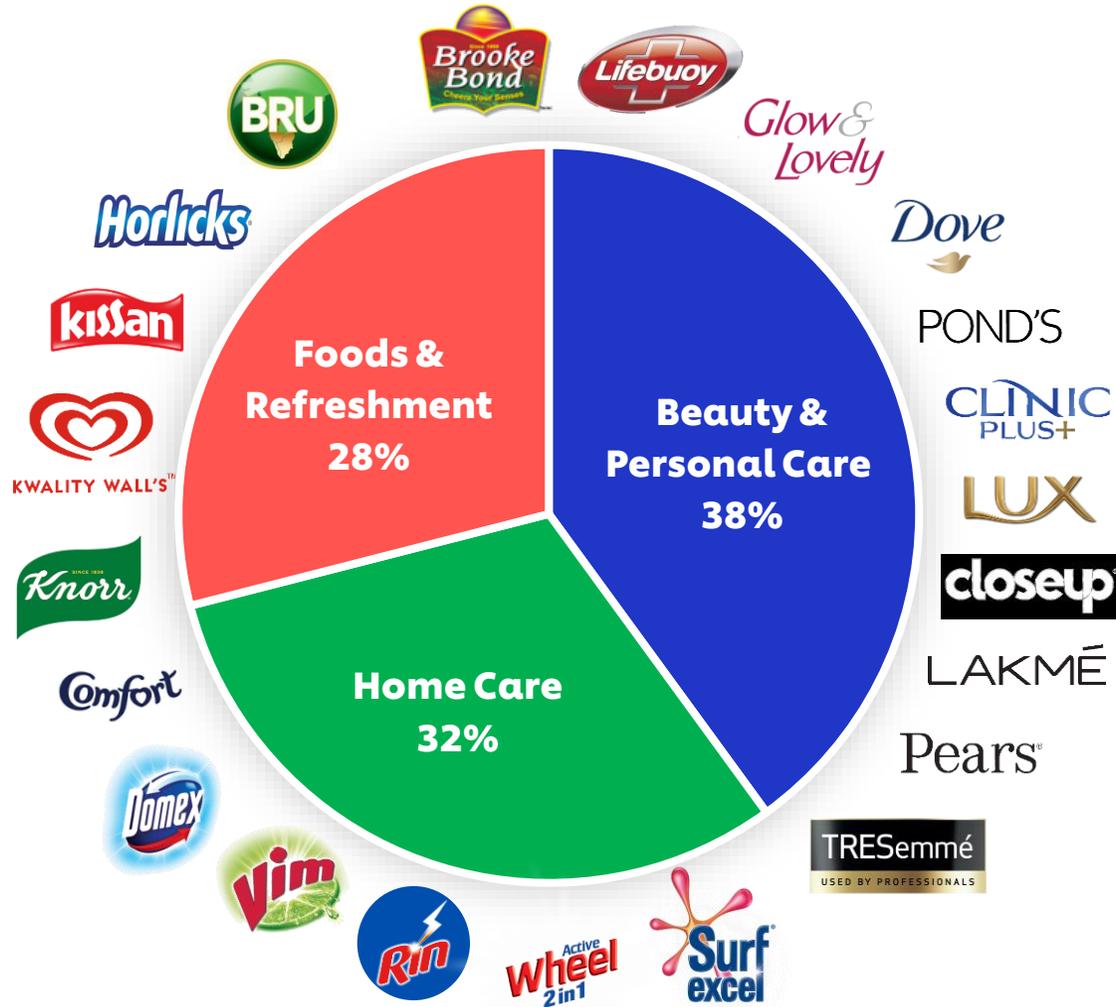
SUSTAINABILITY

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

* Gender diversity for managerial workforce



Wide and resilient portfolio



We operate in **15** categories

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

50+ purposeful brands

16 brands with ₹10Bn+ Turnover

5 digital-first brands

Market leading positions across categories

#1 in >85% of our business



#1

Fabric Wash



#1

Skin Cleansing



#1

Tea



#1

Skin Care & Cosmetics



#1

Hair Care



#1

Health Food Drinks



#1

Dishwash



#1

Ketchup & Soup



#2

Ice Cream



#2

Oral Care



#2

Coffee



#2

Surface Cleaning



Proven model of market development...



Seeding Categories



Access Packs



Physical Reach



Persuasive Communication



Consumer Connects

Market development at scale



...and crafting purposeful brands

19 New brands in last 10 years



Multi-Year Engagement Platforms





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



Home Care Liquids



Premium Hair Care



Hand & Body Wash



Premium Skin Care



Premium Colour Cosmetics



Matic Detergents



Ice Cream (WiMI)



Green Tea



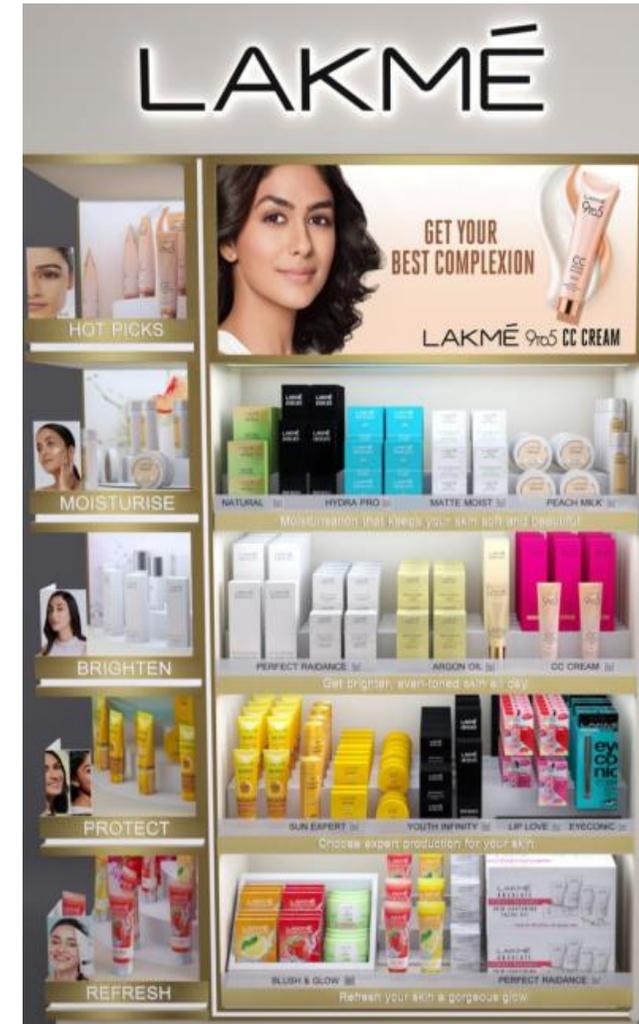
Spice Tea



Spreads and Dressings



Perfect stores – Online and offline



Portfolio transformation : more premium, more digital

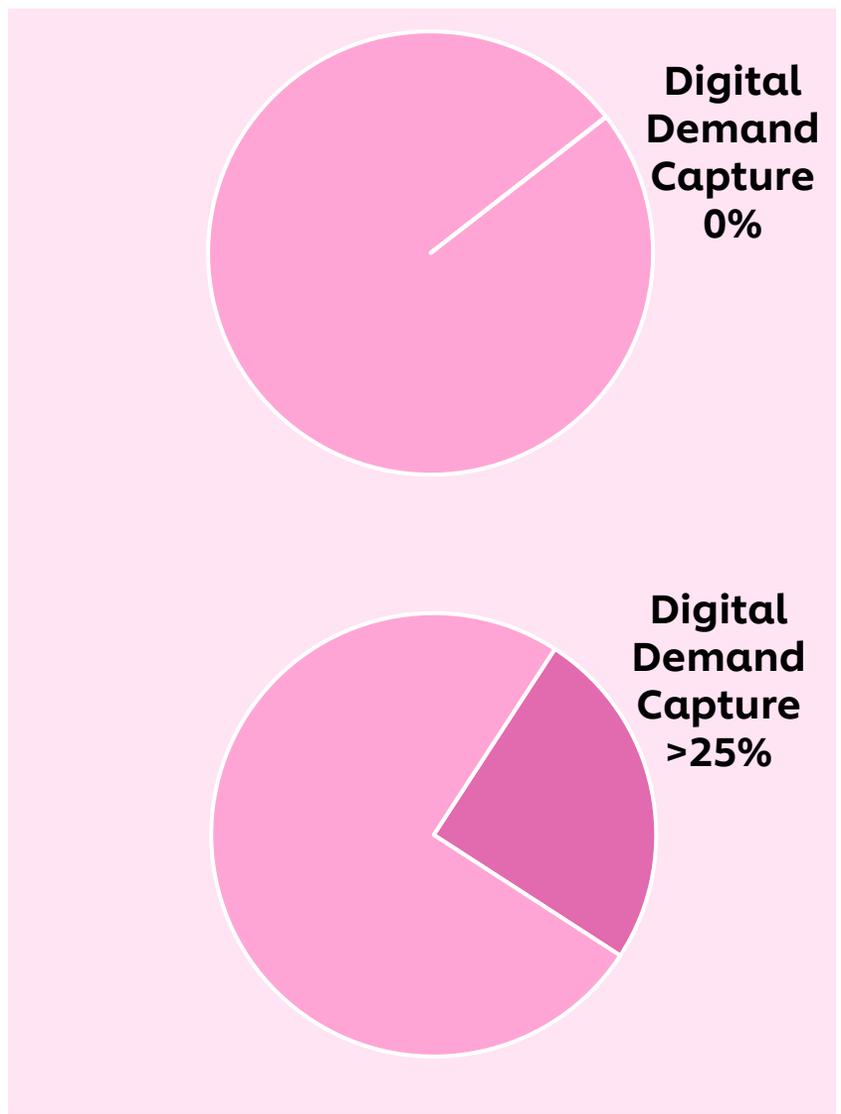
FY'12

Current

Product Mix



Channel





Financial excellence

Symphony : Fuel for growth



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

Capital discipline



Figures for FY'22



Strong track record of consistent performance

Turnover

FY'22

>50K Crore

2X

vs. FY'12

EBITDA

FY'22

>12K Crore

4X

vs. FY'12

Market Cap.

As on date

c.6 Lakh Crore

6X

vs. 31st March 2012

Long term value creation for all our stakeholders

Climate & Waste

94%

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



47%

Reduction in Water consumption in our manufacturing operations



1.16 lakh tonne

Plastic waste collection & safe disposal
Plastic Neutral in 2021



54%

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



Nature

1.9 trillion litres

Cumulative Water potential created by HUF



98%

Paper and board in packaging sourced from sustainable sources



93%

Tomatoes from sustainable sources



68%

Tea from sustainable sources



Social

7 million

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



>1.6 lakh

Shakti entrepreneurs empowered



> 2 lakh

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



44%

Gender diversity in our managerial workforce





India poised for growth





Macro trends driving growth

Fastest growing economy

India's GDP Ranking



Favourable demographics



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

Urbanisation

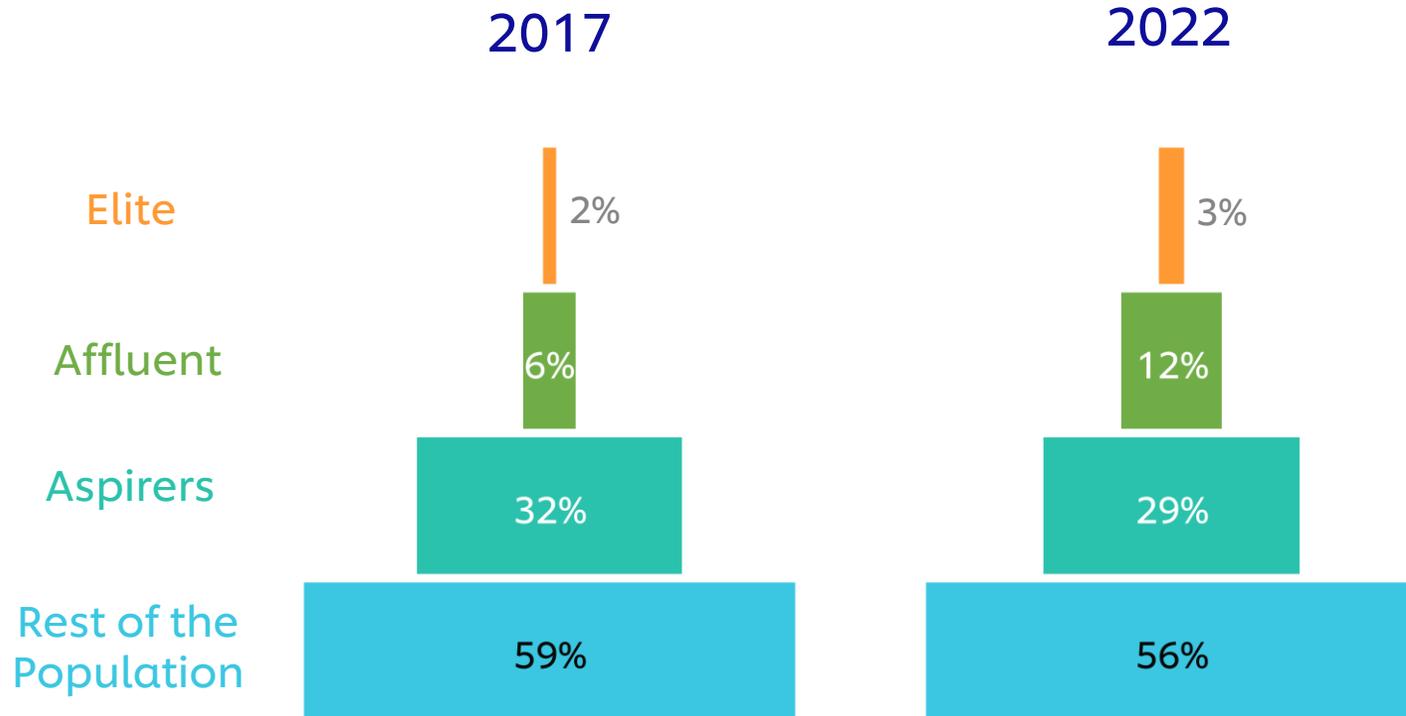


Cities with **1 Mn** population to nearly **double** by 2030

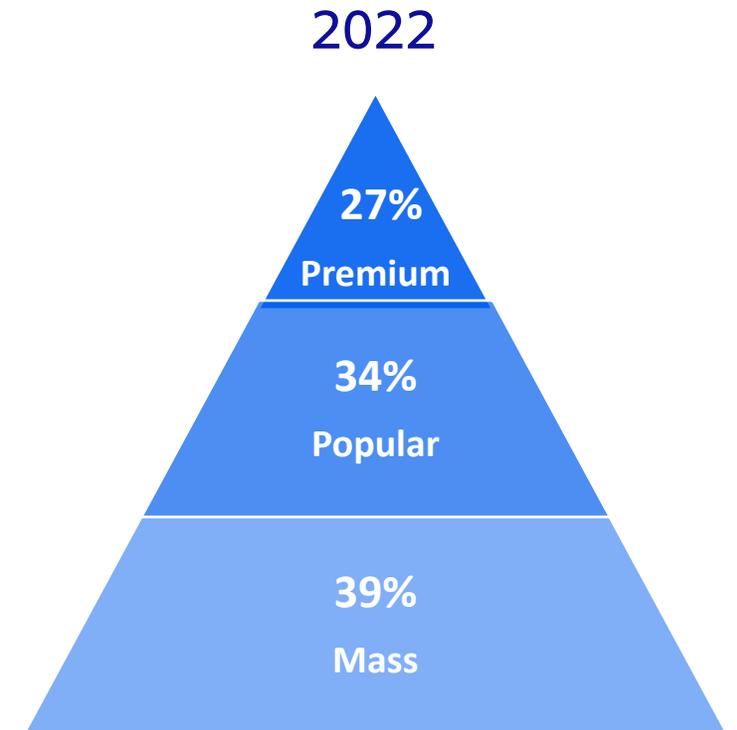


Rising affluence

Upward mobility in income to fuel consumption and..



...premiumisation





Fundamentals for FMCG remain strong

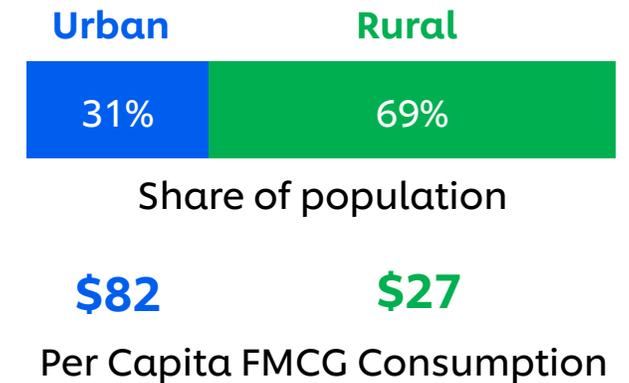
Low Penetration



Under-indexed spends



Rural opportunity



More Users | More Benefits | More Usage



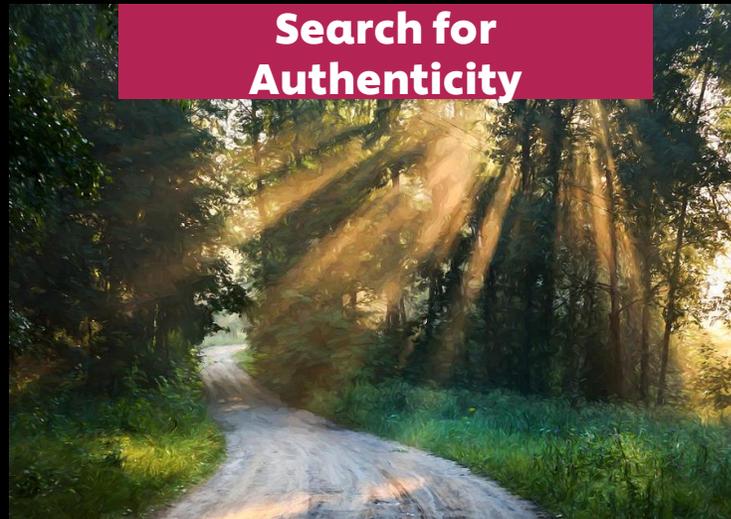
World is changing



Un-stereotype



Holistic Health



Search for Authenticity



Hyper-personalisation



E-everything



Net Zero



Our winning strategy

Purpose and Vision



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

Long-term strategic choices



Developing our portfolio



Win with our brands powered by purpose and innovation



Lead in the channels of the future



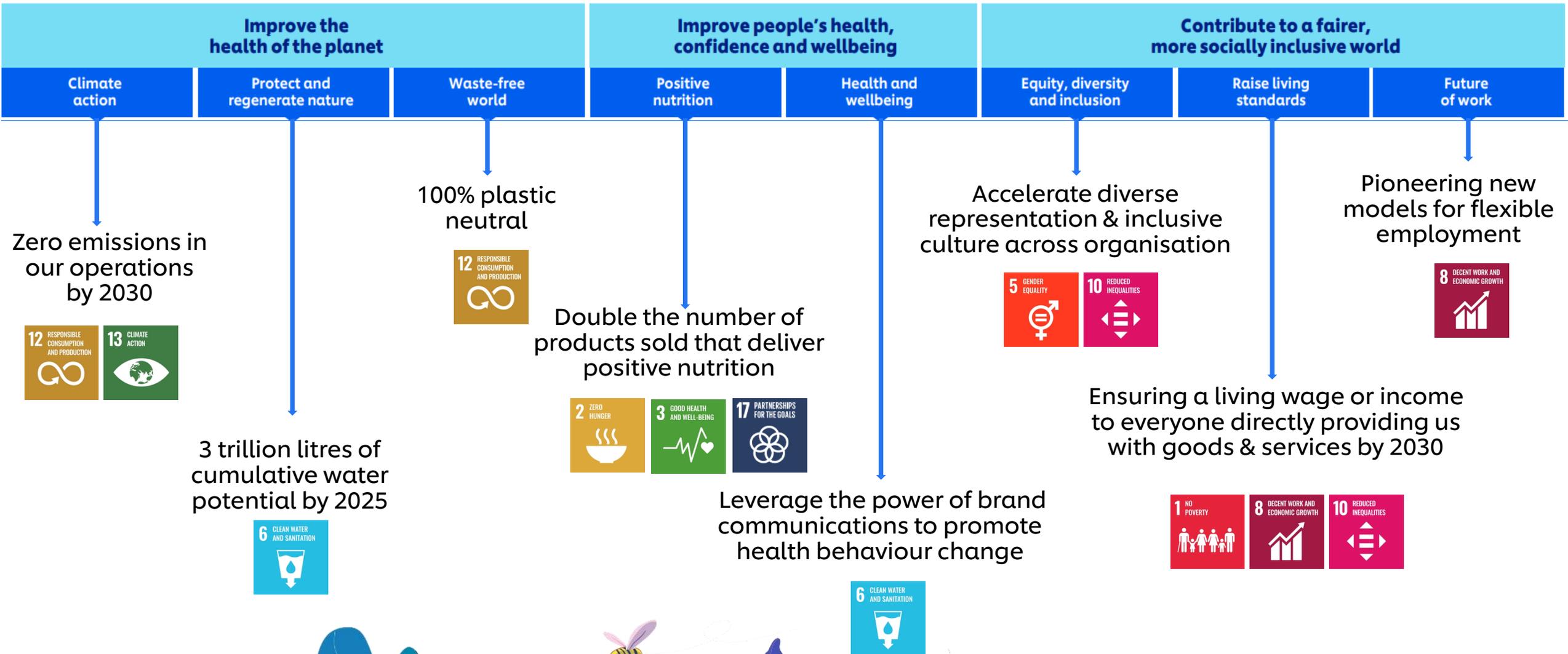
Build differentiated structures and capabilities



Build purpose-led, future-fit organisation



Our ESG goals





Developing our portfolio

Growing the Core



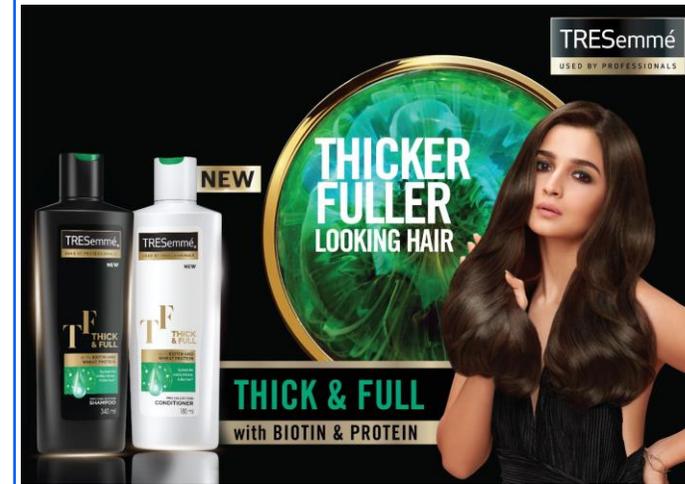
Superior Products | Purposeful communications

Market Development



More users | More benefits | More usage

Premiumisation



Upgrading consumers to higher order benefits



Win with our brands powered by purpose and innovation

World class technology

Made with Dual Blend High Fibre Formula

NUTRIOSE reduces caloric intake and hunger

FIBERSOL reduces blood sugar spikes

Horlicks Diabetes PLUS

HELPS MANAGE BLOOD SUGAR**

DUAL BLEND HIGH FIBRE FORMULA

Cutting edge technology leading to product superiority

Superior product functionality

NEW Super Soak Technology for STAIN removal

Surf excel Quick Wash

SUPER STAIN REMOVAL WITH SUPER SOAK TECHNOLOGY

Superior to competition in blind tests

Purpose drives growth

Dove

#StopTheBeautyTest

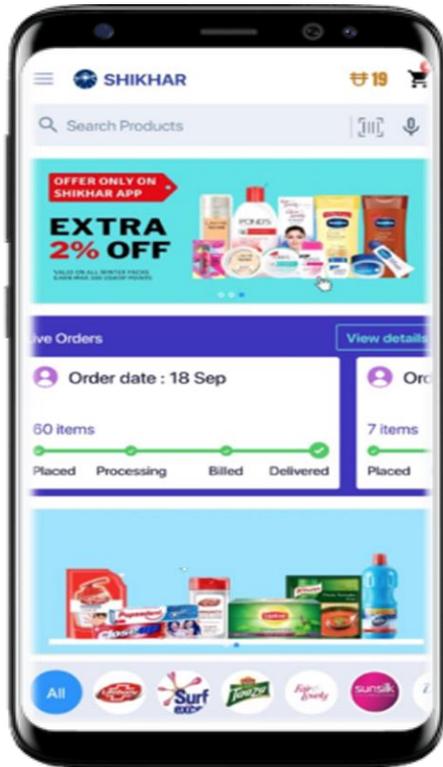
Purpose drives brand power



Lead in channels of the future

Digitising General Trade

1 million Shikhar stores



Design for Channel

50% packs D4C ready



New routes to consumers

14 D2C platforms

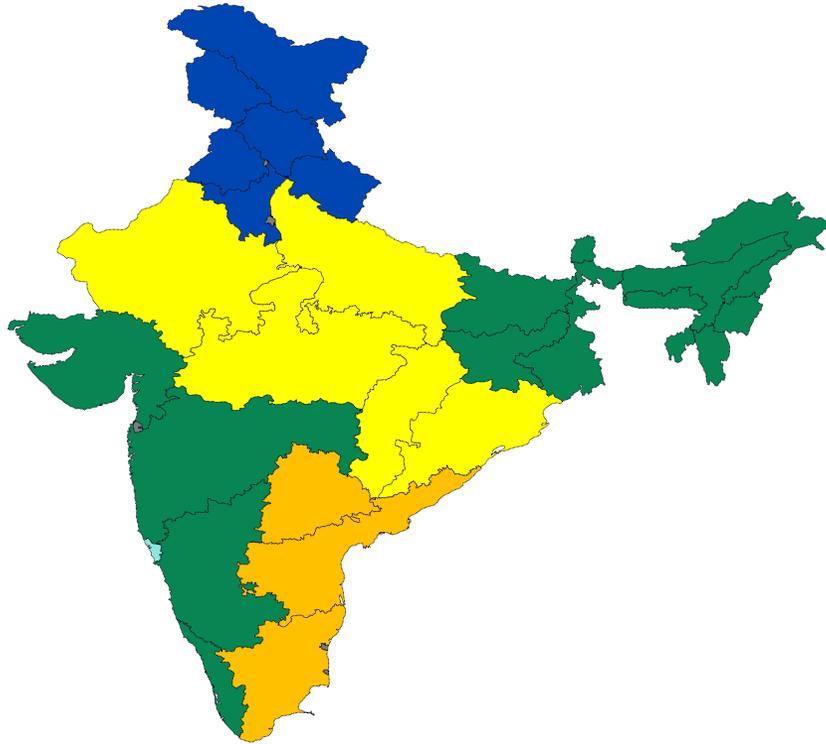


Digitised demand capture now >25%



Build differentiated structures and capabilities

Winning in Many Indias



India Is Not One India!

Nakshatra : Future-fit supply chain network



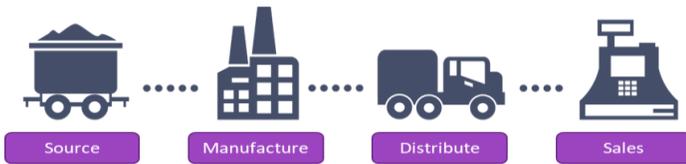
**Closer to demand | Cost efficient |
More agile, More digital | Capacity for growth**



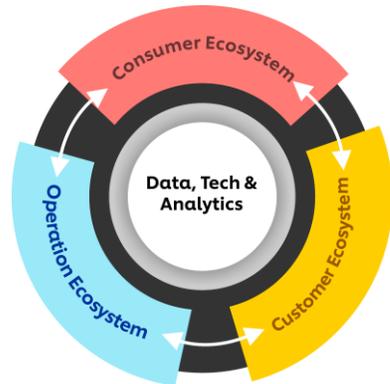
Build differentiated structures and capabilities

Reimagine HUL

YESTERDAY



TOMORROW



Creating new competitive moats

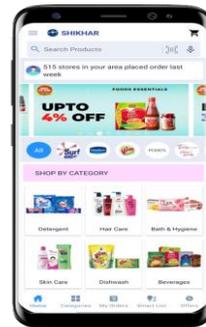
Agile Innovation Hub



5 Digital Brands



1 Mn Shikhar stores



14 D2C Platforms



India's 1st FMCG Lighthouse Factory (WEF)



HUL's Dapada Factory

Nano Factories: Supply chain for smalls



6 Nano factories – manufacturing +250 SKUs

Samadhan: Automated Warehouse



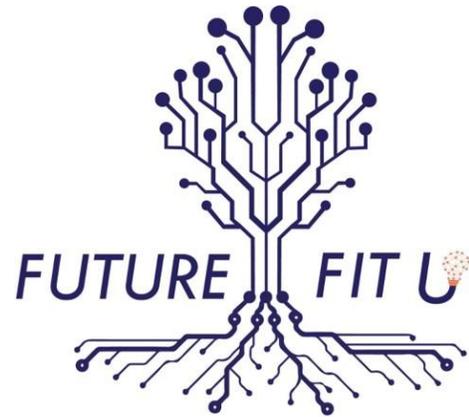
Advanced fulfilment centre for N+1 delivery

DIGITISED DEMAND CAPTURE NOW >25%



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

Future-fit organisation



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

Truly Inclusive



#unstereotype the workplace **FOR EVERYONE.**

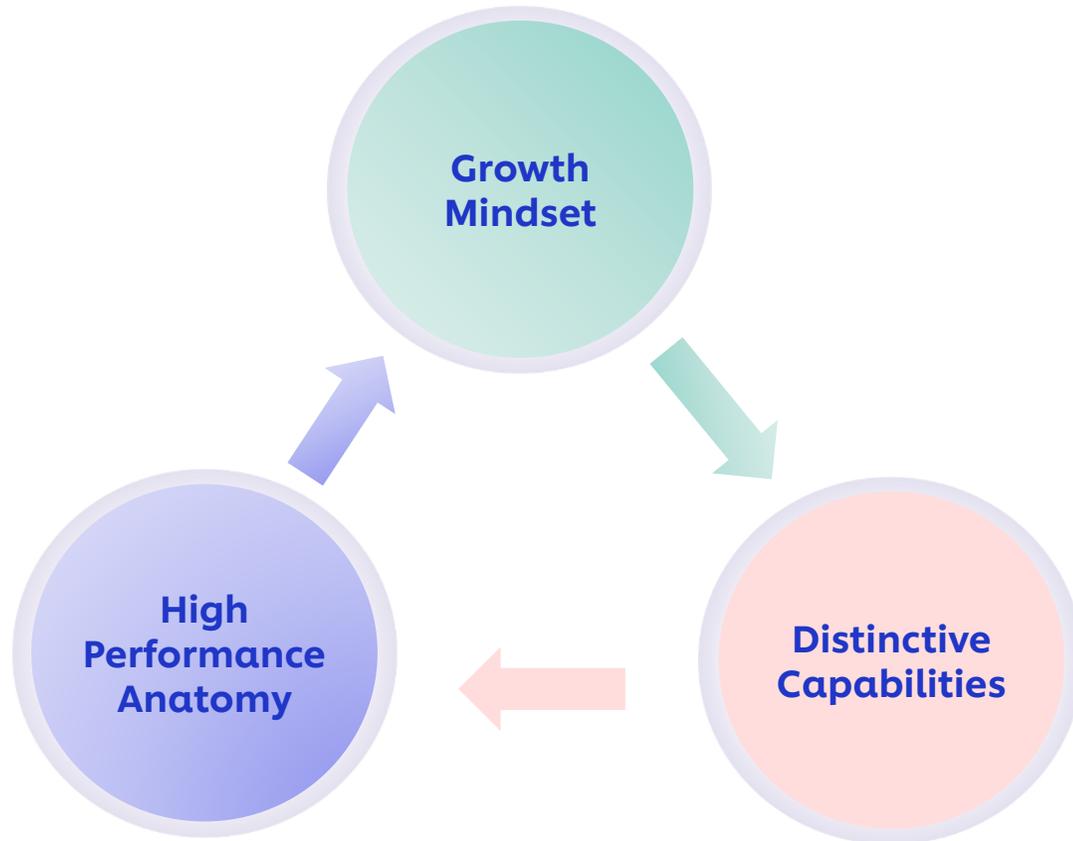
Microcosm of India

Culture to outperform



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

Long Term Value



Our Strengths

Consumer & Customer Obsession

Deep Passion

Owner's Mindset

Dissatisfaction with Status Quo

Humbition