



RESEARCH & DEVELOPMENT

Dr. Vibhav Sanzgiri
Executive Director, R&D

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.



R&D



Innovating Boldly for a Billion Aspirations



Unilever

R&D

KEY MESSAGES



MUMBAI



BENGALURU

1

60 years of category creating science, technology & innovations for HUL & Unilever. 820+ Experts, **100% Gender Balanced**.

2

Designing for winning in many Indias while **designing for Aspiring India**

3

Big Technology Platforms: Biosciences, Next-gen materials, Premium mixes & Food

4

Investing to build a new world-leading, digital-first **fragrance creation house**

5

Investing in **transformational AI and Digital/in-silico capabilities** for driving speed & agility



AV - Digital Transformation in Action

HUL & Unilever R&D : Designing for Winning in India



Bringing Unilever's Global R&D Might in the Service of HUL

5000+ Scientists
20,000+ Patents



Port Sunlight, UK



Colworth, UK



Trumbull, US



Mumbai & Bengaluru, IN



Wageningen, NL



Shanghai, CH



Our R&D Strategy : Innovating Boldly for People & Planet

Business Imperative



FOCUS

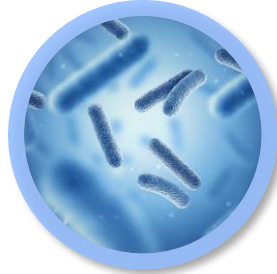


EXCEL



ACCELERATE

Next-Gen Technology Platforms



MICROBIOME

MICROBIOME & BIOTECHNOLOGY



BIOTECHNOLOGY

HARNESSING NATURE'S POWER



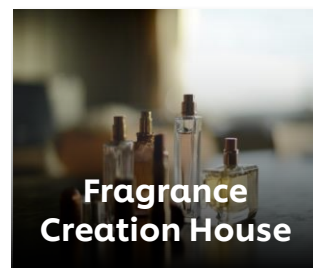
NEXT-GEN MATERIALS

SUPERIOR & SUSTAINABLE MATERIALS

Future-Fit R&D Capabilities



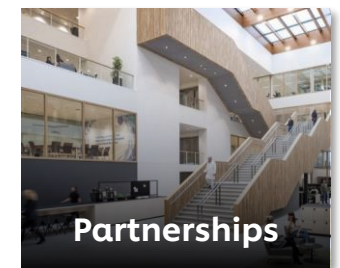
Digital-first R&D



Fragrance Creation House



Premium Packaging



Partnerships

ASPIRE



FOCUS



EXCEL



ACCELERATE



10,000 more hair strands in 8 weeks
CLINICALLY PROVEN

NIACINAMIDE + ZINC-PEPTIDES

Horlicks Diabetes PLUS
HELPS MANAGE BLOOD SUGAR**
FOR MEN & WOMEN

vanilla flavour

CLINICALLY PROVEN
LOW GI

SMART FIBER

100% REMOVAL OF TOUGH STAINS.*
COMPLETE CLEAN FLOOR

VIM ULTRA PRO FLOOR CLEANER

100% TOUGH STAINS

Sparking Lemon

ULTRA PRO

LUX

NEW
LUX
ADVANCED
Clear Glow
SANDALWOOD
VITAMIN C

STRATOS

LOCAL INSIGHTS + GLOBAL TECHNOLOGIES = BLOCKBUSTER INNOVATIONS



R&D

IDENTIFYING THE ROOT CAUSE OF HAIR LOSS

KEY INSIGHTS



R&D

**HOT & HUMID
WEATHER WEAKENS
HAIR ANCHORAGE,
DISRUPTS SCALP
BARRIER**

**80% OF HAIR LOSS
OCCURS AT THE
ROOT, NOT AT THE
FIBER**

**ORDINARY
SHAMPOOS & OILS
WORK ONLY ON
THE FIBER, NOT ON
THE ROOT**

NEED FOR A HAIR THERAPY REGIME TARGETED AT ROOT

NIACINAMIDE & ZINC PEPTIDES

blockbuster technology



**NIACINAMIDE
FOR REVITALIZING SCALP**



**ZINC PEPTIDES
FOR FORTIFYING ROOTS**



**CO-CREATED WITH
DERMATOLOGISTS**



BLOCKBUSTER TECHNOLOGY AV



Niacinamide
+
Zinc-Peptides



scalp+hair therapy



10,000 more hair strands in 8 weeks*

Clinically Proven

10X Deeper **Active Penetration in Scalp**

92% Consumers Observed **Improved Hair Density**

98% Consumers Observed **Healthier Scalp in 8 Weeks**

*Basis independent clinical study on scalp serum vs baseline, 2024.



INDIA VS DIABETES

KEY INSIGHTS



R&D

**1 IN 7 INDIANS IS
DIABETIC¹, AND OVER
44 MILLION
DIABETICS ARE
UNDIAGNOSED²**

**SCIENTIFIC EVIDENCE
SUGGESTS POOR GUT
HEALTH IS LINKED TO
DIABETES**

**7 OUT OF 10 INDIANS
CONSUME LOWER FIBER
THAN RDA LEADING TO
POOR GUT HEALTH³**

RDA = Recommended Dietary Allowance

URGENT NEED FOR CLINICALLY PROVEN SOLUTIONS FOR MANAGING DIABETES

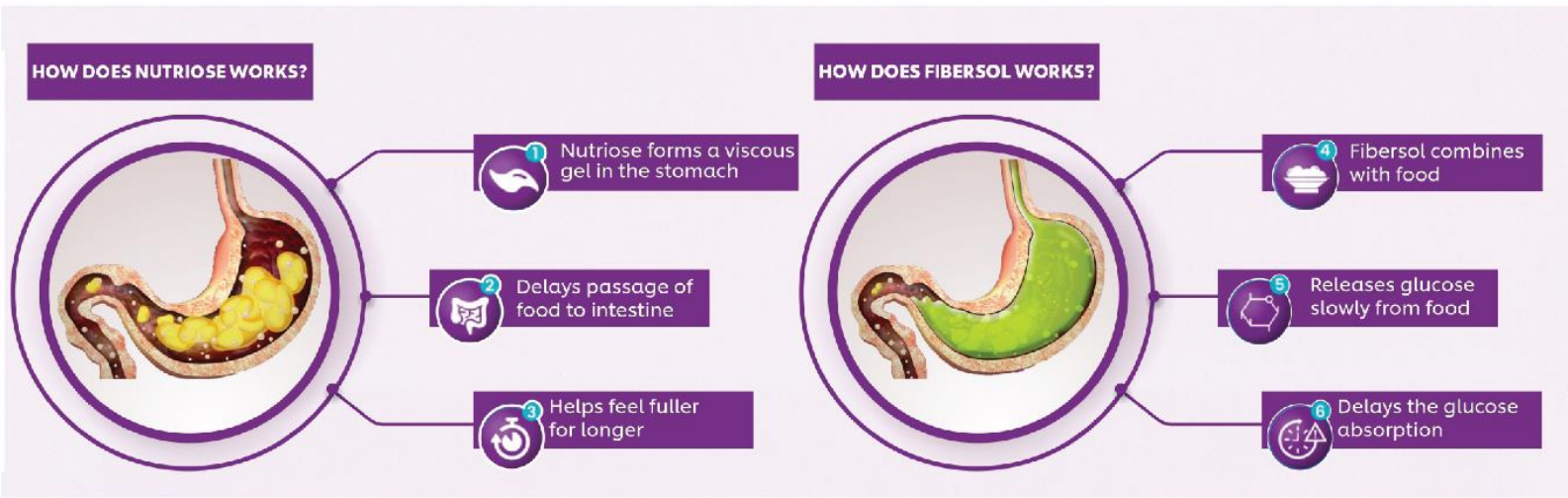
1. Source: NCD Risk Factor Collaboration (NCD-RisC). Worldwide trends in diabetes prevalence and treatment from 1990 to 2022.

2. Source: IDF (International Diabetes Federation) DIABETES ATLAS 9th edition

3. Source: Happy Tummy - Taking Care of Digestive Health (PFNDAI)

HORLICKS SMART FIBER

BLOCKBUSTER TECHNOLOGY



BLOCKBUSTER TECHNOLOGY AV

CLINICALLY PROVEN RESULTS



Madras Diabetes Research Foundation



INDIA'S HIGHEST FIBRE HEALTH DRINK FOR DIABETICS

Blood Glucose (FBG + PPG) Reduction^{\$\$}



Weight Reduction



Cholesterol Reduction



Improved Satiety



Improved Energy



Horlicks **Diabetes PLUS**

22g Highest Fiber

20g High Protein

ZERO Added Sugar & Maltodextrin

34 Low Glycemic Index

FBG: Fasting blood glucose; PPG: Postprandial glucose. @Blood Sugar, Weight, Cholesterol, Satiety and Energy. This product is not intended to prevent, control, diagnose, cure or treat any disease. \$\$Refers to post-prandial reduction.



R&D

WHAT MAKES A FLOOR 100% CLEAN?

KEY INSIGHTS





R&D

**80%
CONSUMERS
ENCOUNTER
TOUGH STAINS
ON FLOOR
DAILY¹**

**DIRT REMAINS IN
HARD-TO REACH
SPACES**

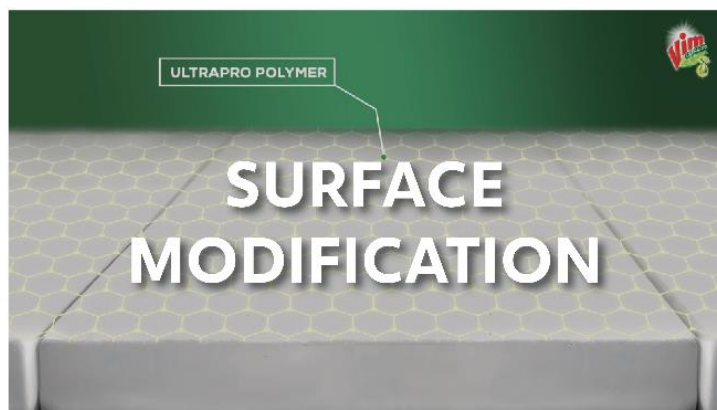
**ORDINARY FLOOR
CLEANERS LEAVE
BEHIND MARKS**

NEED FOR A FLOOR CLEANER THAT DELIVERS 100% CLEAN FLOORS

1. Source: Quantitative Consumer Research_2024

SURFACE MODIFICATION & PROBIOTICS

BLOCKBUSTER TECHNOLOGY



REVOLUTIONARY DUAL-ACTION TECHNOLOGY



BLOCKBUSTER TECHNOLOGY



ULTRA-PRO FLOOR CLEANERS



ULTRAPRO TECHNOLOGY

100% REMOVAL OF TOUGH STAINS.*
COMPLETE CLEAN FLOOR



100% Removal of Tough Stains



Removes Germs



Long Lasting Fragrance





LUX



R&D

DELIVERING REAL SKIN CARE FROM A SOAP

KEY INSIGHTS



R&D

HIGH TFM
≠
BETTER QUALITY

ernate materials

ONLY 25% OF TFM
IS REQUIRED FOR
LATHERING &
CLEANSING

Insoluble fraction

NEED TO CREATE
SPACE FOR SKIN
CARE ACTIVES

LET'S REINVENT THE HUMBLE SOAP BAR

HIGH TFM ≠ BETTER QUALITY

IS 13498:2017 – Bathing Bar Specifications



This Indian Standard (Second Revision) was first published in 1992 and based on the feedback received from the users; it was further revised in 1997. The concerned technical Committee felt that the present Indian Standard on Toilet soap IS 2888, which is mainly based on composition, does not necessarily correspond to performance of toilet soaps. The performance of soap depends more on the type of fatty matter present rather than the total fatty matter of the soap. For example, the solubility of soap depends on the characteristics of fatty acids, namely chain length or saturation and on the cation. Further, the use of acceptable non-soap Surface Active Agents would result in the substitution of oils and fats which are scarce resource. It had therefore been felt desirable to formulate a separate specification for a bathing bar which may contain soaps of fatty acid and non-soapy surfactants, but ensure the performance and safety of the product to the consumer on use.

“The performance of soap depends more on the type of fatty matter present rather than the total fatty matter of the soap.”

GRADE 1 TOILET SOAP



TFM: 76%+

BATHING BARS



TFM: 40%+

BODYWASH



TFM: ~15%

SELF-FOAMER

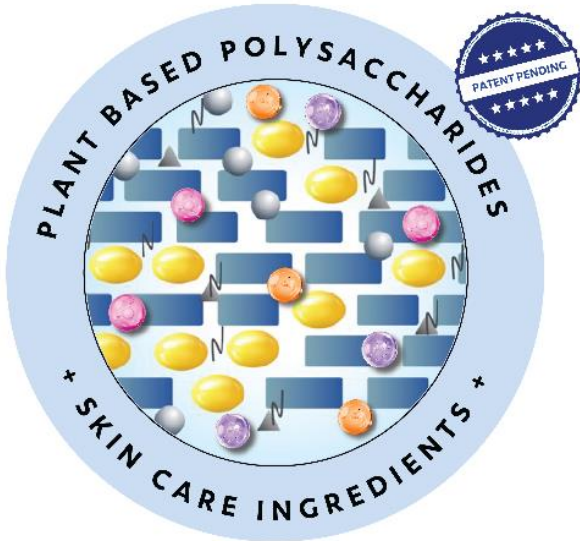


TFM: ~10%

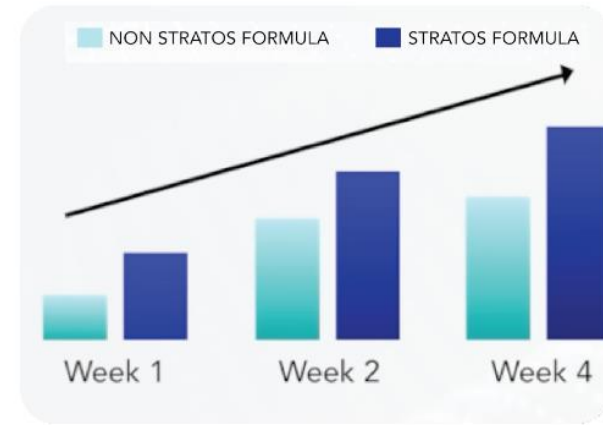


STRATOS SOAPS

BLOCKBUSTER TECHNOLOGY



BOOSTS MOISTURISATION & BARRIER PROPERTIES



CLINICALLY PROVEN SUPERIOR GLOW



BLOCKBUSTER TECHNOLOGY AV

STRATOS

A truly breakthrough technology



NEW LUX WITH VITAMIN C
**FOR YOUR
FLAW-LESS GLOW***

 VITAMIN C  JASMINE ESSENCE



LUX

*Based on clinical study done by independent clinical research organization, 2022. With regular use.



SUPERIOR VALUE.
LESS SOG-MUSH & LONG-
LASTING



LONG LASTING,
IMPACTFUL FRAGRANCE



SUPERIOR CREAMY LATHER
EVEN IN HARD-WATER



SUPERIOR SKIN BENEFITS,
SKIN FEEL AND MILDNESS



ASPIRE



FOCUS



EXCEL



ACCELERATE



R&D

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THANK YOU