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Hindustan Unilever Limited

12th February, 2026

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/Madam,

**Sub: Disclosure under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015**

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith a copy of the Investor Presentation on the Unaudited Financial Results of the Company for the quarter ended 31st December, 2025.

We are also enclosing herewith a copy of the Press Release which will be disseminated shortly. The Press Release is self-explanatory.

Please take the above information on record.

Thanking You.

Yours faithfully,

**For Hindustan Unilever Limited**

**Radhika**

Digitally signed by

Radhika Kartik Shah

Date: 2026.02.12 10:24:25

+05'30'

**Kartik Shah**

**Company Secretary & Compliance Officer**

**Membership No: A19308**



# Hindustan Unilever Limited

DQ'25 Results

12<sup>th</sup> Feb 2026



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.



# Priya Nair

Chief Executive Officer  
and Managing Director



Hindustan Unilever Limited



# DQ'25: Operating context

## Favourable demand trends



Benign headline inflation |  
Improving consumer sentiment

## Supportive policy drivers



GST 2.0 stabilised |  
Fourth repo rate cut announced

## Dynamic input costs



Currency depreciation |  
Divergent commodity trends



## DQ'25: Consolidated financial highlights

Growth		Margins		Earnings	
Turnover ₹16,235 Cr.	Underlying Sales Growth <b>5%</b>	EBITDA ₹3,788 Cr.	EBITDA Growth <b>3%</b>	PAT bei ₹2,562 Cr.	PAT bei Growth <b>1%</b>
	Underlying Volume Growth <b>4%</b>		EBITDA Margin <b>23.3%</b>		PAT bei Margin <b>15.8%</b>

**Reported PAT for the period was ₹6,603 crores, up 121% year-on-year,  
primarily driven by one-off impacts from our portfolio transformation actions**

Underlying Sales Growth (USG): Increase in turnover for the period, excluding any change resulting from acquisitions and disposals

Underlying Volume Growth (UVG): Volume growth including the impact of mix of turnover realisation of products sold

PAT bei: Profit After Tax before exceptional items



## Our key priorities: Focussed on volume-led growth

### Radical segmentation of consumers

POWER SPENDERS

PREMIUMISERS

DEMOCRATISERS

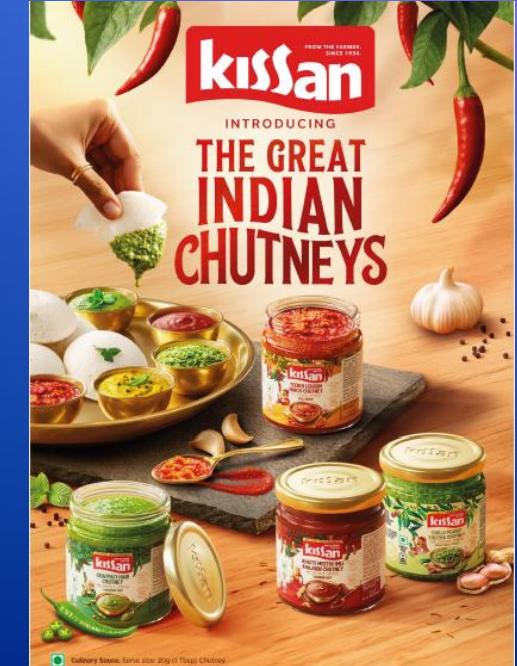
### Create modern, desirable brands



### Frontline marketing & sales machine



### Fewer, bigger bets



AI Powered HUL | Continued efficiencies in cost base | Organisation, Talent and Culture



# Creating modern, desirable brands

**Boldly building SASSY brands: Launching the TRESemmé Hydra Matrix range**

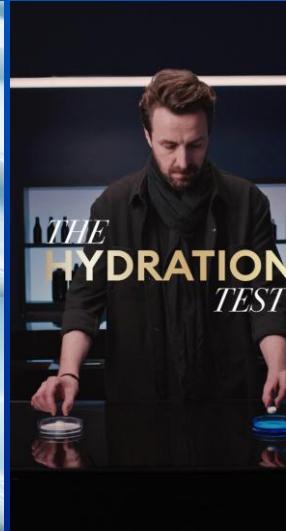
**S**cience

**A**esthetics

**S**ensorials

**S**aid by Others

**Y**outhful



Category redefining  
ingredient science

Glamourous, premium  
yet achievable

Immersive, delectable  
sensory

Stylist advocacy;  
In-culture conversations

Curated Gen Z vibe;  
Real & Effortless



# Frontline marketing & sales machine

Investing to build future moats: Q-com Play to Win strategy

Dedicated Q-com organisation set up within HUL



Enhancing agility, precision and quick-decision making in our fastest growing channel

Leveraging category partnerships to unlock growth



Smart assortment | Consistent, relevant associations | Joint business planning

Adaptive supply chain powered by advanced capabilities

1400 bps Service level improvement\*

20% Lead time reduction\*\*

Collaborative forecasting | Co-creating dynamic inventory norms | EDI led real time exchange

\*Customer reported fill rate improvement vs 2024 exit

\*\*PO to order servicing vs 2024 exit

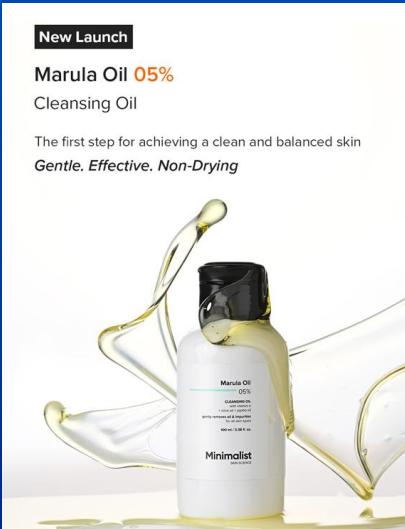
EDI – Electronic data interchange



# Fewer, bigger bets

## Doubling-down on high-growth demand spaces

### Harnessing HUL's scale to accelerate masstige D2C



New Launch

Marula Oil 05%

Cleansing Oil

The first step for achieving a clean and balanced skin  
Gentle. Effective. Non-Drying

### Extending Kissan into new demand spaces



Market developing the chutney category

~ ₹ 1100 cr. ARR business  
between Minimalist & Oziva

### Leading Skin Cleansing upgrades via tiered portfolio



Bodywash turnover scaled ~3X in 3 years\*

### Accelerating premiumisation in laundry powders



Opportunity in ₹ 15,000 cr+ mass laundry market\*\*

\*Bodywash turnover Calendar year 2025 vs 2022

\*\*As per Nielsen Dec'25 MAT, market size of mass laundry powders



# Building desire at scale through a simpler organisation

## Under the 'Unified India' strategy

1

**Business Unit (BU) Heads to directly report to HUL CEO** to foster speed and enhance agility within the organisation

2

Each Business Unit to have a **Chief Marketing Officer (CMO)** reporting into the BU Head, to reinforce consumer obsession and accelerate innovation

3

Unilever to establish a **one India R&D** organisation to double-down on design and deployment

4

These changes will enable acceleration in decision making and faster execution, unlocking full potential for a future-fit business

5

HUL to continue to benefit from Unilever's scale, technology, innovations, trademarks and central services



# Niranjan Gupta

Chief Financial Officer



Hindustan Unilever Limited



## DQ'25: Consolidated results

Topline	Gross Margin	EBITDA	PAT (bei)
Underlying Sales Growth	Margin	INR	INR
5%	50.8%	₹3,788 cr.	₹2,562 cr.
4%	+30 bps	3%	1%
Underlying Volume Growth	Change YoY	Growth YoY	Growth YoY

**Reported PAT for the period was ₹6,603 crores, up 121% year-on-year,  
primarily driven by one-off impacts from our portfolio transformation actions**

Underlying Sales Growth (USG): Increase in turnover for the period, excluding any change resulting from acquisitions and disposals

Underlying Volume Growth (UVG): Volume growth including the impact of mix of turnover realisation of products sold

PAT (bei): Profit After Tax before exceptional items



## DQ'25: Consolidated results summary

₹ in crores

Particulars	DQ'25	DQ'24	Growth
<b>Turnover</b>	<b>16,235</b>	<b>15,353</b>	<b>6%</b>
EBITDA	3,788	3,689	3%
<b>EBITDA Margin</b>	<b>23.3%</b>	<b>24.0%</b>	<b>-70 bps</b>
<b>PAT before exceptional items</b>	<b>2,562</b>	<b>2,543</b>	<b>1%</b>
Exceptional Items	(576)	538	
<b>PAT from continuing business</b>	<b>2,118</b>	<b>3,027</b>	<b>-30%</b>
<b>PAT from discontinued business</b>	<b>4,485</b>	<b>(38)</b>	
<b>Reported PAT for the period</b>	<b>6,603</b>	<b>2,989</b>	<b>121%</b>



## Home Care

₹ 5,887 cr. Revenue | 19% Margin

USG: 3%

UVG: Mid-single digit

- Home Care achieved its highest ever market share in the quarter, strengthening its leadership position
- **Fabric Wash:** Competitive, mid-single digit UVG. Liquids portfolio accelerated its momentum, delivering double-digit growth
- **Household Care:** Double-digit UVG led by dishwash. Liquids portfolio sustained its double-digit growth trajectory



Segment Revenue = Segment Turnover + Other Operating Revenue

Segment Margin (EBIT) excludes exceptional items

Based on Nielsen L3M Value market share available since 2005



# Beauty & Wellbeing

₹ 3,930 cr. Revenue | 26% Margin

USG: 6%

UVG: Low-single digit

- **Hair Care:** Volume-led double-digit growth. The growth was broad-based across channels. The category continued to strengthen its leadership position
- **Skin Care and Colour Cosmetics:** Winter portfolio delivered double-digit growth for the season. This was offset by a weaker performance in the non-winter portfolio. Channels of the Future continued to deliver competitive, strong double-digit growth
- **Health & Wellbeing:** OZiva sustained its strong performance with double-digit growth. Investments in on-trend innovations and compelling social-first demand generation are delivering consistent results



Segment Revenue = Segment Turnover + Other Operating Revenue  
Segment Margin (EBIT) excludes exceptional items

## Personal Care

₹ 2,370 cr. Revenue | 18% Margin

USG: 6%

UVG: Low-single digit decline



- **Skin Cleansing:** Mid-single digit growth led by price. Premiumisation remained a key growth driver, as premium Skin Cleansing bars posted strong double-digit growth. Bodywash sustained its momentum and continued to strengthen its leadership position
- **Oral Care:** Double-digit growth driven by Closeup. Growth was broad-based across both price and volume. Recently launched Closeup White Now is showing encouraging results
- **Deodorants:** Double-digit growth on a small base. Rexona is the first global women-only partner for ICC Women's Cricket, championing female athletes at a global level

Segment Revenue = Segment Turnover + Other Operating Revenue  
Segment Margin (EBIT) excludes exceptional items

## Foods

₹ 3,689 cr. Revenue | 21% Margin

USG: 6%

UVG: High-single digit

- **Beverages:** Tea delivered mid-single digit UVG. Revenue recorded low-single digit growth, reflecting price reductions taken in a deflationary commodity environment. Coffee sustained its strong double-digit growth momentum supported by price and volume
- **Lifestyle Nutrition:** High-single digit growth driven by UVG, albeit on a softer base. Boost delivered double-digit growth. Green shoots visible from consumption-focussed actions
- **Packaged Foods:** High-single digit growth supported by healthy performance in Ketchup, Mayonnaise, Soups and Unilever Foods Solutions. Entered the chutneys category under the Kissan masterbrand



Segment Revenue = Segment Turnover + Other Operating Revenue  
Segment Margin (EBIT) excludes exceptional items

Sensitivity: Public



# Portfolio transformation: Doubling down on fewer, bigger bets

## Minimalist



Delivered strong double-digit growth in the quarter

## OZiva



Acquisition of remaining 49% stake approved by Board

## Nutritionalab Pvt. Ltd



Divestment of 19.8% stake approved by Board

## Ice Cream



Demerger completed; KWIL listing process underway



# Outlook



## Growth

- ❖ Macro stability coupled with supportive policy measures to foster a conducive backdrop for consumption
- ❖ Expect FY'27 to be better than FY'26 led out of portfolio and channel transformation



## Margin

- ❖ Committed to continue investing in the business for sustained growth
- ❖ Consolidated EBITDA margin to be around the current guided range



## Focus

- ❖ Driving competitive, volume-led revenue growth anchored to our four key priorities



# Hindustan Unilever Limited

DQ'25 Results

12<sup>th</sup> Feb 2026



Hindustan Unilever Limited

## CONSOLIDATED RESULTS FOR THE QUARTER ENDED 31<sup>st</sup> DECEMBER 2025

**Revenue Growth 6%, Underlying Volume Growth 4%, EBITDA Growth 3%**

**Mumbai, 12<sup>th</sup> February 2026:** Hindustan Unilever Limited announced its results for the quarter ended 31<sup>st</sup> December 2025.

**December Quarter Results:** HUL reported a consolidated Revenue growth of 6%, in DQ'25. With a Turnover of Rs. 16,235 crores, HUL delivered 5% Underlying Sales Growth<sup>1</sup> (USG) led by 4% Underlying Volume Growth<sup>2</sup> (UVG). EBITDA at Rs. 3,788 crores grew 3% year-on-year while EBITDA margin at 23.3% remained within the guided range. Reported Profit After Tax at Rs. 6,603 crores grew by 121% year-on-year primarily driven by one-off positive impact arising from Ice Cream demerger accounted for in accordance with the approved scheme of demerger and applicable accounting standards. Excluding exceptional items, Profit After Tax (PAT bei<sup>3</sup>) at Rs. 2,562 crores grew by 1%.

### **Home Care: Further strengthened leadership position and achieved highest ever market share**

Home Care reported 3% USG with mid-single digit UVG. The category continued to witness negative price impact due to pricing actions taken during the year. Fabric Wash delivered mid-single digit UVG. Liquids portfolio accelerated its growth momentum and grew double-digit. Household Care strengthened its double-digit UVG trend led by Vim liquid. During the quarter, we intensified our market-development efforts to drive penetration and consumer upgradation to premium powders by sharpening focus on the ₹99 Surf excel Easy Wash pack.

### **Beauty & Wellbeing: Outperformance in Hair Care and Health & Wellbeing**

Beauty & Wellbeing delivered 6% USG with low-single digit UVG. Hair Care reported volume-led double-digit growth and continued to strengthen its leadership position in the quarter. Growth was driven by outperformance in premium brands, Dove and TRESemmé. Skin Care and Colour Cosmetics saw a strong performance in light moisturisers and winter portfolio offset by subdued performance in the non-winter portfolio. The category maintained its strong double-digit growth momentum in Channels of the Future and continued to gain market shares. Health & Wellbeing recorded another quarter of robust performance, with high double-digit growth. This quarter, we continued to build desire at scale through the launch of TRESemmé Hydra Matrix, powered by category-defining hydration technology. Further, Minimalist expanded its skin and face portfolio with science-backed toners and serums for barrier support and advanced anti-ageing results, respectively.

### **Personal Care: Double-digit growth in Premium Skin Cleansing and Oral Care**

Personal Care grew 6%. Skin Cleansing delivered mid-single digit growth, driven by strong double-digit growth in Pears and Dove. Bodywash portfolio continued to outperform and further strengthened its market leadership. Oral Care posted double-digit growth led by outperformance in Closeup. During the quarter we further expanded our freshness portfolio in Oral Care with Close Up Intense Cool. Its Zinc and cooling beads formula provides consumers with an instant burst of intense cooling and long-lasting freshness.

### **Foods: High-single digit UVG, broad-based across categories**

Foods delivered 6% USG led by high-single digit UVG. Tea delivered mid-single digit UVG, while revenue recorded low-single digit growth, reflecting the impact of price reductions taken in a deflationary commodity environment. Coffee continued its strong double-digit growth momentum supported by both price and volume. Lifestyle Nutrition grew in high-single digit driven by both Boost and Horlicks. Packaged Foods reported high-single digit growth led by volumes. The performance was broad-based across Ketchup, Mayonnaise, Soups and Unilever Foods Solutions. During the quarter, we extended our Kissan masterbrand into new demand spaces with the introduction of the Great Indian Chutneys range, inspired by flavours from across India. We further enhanced Horlicks' desirability by introducing Horlicks Superfoods, enriched with superfood ingredients and powered by Nutrimax technology for superior nutrient-absorption, while also introducing a zero added sugar variant.

**Priya Nair, CEO and Managing Director, commented:** "During the quarter, demand trends reflected early signs of recovery, underpinned by supportive policy measures. Against this backdrop, we delivered a competitive performance, with 6% Revenue Growth and 4% Underlying Volume Growth. We continued to build desirability at scale with our brands, accelerate market development in high-growth demand spaces and strengthen our capabilities to scale Channels of the Future with a dedicated organisation for Quick commerce. As market leaders in FMCG, our commitment to build modern brands, lead category creation and invest disproportionately to build future moats, places us in good stead to deliver sustained volume-led growth and create long-term shareholder value."

1. Underlying Sales Growth (USG) refers to the increase in turnover for the period, excluding any change in turnover resulting from acquisitions and disposals

2. Underlying Volume Growth (UVG) refers to volume growth including the impact of mix of turnover realisation of products sold

3. Profit After Tax before exceptional items (PAT bei)

4. All reported figures exclude Ice Cream results for the full reporting period except Reported Profit After Tax

