

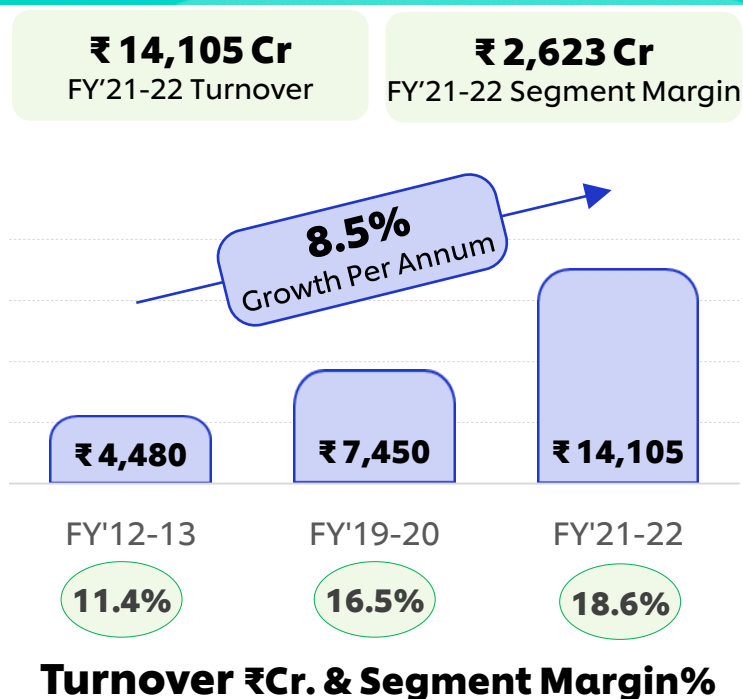
A top-down view of a rustic wooden cutting board placed on a dark, textured wooden surface. The board is surrounded by an assortment of fresh ingredients: vibrant red and green chili peppers, several green limes, a whole red onion, a large bright orange carrot, and various types of mushrooms including white button mushrooms and shiitake. A corn cob with its husk partially removed is visible at the bottom. The lighting is warm and focused, highlighting the textures of the wood and the freshness of the produce.

Foods & Refreshment

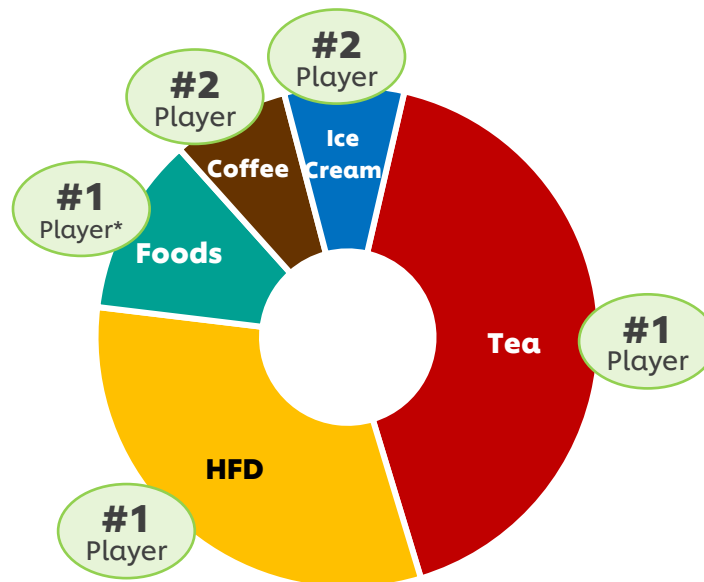
Srinandan Sundaram

F&R: A Strong Business – Growing profitably

Track Record of Profitable Growth



Market Leadership Across Categories



* Market leaders in Ketchup, Jam and Soup which contribute to 85% of Retail TO

Strong Portfolio of Brands

~160 Bn
Servings Annually



Long-term Competitive Wins



>450 bps



>150¹ bps



>350 bps



>100² bps

Value Share Gain
Period FY 2016 to MAT Sep 2022

¹ HFD Share gain is MAT Sep 22 vs MAT Sep 21

² Euromonitor Data

Sensitivity: Public

F&R Strategy



Hindustan Unilever Limited

F&R : A world class force for good

Grow CORE

Purposeful Brands & Superior Products



Market Development

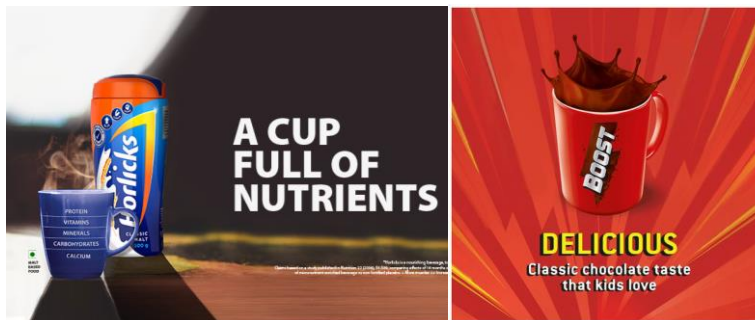
New benefit Segments



Winning in Channels of future



HFD to Nourish a Billion Lives



Winning in Festivals & Seasons



Capability & Sustainability



100% Sustainably Sourced Tea, Coffee, Dairy & Tomatoes



Scale on **Influencers & Expert Recommendation**



Be at the forefront of the **WHO++ recommended Highest Nutrition Standards** agenda in India

F&R : Clear strategic priorities that are delivering

Grow CORE

Market Development

HFD Nourishing A Billion Lives

Owning Seasons

Winning in Channels of future

Capability & Sustainability

Contemporising brands



70mn
H2H contacts



+177 bps
Penetration Gain

MAT Sep'22 vs MAT Sep'21



5X
eCom Growth

3X
MT Growth

70bps
MT Share Gain

Growth CAGR Index vs. all channels

Sustainably Sourced

67% Tea

92% Tomato

100% Chicory

F&R Category Performance Update



Hindustan Unilever Limited

Tea: Winning Competitively on back of a Three-pronged Strategy

Upgrading to Premium Tea's New Benefit Segments



Strengthening the Core



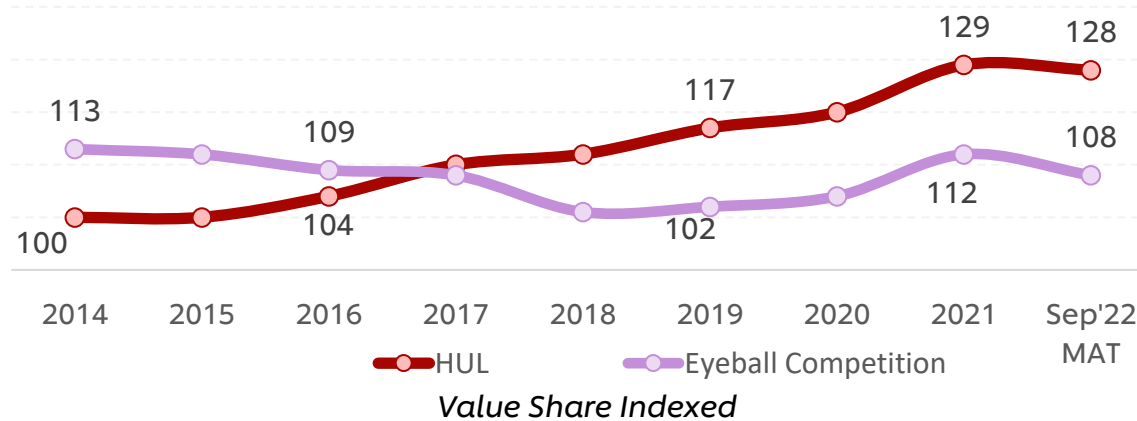
Upgradation from Loose to Packaged



Loose Tea is ~30% of India market

Winning in
Many India
approach

Procurement
expertise



Clear Market Leadership with Long Term Share Gains

State of the
art R&D and
Science

Beverage
excellence
centre

Foods: Well on a journey of Portfolio Transformation

Future Fit Core



Investing in Innovations



>10%
MT Value Share

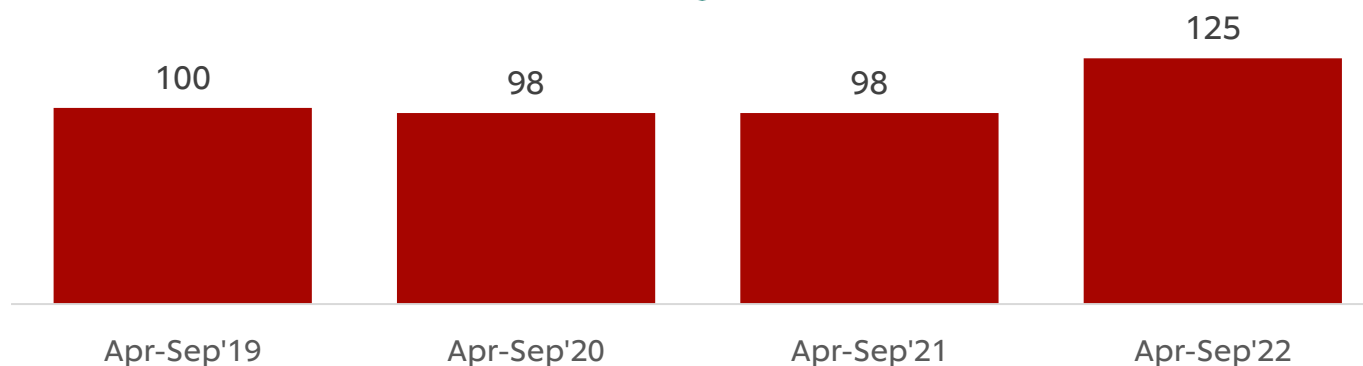


>15%
Value Share in South

Extending into adjacent & high energy spaces



Seeding New Demand Spaces for Unilever Food Solutions



■ Jam Topline Indexed to Pre Covid Season

Strong recovery in Jams in 2022 on back of Mobility

Ice Cream: Long Term Secular Growth Opportunity

Huge Headroom In India

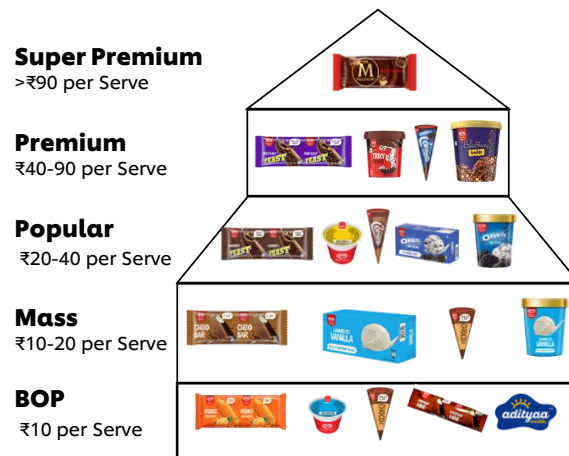
Per Capita Consumption

7X Turkey

2X Malaysia

X India

Wining Portfolio Addressing all need states

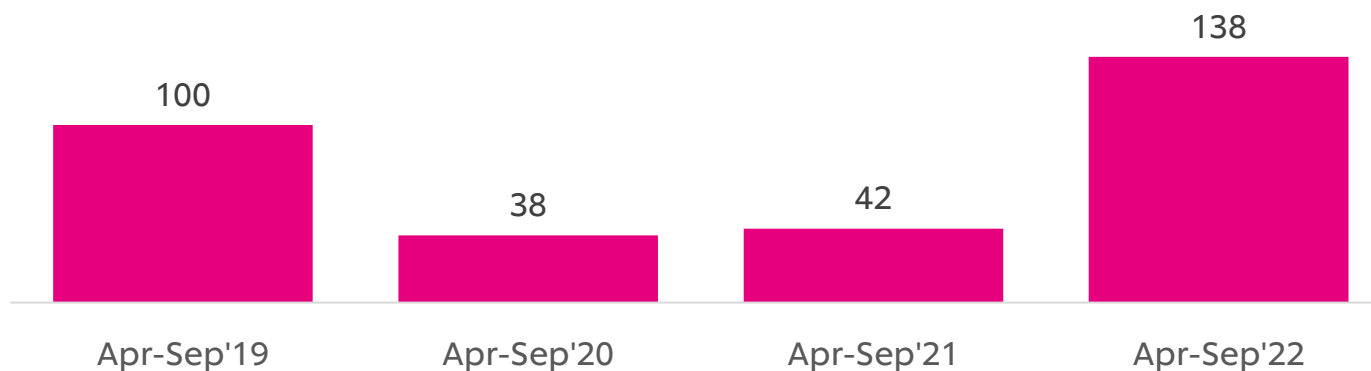


Increasing Occasions New Formats; Owning Festivals



In-home Consumption Right portfolio through IC NOW

NOW 10%
of business



■ Ice Cream Topline Indexed to Pre Covid Season

Resilient Growth

HFD: Strengthening business fundamentals

Strengthened Brands



Increased Physical Reach

Direct Coverage

3.0X

Numeric Dist.

1.3X

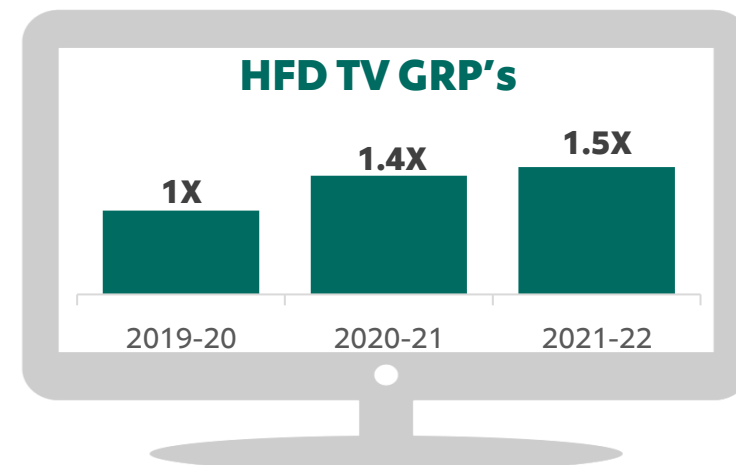
E-Com

11X

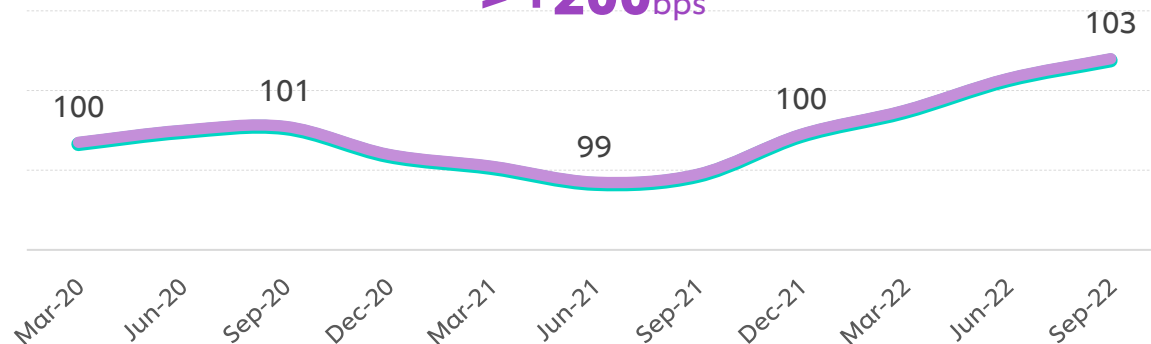
Run Rate

Sep'22 vs. pre day 1

Increased Mental Reach



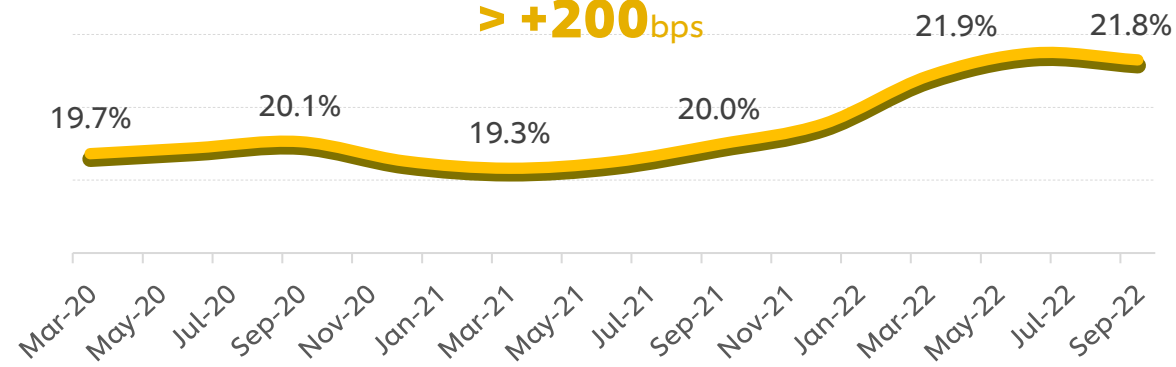
> +200bps



— MAT Volume Share Indexed to Baseline

Highest Ever Volume Share

> +200bps

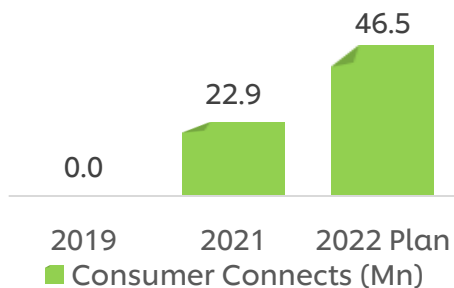


— MAT Penetration - HUL HFD

Highest Ever Penetration

Bringing in More Users and More Occasions

Market Development at Scale *Driving rapid trials*



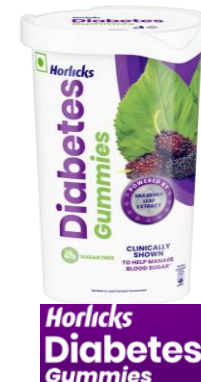
Building Salience through persuasive communication



Creating Segments of Future



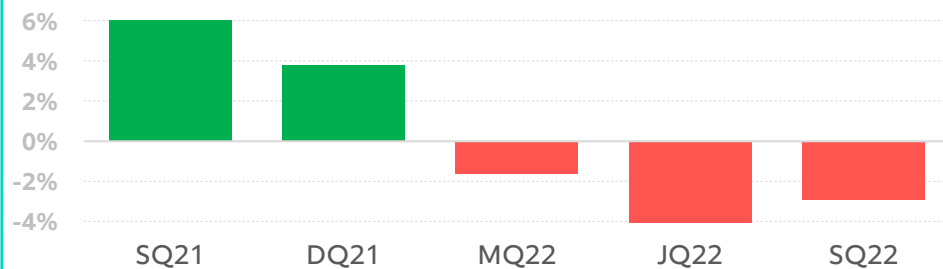
India's Highest Fibre
health drink for diabetes*



Accelerating HFD consumption in an Inflationary Environment

Increased Cost of End Cup has impacted Category Consumption

HFD Market Growth - L3M



HFD Raw Materials



Ingredients for preparing end-cup



Affordability At both ends of the spectrum



Pouches designed to deliver value



Low unit price sachets



Innovating Solutions For Price as well as Convenience



JUST ADD WATER

Making Sustainable Living Common Place

Regenerative Agriculture
Sustainably Sourced Tea, Tomato's & Chicory

Bringing Sustainability to Life



Seeding goodness



Thank You



Hindustan Unilever Limited