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.
India’s largest FMCG company

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

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% CO$_2$ 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

- Fabric Wash
- Skin Cleansing
- Tea
- Skin Care & Cosmetics
- Hair Care
- Health Food Drinks
- Dishwash
- Ketchup & Soup
- Ice Cream
- Oral Care
- Coffee
- 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
Perfect stores – Online and offline
Portfolio transformation: more premium, more digital

**Product Mix**

- **FY’12**
  - Premium: c. 33%

- **Current**
  - Premium: c. 22%
  - Premium: c. 33%

**Channel**

- Digital Demand Capture
  - 0%
  - >25%
Financial excellence

Symphony: Fuel for growth

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

Capital discipline

- 108% ROCE
- -22 days Working capital

Figures for FY'22
**Strong track record of consistent performance**

<table>
<thead>
<tr>
<th>Turnover</th>
<th>EBITDA</th>
<th>Market Cap.</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY’22</td>
<td>FY’22</td>
<td>As on date</td>
</tr>
<tr>
<td>&gt;50K Crore</td>
<td>&gt;12K Crore</td>
<td>c.6 Lakh Crore</td>
</tr>
<tr>
<td>2X vs. FY’12</td>
<td>4X vs. FY’12</td>
<td>vs. 31st March 2012</td>
</tr>
</tbody>
</table>

**Long term value creation for all our stakeholders**
Doing well by doing good

**Climate & Waste**
- **94%** Reduction in CO₂ Emissions (kg/tonne of production) in manufacturing operations vs 2008
- **47%** Reduction in Water consumption in our manufacturing operations
- **1.16 lakh tonne** Plastic waste collection & safe disposal **Plastic Neutral** in 2021
- **54%** Reduction in total waste generated from HUL’s factories vs 2008

**Nature**
- **1.9 trillion litres** Cumulative Water potential created by HUF
- **98%** Paper and board in packaging sourced from sustainable sources
- **93%** Tomatoes from sustainable sources
- **68%** Tea from sustainable sources

**Social**
- **7 million** People reached through Prabhat initiatives on economic empowerment, environment sustainability, health, etc.
- **>1.6 lakh** Shakti entrepreneurs empowered
- **> 2 lakh** People have access to safe sanitation through Project **Suvidha**
- **44%** Gender diversity in our managerial workforce
India poised for growth
Macro trends driving growth

Fastest growing economy

India’s GDP Ranking

<table>
<thead>
<tr>
<th>Year</th>
<th>GDP Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>6</td>
</tr>
<tr>
<td>2022</td>
<td>5</td>
</tr>
<tr>
<td>2027</td>
<td>3</td>
</tr>
</tbody>
</table>

Source: IMF GDP in Current prices

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...

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elite</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Affluent</td>
<td>6%</td>
<td>12%</td>
</tr>
<tr>
<td>Aspirers</td>
<td>32%</td>
<td>29%</td>
</tr>
<tr>
<td>Rest of the Population</td>
<td>59%</td>
<td>56%</td>
</tr>
</tbody>
</table>

...premiumisation

2022

- 27% Premium
- 34% Popular
- 39% Mass
Fundamentals for FMCG remain strong

Low Penetration

<table>
<thead>
<tr>
<th>MFD</th>
<th>25</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face Wash</td>
<td></td>
</tr>
<tr>
<td>Body Lotion</td>
<td></td>
</tr>
<tr>
<td>Washing Liquids</td>
<td></td>
</tr>
<tr>
<td>Dishwash Liquid</td>
<td></td>
</tr>
<tr>
<td>Hair Conditioner</td>
<td></td>
</tr>
<tr>
<td>Body Wash</td>
<td>2</td>
</tr>
</tbody>
</table>

Under-indexed spends

- Philippines $255
- Thailand $438
- China $126
- Indonesia $103
- India $46

Rural opportunity

<table>
<thead>
<tr>
<th>Urban</th>
<th>Rural</th>
</tr>
</thead>
<tbody>
<tr>
<td>31%</td>
<td>69%</td>
</tr>
</tbody>
</table>

Share of population

- $82
- $27

Per Capita FMCG Consumption

More Users | More Benefits | More Usage

Source: IMRB, Nielsen, GOI census
World is changing

- Un-stereotype
- Holistic Health
- Search for Authenticity
- Hyper-personalisation
- E-everything
- Net Zero
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.
# Our ESG goals

## Improve the health of the planet

- **Climate action**: Zero emissions in our operations by 2030
- **Protect and regenerate nature**: 100% plastic neutral
- **Waste-free world**: 3 trillion litres of cumulative water potential by 2025

## Improve people’s health, confidence and wellbeing

- **Positive nutrition**: Double the number of products sold that deliver positive nutrition

## Contribute to a fairer, more socially inclusive world

- **Equity, diversity and inclusion**: Accelerate diverse representation & inclusive culture across organisation
- **Raise living standards**: Ensuring a living wage or income to everyone directly providing us with goods & services by 2030
- **Future of work**: Pioneering new models for flexible employment

## Health and wellbeing

Leverage the power of brand communications to promote health behaviour change
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

Sensitivity: Public

Superior product functionality

Purpose drives growth

Cutting edge technology leading to product superiority

Superior to competition in blind tests

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%

D4C: Packs designed exclusively for eCommerce
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

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%

1 Mn Shikhar stores

14 D2C Platforms

Advanced

Consumer Ecosystem

Data, Tech & Analytics

Operation Ecosystem

Customer Ecosystem

Source

Manufacture

Distribute

Sales
### Future-fit organisation

**Future proofing skills & ways of working**

### Truly Inclusive

**Microcosm of India**

#unstereotype the workplace FOR EVERYONE.

### Culture to outperform

Igniting the **human spark** for a better business & a better world
We have never been as strong, but our best is yet to come