



Hindustan Unilever Limited

23rd February, 2021

Stock Code BSE: 500696

NSE: HINDUNILVR

ISIN: INE030A01027

BSE Limited,
Corporate Relationship Department,
2nd Floor, New Trading Wing,
Rotunda Building, P.J. Towers,
Dalal Street,
Mumbai – 400 001

National Stock Exchange of India Ltd
Exchange Plaza, 5th Floor,
Plot No. C/1, G Block,
Bandra – Kurla Complex,
Bandra (E),
Mumbai – 400 051

Dear Sir,

Sub: Investor Presentation

Pursuant to the Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith a copy of the presentation to be made on teleconference / webcast to analysts / group of investors at Kotak Chasing Growth 2021.

You are requested to take the above information on your record.

Thanking You.

Yours faithfully,

For Hindustan Unilever Limited

DEVOPAM Digitally signed by
DEVOPAM
NARENDRA BAJPAL
Date: 2021.02.23
10:21:40 +05'30'

Dev Bajpai

**Executive Director, Legal & Corporate Affairs
and Company Secretary**

DIN:00050516 / FCS No.: 3354

WINNING THE NEW DECADE

Sanjiv Mehta, Chairman & Managing Director
Hindustan Unilever Limited

23rd February, 2021

Sensitivity: Internal



Hindustan Unilever Limited

SAFE HARBOR 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.



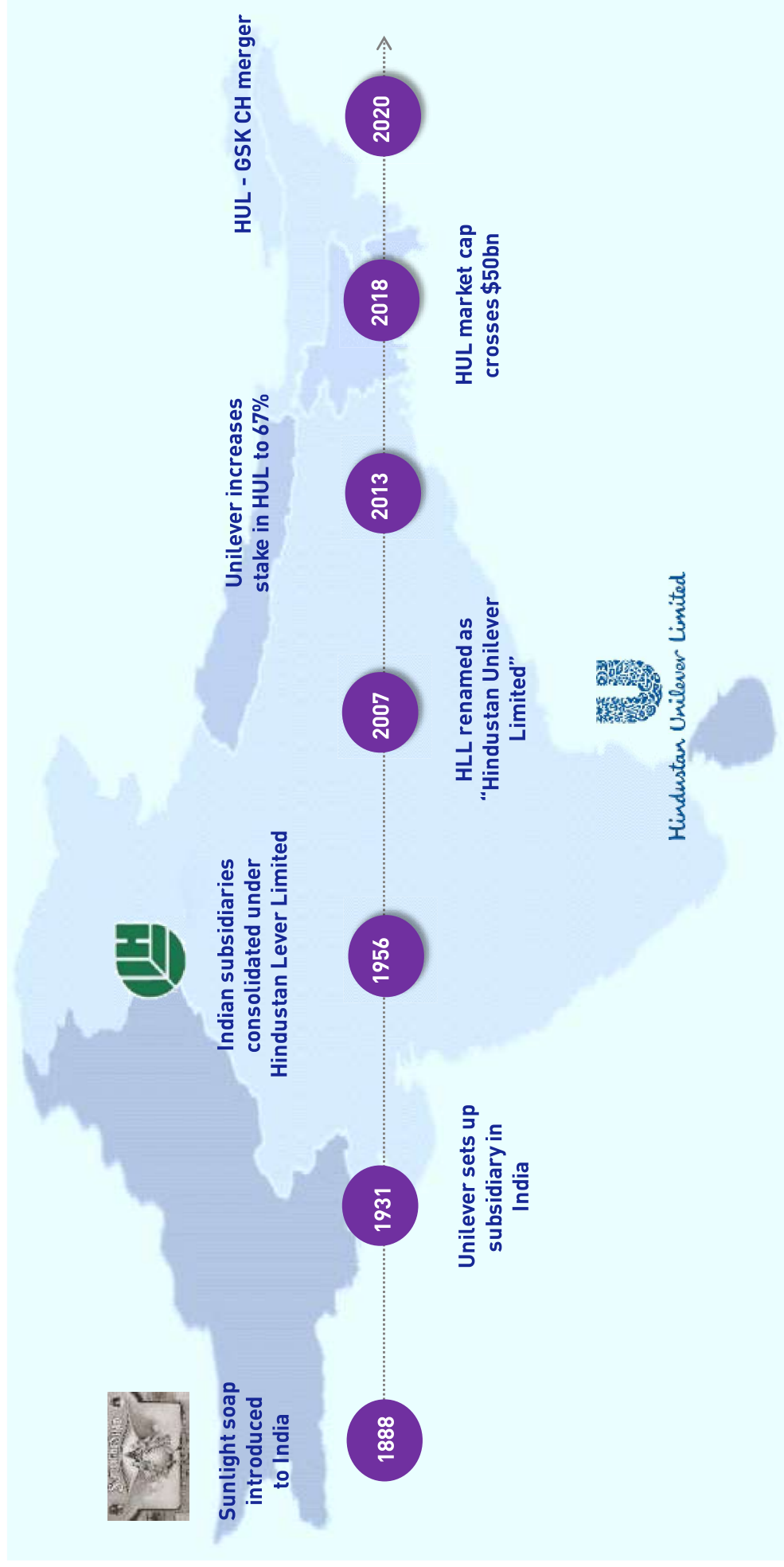
Hindustan Unilever Limited

INDIA'S LARGEST FMCG COMPANY



Hindustan Unilever Limited

130+ YEARS OF PROUD HISTORY IN INDIA



A \$6BN POWERHOUSE

OUR FOOTPRINT



**9 OUT OF 10
HOUSEHOLDS**
use one or more of our
brands

Our brands are available in
8 MN+ STORES



21,000
Employees working across 31
owned factories & 15 offices

RECOGNITION



'EMPLOYER OF CHOICE'
in the industry
for 12 years in a row

**MOST INNOVATIVE
COMPANIES**
#8 Globally
#1 in India



14 HUL BRANDS
in India's Top 100 Most
Trusted Brands 2020

CATEGORY LEADERSHIP IN >90% OF OUR BUSINESS



#1

Skin
Cleansing



#1

Skin
Care



#1

Hair
Care



#1

Fabric
Wash



#1

Household
Care



#1

Tea



#1

Health Food
Drinks



#1

Ketchup

MARKET MAKER OVER DECADES



PERFORMANCE OVER THE LAST DECADE

CONSISTENT GROWTH

> ₹ 20K CRORE TURNOVER ADDED



9% CAGR
Sales growth*

PROFITABLE GROWTH



890 bps
EBITDA improvement^

HIGH CAPITAL EFFICIENCY



FY
2009-10



FY
2019-20

Best in CLASS
ROCE sustained

CONSISTENT TRACK RECORD OF HIGH PERFORMANCE

LEADING VALUE CREATION



*Market capitalization as on 22nd February 2021 and converted to USD based on reference rate on 18th February 2021

**Market capitalization as on 22nd February 2011 and converted to USD based on reference rate on 22nd February 2011

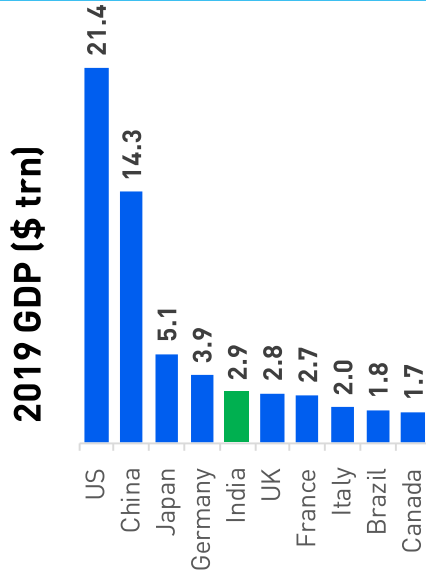


INDIA'S POTENTIAL



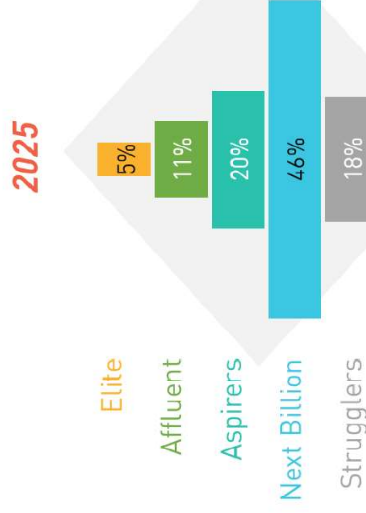
INDIA IS A LAND OF OPPORTUNITIES

5TH LARGEST ECONOMY



3rd largest on PPP terms

RISING AFFLUENCE



Income Pyramid is
BECOMING A DIAMOND

YOUNG AND VIBRANT



1.4 bn people

2/3rd are millennials/gen Z

Median age **28 yrs**

Source:
GDP: IMF World Economic Outlook report dated Oct 2020
Rising Affluence: KWP & KfE assessment of NSO data
Population: UN, Dept. of Economic and Social Affairs, World Population Prospects 2019

INDIA IS OPEN FOR BUSINESS

LANDMARK REFORMS



BusinessLine

Bad bank is actually a good idea

ATTRACTING CAPITAL



- Ease of doing business rank improved **+79**
- Corporate tax rates reduced to **25%**
- Production linked incentive **₹1.97 trn**

BUILDING INFRASTRUCTURE



Highway construction
~30 km/day



Power deficit **0.7%**
(down from 4.5% in 2014)

FINANCIAL EXPRESS
Headed in Lucknow

**Union Budget 2021: Infrastructure
clearly the focus area in the Budget**

Business Standard

**Budget 2021: Govt to set up Rs
20,000 cr DFI to promote infra
financing**

Source:
Ease of doing business: World Bank's Ranking in 2019 vs 2014
Union Budget 2021
Power deficit: Central Electricity Authority of India, 2019-20 vs 2013-14
Highway construction : <https://www.financialexpress.com/infrastructure/nhai-creates-record-in-a-first-road-construction-touches-30-km-per-day-details-here/2188631/>

INDIA'S EVOLVING DIGITAL ECOSYSTEM

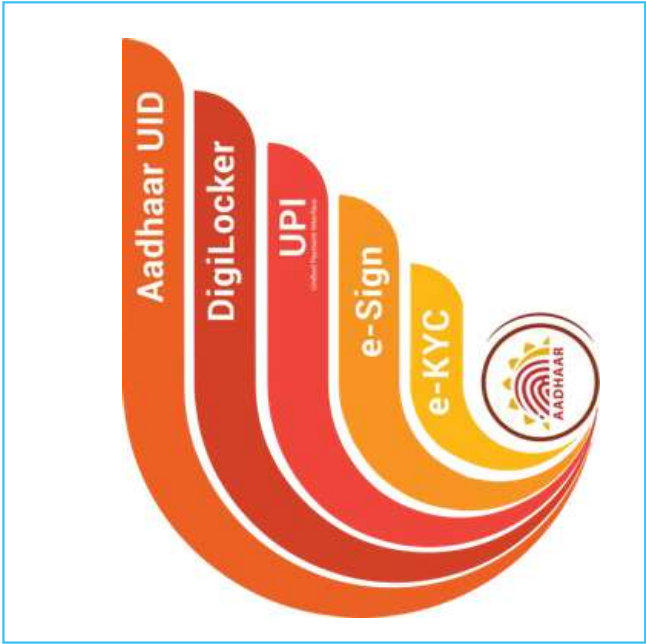
SMART PHONE
PENETRATION
36%

INTERNET USERS
700mln

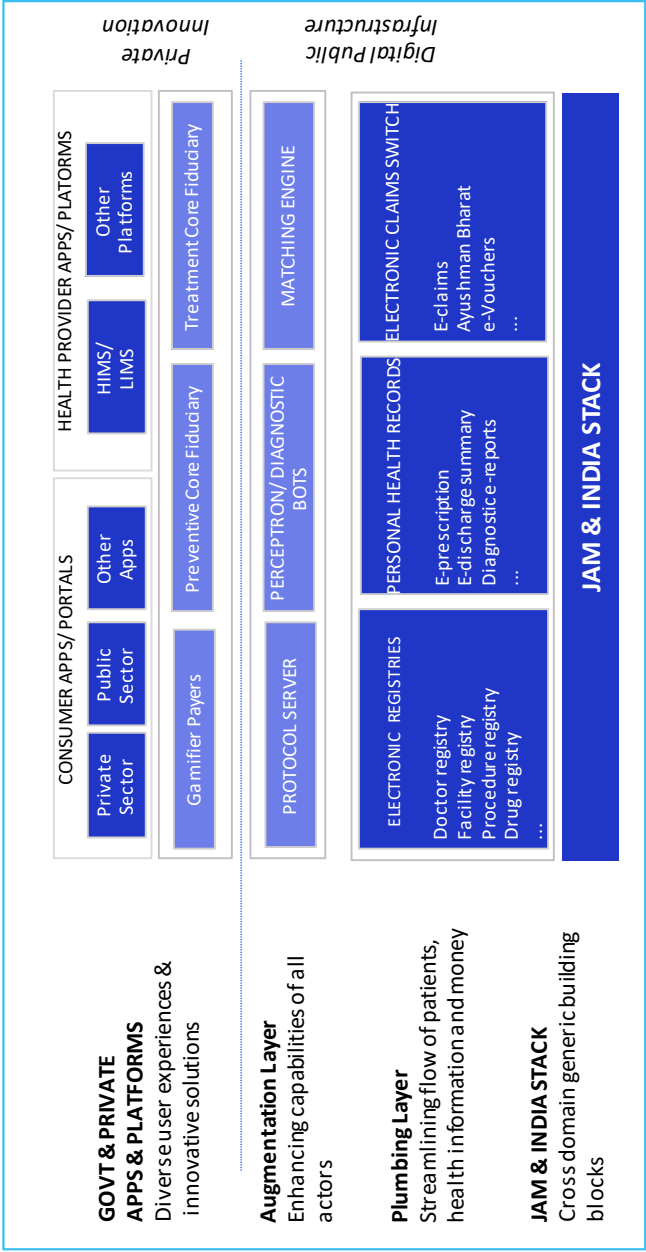
MONTHLY DATA USAGE
12GB

MOBILE BANKING
TRANSACTIONS
₹ 8000 mln pm

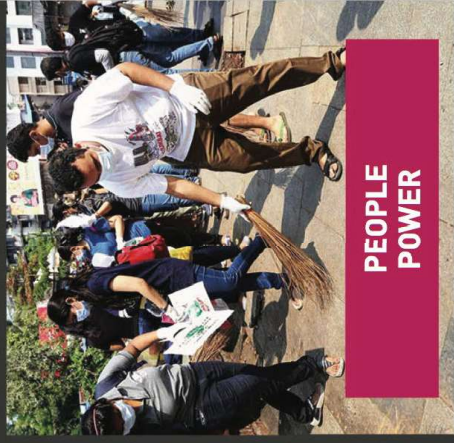
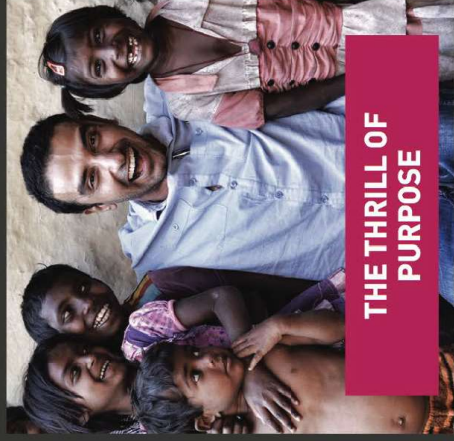
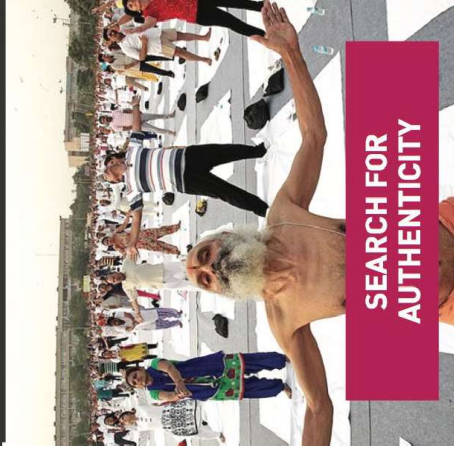
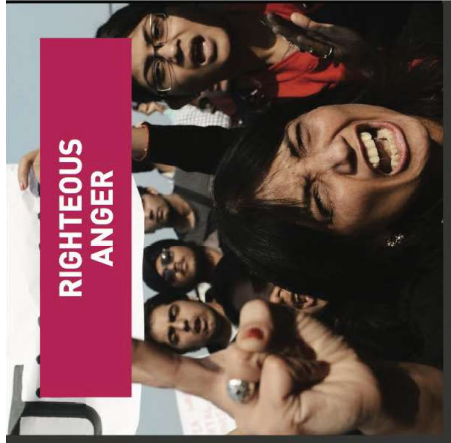
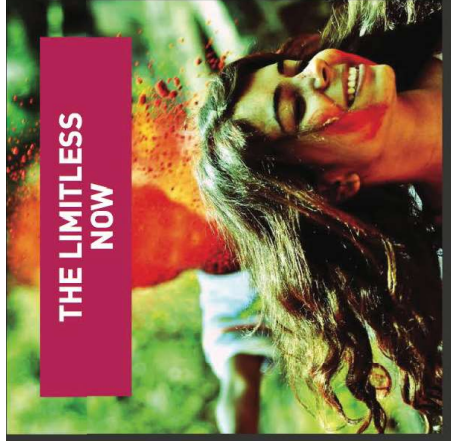
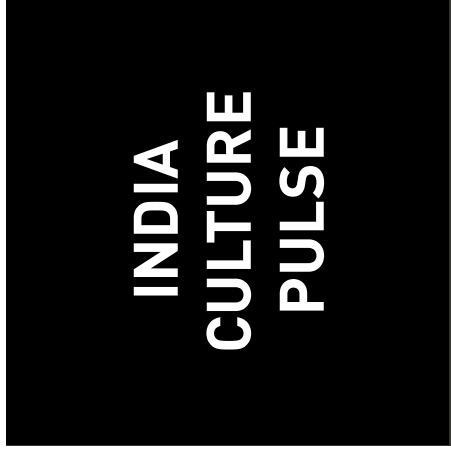
INDIA STACK



INDIA HEALTH STACK

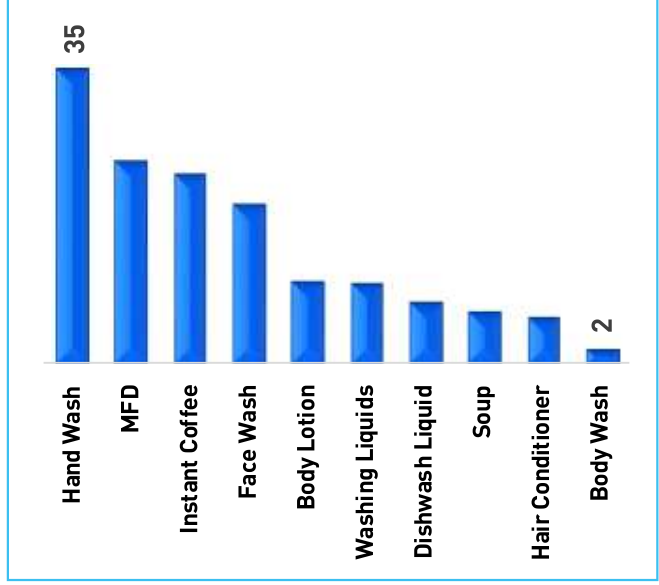


CHANGING FACE OF INDIAN CONSUMERS

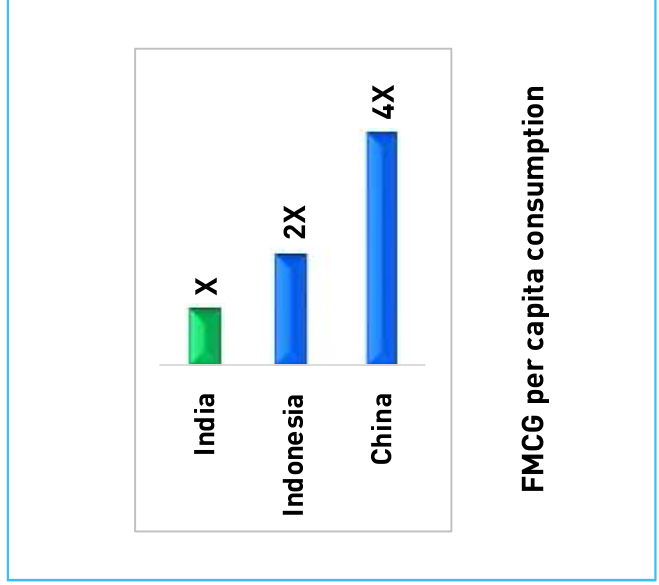


FMCG HAS HUGE HEADROOM FOR GROWTH

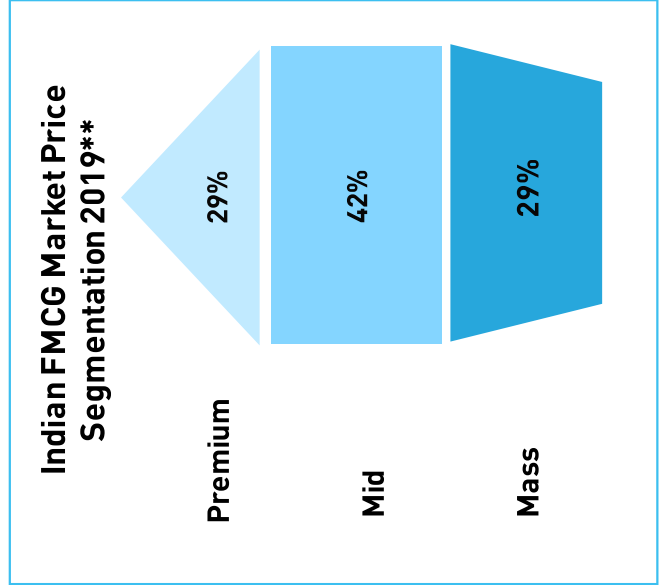
LOW PENETRATION



LOW CONSUMPTION



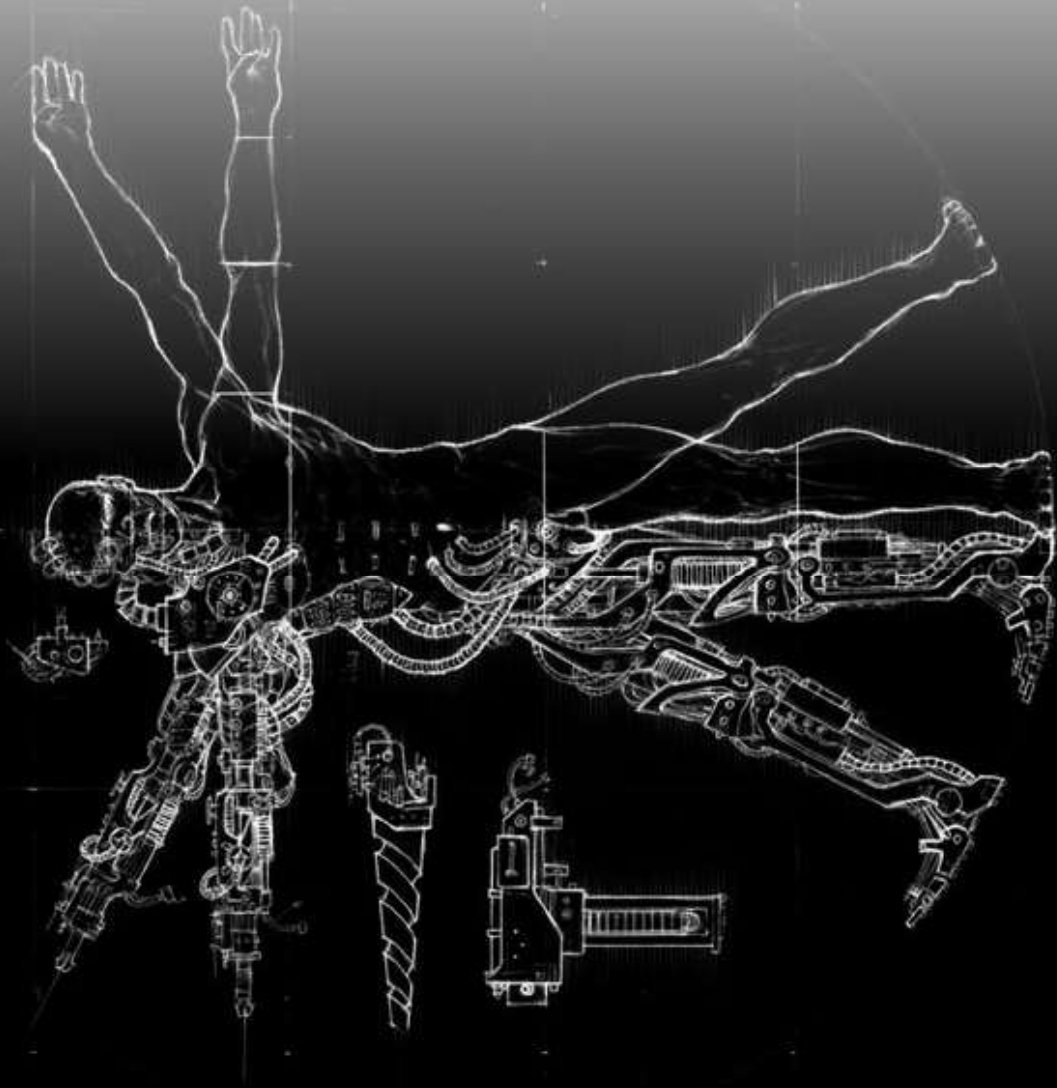
LOW PREMIUMIZATION



**** FMCG Market where HUL has a presence**
FMCG Consumption and Market Price Segmentation - Nielsen
Penetration Data - Household Panel data from IMRB MAT Dec '20 (U+R)

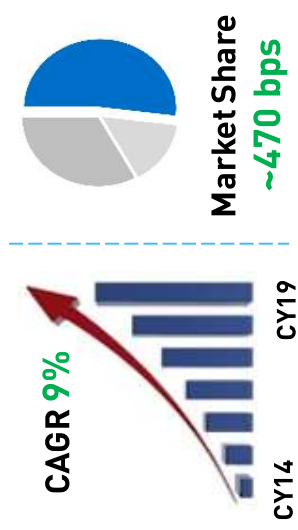


BUILDING A FUTURE-FIT HUL WITH PURPOSE AT CORE

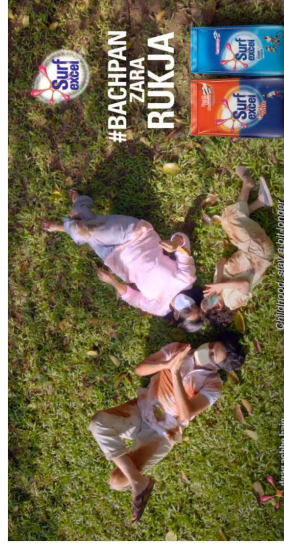
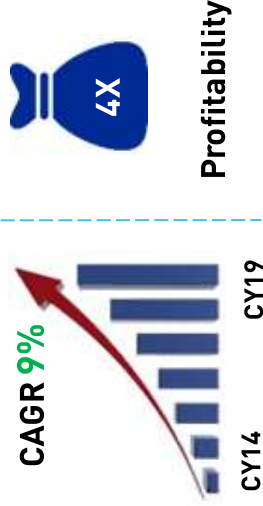


PURPOSEFUL BRANDS STRENGTHENING OUR MARKET LEADERSHIP

HAIR CARE



FABRIC WASH



TEA



BEING HUMAN

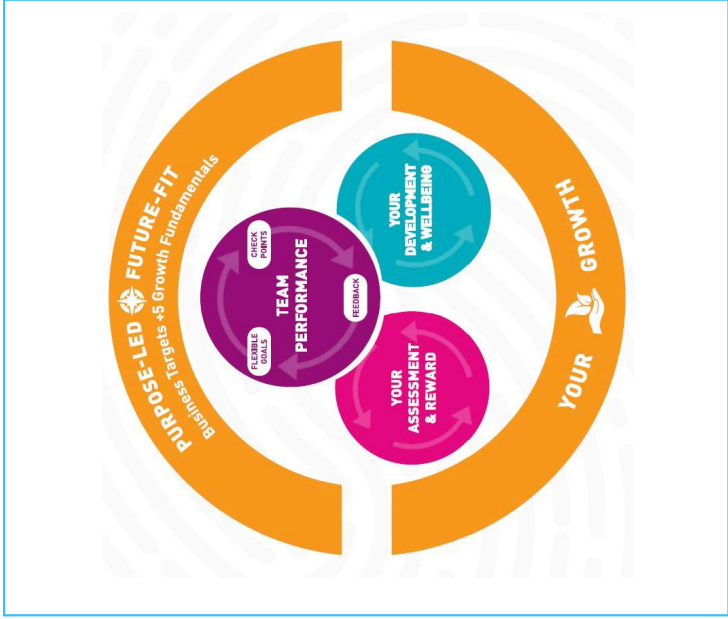
HOLISTIC WELLBEING

People with purpose

Physical and mental wellbeing

Policy to protect employees from domestic abuse

PIONEERING GROWTH CULTURE



LEADERS BUILDING LEADERS

Nurturing future leaders

Curated personalized learning

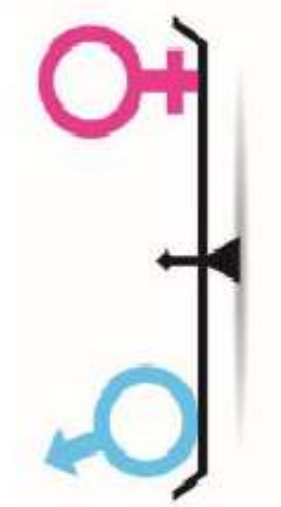
Talent immersions

Cross-laning

WE LOOK AFTER OUR PEOPLE AND THEY LOOK AFTER OUR BUSINESS

DIVERSE AND INCLUSIVE

GENDER BALANCE



42% managers are women

+2200 bps

improvement in gender balance
in last 10 years

LGBTQ+ INCLUSION



HUL has been recognized as a **GOLD employer** within the 2020 India Workplace Equality Index by Stonewall

BREAKING STEREOTYPES



#NoOneLeftBehind
Unstereotype the workplace

#unstereotype the workplace
FOR EVERYONE.



MAKING SUSTAINABLE LIVING COMMONPLACE

WATER



Hindustan Unilever Foundation (HUF)

>1.3 trillion litres of water conservation potential created[^]

SUSTAINABLE SOURCING



76% Tomatoes**
78% Tea**

sourced sustainably

BECOMING PLASTIC NEUTRAL



>67% Plastic recyclable*

58.5K tonnes

(60%) of plastic collected and processed in 2020

HEALTH AND WELL-BEING



>150 million

people impacted till date

5 Suvidha centers

operational in Mumbai

ENHANCING LIVELIHOODS



>30 million person days employment generated by HUF[^]

~4.5 million people benefited under Prabhat[^]

136K Shakti entrepreneurs*

ENVIRONMENT

SOCIETY

*2020 exit

** In 2019

[^] Cumulative numbers since inception till date



FUTURE-FIT HUL

CREATING CATEGORIES OF THE FUTURE THROUGH MARKET DEVELOPMENT

DRIVE CATEGORY
PENETRATION

EXPLODE

ACCELERATE

SEED





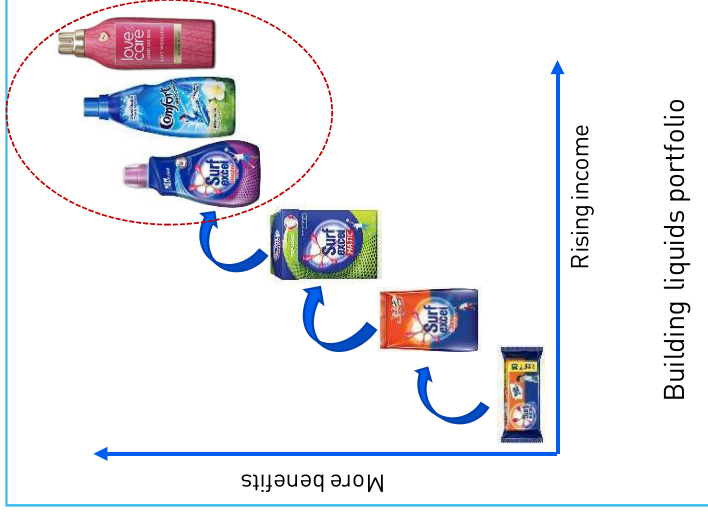







Increasing penetration in nascent categories

MORE BENEFITS



EXPANSION ACROSS
SEGMENTS









Foraying into body wash and anti-perspirants

POWERED BY CONSUMER
CONNECTS



May I take a picture of yours?

5X scale up in consumer contacts*

LEADING WITH IMPACTFUL INNOVATIONS

INTRODUCING VIM MATIC ALL-IN-ONE DISHWASHER TABLETS

POWER OF 100 LEMONS

REMOVES STAINS IN FRONT OF YOUR EYES

KERATIN SMOOTH HAIR SERUM WITH CAMELLIA OIL

TRESCemmé

300 ML

Kissan PEANUT BUTTER

CHERRY

100% PEANUT BUTTER

SMART SPRAY

REMOVES STAINS IN FRONT OF YOUR EYES

99.9% GERM KILL

SAFE ON SKIN & SURFACES

75 ml

GERM KILL SPRAY

KILLS 99.9% Bacteria & Viruses*

SAFE ON SKIN

Safe on Surfaces

ON THE GO

Protection

*as per lab test on representative organism

NEW SURF EXCEL ACTIVE HYGIENE

TESTED & PROVEN

REMOVES 99.9% CORONAVIRUS

YOUR ON THE GO HYGIENE SOLUTION.

DOMEX MULTI-PURPOSE GERM REMOVAL WIPES

DOMEX MULTI-PURPOSE GERM REMOVAL WIPES

2 in 1 ANTI-BACTERIAL HAND CREAM

Protect & Cook

KNORR CHICKEN CURRY

FLAVOUR OF SLOW COOKED CHICKEN, NOW IN A CUBE.

Laundry Sanitizer

99.9% GERM REMOVAL FROM CLOTHES

UP NATURE PROTECT SURFACE CLEANER

10X MORE POWERFUL THAN ORDINARY CLEANERS

CAPTURING HIGH GROWTH SPACES

BUILDING THE NATURALS PORTFOLIO

MASTER BRANDS



BRAND EXTENSIONS

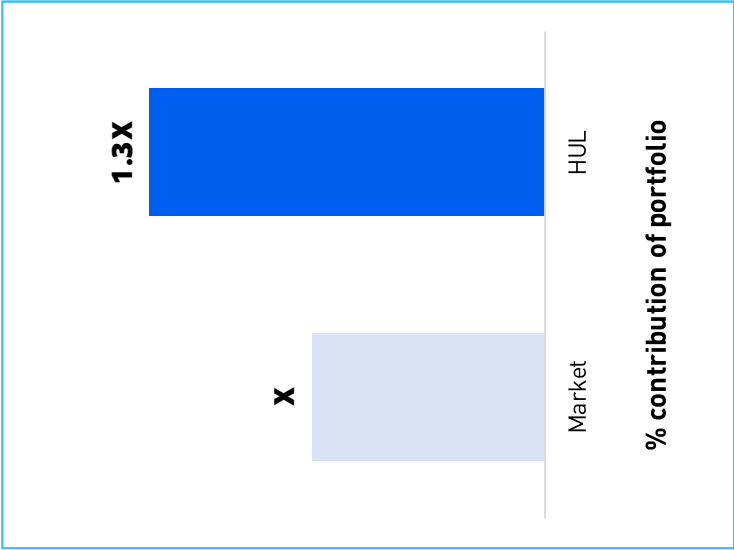


SPECIALIST BRANDS

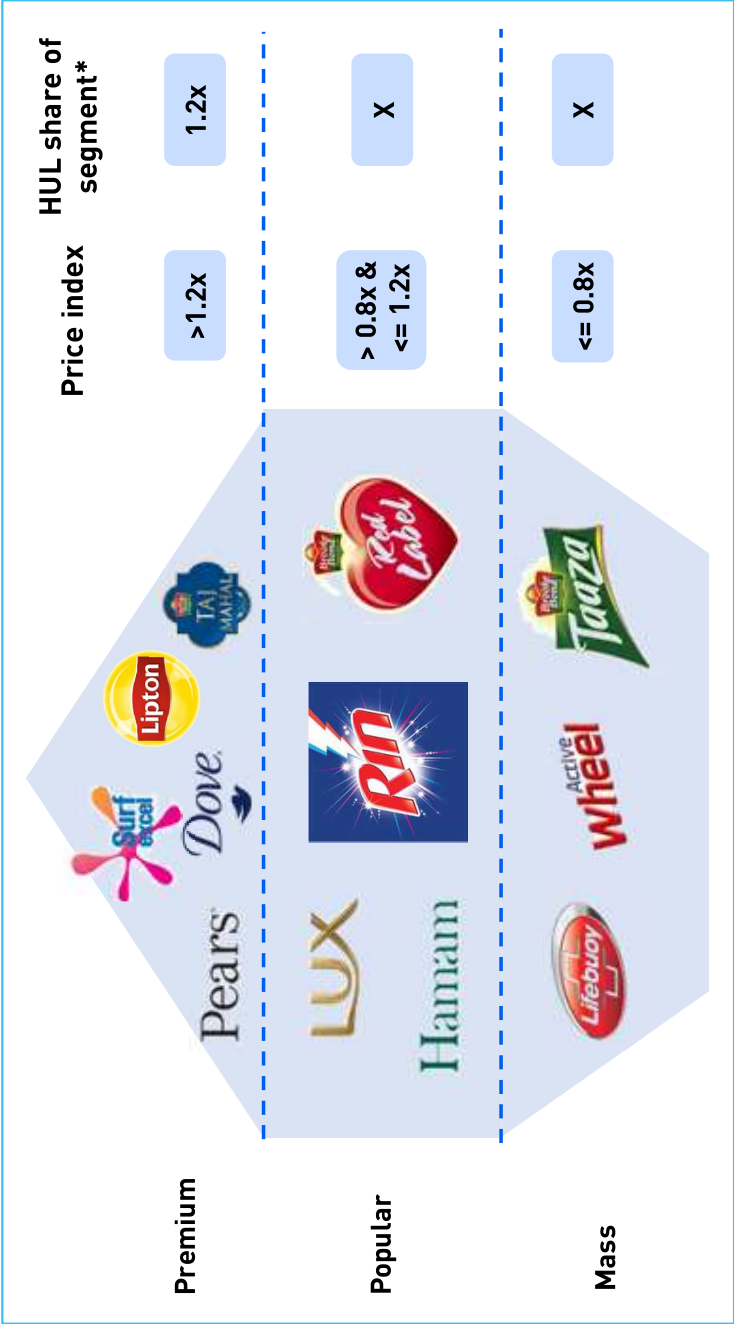


DRIVING PREMIUMIZATION

OUR PREMIUM PORTFOLIO
IS OVER-INDEXED TO MARKET



PORTFOLIO STRADDLING THE PYRAMID



*Source: Nielsen (Urban + Rural) for 2019

M&A FOR CATALYSING PORTFOLIO TRANSFORMATION

2016



2018



2020



2020



ACCELERATING CHANNEL TRANSFORMATION

GENERAL TRADE



3.4 LAKH

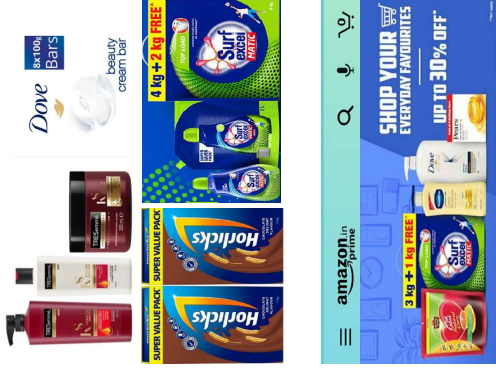
Outlets onboarded

6X

Avg. orders per month[^]

Connected Stores

E-COMMERCE



Portfolio designed for channel

Everyday great execution

2X Growth[^] & Contribution[^]



Shares Post vs Pre COVID

MOEDRN TRADE

Building brands in store



Driving experiential marketing

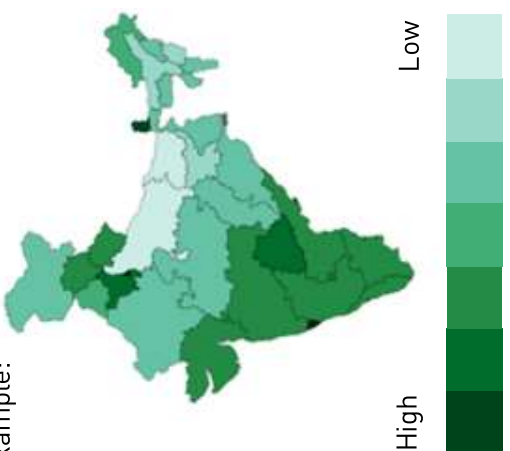


WINNING IN MANY INDIAS



**INDIA
A HETEROGENEOUS
COUNTRY**

Example:



Nominal Gross Regional Domestic Product
Per Capita (US\$)

High Low



**WIMI-LED DISTINCTIVE
PREMIUMIZATION STRATEGY**

Majority Mass :
Uttar Pradesh



Upgradation through mid and
premium bars and powders

Majority Mid: Tamil
Nadu



Upgradation through top end formats
– Matic liquids



**WIMI-LED DISTINCTIVE
PRODUCT STRATEGY**

Punjab & Karnataka

Same brand designed for different
color and taste preferences in the
clusters

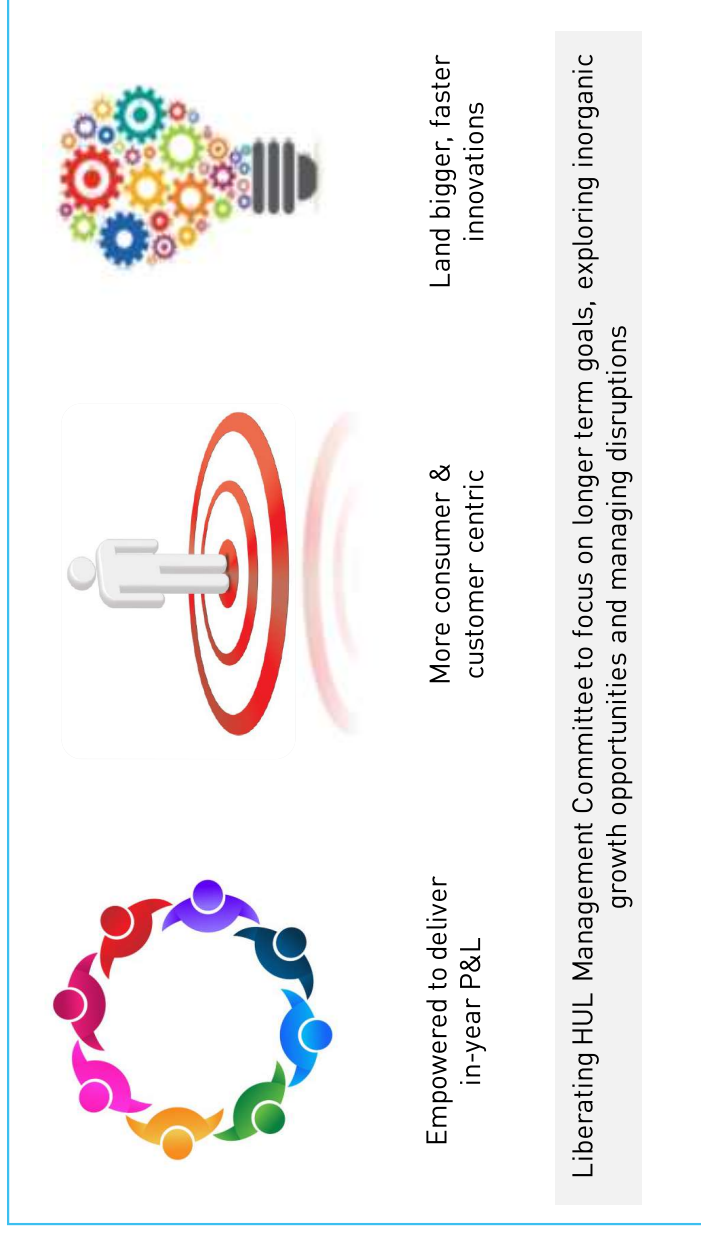
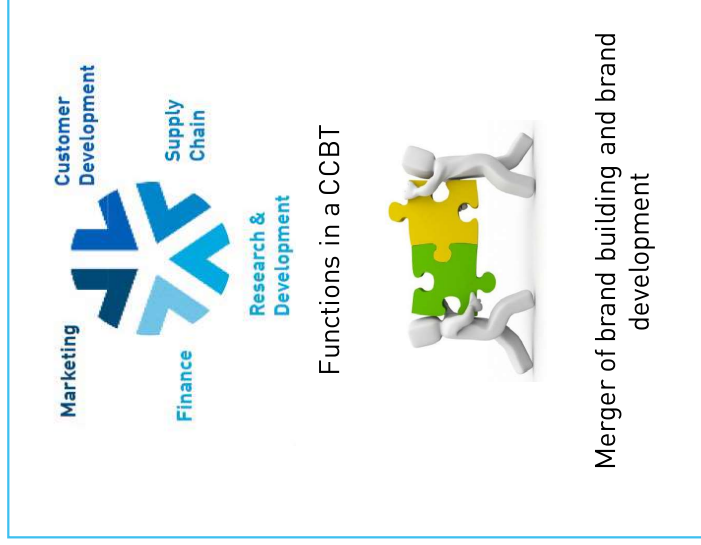


CENTRAL BRANCH GROWING AT ~1.7X OF HUL AVERAGE*

* From 2017 to 2020

NIMBLE AND EMPOWERED TEAMS

COUNTRY CATEGORY BUSINESS TEAM: 3 DIVISIONS SPLIT INTO 16 MINI-BOARDS



LANDING INNOVATIONS FASTER WITH 1.4X SPEED TO MARKET

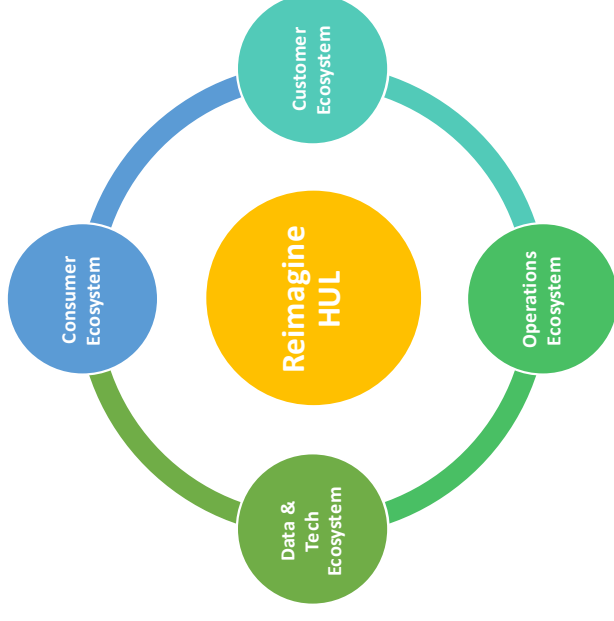
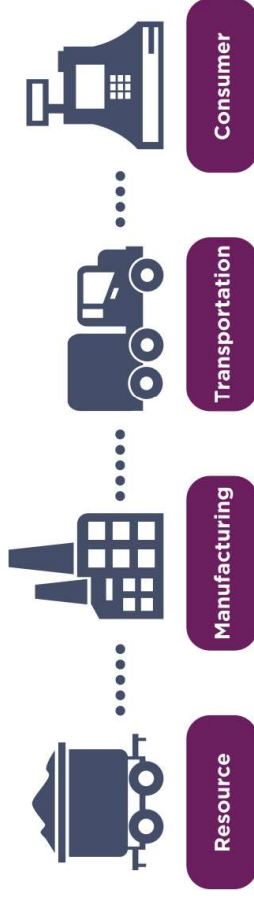
REIMAGINING HUL FOR THE NEXT DECADE



REIMAGINING HUL: OUR VISION



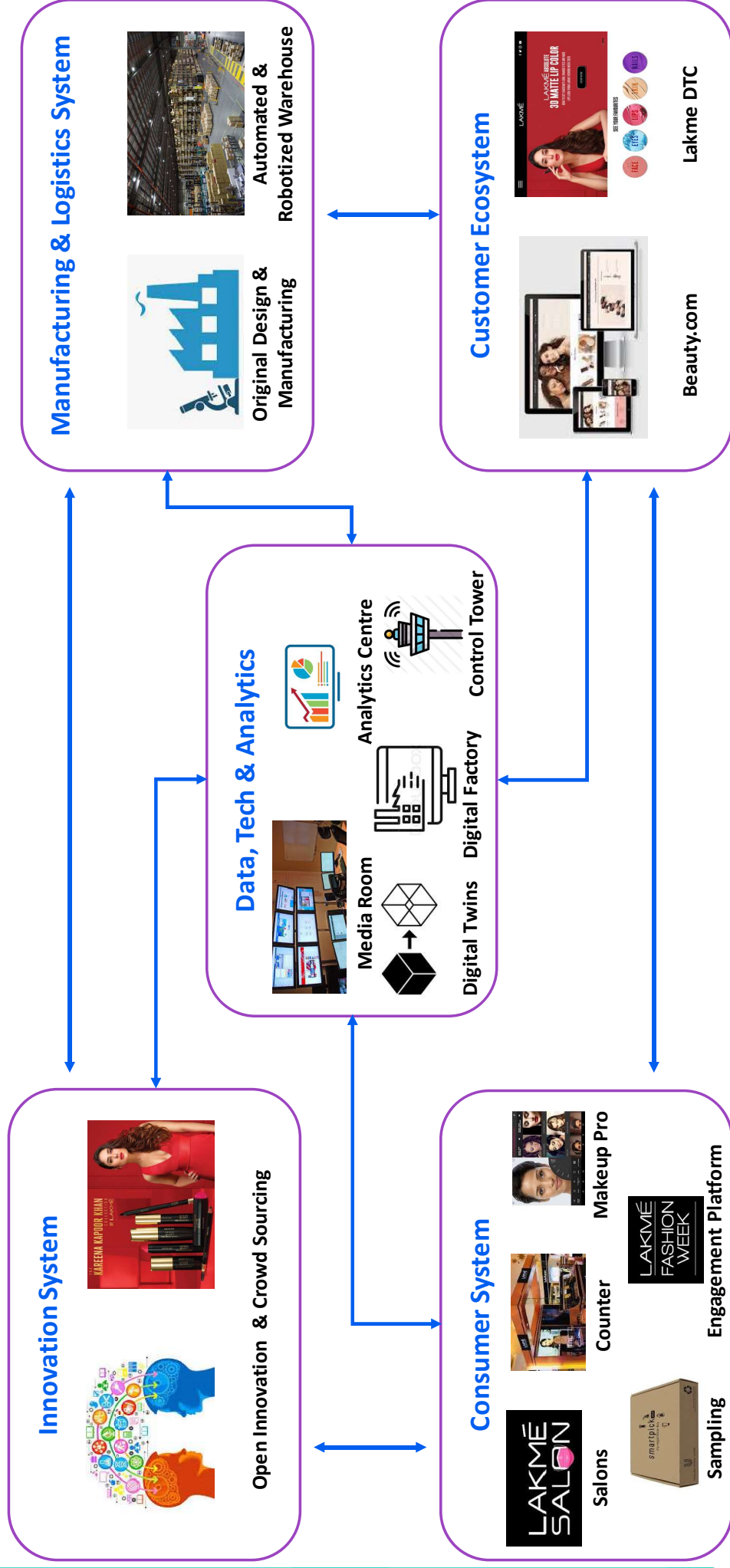
YESTERDAY



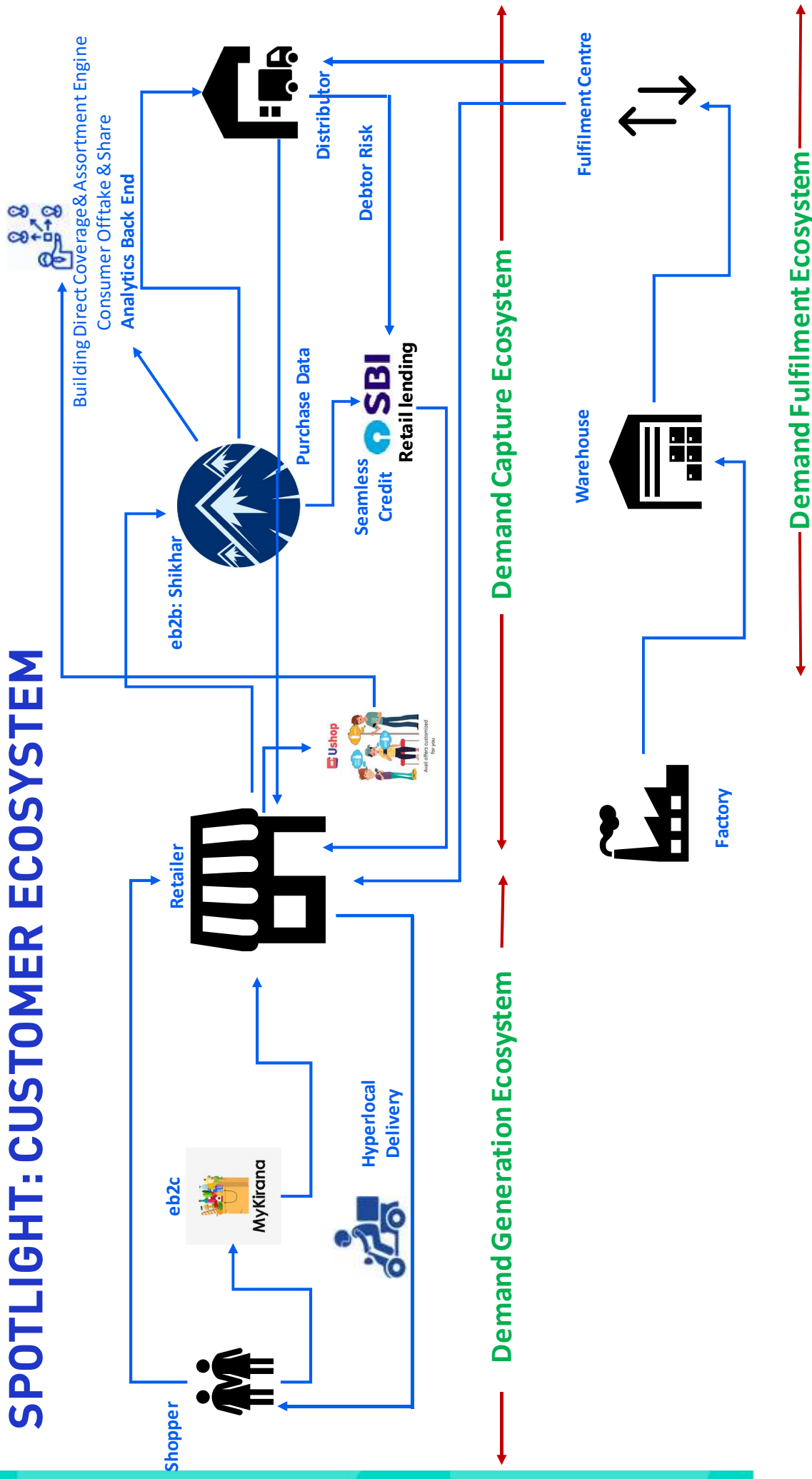
TOMORROW

MOVING FROM LINEAR VALUE CHAIN TO NON LINEAR ECOSYSTEMS FOR TRANSFORMATION
BUILDING DISTINCTIVE CAPABILITIES ACROSS THE VALUE CHAIN

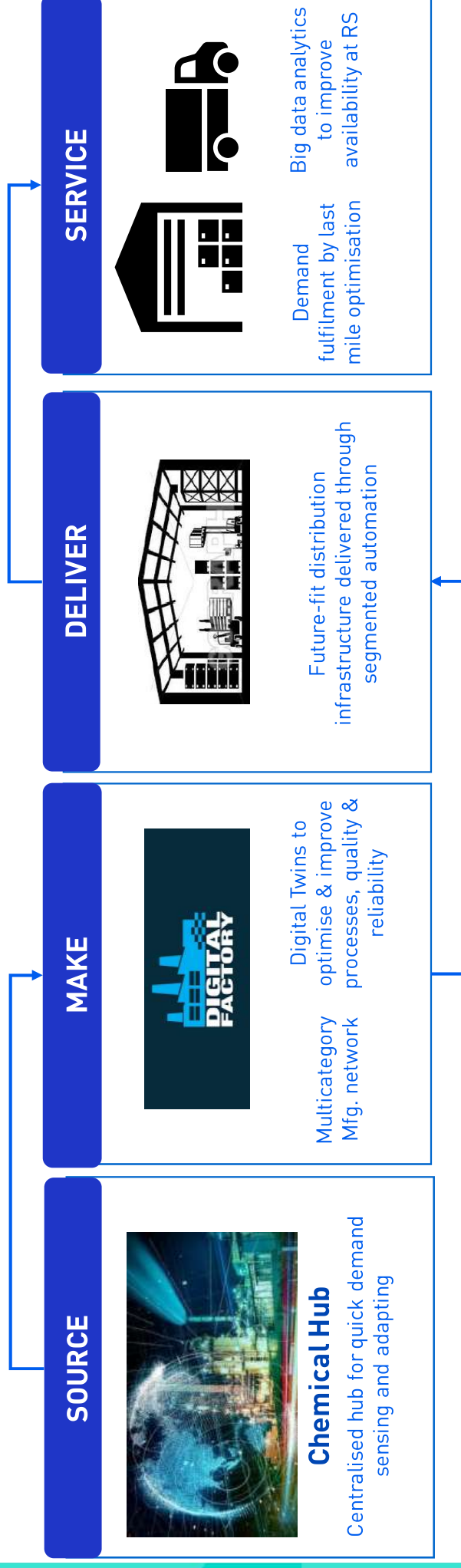
SPOTLIGHT: LAKME ECOSYSTEM



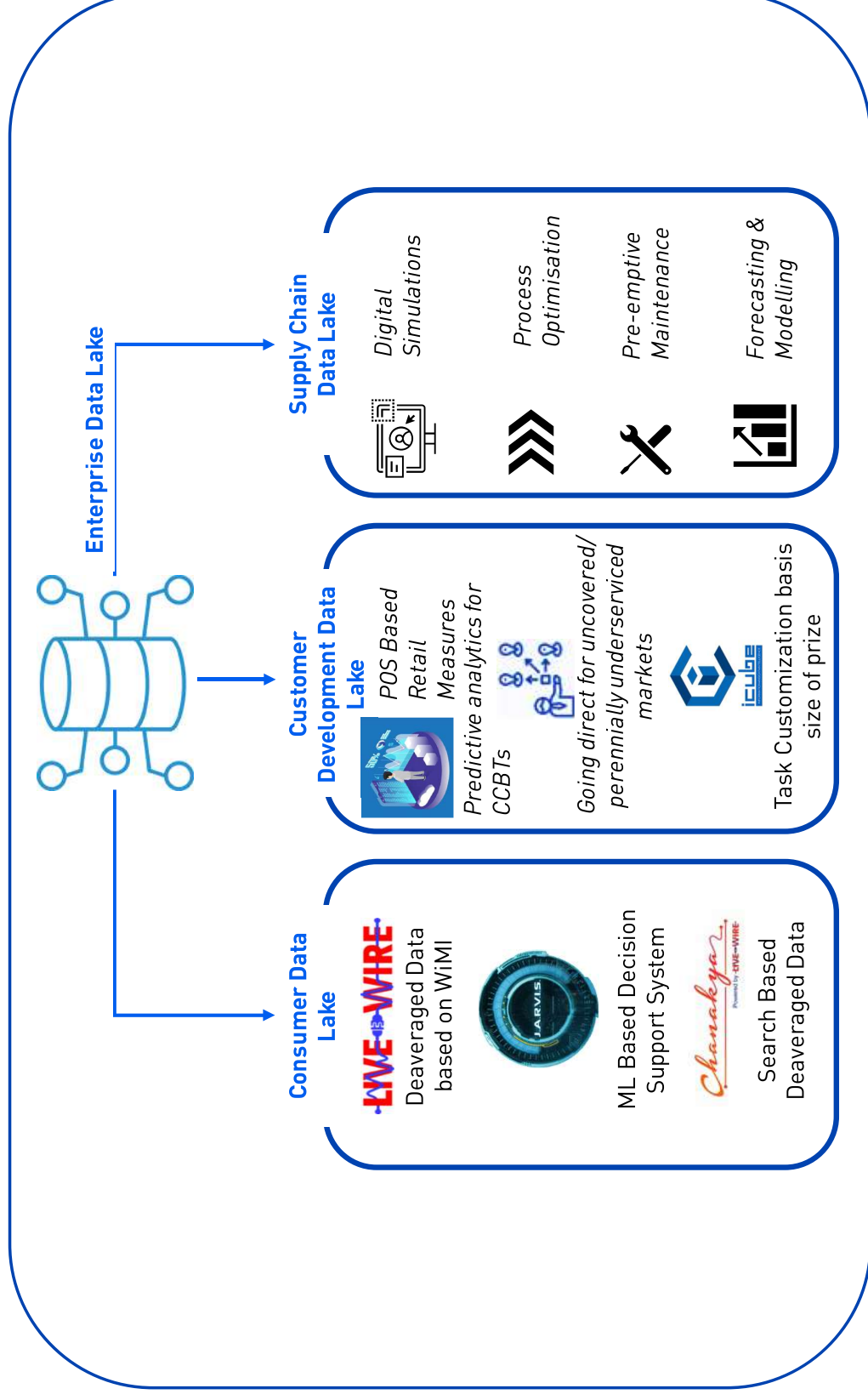
SPOTLIGHT: CUSTOMER ECOSYSTEM



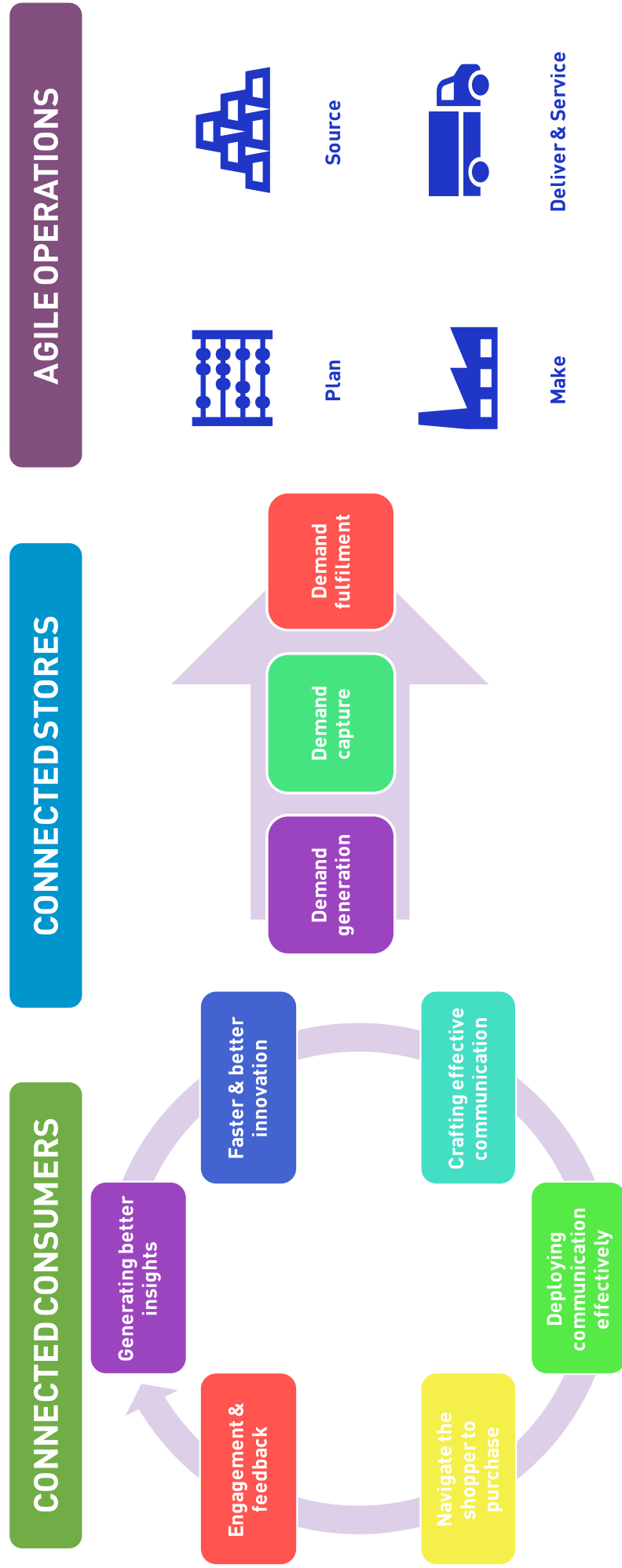
SPOTLIGHT: OPERATIONS ECOSYSTEM



POWERED BY INTELLIGENT DATA ECOSYSTEM



REIMAGINING HUL: AN INTEGRATED END TO END TRANSFORMATION PROGRAM



TECHNOLOGY | DATA & ADVANCED ANALYTICS | PEOPLE & CULTURE

HUL IS READY FOR THE NEW DECADE



PURPOSE-LED, FUTURE-FIT

THANK YOU



Hindustan Unilever Limited
Sensitivity: Internal