

Hindustan Unilever Limited,  
Unilever House,  
B D Sawant Marg, Chakala,  
Andheri East, Mumbai 400 099

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Hindustan Unilever Limited

9th September, 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: Annual Investor Meet 2021**

Pursuant to Regulation 30 of Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith a copy of the presentation made to the Investors at the Annual Investor Meeting. The said presentation is also being uploaded on the Company website.

You are requested to take the above information on record.

Thanking You.

Yours faithfully,  
**For Hindustan Unilever Limited**

DEVOPAM  
NARENDRA  
BAJPAI

A handwritten signature of Narendra Bajpai.

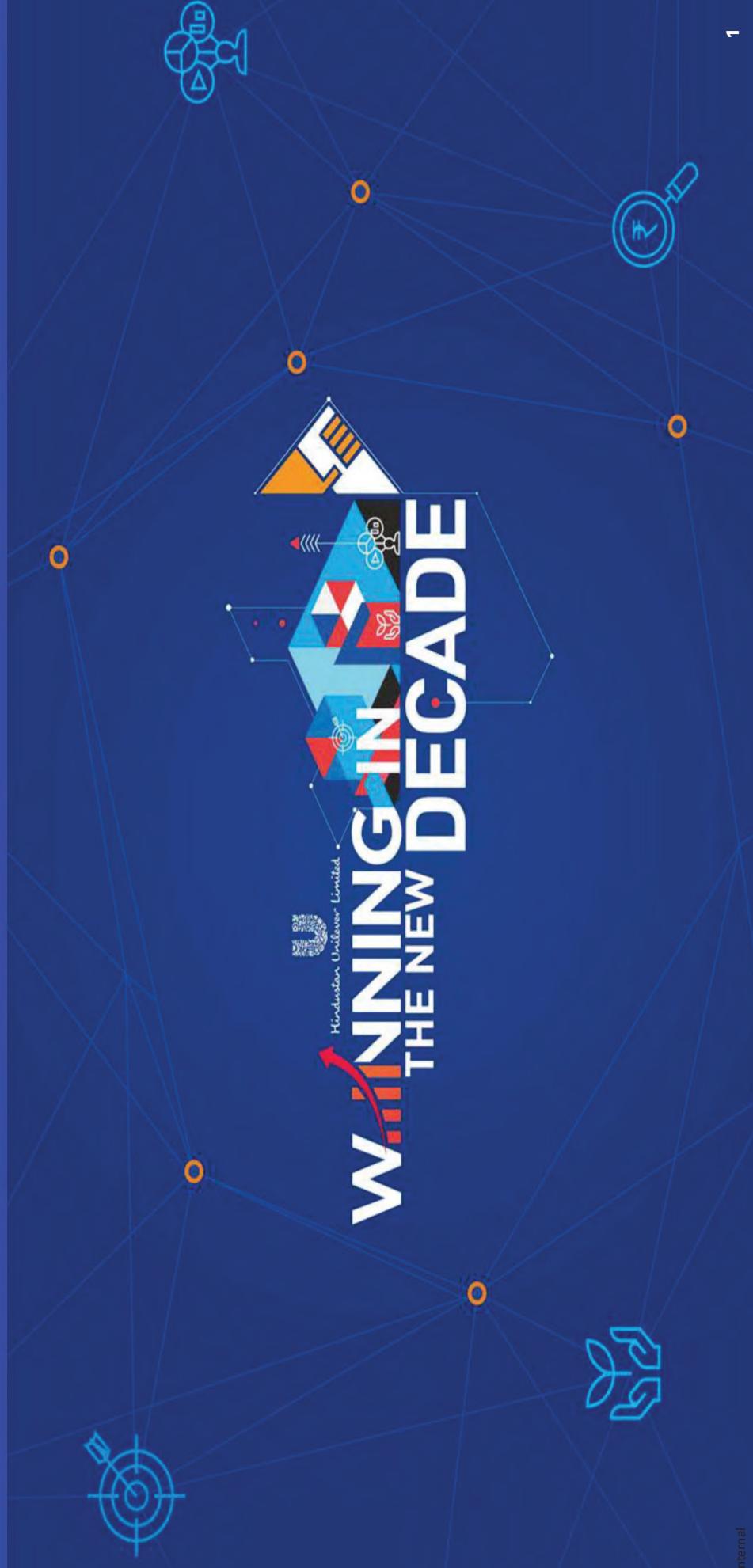
Digital signature details:  
Digitally signed by DEVOPAM  
NARENDRA BAJPAI  
Date: 2021.09.09 09:15:03  
+05'30'

**Dev Bajpai**  
**Executive Director (Legal & Corporate Affairs)**  
**and Company Secretary**  
**DIN: 00050516 / FCS No. 3354**

# Annual Investor Meet

## 9th September 2021

Hindustan Unilever Limited



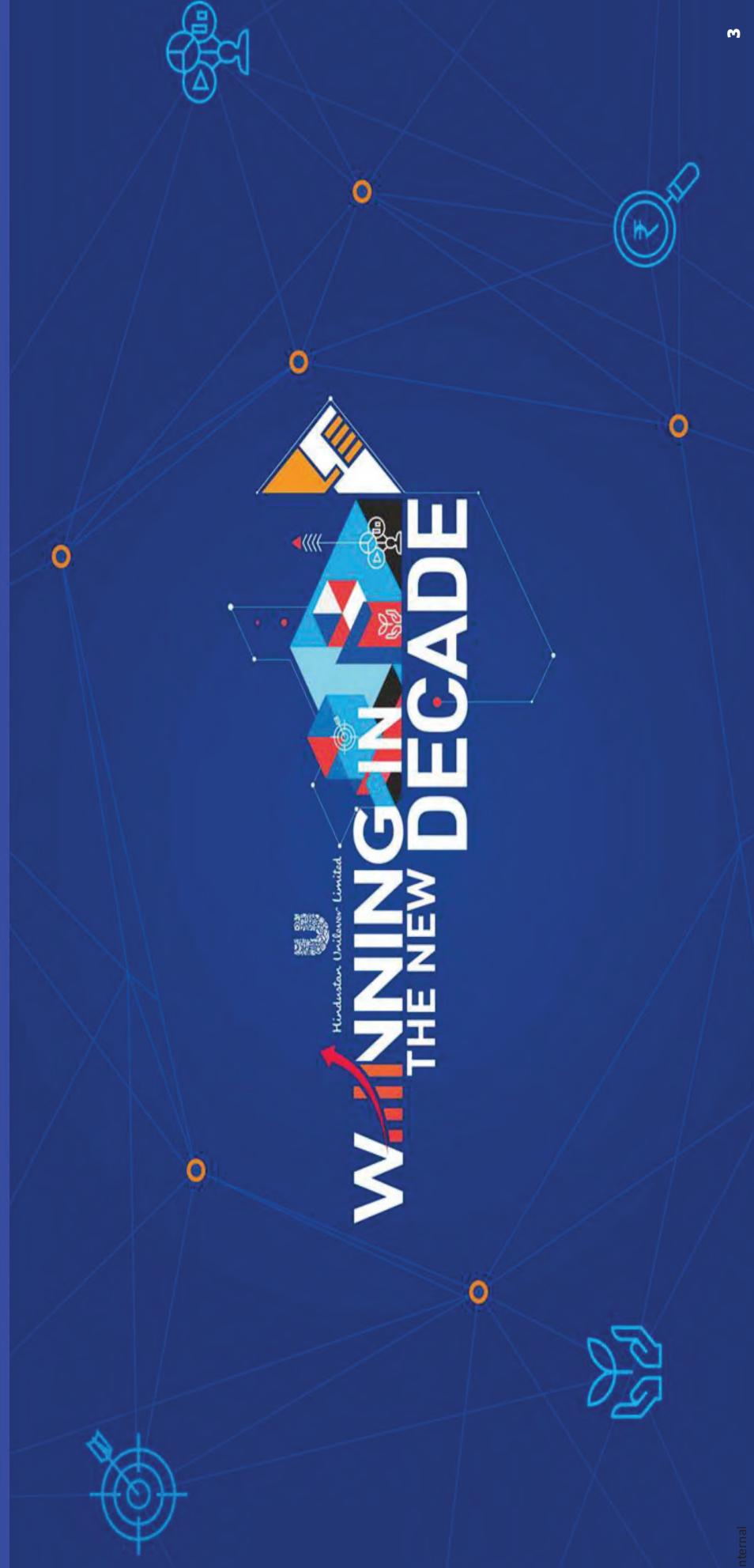


## Safe harbour statement

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 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.

# Annual Investor Meet | 9th Sep' 2021

## Sanjiv Mehta - Chairman and Managing Director





India's Largest FMCG Company

**130+ years**

of proud history in India

**5<sup>th</sup> Largest**

Indian company

by market capitalisation of

**₹6.5 Tn**

**Top 15**

Foods & HPC company  
**Globally**

**₹450 Bn**

Turnover

**9%** CAGR  
In last decade

**9 out of 10**

Households use one or more of  
our brands

Brands in  
**8 Mn**

stores



Hindustan Unilever Limited

**#1 Employer  
of choice**

For 12 years in a row  
Across industries

**>1.3 Tn**

litres  
Water conservation  
potential created

**Plastic  
neutral**

By 2021

**+1000 Bps**

In last decade

**25%**  
Operating margin

## Our Distinctive Strengths

- 1. Purposeful Brands and Wide Portfolio**
- 2. World class R&D**
- 3. Extensive Distribution and Agile Supply Chain**
- 4. Future-fit Talent and Organisational Culture**
- 5. Sustainability at our Core**



Hindustan Unilever Limited

## Purposeful Brands



₹50 Bn+



50+  
Brands



₹20 Bn+



14

in India's 100 Most  
Trusted Brands



₹10 Bn+



₹5 Bn+

closeup

Boost LAKME Pears



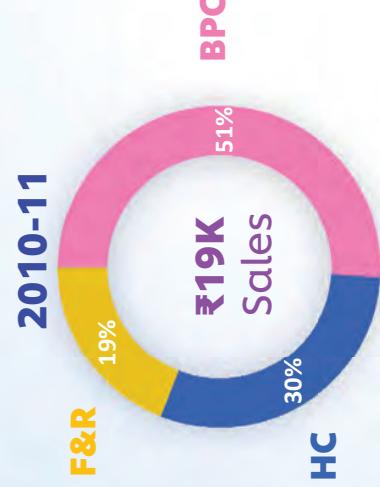
New Brands added  
in the last decade



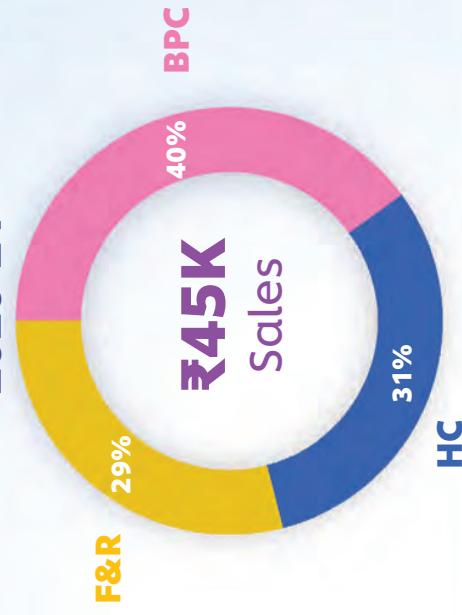
16



## Portfolio Transformation



**2010-11**



**2020-21**

### Covering white spaces through Mergers & Acquisitions

FY17



Yr 1 Sales: ₹ 0.8 bn  
Sensitivity: Internal

FY19



Yr 1 Sales: ₹ 0.3 bn

FY21



Yr 1 Sales: ₹ 47.5 bn

FY21



Yr 1 Sales: ₹ 0.5 bn

## World Class R&D



>5,0000 scientists Globally, 650 In India  
>100 PhDs & Post Docs in India



Largest FMCG R&D  
in India



India : Global Design Centres for  
10 categories



Labs of the Future  
Automated, Fit for D&I



3  
R&D centres in India  
Mumbai, Bangalore, Gurgaon

Global network across  
18  
R&D centres

20K  
Patents globally

Powered by Digital,  
AI & In-silico Design

## Extensive Distribution and Agile Supply Chain



Grocery Stores



Modern Trade



Chemist/ Beauty Channel



eCommerce  
(Pureplay + B2B+ Omni)



Shakti



Direct to Consumer



29 Owned Factories |  
40+ Manufacturing Partners



1150+ Material Suppliers  
~₹300 bn Procurement spends



26 Distribution Centres\*



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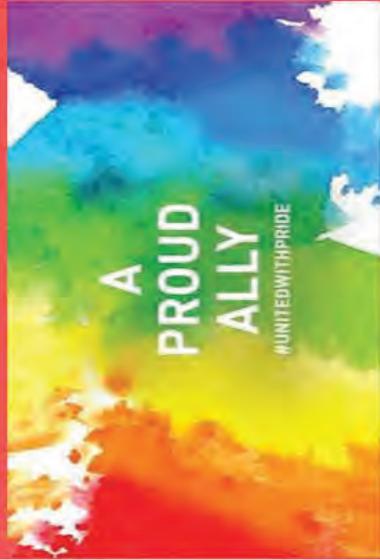
## Future-fit Talent and Organisational Culture

Purpose driven



**21,000** Strong workforce |  
**Digital** first mindset

Diverse & Inclusive



**2200 Bps** Improvement in  
manager gender balance in last  
decade

High performance  
culture



**Experimentation |**  
**Pioneering**

Employer of Choice for 12 years in a row

## Differentiated structures and capabilities

### WiMI Strategy



Harnessing the power of  
**De-averaging**

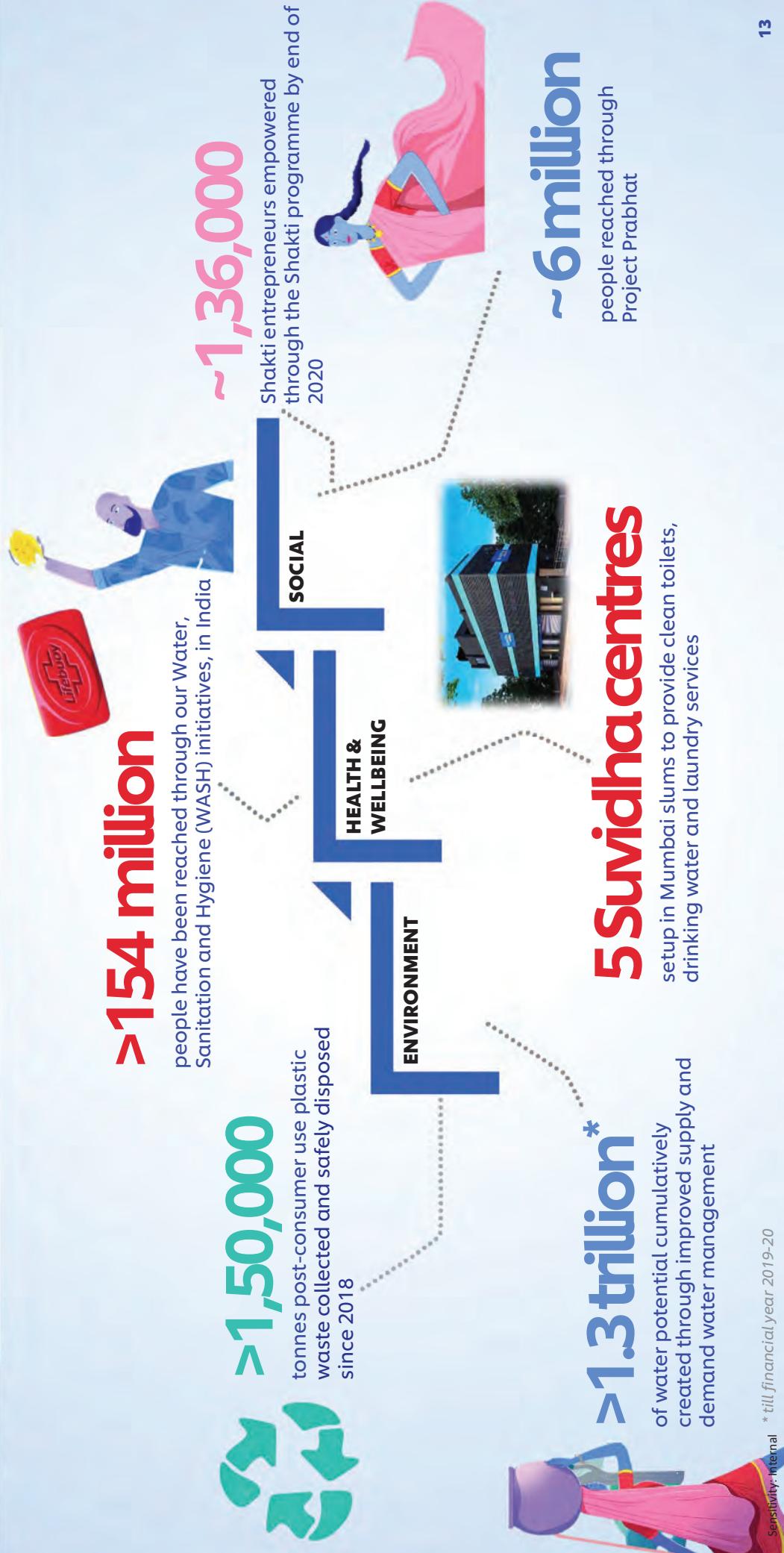
### Empowered teams



Country | Category | Business | Team

**16 mini boards** –  
responsible to deliver in-year  
results

## Sustainability at our Core : Key Highlights





Hindustan Unilever Limited

## Our Pillars of Strong Governance

### Leadership



- **Board Independent Directors** majority  
Average **30+** years of experience across diverse industries and roles

- **Key Board committees**  
Audit Committee, Nomination & Remuneration Committee, CSR Committee, Risk Management Committee, Stakeholders Relationship Committee

### Integrity



- **Deeply rooted values**  
Integrity, Respect, Responsibility, Pioneering

- **Key company policies**  
Code of Business Principles  
Corporate Governance Code  
Policy on Related Party Transactions  
Whistleblower Policy  
Safety and Health Policy

### Risk Management



- Audit Committee comprises of **only independent directors**
- Independent Internal Audit Department
- Comprehensive risk management framework driven by Risk Management Committee

### Best Governed Company Award\* National Award for Excellence in Corporate Governance

Sensitivity: *Internal Centre for Corporate Governance & Sustainability at the 7th Asia Business Responsibility eSummit & Awards Ceremony*

## Consistent high performance over the past decade

Consistent growth

₹ 450 Bn

FY 2021 turnover

Profitable growth

25%

FY 2021 EBITDA margin

Healthy cash generation

₹ 680 Bn

Cumulative cash from  
operations

9%  
CAGR growth

> 1000 Bps

margin improvement

12%  
CAGR growth



## **Creating long-term value for shareholders**

## MARKET CAPITALISATION

# FMCG COMPANY IN INDIA

₹0.6 T $\downarrow$  ₹6.5 T

2011

#G

## 10 YEAR SHARE PRICE / INDEX CHANGE\*

HUL: 9.5X

**NIFTY : 2.9X**

**NIFTY FMCG : 4.3X**

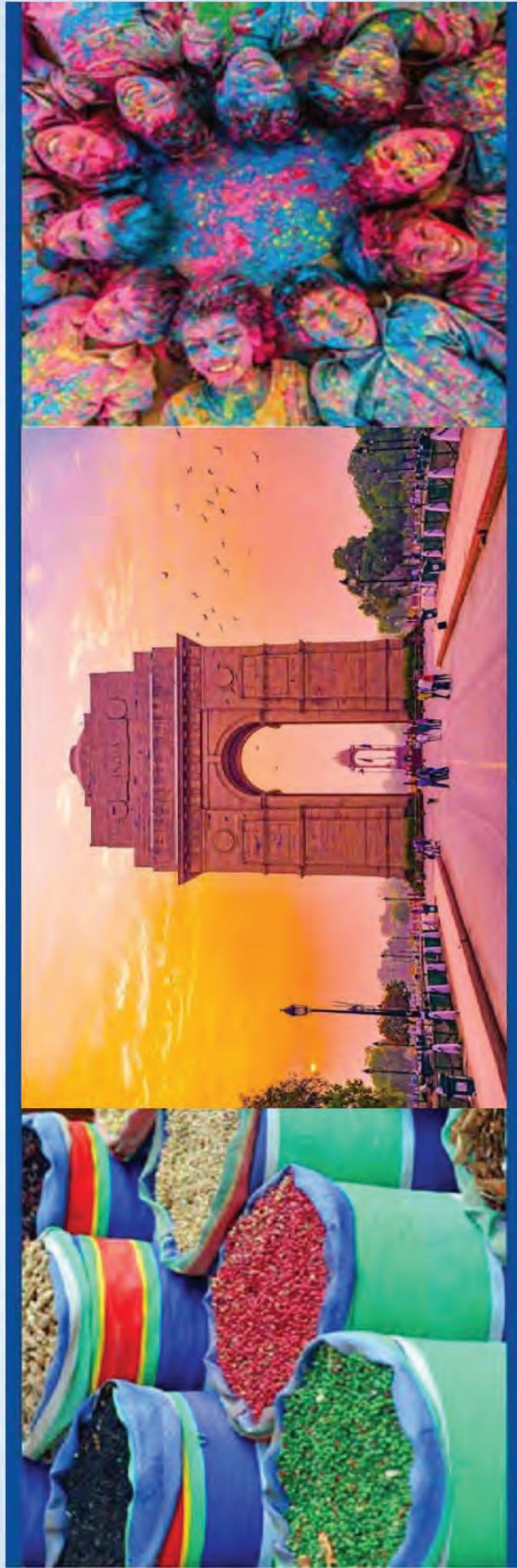
## FOODS & HPC COMPANY GLOBALLY BY MARKET CAP

Top 5

# India : Poised for growth



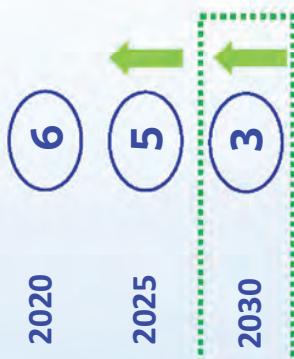
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## India : Poised for growth

One of the fastest growing economies

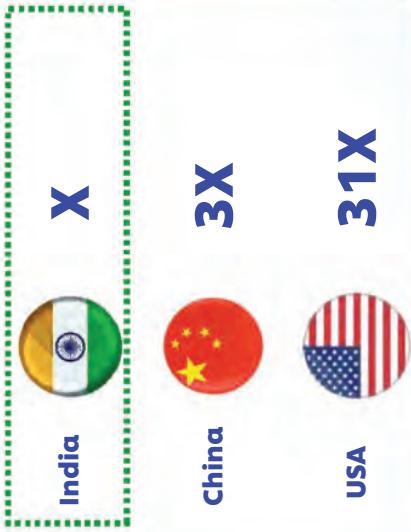
India's GDP Ranking



\$6 Tr economy by 2030

Significant headroom to grow consumption

Per capita consumption



Landmark reforms



+79 improvement in Ease of doing business ranking

## India's digital evolution

# 900 Million+

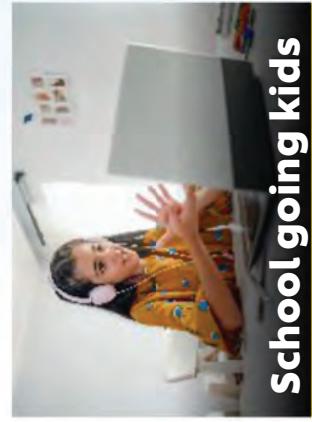
Internet users in 2025

↑8%

Expected CAGR over next 5 years



Women



School going kids



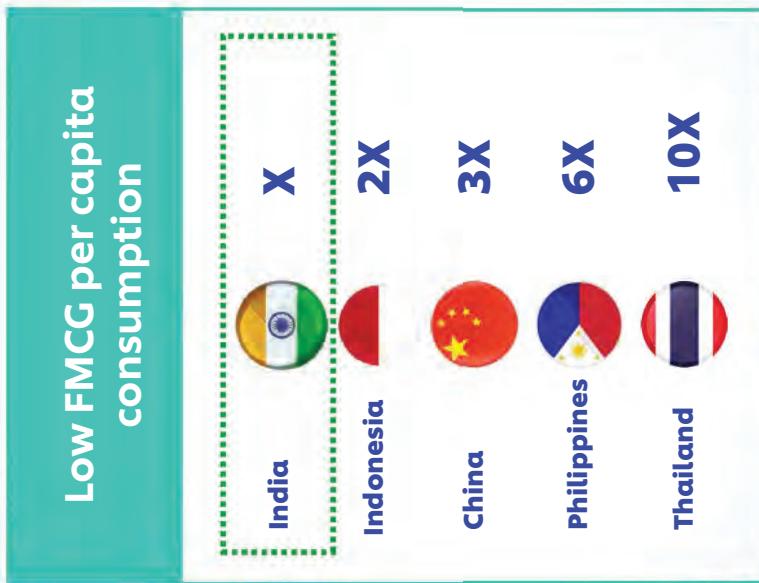
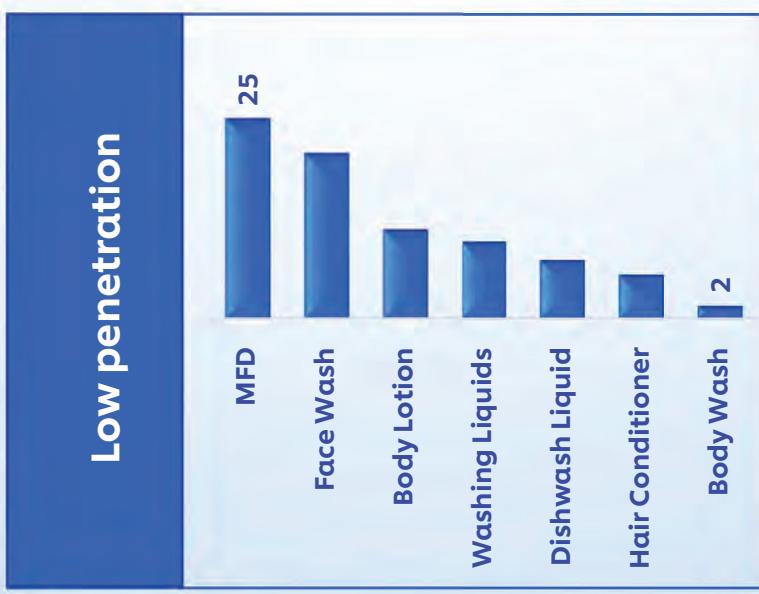
Rural India

Penetration  
2020: 38%  
2025: 52%

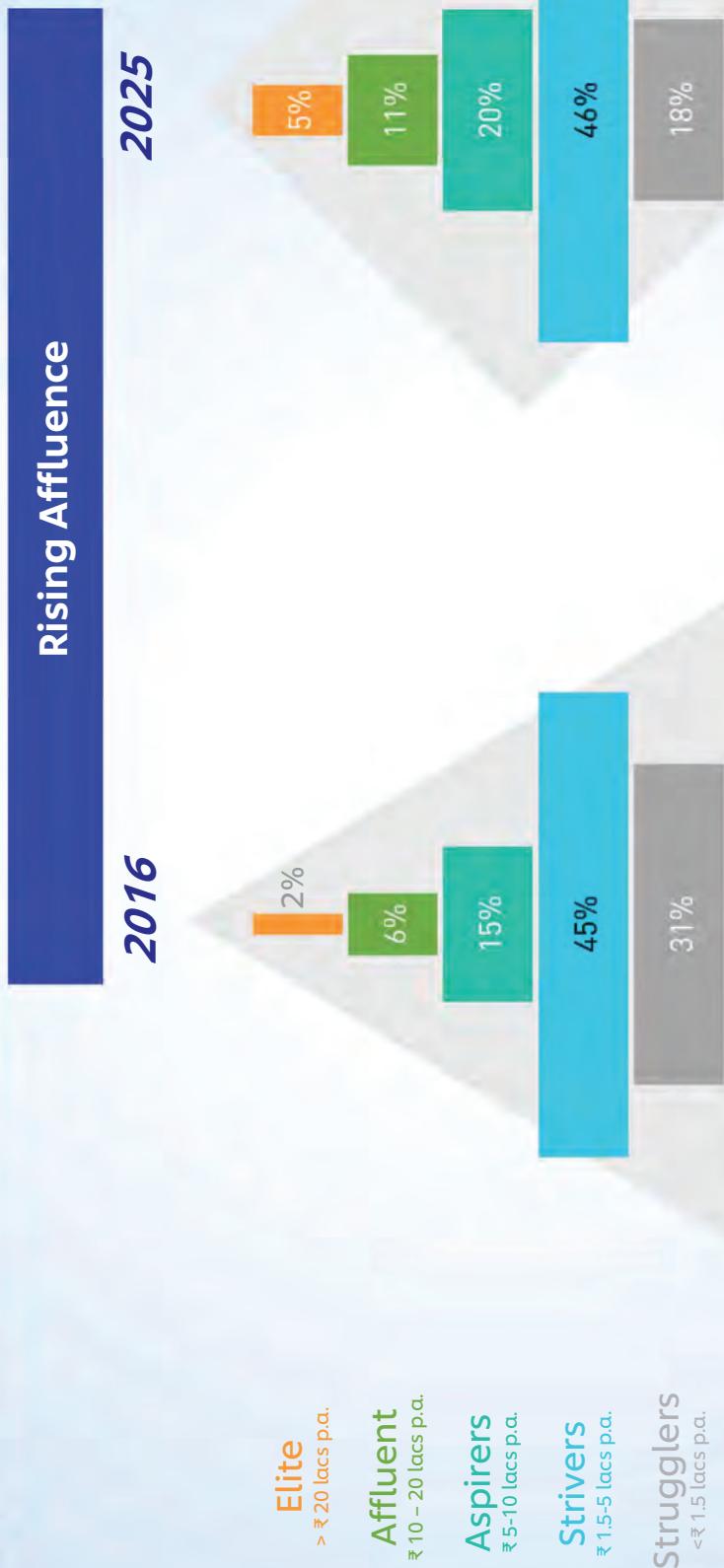
Penetration  
2020: 39%  
2025: 60%

71% of the new users  
will come from rural  
India

## Huge headroom for growth in FMCG



## Favourable demographic and economic trends



**Upward mobility in income to fuel consumption growth**

Source: BCG, Income figures in brackets are annual household income  
Sensitivity: Internal



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## Favourable demographic and economic trends

### Young and working population



Largest working-class population of  
**1.05 Bn**

Source: Euromonitor, Kantar, BCG Changing Facets of the Indian Consumer  
Sensitivity: Internal

### Changing family structures



**74%** of all households will be **Nuclear Households** by 2025



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## Favourable demographic and economic trends

### Growth of emerging cities



Cities with **1mn** population to nearly  
**double** by 2030

### Rural buoyancy



**Distinct resilience** in rural momentum  
post COVID



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## Unlocking value in a nation of paradoxes

Win In Rural, Win In Urban



Win In Mass, Win In Premium



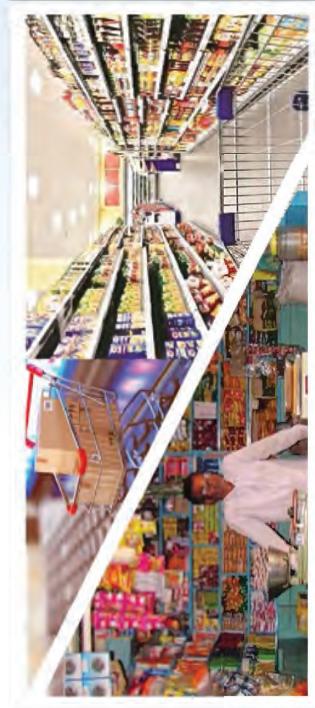
Win With Millennials, Win With Elders



Win In Wall Paintings, Win In Digital



Win In Kiranas, Win In MT & Ecom



## Consumer of the Future : Some mega trends

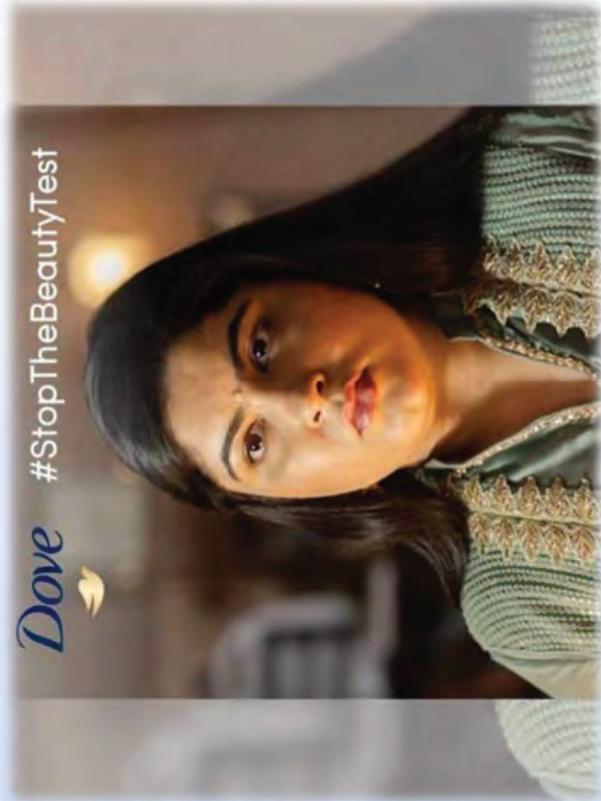




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## Un-stereotype

Dove #StopTheBeautyTest



- Reject labels
- Greater sense of self-worth
- Embrace the unconventional



Dove: Stop the Beauty Test

Sensitivity: Internal

## Holistic health



- Healthier products, priorities & lifestyles
- Extends beyond physical health
- Immunity and resilience in adversity

An advertisement for Horlicks. A young girl with dark hair, wearing a pink headband and a grey t-shirt, is riding a black bicycle towards the camera. She is holding a blue carton of Horlicks malted milk powder in her right hand. The carton has the brand name 'Horlicks' in white, 'MALT POWDER' in smaller text, and 'CLASSTIC' at the bottom. Below the carton, the text 'WHEN DID YOU GROW UP?' is written in large, bold, white letters. In the bottom right corner of the advertisement, there is a circular logo with a stylized 'S' shape. To the right of the bicycle, the text 'MILK | WHEAT | VITAMINS' is displayed in a vertical stack. At the very bottom right, a small line of fine print reads: 'Horlicks is a nourishing beverage to be taken as part of a regular daily diet. Refer to pack for details.'



Horlicks: When did you grow up?

## Search for authenticity



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- Reconnect with one's roots
- Spirit of a 'new localism'
- Homegrown versions of modernity



Red Label Natural Care

Sensitivity: Internal

## Hyper - personalisation



- Meaningful connections
- Powered digitally



Lakme



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## E-everything



- 'Tech-celebration' of consumer life
- Digitally fueled lifestyle



Lakme Virtual Fashion Week

- **Green awakening**

- **70% of global consumers more aware of the climate crisis than pre-COVID**

- **Earth Positive, Nature Positive and Climate Positive will appeal**



Start a Little Good: Water Shower Film





# HINDUSTAN UNILEVER LIMITED

# WINNING IN THE NEW DECADE



## The Unilever Compass



### Our Vision

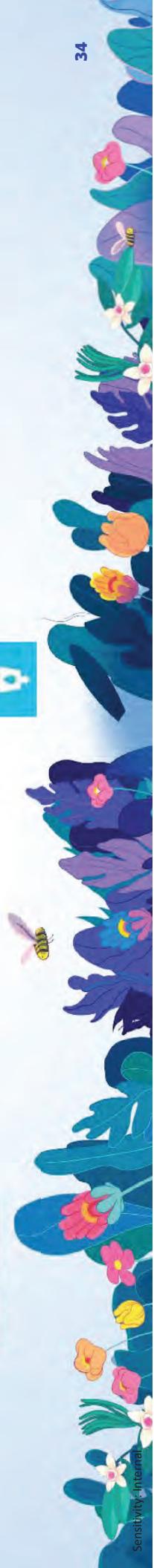
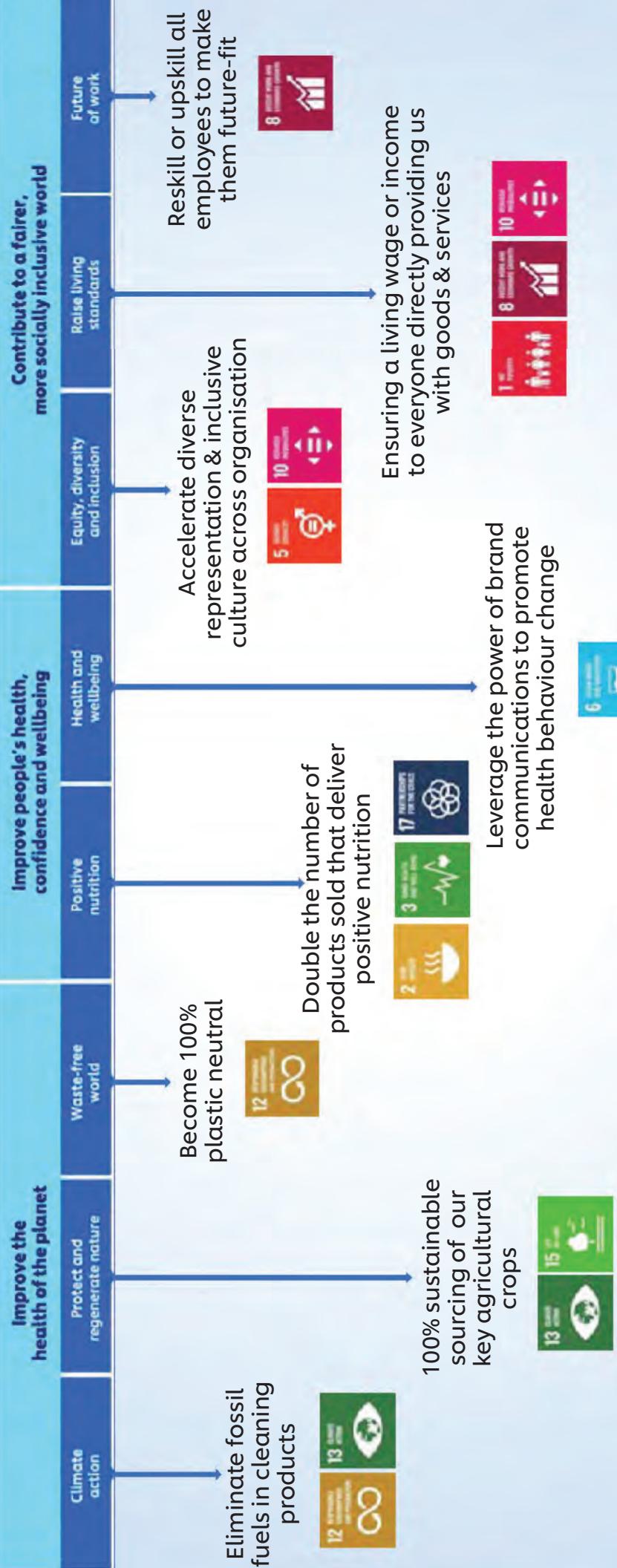
is to be a leader in sustainable business. We will demonstrate how our purpose-led, future-fit business model drives superior performance delivering consistent, competitive, profitable and responsible growth.





Hindustan Unilever Limited

## HUL Compass Commitments



## Five strategic choices

1. Developing our **portfolio**
2. Win with our **brands** as a force for good, powered by purpose and innovation
3. Lead in the **channels** of the future
4. Build differentiated **structures and capabilities**
5. Build a purpose-led, future-fit **organisation and growth culture**

Operational Excellence



**Improved  
penetration**

**Impactful  
innovation**

**Design for  
channel**

**Purposeful  
brands**

**Fuel for  
growth**



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## 1. Developing our portfolio

Un-stereotype

Holistic Health

Authenticity

Personalisation

Net Zero

### Growing the Core



Superior Products

More users | More usage |  
More Benefits

### Market Development



### Premiumization



Upgrading consumers to  
higher order benefits



Hindustan Unilever Limited

## 2. Win with our brands as a force for good, powered by purpose and innovations

Un-stereotype

Holistic Health

Authenticity

Personalisation

E-everything

Net Zero

### World class technology



PEPSODENT  
GERMI CHECK+  
MOUTH  
RINSE LIQUID

Do not eat anything  
after rinsing for half  
an hour

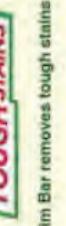
RINSE  
**30**  
SEC

### Product superiority

#### VIM BAR BENEFITS



REMOTES  
TOUGH  
STAINS



Vim Bar removes tough stains



LEMON FRAGRANCE

Vim Bar has a refreshing  
lemon fragrance



With Power of 100 Lemons.  
Vim removes grease faster

### Purpose drives growth

Rajeshwari was not  
pretty enough for her  
in-laws.  
To us, she is beautiful.

Dove

Look for the beauty,  
Not the flaws.  
#StopTheBeautyTest





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### 3. Lead in channels of the future

Un-stereotype

Holistic Health

Authenticity

Personalisation

E-everything

Net Zero

#### Digitising General Trade



#### Design for Channel



#### New routes to consumers



## 4. Build differentiated structures and capabilities

### WiMI play in LUX

Different product mixes for different parts of India



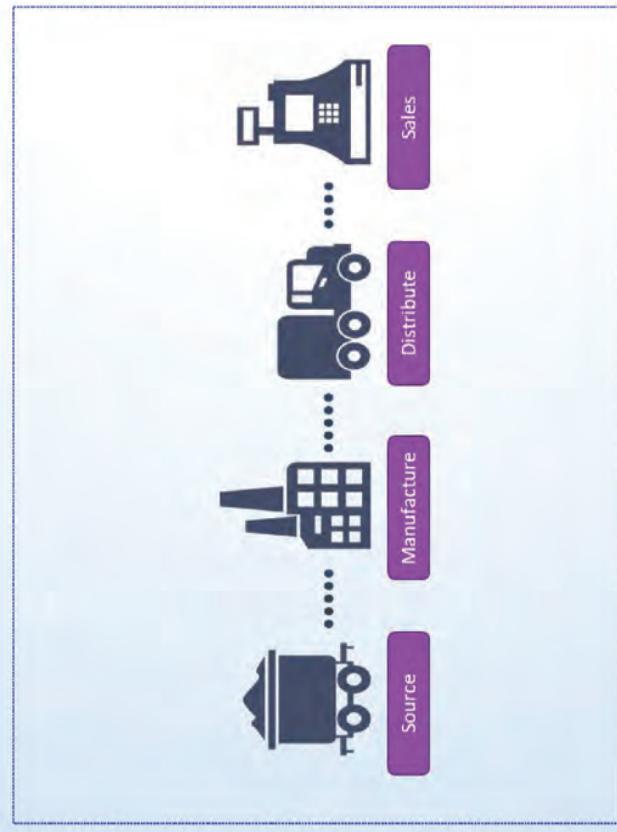


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## 4. Build differentiated structures and capabilities

# Reimagine HUL: Journey to an Intelligent Enterprise

Yesterday



Tomorrow



From Traditional Linear Value Chain to Non-Liner and Inter-connected Ecosystems



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## 5. Building a purpose-led, future-fit organization and growth culture

### Agile & Future-Fit Organization



Future proofing skills &  
ways of working

### Truly Inclusive



### Culture to Outperform



Igniting the **human spark**  
for a better business & a better world

Delivering the Today. Transforming the Tomorrow

## 5. Building Leaders of the Future

### 1. Compassion

### 2. Sensemaking

### 7. Humblition

### 6. Brutal Optimism

Leadership  
Traits of the  
Future

### 3. Collaboration

### 4. Purpose Driven

### 5. Agility & Responsiveness

## In Summary



### 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

Growth mindset

Long term value creation

High performance anatomy

Distinctive capabilities

# BEAUTY & PERSONAL CARE

Priya Nair, Executive Director & EVP

## Beauty & Personal Care



### Performance

1.7x

Turnover  
(2011-20)

29%

Operating Margin  
(FY'2021)



### Big Brands

6 brands with Turnover > 1000 Crs

### #1 Beauty & Personal Care company in India



#1  
Skin Cleansing

#1  
Skin Care



#1  
Color Cosmetics

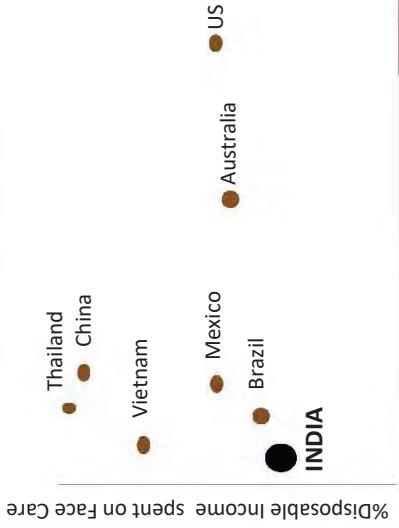
#2  
Oral Care



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## Huge headroom to premiumise & develop the market

India is at the lower end of the Market Development curve

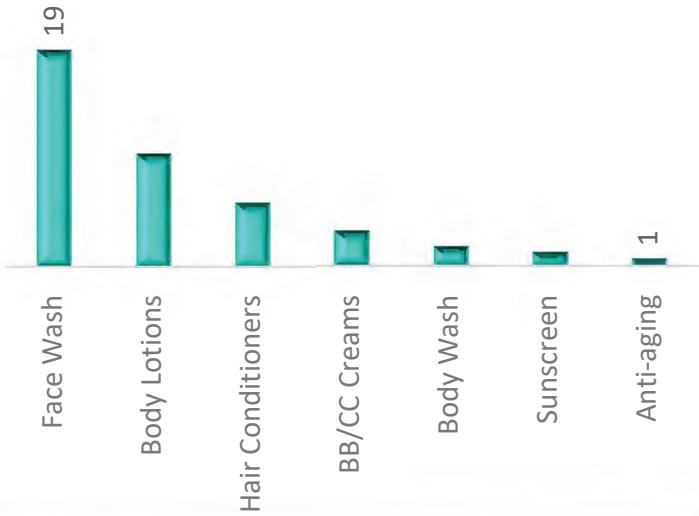


Per Capita Disposable Income

Low per capita spends

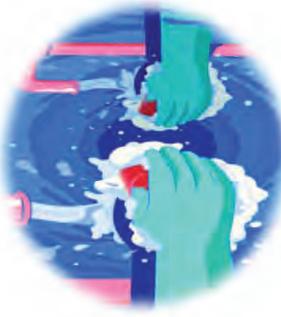
Formats & Benefit Segments are under-penetrated

Category Penetration%



Significant headroom even in well-penetrated categories

Skin Cleansing



Hand wash: 30% Penetration

Body Wash: <2% Penetration

## Some trends shaping Beauty & Personal Care evolution in India



PERSONALISATION

Bespoke solutions



HOLOSTIC  
WELLNESS

Enhanced Self-care

Beauty as therapy



SCIENCE &  
NEW AGE  
BEAUTY

Nature meets Science

Potency & efficacy

Expert-backed

Ingredient story



NATURALS AND  
SUSTAINABILITY

Nature-based beauty

Clean Beauty  
(sustainability &  
no-nasties)



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## Emerging top-end consumer, ahead on adoption curve

### Increasing Affluence

2025

Elite

5%

11%

20%

46%

18%

Affluent  
Aspirers

Strivers  
Strugglers

### Rise of Digital & Ecommerce

Rising penetration & time-spent on digital

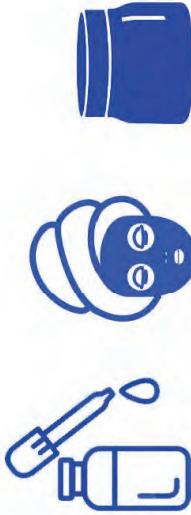


**25-30 Mn**

Beauty shoppers online



### Trends becoming sizeable at the top-end



Increasing adoption of new formats like Skin & Hair Serums, Sheet masks, Hair masks



Over-indexed on segments like **Naturals & Clean Beauty**

## Our key priorities for winning in the next decade

1



2



3



4



### GROW THE CORE

PREMIUMISATION &  
MARKET DEVELOPMENT

WIN WITH CONSUMER  
OF THE FUTURE:  
DIGITAL & E-COMMERCE

PEOPLE & PLANET  
POSITIVE  
BEAUTY



## Our Key Priorities

1



2



3



4



GROW THE CORE

PREMIUMISATION &  
MARKET DEVELOPMENT

WIN WITH CONSUMER  
OF THE FUTURE:  
DIGITAL & E-COMMERCE

PEOPLE & PLANET  
POSITIVE  
BEAUTY

## Continued focus on building Purposeful Brands



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Clinic  
PLUS+

#MeriBetiStrong

closeup

#FreeToLove

Glow & Lovely

GLOW KO NA ROKO

Glow & Lovely

Lifebuoy

24X7 FREE DOCTOR CONSULTATION

GIVE A MISSED CALL 99469 99469

procto

Dove

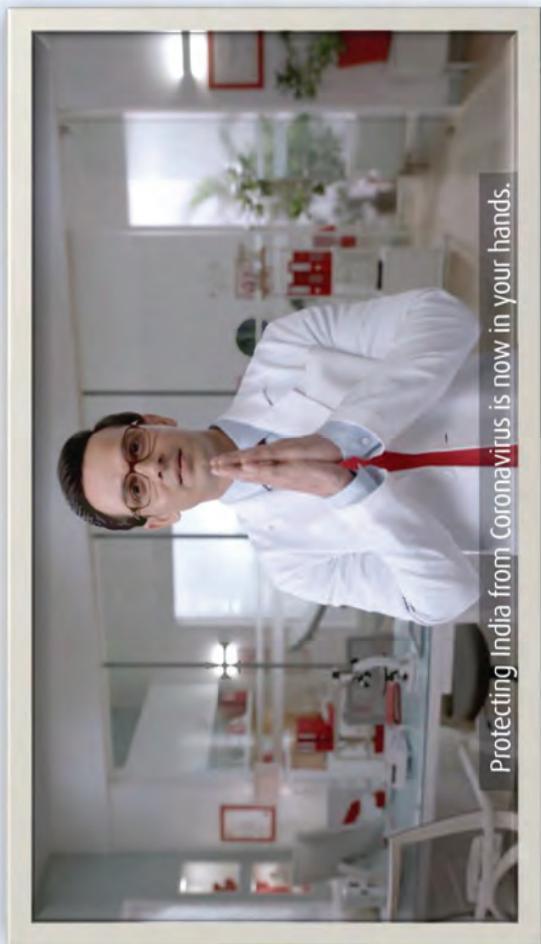
Mahak was not pretty enough for her would be in-laws.  
To us, she is beautiful.

Dove

Look for the beauty.  
Not the flaws.  
#StopTheBeautyTest

Mehak, Delhi

## Lifebuoy Public Service Announcement

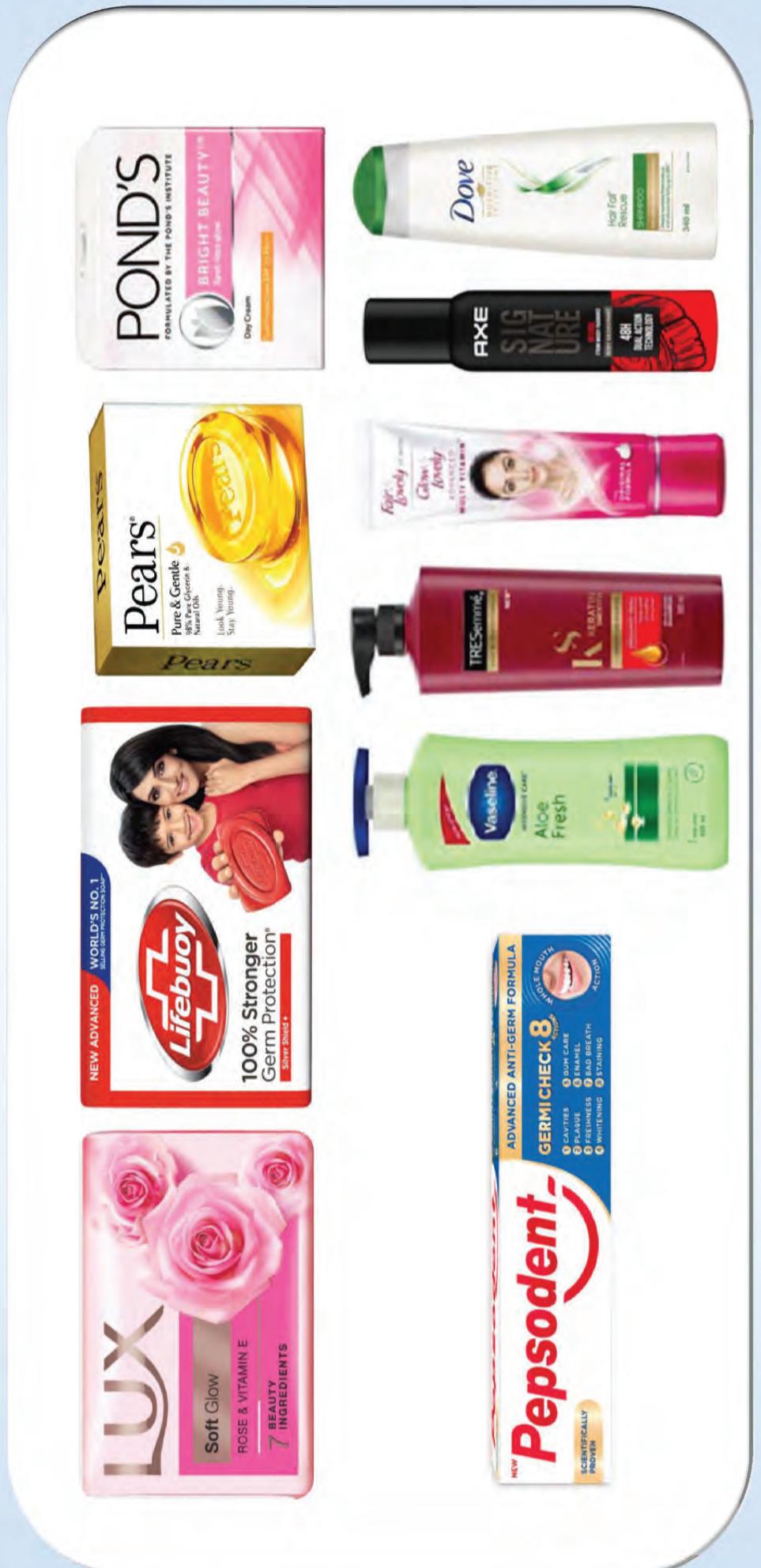


## Lifebuoy public service announcement: AV



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## Consistently delivering Superior Products





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## Contemporizing our Core Brands : Lux AV



Lux: Best Soap for Glow

## Extending our leadership position



कोरोना वायरस को फैलने से रोकें।  
लाइफ्बॉय साबुन से हाथ धोएं।

100%  
फॉर्मूला

\*यहाँ दी गई एवं एक अन्य अधिक अवैधतिक अधिकारी विभागों द्वारा दी गई विवरणों के लिए जारी की गई विवरणों के लिए नियमों के अनुरूप हैं। इन विवरणों के लिए जारी की गई विवरणों के लिए नियमों के अनुरूप हैं।

#1 SOAP brand in India

#1 HYGIENE brand in Skin Cleansing

#1 HAND SANITIZER brand

Strengthening Hygiene Credentials

Driving formats

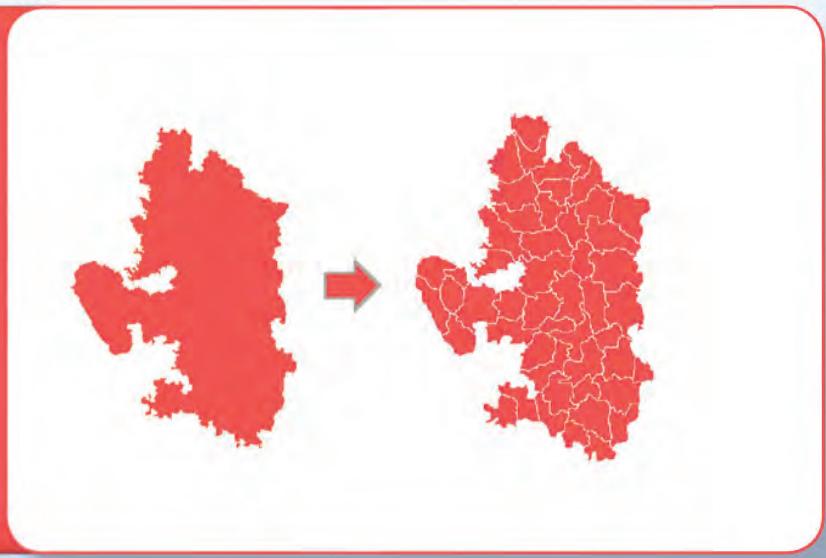
## Driving penetration in rural India by going deep & building access



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### District-level planning & execution

### Driving Mental Reach & Physical Reach for access packs

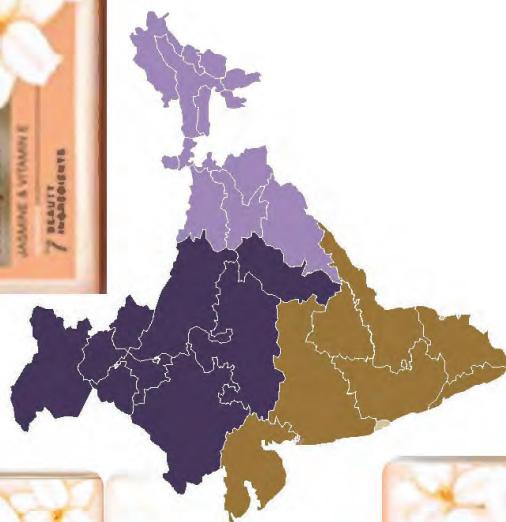
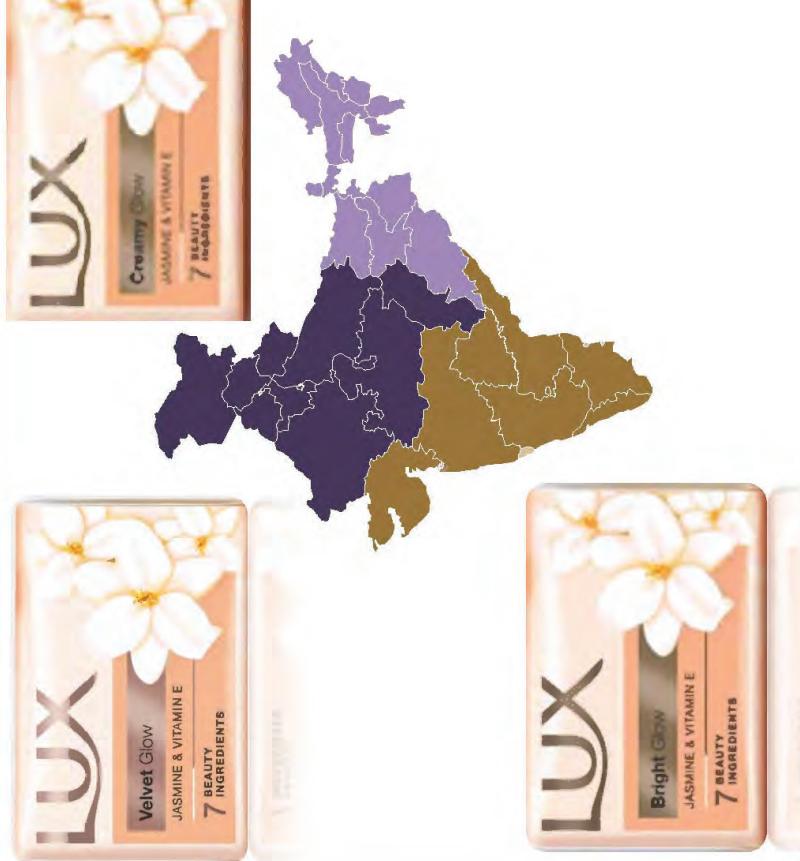




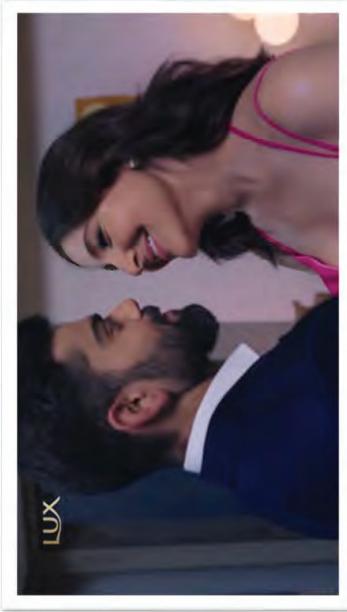
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## Designing to Win in the Many Indias

### Differentiated product mixes



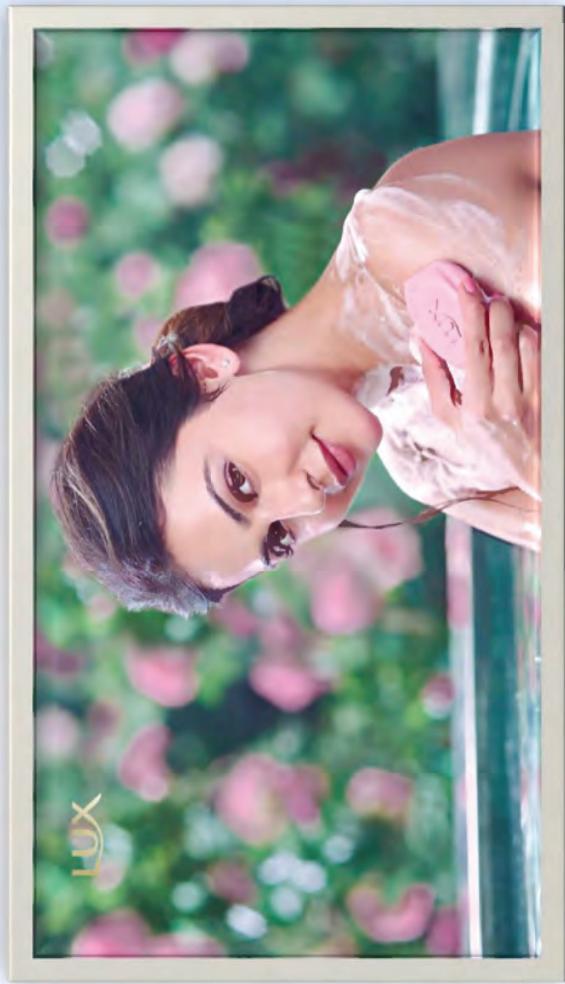
### Locally relevant communication





## Lux WiMi communication: AV

Hindustan Unilever Limited



Lux: WiMi communication



## Our Key Priorities

1



2



3



4



### GROW THE CORE

PREMIUMISATION &  
MARKET DEVELOPMENT

WIN WITH CONSUMER  
OF THE FUTURE:  
DIGITAL & E-COMMERCE

PEOPLE & PLANET  
POSITIVE  
BEAUTY

## Right to Win & Authority to Lead



Hindustan Unilever Limited

Our Brands own the aspirational equities  
across categories



POND'S



TRESEmmé



Pears®

AXE

closeup

We are MARKET LEADERS and  
MARKET MAKERS in India

**Market Maker: Hair Conditioners**  
*Dove is India's #1 Conditioner brand*



**Market Maker: BB/CC creams**  
*HUL is #1 in BB/CC creams*



**Market Maker: Color Cosmetics**  
*Lakme is India's #1 Makeup brand*



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## Addressing key Triggers & Barriers for category adoption

Indicting current habit



Explaining Benefit



Category Education





## Dove Body Wash : AV



## Dove Body Wash

# Education & Sampling at scale, through multiple touchpoints



## Beauty Experts



## Medical Marketing



## Online Sampling



## Home-to-Home



## College Contact Program





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## Democratizing key trends, building new formats & benefits

### Democratizing body washes



### Building future formats

### LAKMÉ



### Creating new benefit segments

### POND'S



GET A WATER FRESH GLOW  
FOR 24 HOUR MOISTURISATION

## Strengthening our play in Naturals



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### Naturals Masterbrands



### Natural Variants on our Core Brands



Insurgent approach in top-end space

Build Indulekha



## Our Key Priorities

1



2



3



4



**GROW THE CORE**  
**PREMIUMISATION &**  
**MARKET DEVELOPMENT**

**WIN WITH CONSUMER**  
**OF THE FUTURE:**  
**DIGITAL & E-COMMERCE**

**PEOPLE & PLANET**  
**POSITIVE**  
**BEAUTY**

# Design for Channel Innovations : Ecommerce

## Sheet Masks



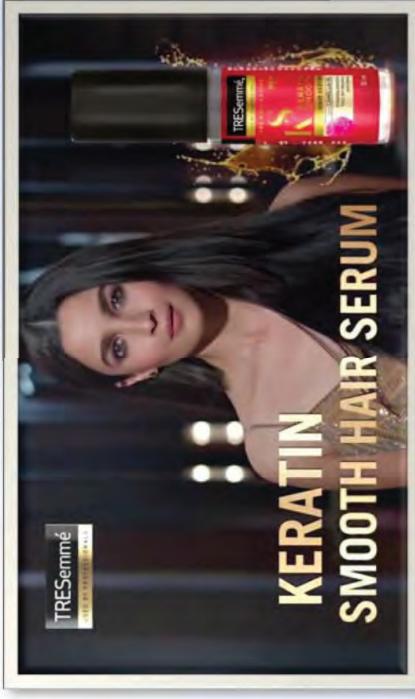
## Skin Serums



## Hair Masks



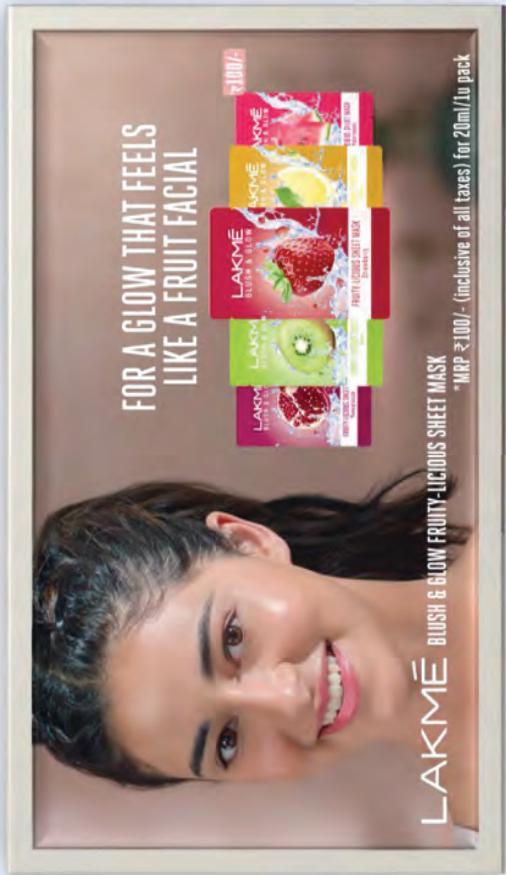
## Hair Serums





## Lakme Sheet Masks : AV

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## Lakme Sheet Masks



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## Premium Beauty Business Unit

### Digital-first marketing approach



Built for digitally native & affluent consumer

Targeting different consumer journeys

Leading Trends

### Agile Innovation model

Always-on insight mining to spot trends



Rapid Prototyping to learn & adapt





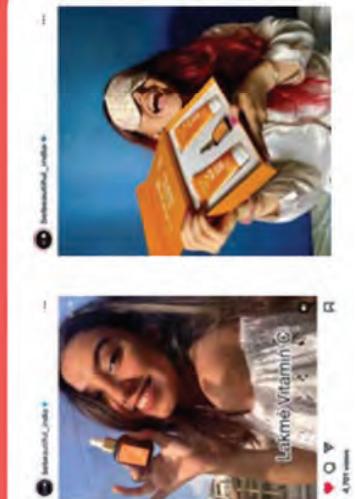
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## Digital: Staying ahead of the game

### Always-on full funnel marketing



### Influencer Marketing at scale



### Leading Organic Conversations



### Winning in Search & Performance Marketing



### Beauty Tech



### D2C



## Our Key Priorities

1



GROW THE CORE

2



PREMIUMISATION &  
MARKET DEVELOPMENT

3



WIN WITH CONSUMER  
OF THE FUTURE:  
DIGITAL & E-COMMERCE

4



PEOPLE & PLANET  
POSITIVE  
BEAUTY



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## Creating a People & Planet Positive business

### People Positive



Makali was not pretty enough.  
Her would be in-love.  
To us she is beautiful.



**It's time we changed  
IDEA OF BEAUTY**

Unilever has a commitment to make beauty accessible to everyone, every day. We believe that everyone deserves to look and feel good. That's why we're changing the way we think about beauty.

A

### Planet Positive

Circular Packaging : Lesser/Better/No Plastic



Refill pack

## A Beauty & Personal Care Business set to win in the next decade

**Huge headroom to grow**

**Authority to Lead and Right to Win**

**Strong strategy to win today and tomorrow**

**People and Planet Positive at our heart**

# HOME CARE

Prabha Narasimhan, Executive Director HC  
Annual Investor Meeting | Sep'21



## 2011 – 20 : A business that continuously learns and grows



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PORTFOLIO TRANSFORMATION



WINNING IN MANY INDIAS



SUPERIOR PRODUCTS



MARKET DEVELOPMENT AT SCALE



PURPOSEFUL BRANDS



### Operating Margin

FY21

20%

### Turnover

2011-20

2.3X

### 4 Brands with Turnover > 1000 Crs

Surf: > 5000 Crs Brand turnover



#1

Brand equity  
in Dishwash



#2

Brand equity  
in Fabric Solutions



#1

Brand equity  
in Fabric Solutions

## Strong market positions across segments



## Long term consumer drivers



More surfaces & benefits in Dish & Surface Cleaning



Modern day living & wardrobes



Automation of laundry



Environment under stress



Consumer trust at a premium



Changing consumer access channels



## Our strategy



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PIONEER CLEAN FUTURE

A green rounded rectangle containing four white icons. From top-left to bottom-right: a leaf inside a circle, a recycling symbol, a hand holding a leaf, and a footprint with 'CO<sub>2</sub>' next to it.

WIN IN CHANNELS OF FUTURE

A teal rounded rectangle containing three white icons. From top-left to bottom-right: a building with a shopping cart, a person connected to various devices, and a smartphone with a shopping cart icon.

MARKET DEVELOPMENT AT SCALE

A dark blue rounded rectangle containing a grid of various Unilever product packaging, including detergent bottles, dishwashers, and laundry detergents.

GROW THE CORE

A light blue rounded rectangle containing three Unilever product packaging: Surf Excel, Rin, and Vinda.

**Making your home a better place | Making our world a better home**

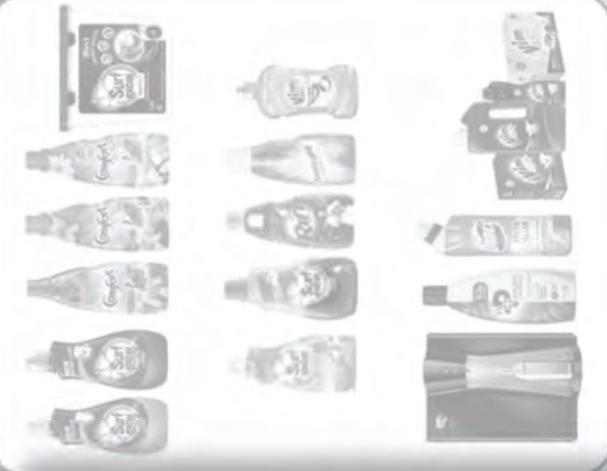


## Our strategy

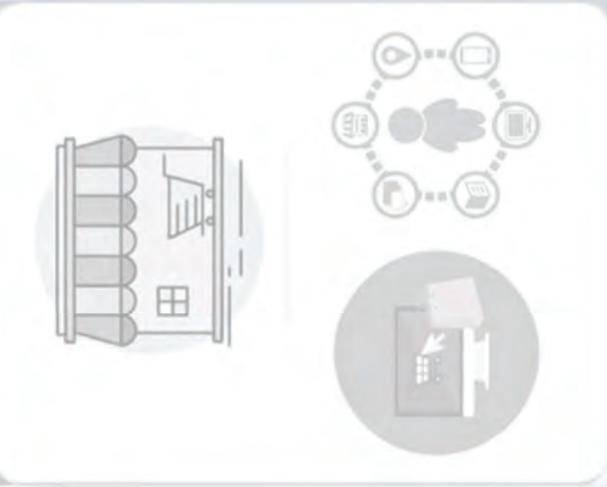
GROW THE CORE  
↳



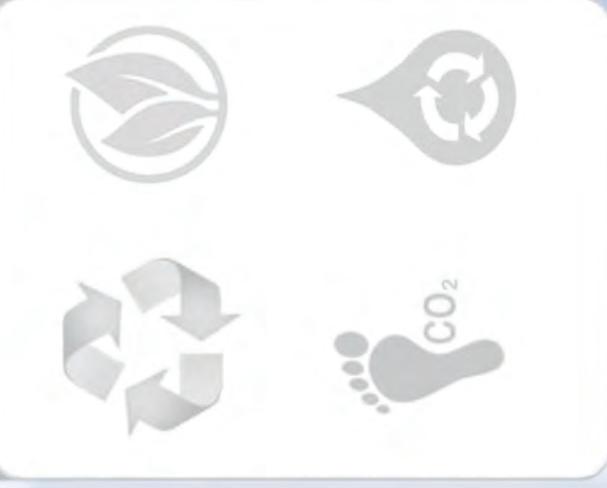
MARKET DEVELOPMENT  
AT SCALE  
▲



WIN IN CHANNELS OF  
FUTURE  
↳



PIONEER CLEAN  
FUTURE  
↳



**Making your home a better place | Making our world a better home**

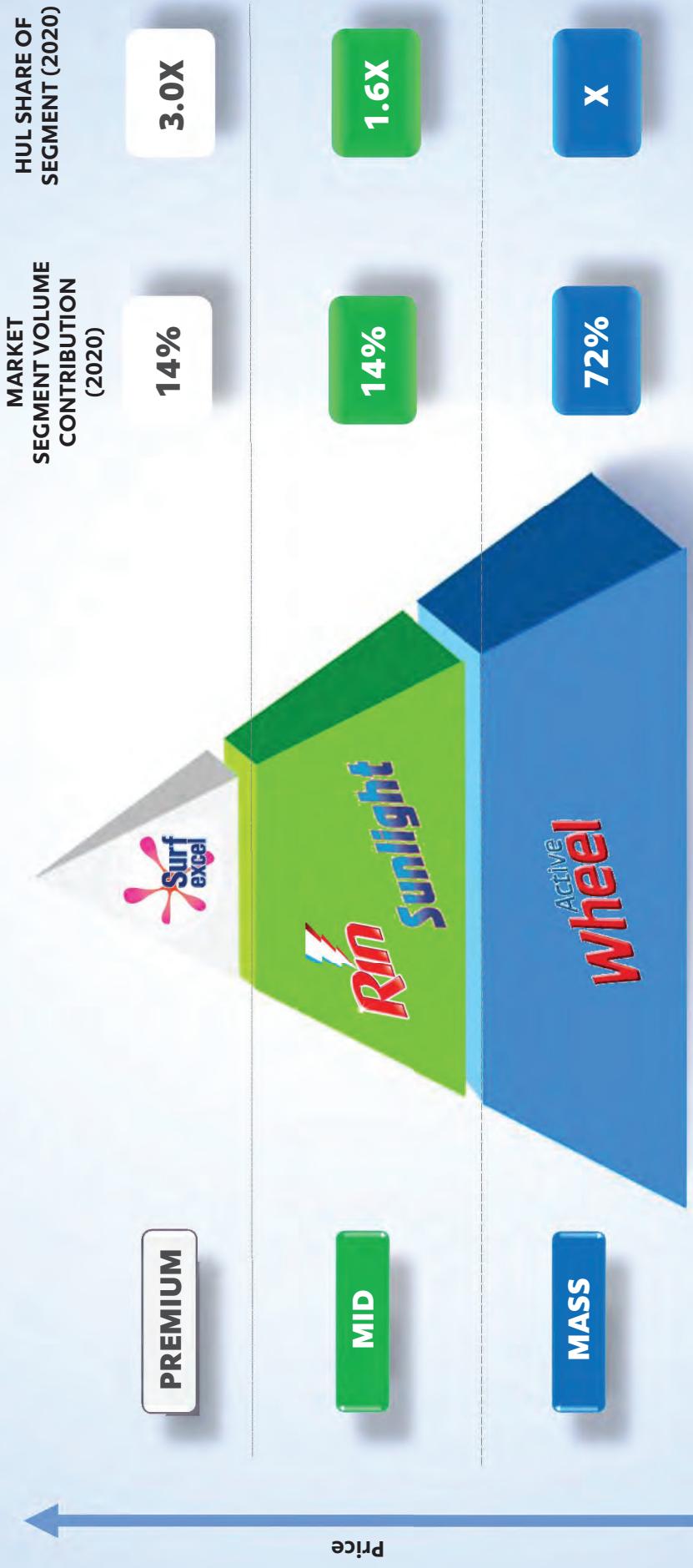
With over half the market still operating in the mass segment

## Core laundry has huge headroom for growth



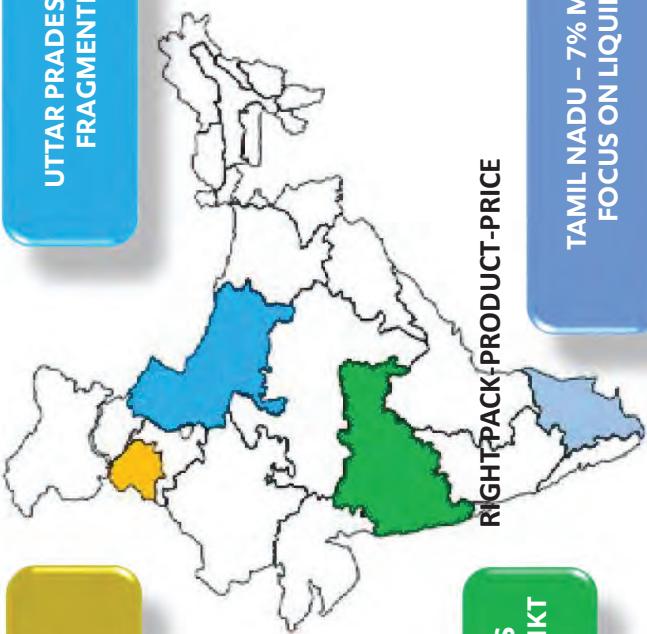
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PORTFOLIO GEARED TO DRIVE PREMIUMISATION



The premiumization S-Curve varies by region and hence WiMI is key

### WiMI DEAVERAGING - WE HAVE SCALE IN MOST CLUSTERS TO WIN CONSISTENTLY



PUNJAB - 50% MASS

UTTAR PRADESH - 75% MASS  
FRAGMENTED MARKET

MAHARASHTRA - 70% MASS  
WITH CONSOLIDATED MASS MKT

TAMIL NADU - 7% MASS  
FOCUS ON LIQUIDS

RIGHT PACK PRODUCT-PRICE

PRODUCT

PROMOTION

PRICE

*Customize Ps by WiMI market*



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## Driving product superiority and brand purpose

### SUPERIOR PRODUCTS



### PURPOSEFUL BRANDS - SAY & DO



*Surf Matic: Protecting the environment*

### PERSUASIVE COMMUNICATION



*Vim: Get ahead of Dishwashing*



*Sunlight: Whichever be your age;  
live life in colours*



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## Surf Matic, Vim and Sunlight AV

- Surf Matic, Vim and Sunlight AV

## Our strategy



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**PIONEER CLEAN FUTURE**

**WIN IN CHANNELS OF FUTURE**

**MARKET DEVELOPMENT AT SCALE**

**GROW THE CORE**

**Making your home a better place | Making our world a better home**

# Market development of future categories

HUGE TOPLINE, BOTTOMLINE & SHARE OPPORTUNITY

DET LIQUIDS  
FABRIC CONDITIONERS

2X  
Realization  
per wash

Accretive  
GM

MARKET PENETRATION

<15%

DE-AVERAGED & PRIORITISED

PRIORITIZED  
GEOGRAPHIES  
BASIS POTENTIAL



WINNING MARKET DEVELOPMENT PLAYBOOK

PRODUCT  
SUPERIORITY VS  
POWDER

PERSUASIVE  
COMMUNICATION

EDUCATION-LED  
SAMPLING AT SCALE

## **Comfort AV**



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## **Comfort AV**



# Water and Air Wellness: Key growth drivers



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## PURPOSEFUL & FUTURE FIT INNOVATION

### DRIVE BENEFITS OF IMMUNITY AND WATER SAVING



## ACCELERATE E - COMMERCE

### DRIVE DISCOVERABILITY & AVAILABILITY



## EXCLUSIVE PORTFOLIO FOR E-COMMERCE



## WIN WITH CONSUMERS ON DIGITAL

### DRIVE HIGHER CONVERSION WITH D2C WEBSITE



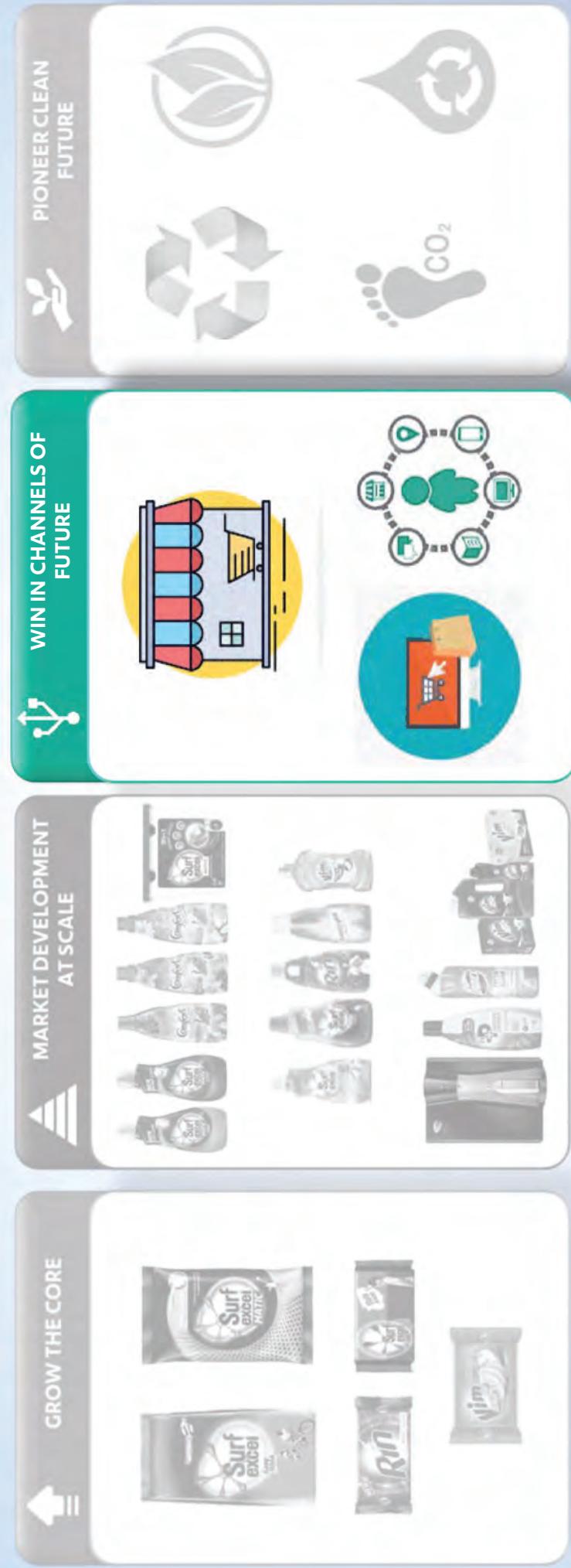
## BEST IN CLASS CONTENT



## Our strategy



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**Making your home a better place | Making our world a better home**



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## Driving share and value in modern trade



### CATEGORY CAPTAINCY IN MODERN TRADE

#### 2X SHARE OF SHELF | RIGHT PLANO |

#### EDUCATION IN-STORE

#### STRONG CUSTOMER BUY-IN WITH 2X HIGHER CATEGORY GROWTH



### PARTNERSHIPS TO DRIVE CONSUMER VALUE



#### INDIA'S FIRST HOME CARE LIQUIDS FILLING MACHINE

#### Consumer Speak

“An idea whose time has come!”  
“Much needed refill machine”

# Design for channel in eCommerce



## BETTER DISCOVERABILITY



**Top 10 Laundry Detergent Products**

Rank	Product Name	Brand	Rating	Price
1	Surf Excel Matic Detergent Powder	Surf Excel	4.5	₹ 100.00
2	Unilever Lux Detergent Powder	Unilever	4.5	₹ 141.00
3	Surf Excel Matic Detergent Liquid	Surf Excel	4.5	₹ 140.00
4	Surf Excel Matic Detergent Powder	Surf Excel	4.5	₹ 123.00
5	Surf Excel Matic Detergent Powder - Fresh Lemon	Surf Excel	4.5	₹ 130.00
6	Surf Excel Matic Detergent Powder - Fresh Lemon	Surf Excel	4.5	₹ 130.00
7	Surf Excel Matic Detergent Powder - Fresh Lemon	Surf Excel	4.5	₹ 130.00
8	Surf Excel Matic Detergent Powder - Fresh Lemon	Surf Excel	4.5	₹ 130.00
9	Surf Excel Matic Detergent Powder - Fresh Lemon	Surf Excel	4.5	₹ 130.00
10	Surf Excel Matic Detergent Powder - Fresh Lemon	Surf Excel	4.5	₹ 130.00

6 OUT OF TOP 10 LAUNDRY BESTSELLERS ARE FROM HUL

## HIGHER REALISATIONS



### PRODUCT COMBOS TO DRIVE UNIT ECONOMICS



### UPSIZING FOR HIGHER VALUE DENSITY



## WORLD CLASS BRAND STORES AND CONTENT



## Our strategy

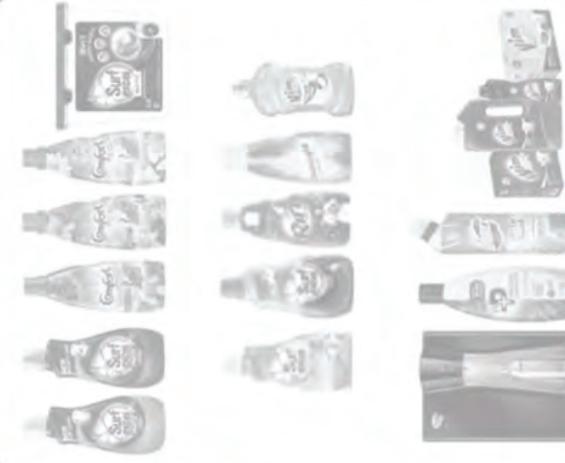


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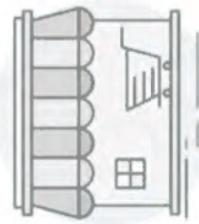
GROW THE CORE



MARKET DEVELOPMENT  
AT SCALE



WIN IN CHANNELS OF  
FUTURE



PIONEER CLEAN  
FUTURE

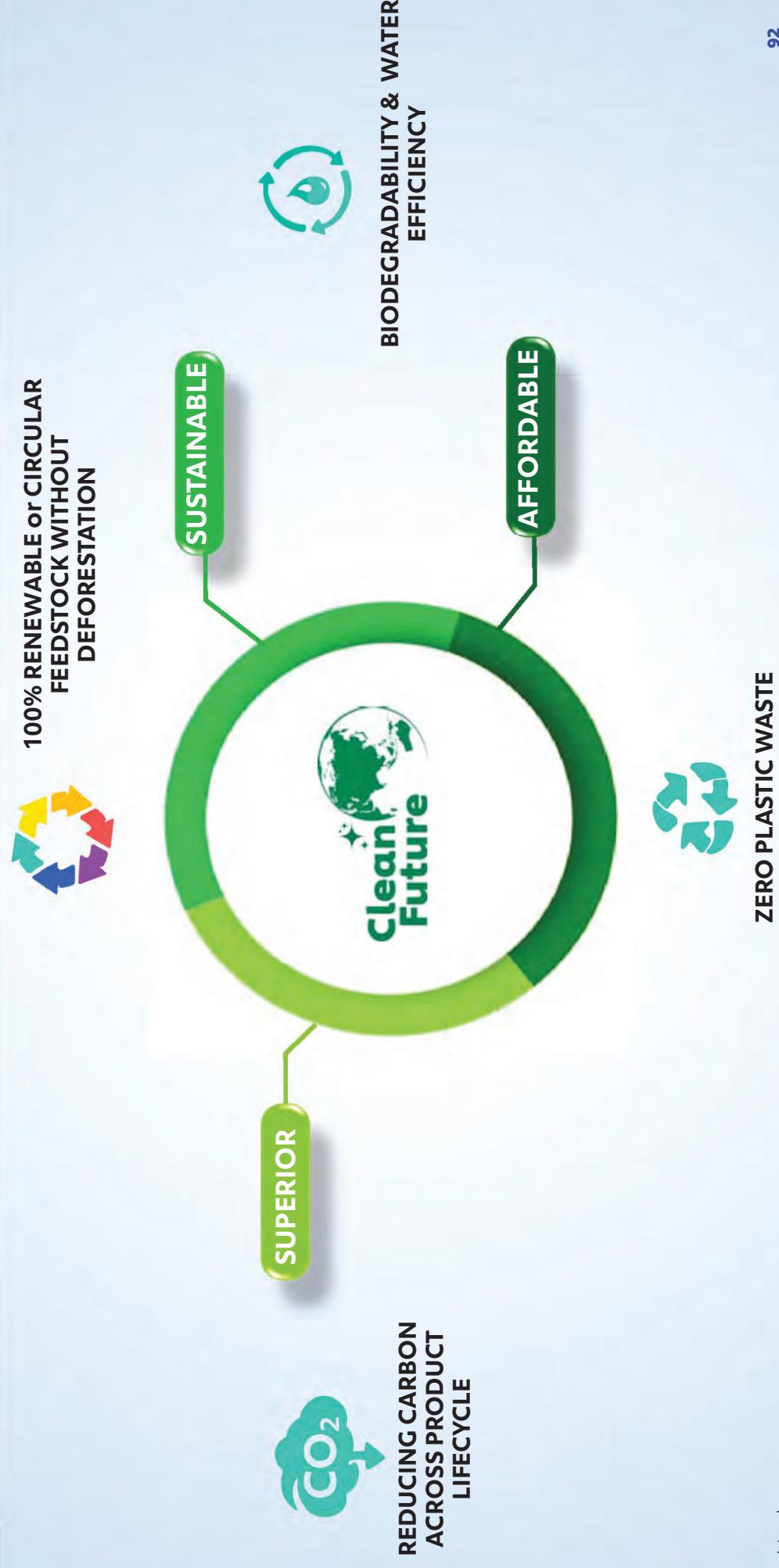


Making your home a better place | Making our world a better home

## Pioneer a Clean Future



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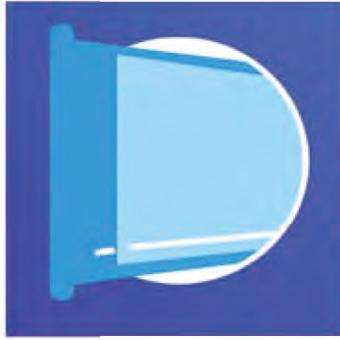


## Key focus areas for a cleaner future

### Our Endeavour

#### WATER SAVING

40% REDUCTION IN CONSUMER WATER SPENDING BY 2030



175 Billion L/ annum water saved

#### DISRUPTIVE PRODUCT DESIGN

ECODESIGN: SUPERIOR BENEFIT AND ECOFRIENDLY



New Technology for Bars



Bio enzymes & weight efficient polymers



Reduced GHG



Reduction in Non-virgin petrochemical



#### PLASTICS

RECYCLABLE AND PCR



50% PCR BOTTLE FOR COMFORT & MATIC BY EXIT 2021



100% PCR BOTTLE FOR VIM BY FH 2022



RECYCLABLE FLEXIBLE PACKAGING

### Our Progress

## Our strategy



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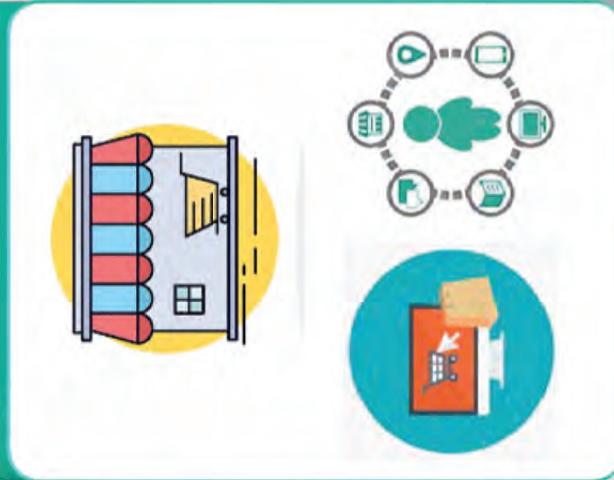
### PREMIUMIZE CORE



### MARKET DEVELOPMENT AT SCALE



### WIN IN CHANNELS OF FUTURE



### PIONEER CLEAN FUTURE



**Making your home a better place | Making our world a better home**

# Foods & Refreshment

Srinandan Sundaram  
Executive Director, F&R

Taste good, feel good, force for good.  
95



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## A very strong business with a PROVEN TRACK RECORD

One of the largest listed F&R company in India

Revenue  
Rs Crs

₹13,204 Cr  
FY 20-21

Segment Margin

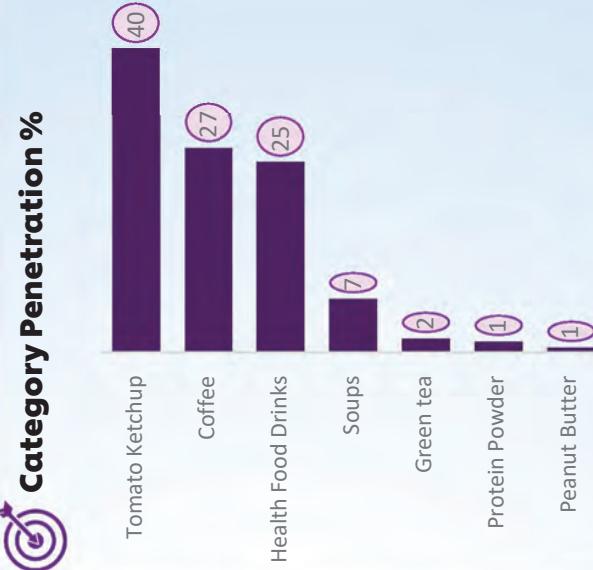
18.1%  
JQ'21

### Strong Category Leadership



Source: Nielsen / Euromonitor

### Huge Headroom to Expand



Source: IIMRB Panel Data

## F&R Purpose: Nourish a Billion Lives & bring home a Billion Smiles

### Beverages

*Lead the expansion of Tea and Coffee as a **beacon of Sustainable Agri Practices***



### Nutrition

*Solve India's Protein & micronutrient deficiency, by getting **every Indian across life stages** to enjoy our products every day.*



### Foods

*Lead the **processed food revolution** in India that will transform convenience, hygiene & food preservation by being the beacon of **Health & Nutrition Standards***



### Ice Cream

*Help spread a **Billion Smiles** by getting **friends & families** together through our Ice Cream portfolio*



### Unilever Food Solutions

*Help the Chef's across restaurants to deliver consistently **High Quality Recipes** through our UFS portfolio*





Hindustan Unilever Limited

## And a strategy to continue winning in the next decade

### Bridging India's Nutrient Deficiency Functional Nutrition



### #UNSTEREOTYPE Core Categories *Purposeful Brands & Insightful comms*



### Accelerate Out of Home Channel Growth



### Introduce High Science based Innovations



### Market Development of new Benefit Segments



### Sustainable Farm to Fork Business Model





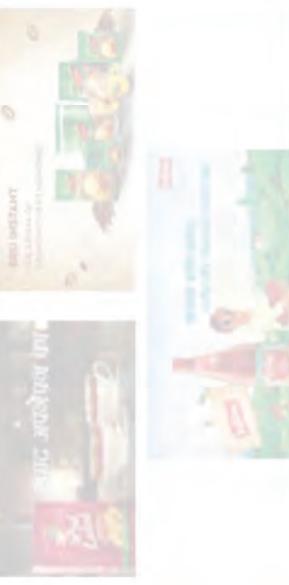
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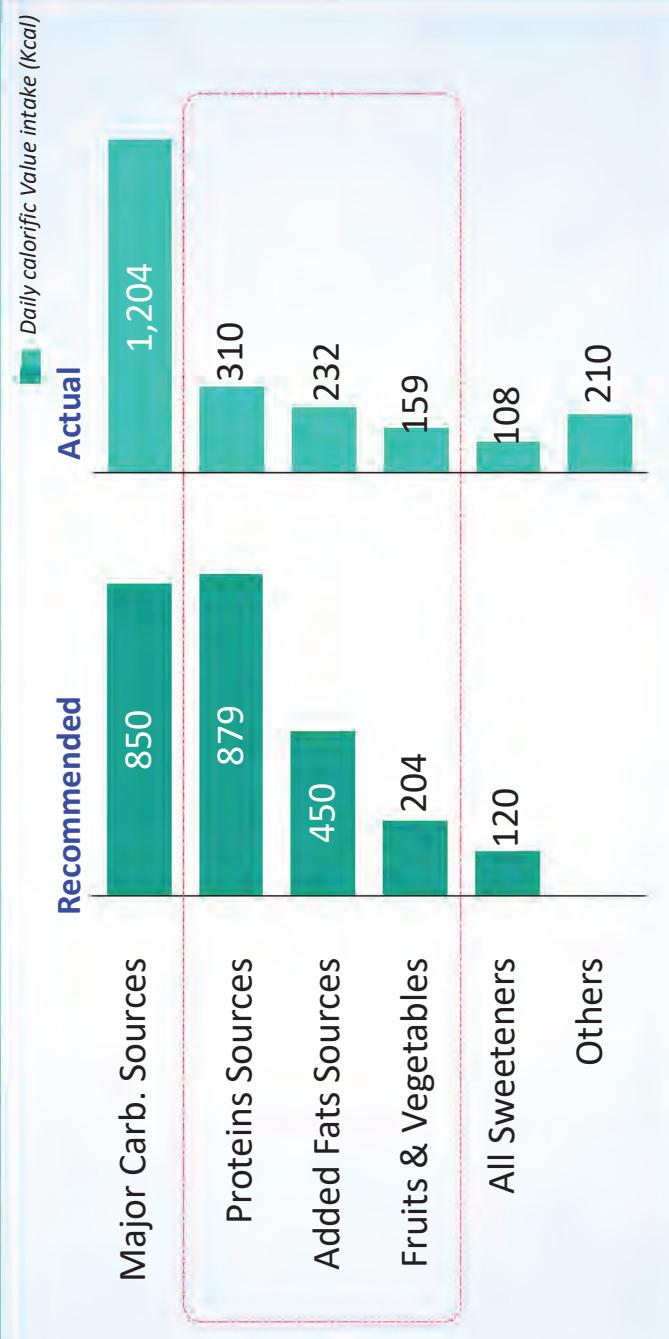
### Market Development of new Benefit Segments



# Huge opportunity to address unbalanced Nutrition



## Indian diet is deficient in Protein and Micro Nutrients



Recommended (2503) basis EAT LANCET report titled "Healthy diets from sustainable food systems", Actuals (2023) "Nutrition intake in India 2011-12", report no 560 (68/1.0/3) & internal estimates

## A portfolio designed to address nutrition deficiencies





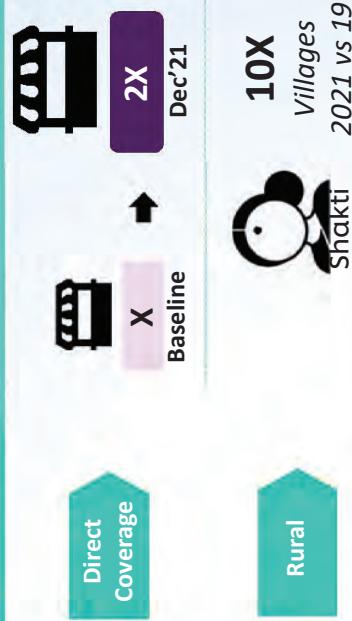
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## The journey of Nourishing a Billion lives

### Explain what's inside the cup of Horlicks



### Get to More Stores



### WIN with Cord Cutters & TV viewers



**100X**  
Sampling





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**Horlicks AV**



**Horlicks Food Equivalence**



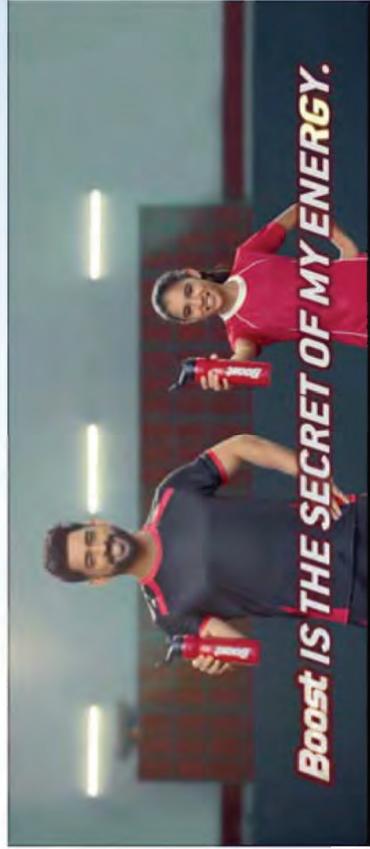
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## #UNSTEREOTYPING Sports with Boost

**Boost: Iconic brand synonymous with Cricket**



New #UNSTEREOTYPE copy





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## Boost AV



Boost AV



Hindustan Unilever Limited

## Bringing scale of HUL to augment Nutrition expertise

### People

16th CCBT

Country | Category | Business | Team



0

### Process



LIVE WHIRE

### Performance



700,000 Stores



Integration Synergy

Ahead of Plan



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## Design a High science portfolio around lifestyle diseases

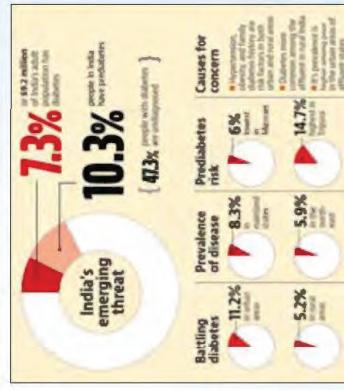
### 1 out of 3 women susceptible to Osteoporosis



### 80% of population deficient in Protein



### ~10% of people at risk of Diabetes



### 40% Kids are Overweight



## A High Science Range to address rampant life stage issues



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The image consists of four separate promotional panels arranged in a 2x2 grid, each featuring a different Nestlé High Science product.

- Top Left:** A woman in a red plaid shirt holds a small tub of **Nestlé Kids Plus Protein**. The text on the tub reads "Get **30%** of your daily protein need".
- Top Right:** A woman in a white top holds a large tub of **Nestlé NutriJoy**. The text on the tub includes "High dietary fibre to support WEIGHT MANAGEMENT".
- Bottom Left:** A woman in a black top holds a large tub of **Nestlé Women's Plus Calcium**. The text on the tub says "Clinically proven to help improve bone strength in 6 months" and "Get 100% daily Calcium and Vitamin D".
- Bottom Right:** A woman in a purple top holds a large tub of **Nestlé Diabetes Plus**. The text on the tub says "High Fibre diet is proven to help manage diabetes" and "diabetes plus fulfills 26% of daily fibre requirement".



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## Step change in capability to win in channels of the future

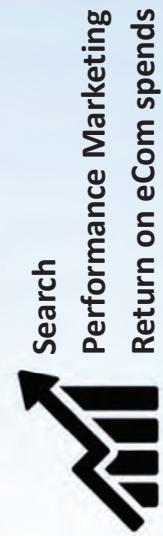
### Augmenting eCom ready packs



### Enriching Digital POS



### Brilliant Basics





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## Strategy to continue winning in the next decade

### Bridging India's Nutrient Deficiency *Functional Nutrition*



### #UNSTEREOTYPE Core Categories *Purposeful Brands & Insightful comms*



### Accelerate Out of Home Channel Growth



### Introduce High Science based Innovations



### Sustainable Farm to Fork Business Model



### Market Development of new Benefit Segments

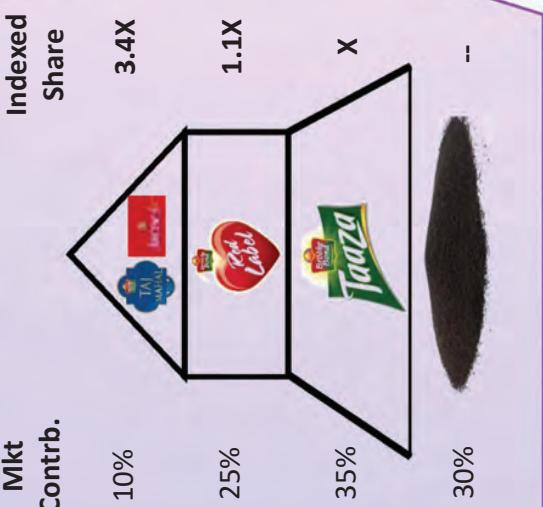




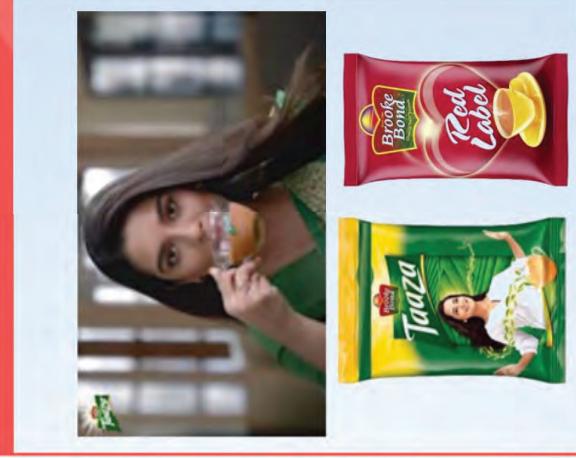
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## Tea : A proven flywheel strategy to deliver growth & market share

### Driving Core through premiumisation



### Upgradation from Loose to Packaged



### New Benefit Segments





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Taj Mahal Tea & Taaza AV



Taj Mahal Tea & Taaza



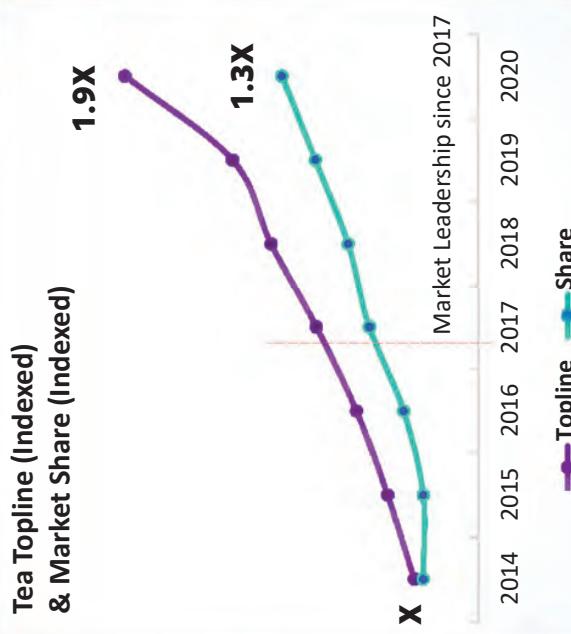
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## Executing national equities locally, leveraging captive capability

### Winning in Many Indias with Brands, packs and formulation



### Accelerated growth and strengthened market leadership



### Captive End to End capabilities in house in HUL



Beverages Excellence Centre



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## Get India to wake up to the smell of coffee

### Market Development

Core product improvement  
to deliver **superior taste and  
experience**



**17%**  
Category  
penetration



### Market Development

North's preference for beaten coffee  
**फैटी हुई कॉफी**



Core product to deliver  
consumer preference of  
**Filter coffee**



**87%**  
Category  
penetration



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## Foods – Portfolio transformation through On-trend Innovations

### Market Leaders in Core



### Making Host Food Tastier



### Making Protein Delicious



### Goodness of Real Chicken



### Restaurant like Food at Home



Source: Nielsen

Sensitivity: Internal



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## Knorr Soups & Kissan Peanut Butter AV

► Knorr Soups & Kissan Peanut Butter



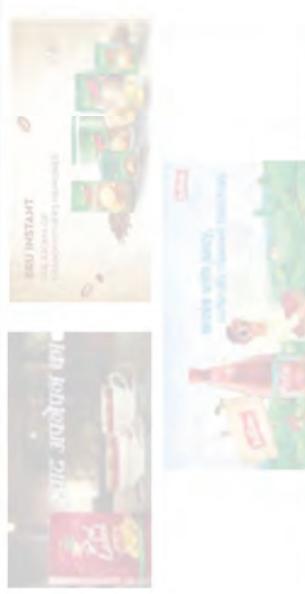
Hindustan Unilever Limited

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### Bridging India's Nutrient Deficiency *Functional Nutrition*



### #UNSTEREOTYPE Core Categories *Purposeful Brand & Insightful comms*



### Accelerate Out of Home Channel Growth



### Introduce High Science based Innovations



### Sustainable Farm to Fork *Business Model*



### Market Development of new Benefit Segments



# Ice Cream: Help spread a Billion Smiles



**Low per capita consumption of ice creams  
Massive headroom to grow**



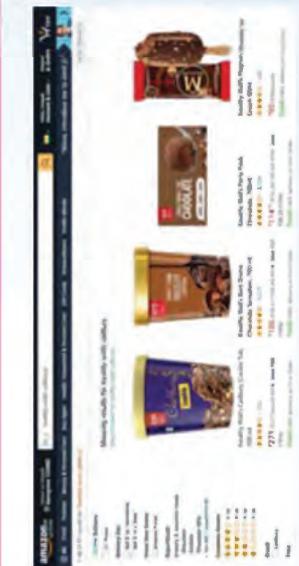
**One of the fastest growing countries;  
Will be a ~€6 bn market by 2028**

**Growth will be driven by  
Accelerated Availability ...**

Ice Cream Cabinets	2015	2020	2025
1X	1X	5X	12X



**....Any time Any where**



## Unilever Food Solutions to maximise on the eating out trend

### Local + Global Portfolio

₹ 2500 Cr

Addressable Market

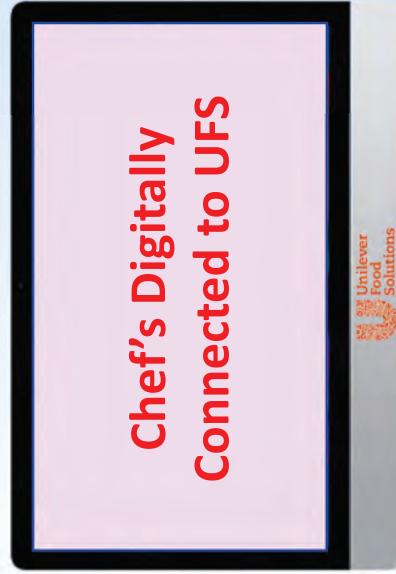


### Major Opportunity for Acceleration



Points-of-Sale  
Portfolio cross-selling  
Branded presence

### Creating a Digital Route to market





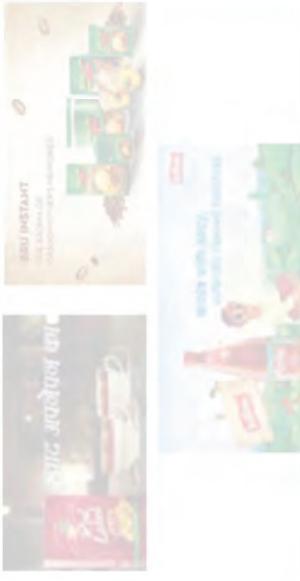
Hindustan Unilever Limited

## Strategy to continue winning in the next decade

### Bridging India's Nutrient Deficiency *Functional Nutrition*



### #UNSTEREOTYPE Core Categories *Purposeful Brand & Insightful comms*



### Accelerate Out of Home Channel Growth



### Introduce High Science based Innovations



### Market Development of new Benefit Segments



### Sustainable Farm to Fork Business Model



## One of the largest buyers of Agri commodities

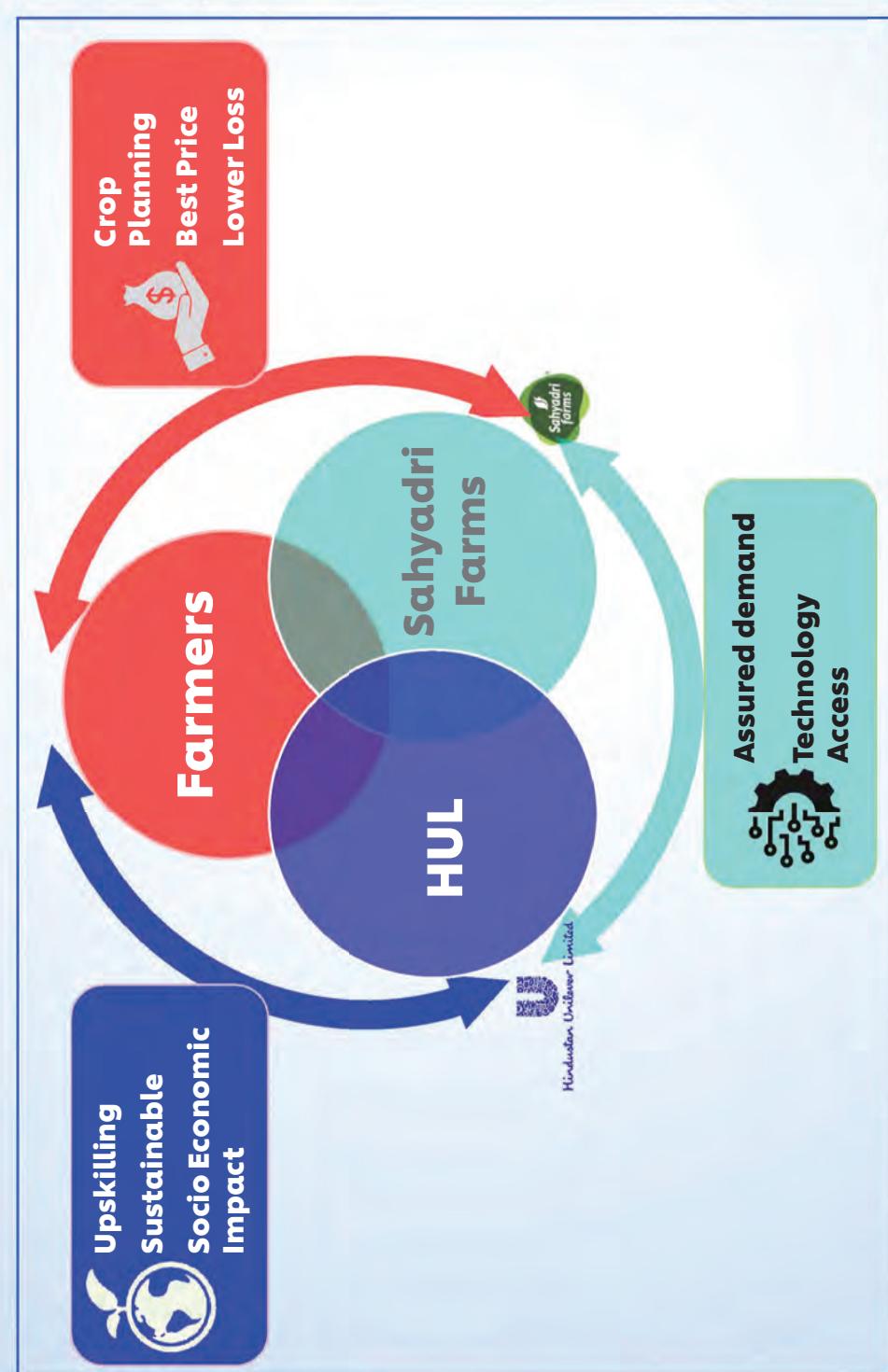


**HUL will do well by doing Good for Consumers, Farmers and Environment**



Hindustan Unilever Limited

## Our sustainable sourcing flywheel



## Tomato Example





Sahyadri Farms AV



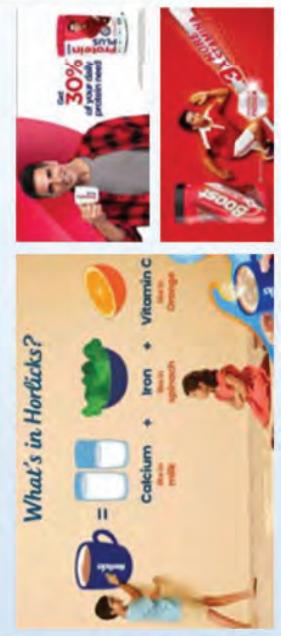
Sahyadri Partnership



Hindustan Unilever Limited

## Our Ambition - Taste Good, Feel Good, Force for Good

### Bridging India's Nutrient Deficiency *Functional Nutrition*



### #UNSTEREOTYPE Core Categories *Purposeful Brands & Insightful comms*



### Accelerate Out of Home Channel Growth



### Introduce High Science based Innovations



### Market Development of new Benefit Segments



### Sustainable Farm to Fork *Business Model*



# Dr. Vibhav R. Sanzgiri

## Executive Director, R&D





Hindustan Unilever Limited

## World Class R&D

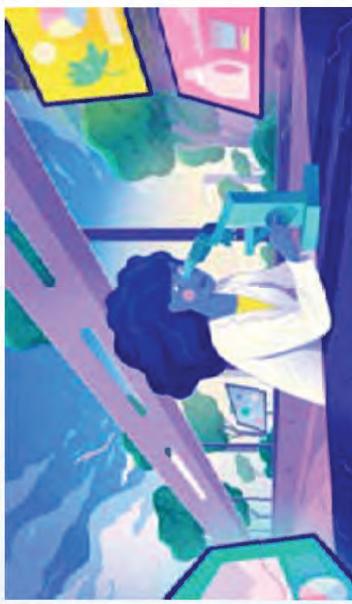
**60+**  
**Glorious Years**  
of R&D at HUL

**650+**  
**Scientists**  
in India

**100+ PhDs**  
+ Top STEM Talent  
From Leading Indian &  
Global Universities

**3 R&D Centers**  
@Bangalore,  
Mumbai, Gurgaon

**Largest FMCG**  
**R&D**  
in India



**>100**  
Top Academic Institutes  
**>200**  
Global Tech Partners

**>20,000**  
Patents globally

**Labs of Future** Fit for  
D&I, Digital  
& Automation

**18 R&D**  
**Centers**  
Across Global  
Network

**Superior**  
**Products**  
For People &  
Planet

**1000 +**  
**Impactful**  
**Innovations**  
Last decade



Hindustan Unilever Limited

## Pioneering : Industry, Market & Unilever

### Transforming Soaps With Vegetal Fats & Oils



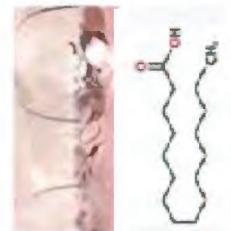
### Affordable & Sustainable Home Care



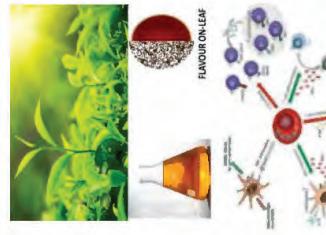
### Revolutionary Hygiene Technologies Including Immunity



### Innovating Holistic Skin Glow



### Remodelling Tea Taste & Benefits With Technology



## Categories & Technologies Created by HUL R&D, Democratized by the World

Sensitivity: Internal



Hindustan Unilever Limited

## R&D strategy in action



### 1. Consumer focused Superior Products

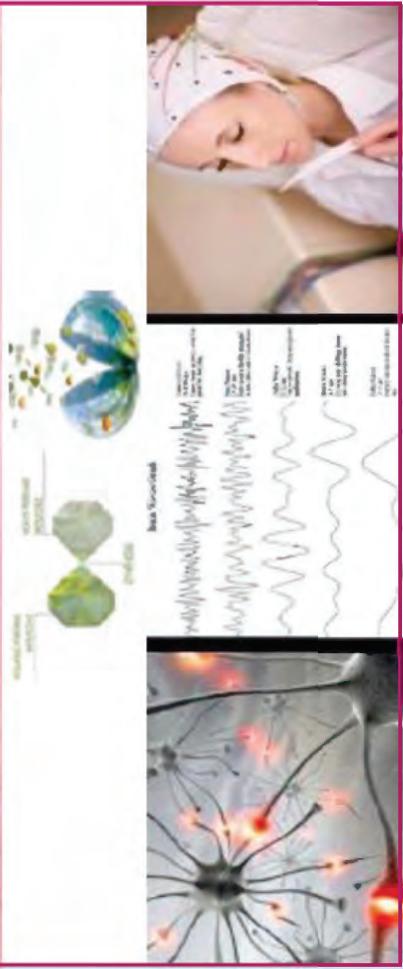
### 2. Sustainability at core of R&D

### 3. Next generation Science & Technology

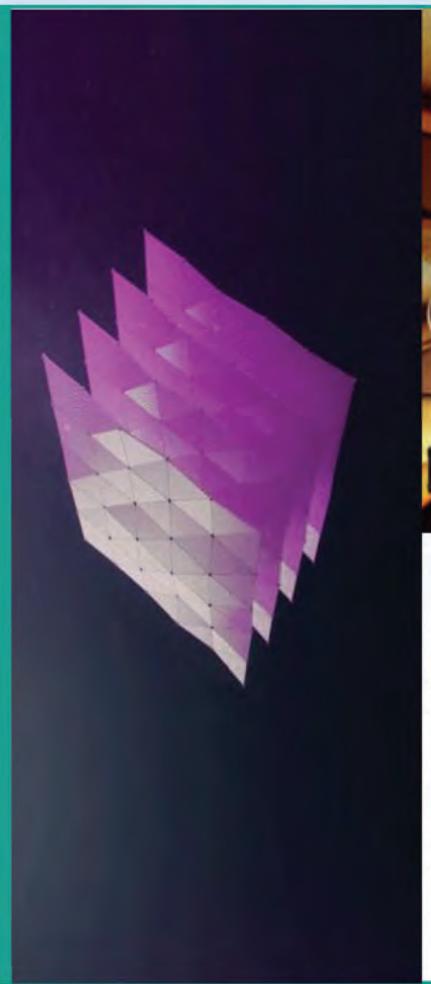
### 4. Reimagine R&D

## Consumer focused Superior Products

Superior Fragrance & Sensorials  
Leveraging Neuroscience



Superior Yet Gentle Functionality  
**Structured Care Liquid With Patented Processing**





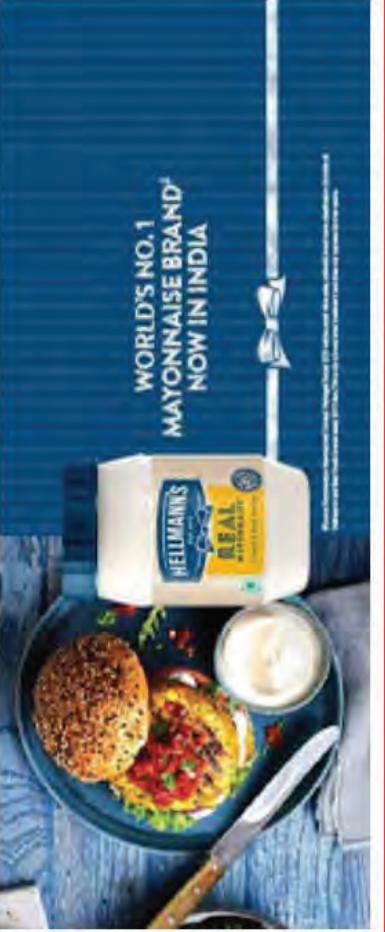
Hindustan Unilever Limited

# Driving superiority with Positive Nutrition

## Responsible Health & Wellness Targeted life-stages and need-spaces



## Real Honest Ingredients Good Proteins & Fats



**HUL RANKS #1 IN INDIA ACCESS TO NUTRITION SPOTLIGHT INDEX 2020**

ACCESS TO  
NUTRITION  
INITIATIVE

Sensitivity: Internal

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Hindustan Unilever Limited

## With the times : Consistent, Competitive and On-Trend

### Superior Performance



WITH SHADES THAT SUIT  
100% INDIAN SKIN TONES



LAKMÉ 9to5 PRIMER + MATTE  
FLUID COVER FOUNDATION

### Differentiated Technology



### On-Trend

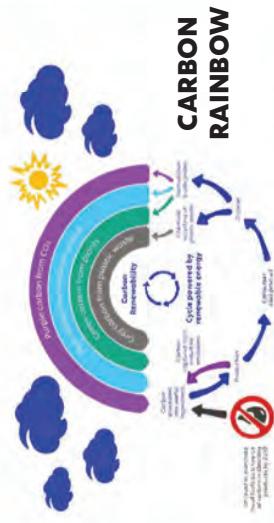




Hindustan Unilever Limited

## Sustainable products for a Clean Future

### Carbon Capture Low Carbon Products



In action: the world's  
first fully commercial  
carbon capture and  
utilisation plant



### Biosurfactants Plant-based, Renewable & Biodegradable



### Eco-Design Wash-Rinse Efficiency





Hindustan Unilever Limited

## Circular Packaging : Lesser/Better/No Plastic

### Recyclable



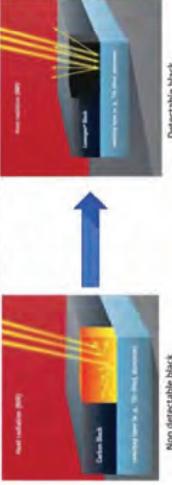
- Barrier properties
- Aesthetics

### Post-Consumer Recycled



- PCR Plastic Availability
- Black Plastic Recyclability

### Plastic Reduction



- Transit Performance
- Fungal Growth

### Refill (Smart Fill)



- Awareness
- Infrastructure

- Differential temperature sealing
- Special Inks & Coating

- Scuff resistant coatings
- Anti-microbial & fungicides

- Consumer education
- Stable Product & pack solutions

133

Sensitivity: Internal

Next Generational Science



Hindustan Unilever Limited

# Immunity : Inside & Outside

Clinically proven to  
improve immunity<sup>†</sup>



GOOD NUTRITION  
THAT SUPPORTS  
IMMUNITY



## Skinification : Glow & Benefits

**NON-GREASY**  
**RADIANCE** SHINE  
**BRIGHTNESS** LUMINOUS  
**SKIN CLARITY** SOFT FEEL  
**EVEN SKIN TONE** HEALTHY  
PLUMP CUSHION



Get glowing skin with  
every wash.  
BRIGHT BEAUTY FACEWASH



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EVERY GLOW  
IS UNIQUE





Hindustan Unilever Limited

## Developing deep domain expertise

### Microbiome: Home & Hygiene

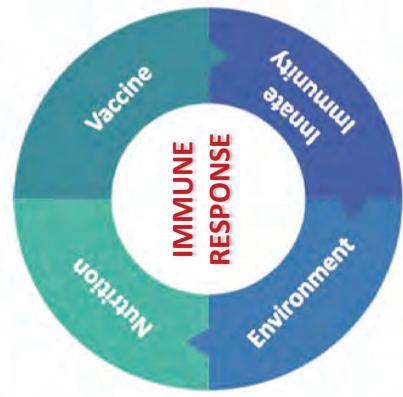


### Immune Response: Holistic Understanding

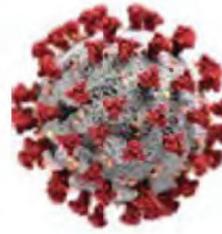


### HUL Sponsors Largest Study

Immune Response to SARS-CoV-2 with leading experts



Diverse Markers that could make a difference on how we deal with it



### Worldwide Expert Network



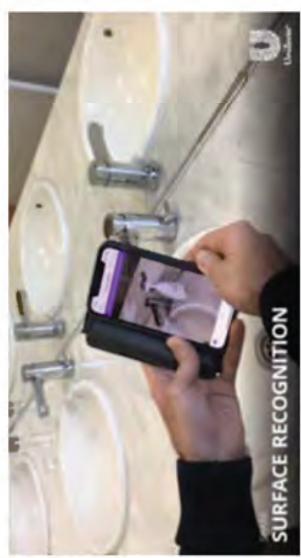
### Global Centre Of Excellence



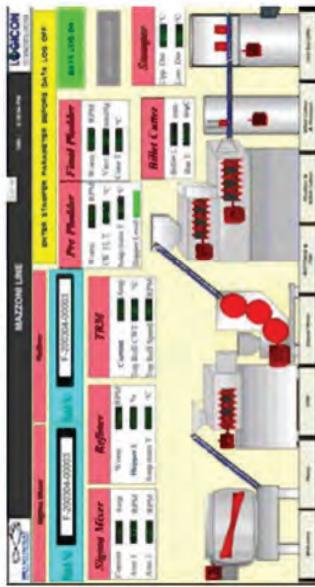
Hindustan Unilever Limited

## **REIMAGINE R&D: Future-Fit R&D capabilities & talent**

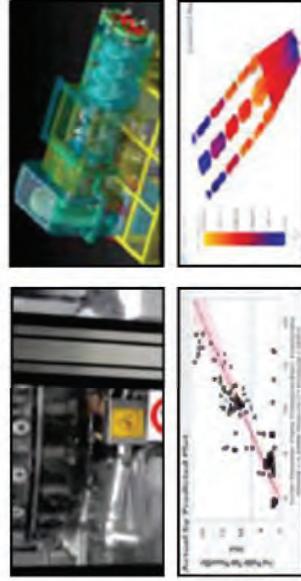
## HIGH INVESTMENT IN DIGITAL & ARTIFICIAL INTELLIGENCE



## AUTOMATION & ROBOTICS FOR LABS OF FUTURE



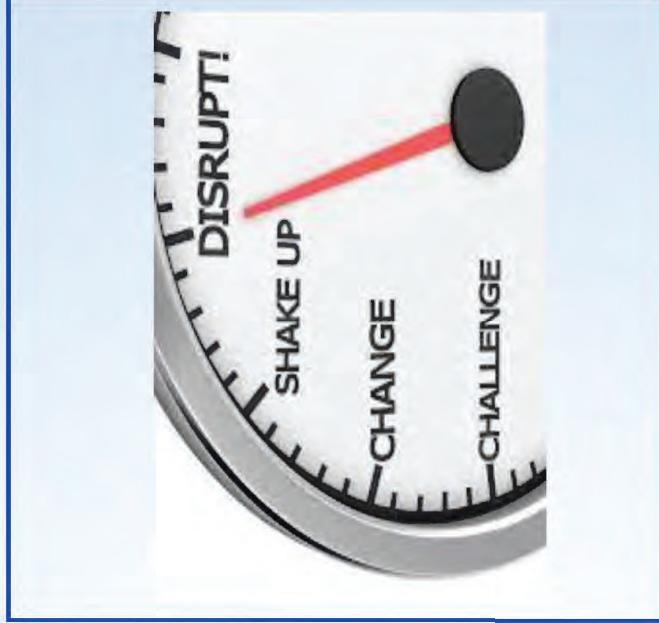
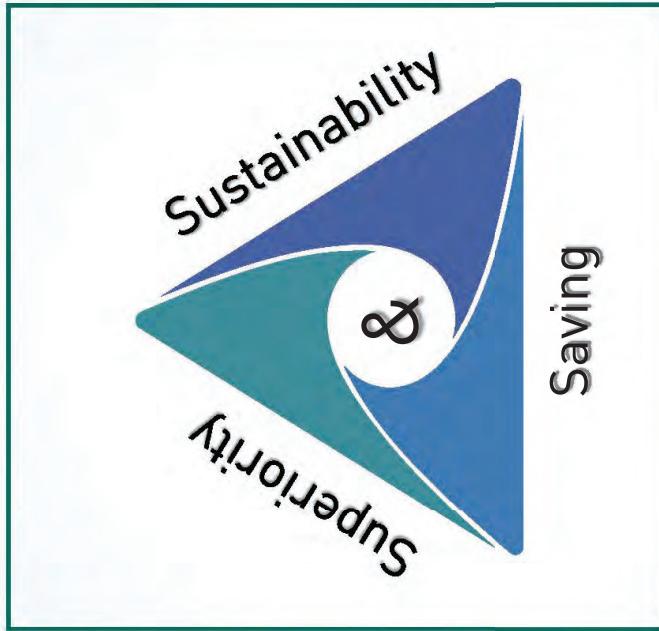
## **ADVANCED MANUFACTURING CENTRE TO ELIMINATE FACTORY TRIALS**



GLOBAL NETWORK OF PARTNERS WITH PURPOSE: EXPERTS, INFLUENCERS & ADVOCATES



## In Summary - R&D Focus Areas

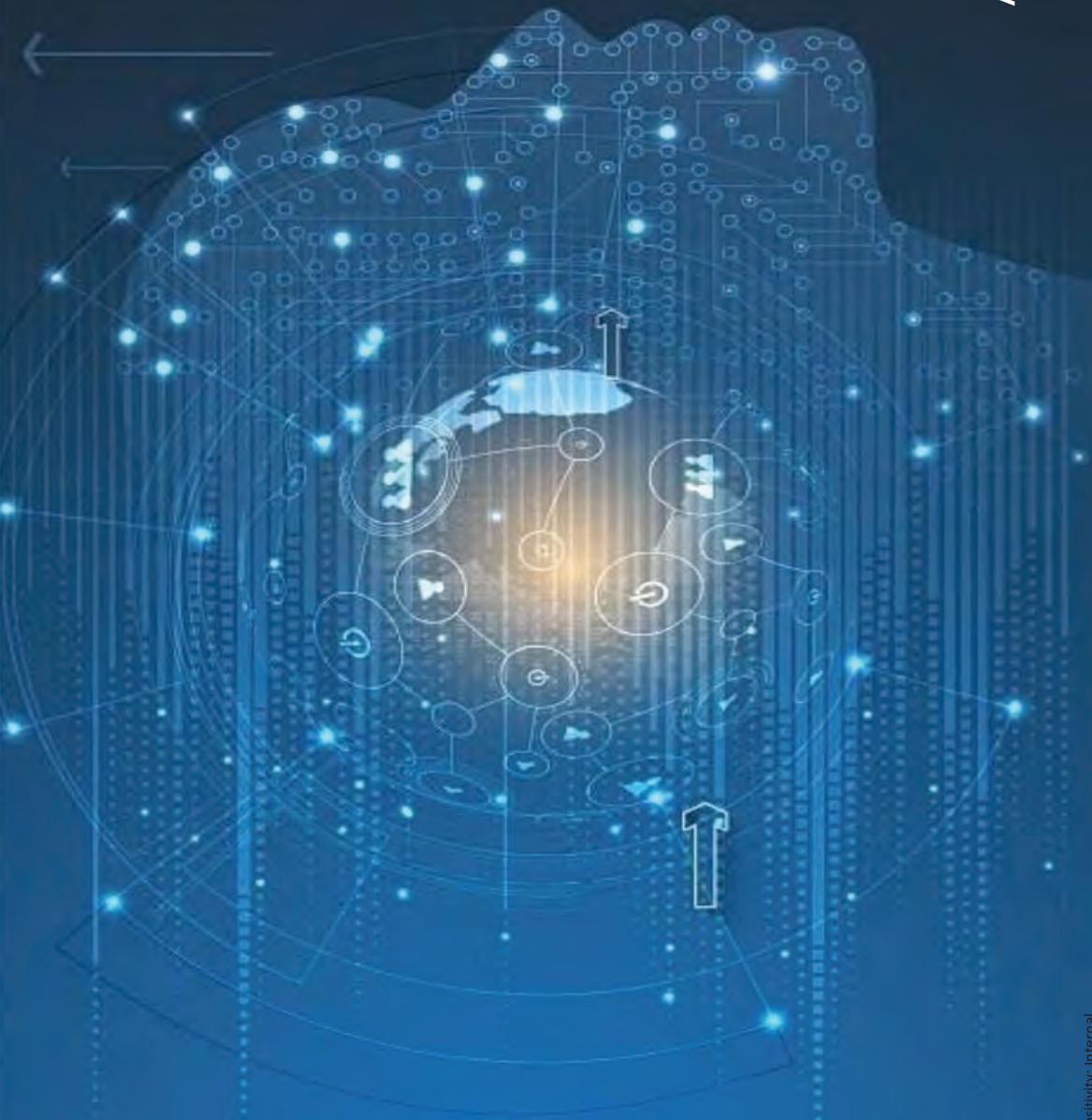


## SCIENCE & TECHNOLOGY DISRUPTION TO WIN IN THE NEXT DECADE

# JOURNEY TO INTELLIGENT ENTERPRISE

Arun Neelakantan  
VP Digital Transformation and Growth

138<sub>138</sub>



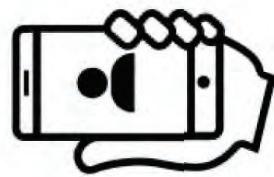
## India's meteoric rise in digital adoption

### Increasing Internet Penetration



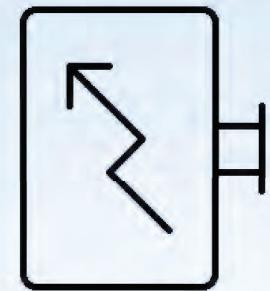
2015 → 2021  
**302 Mn** → **761 Mn**

### Rising Access to Low-cost Smartphones



2015 → 2021  
**220 Mn** → **439 Mn**

### Soaring Daily Data Consumption



2015 → 2021  
**0.8 GB** → **14 GB**  
**\$4/GB** → **\$0.6/GB**

## Factors enabling India's growth as a digital powerhouse

### India Ranks 4th in Digital Evolution



### Robust Data Ecosystems & e-governance



1.2bln biometric IDs



### 3rd Largest Start-up Ecosystem



25K + Start-ups, 51 Unicorns

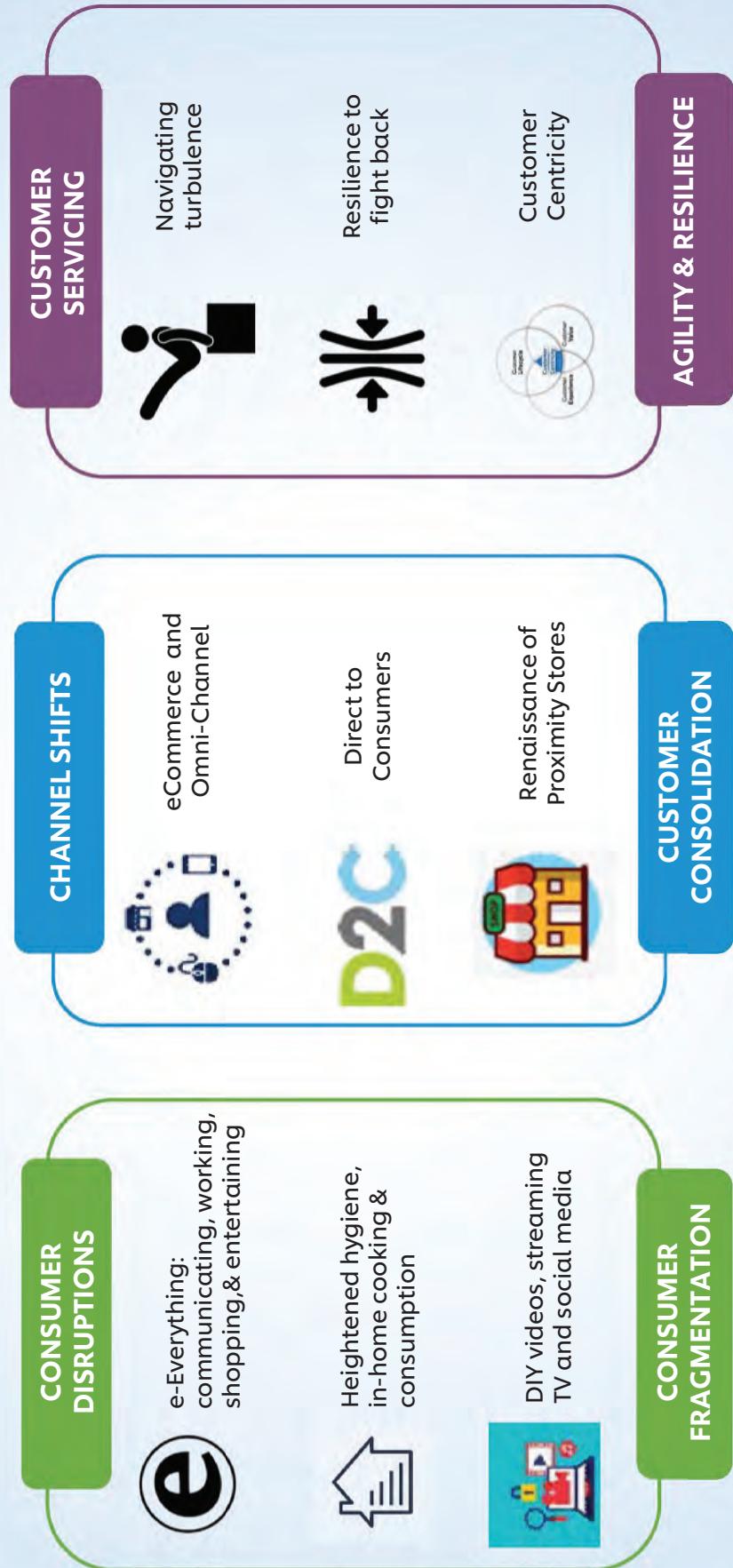
### National Health Stack

12mln GST onboarding



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## Rapidly evolving FMCG environment



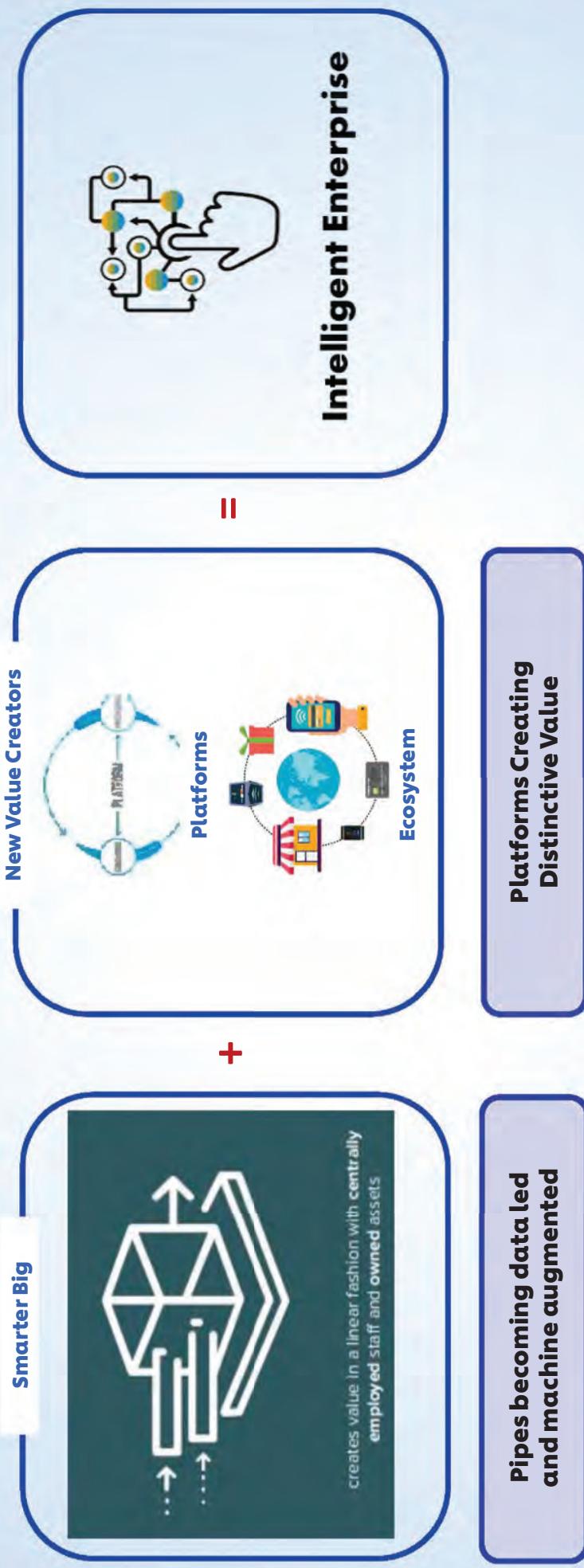


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## Reimagine HUL: Our digital transformation journey



## Reimagine HUL in 2021 & Beyond: The Intelligent Enterprise

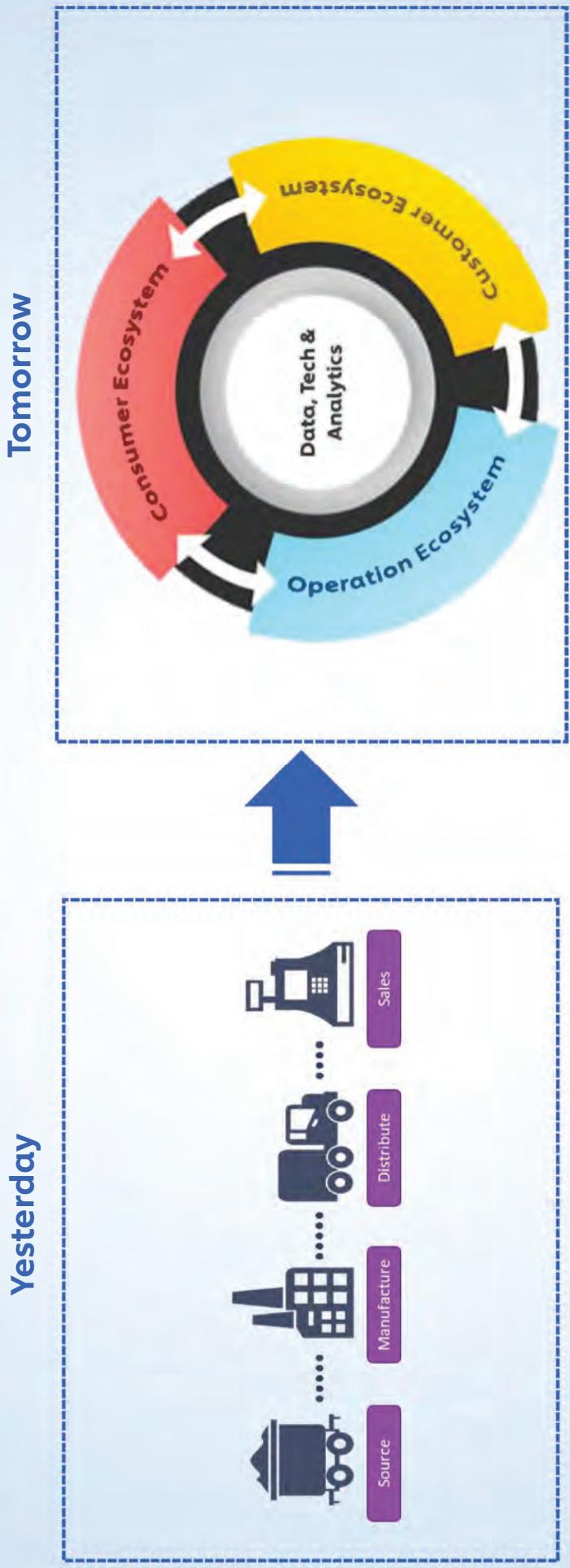


**Building Ecosystems to Maximise Value Delivery to Consumer & Customer**



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## Reimagine HUL: Journey to an Intelligent Enterprise



## From Traditional Linear Value Chain to Non-Liner and Inter-connected Ecosystems



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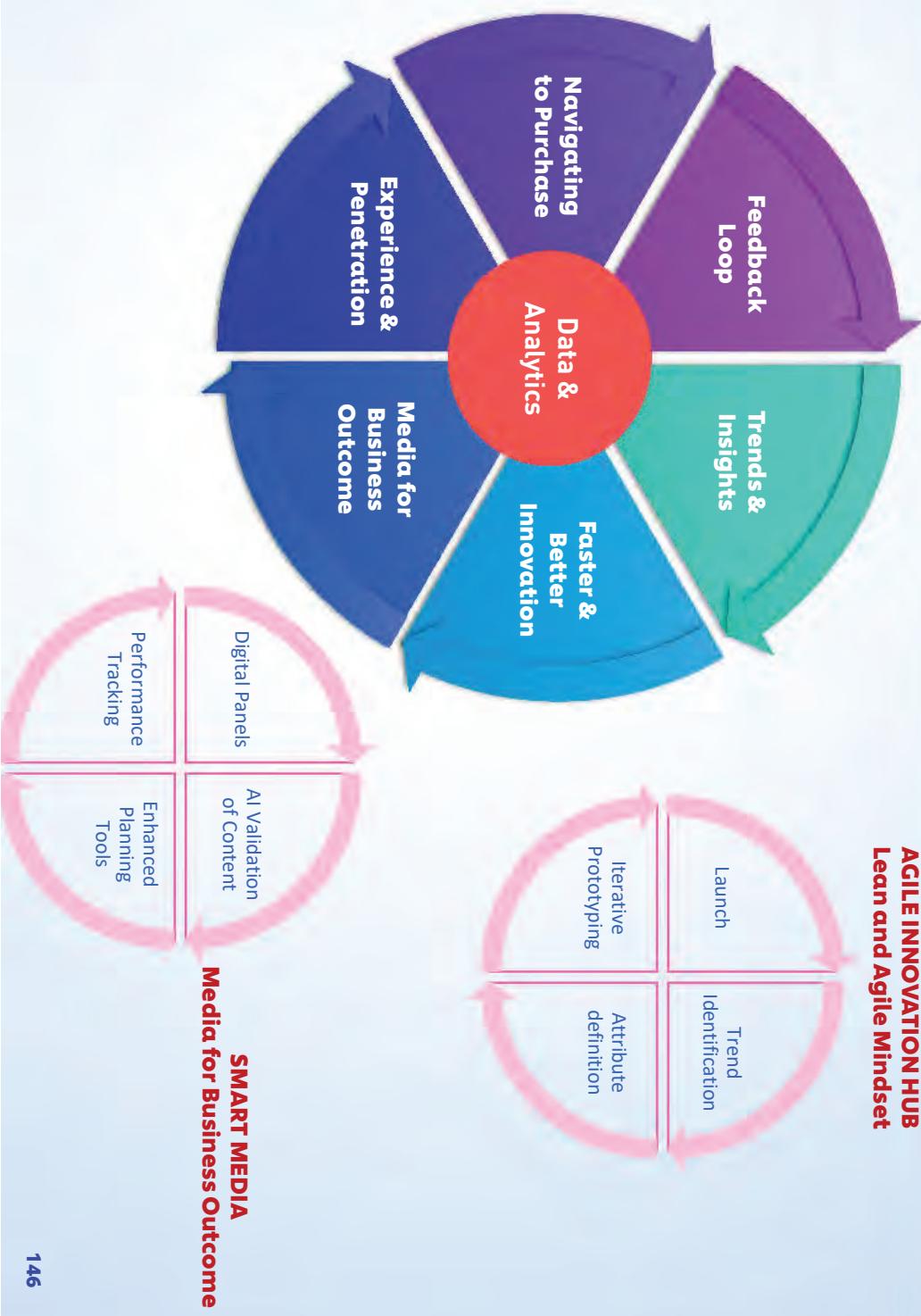
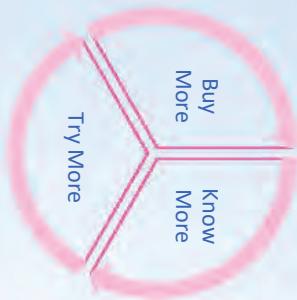
## Reimagine HUL: The Four Inter-connected Ecosystems



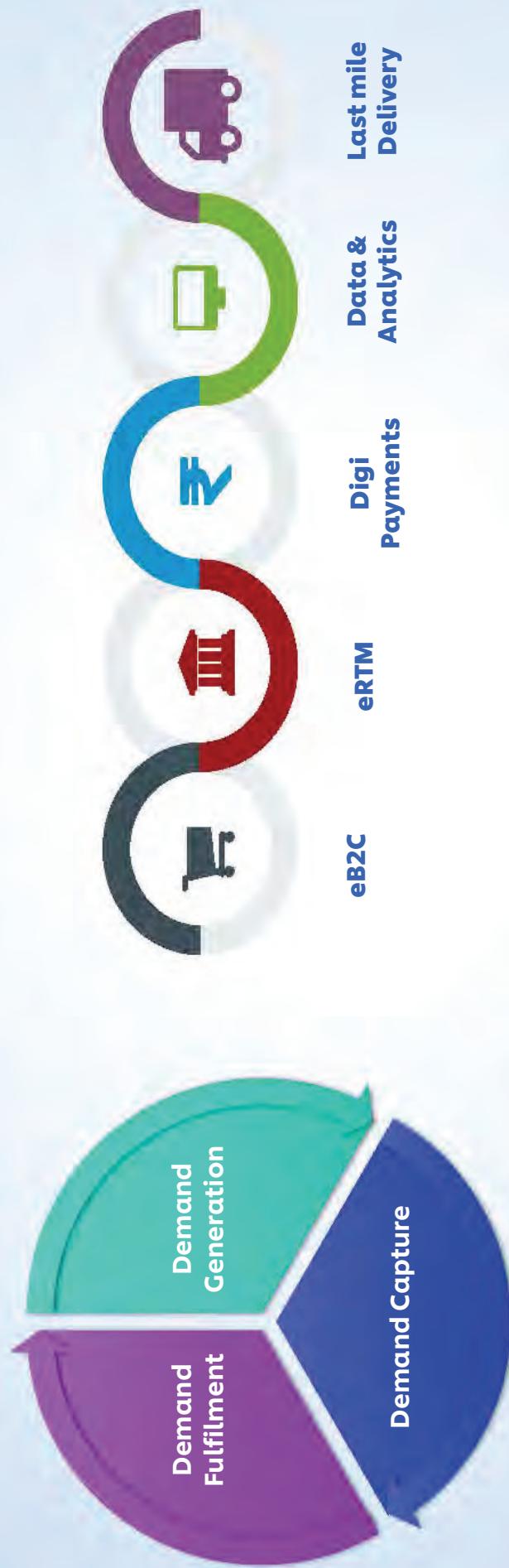
# Connected Consumer Ecosystem

## AGILE INNOVATION HUB Lean and Agile Mindset

**INTERCONNECTED PLATFORMS**  
Engaging consumer across purchase cycle



## Connected Customer Ecosystem



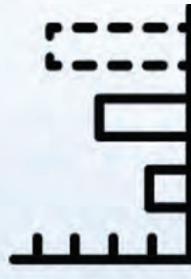
**Delivering Enhanced Value Proposition**



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## Connected Operations Ecosystem

### Plan & Source



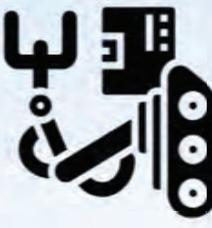
AI led commodity and demand forecasting  
ML powered intelligent planning for  
distributors

### Make



Manufacturing & distribution network  
transformation  
Digitally enabled agile manufacturing

### Deliver & Service

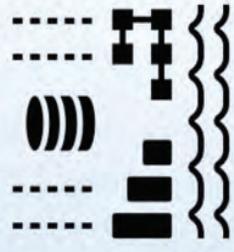


Automated storage & picking  
Integrated routing & delivery

### End-to-end Operations Ecosystem for cost savings & efficiency

## Data, Technology and Analytics

### On-demand Access to Granular Data



### DATA LAKES

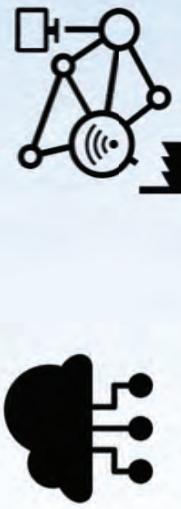
External and Internal integrated Data Lakes

### Embedded Intelligence



Democratizing data with aided and predictive decision making tools

### Cutting-Edge Technology



Intelligent automation through cloud computing, ML, & leveraging IoT



**Reimagine HUL AV**

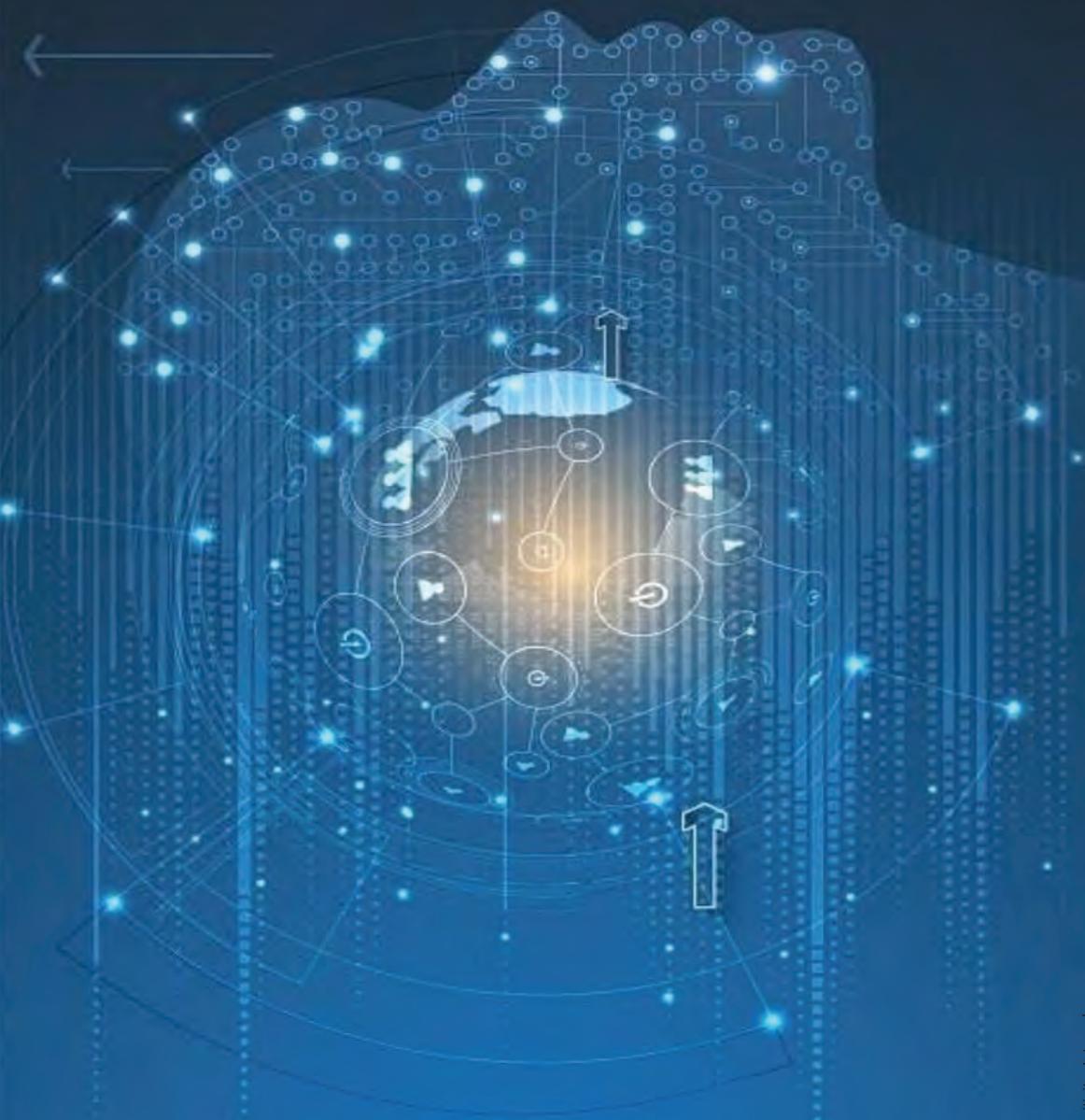


Reimagine HUL

# Consumer Ecosystem

Nitesh Priyadarshi  
VP, Consumer & Market Insights

151151



## Connected Consumer Ecosystem



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Tech-powered, On-Trend Innovations  
Creating Consumer Experiences





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# Consumer Ecosystem



## INTERCONNECTED ENGAGEMENT



## AGILE INNOVATION HUB: Lean and Agile mindset

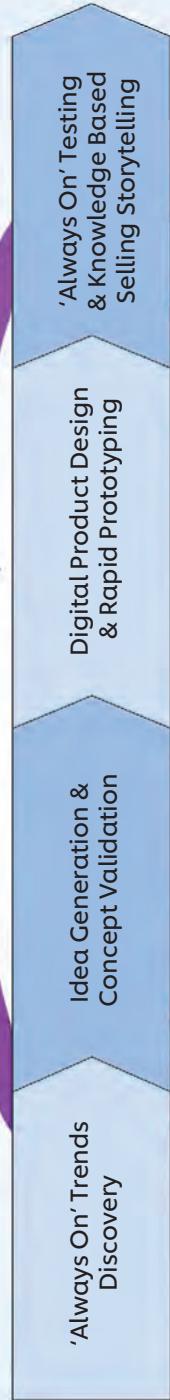
ALWAYS ON INSIGHT ENGINE  
AI LED CONSUMER UNDERSTANDING  
AI LED PRODUCT  
CX: CONSUMER & CUSTOMER EXPERIENCE

## SMART MEDIA: Attributed to growth

AI LED CONTENT  
GOOGLE SHARE OF SEARCH  
BIG DATA TOOLS  
ALWAYS ON DIGITAL VOICE  
HUL DIGITAL PANEL  
ROI

## Agile Innovation Hub

### PARALLEL PROCESSES & ITERATIVE DESIGN



**'Signal to Deployment' in half the time**



**FASTER EXPLORATIONS**

**BETTER DESIGN CHOICES**

**INCREASED PREDICTABILITY**

**MAXIMUM IMPACT**

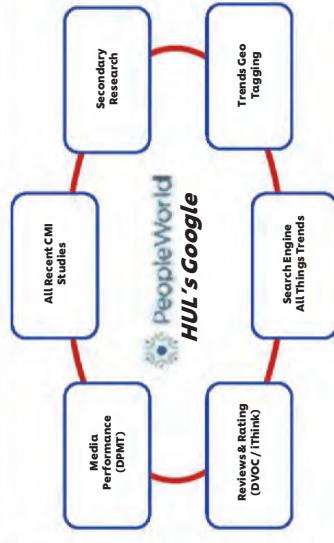
## Agile Innovation Hub AV



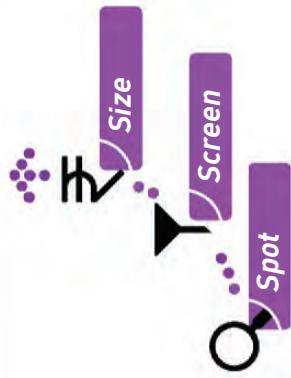
Agile Innovation Hub

# Building blocks of Agile Innovation Hub

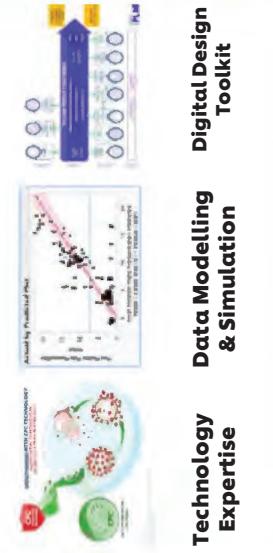
## 'Always On' Insight Engine



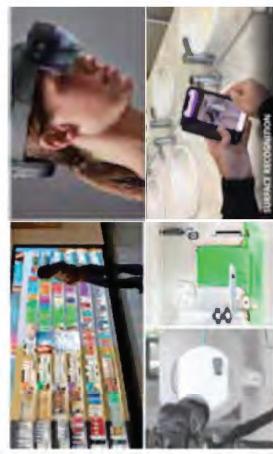
## AI/ML for Auto Idea Generation



## End to End Virtual Product Design



## Storytelling: Consumers & Channels



## 'Always On' Consumer Feedback



## Rapid Product Prototyping



# Bringing it alive



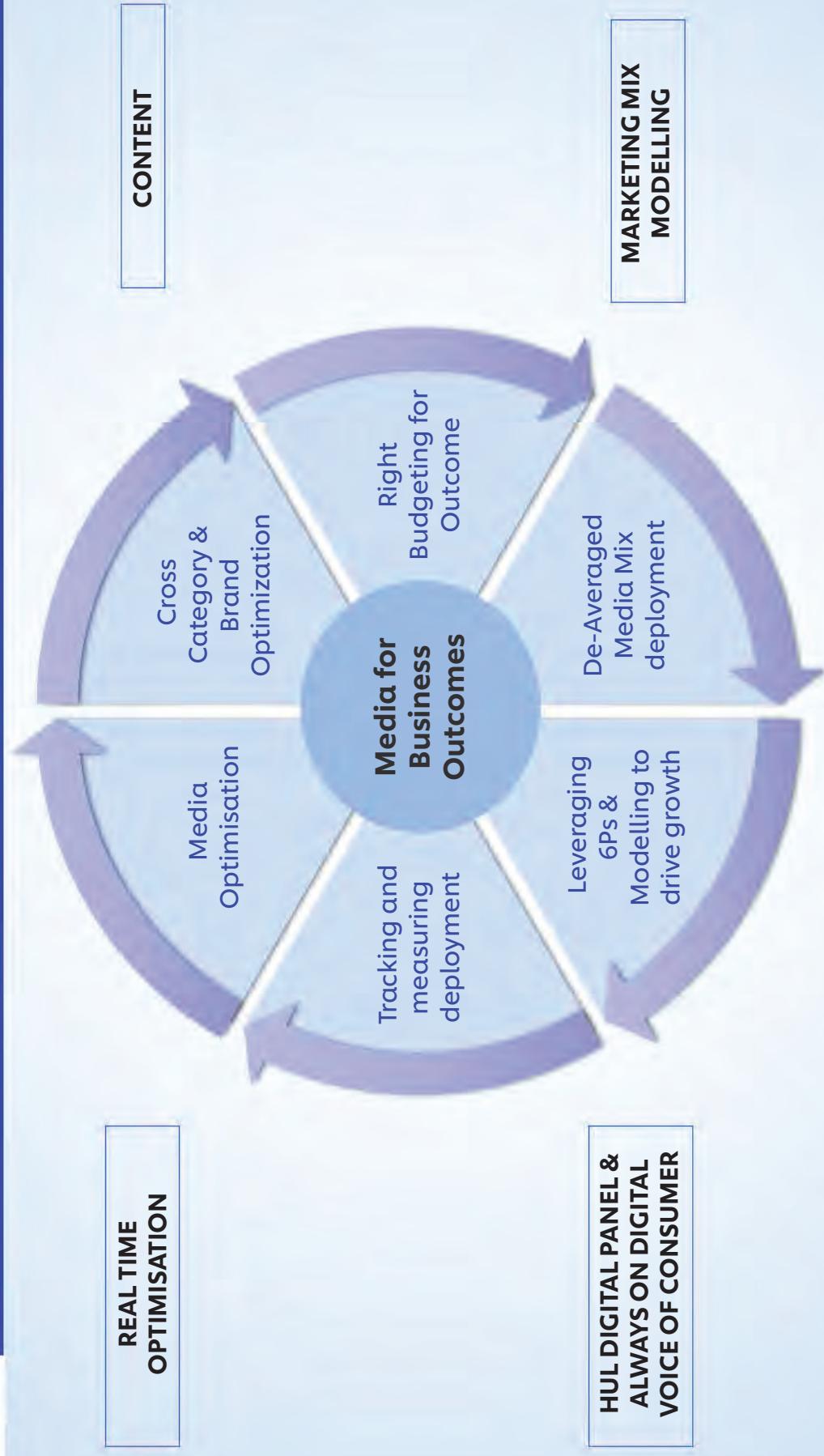
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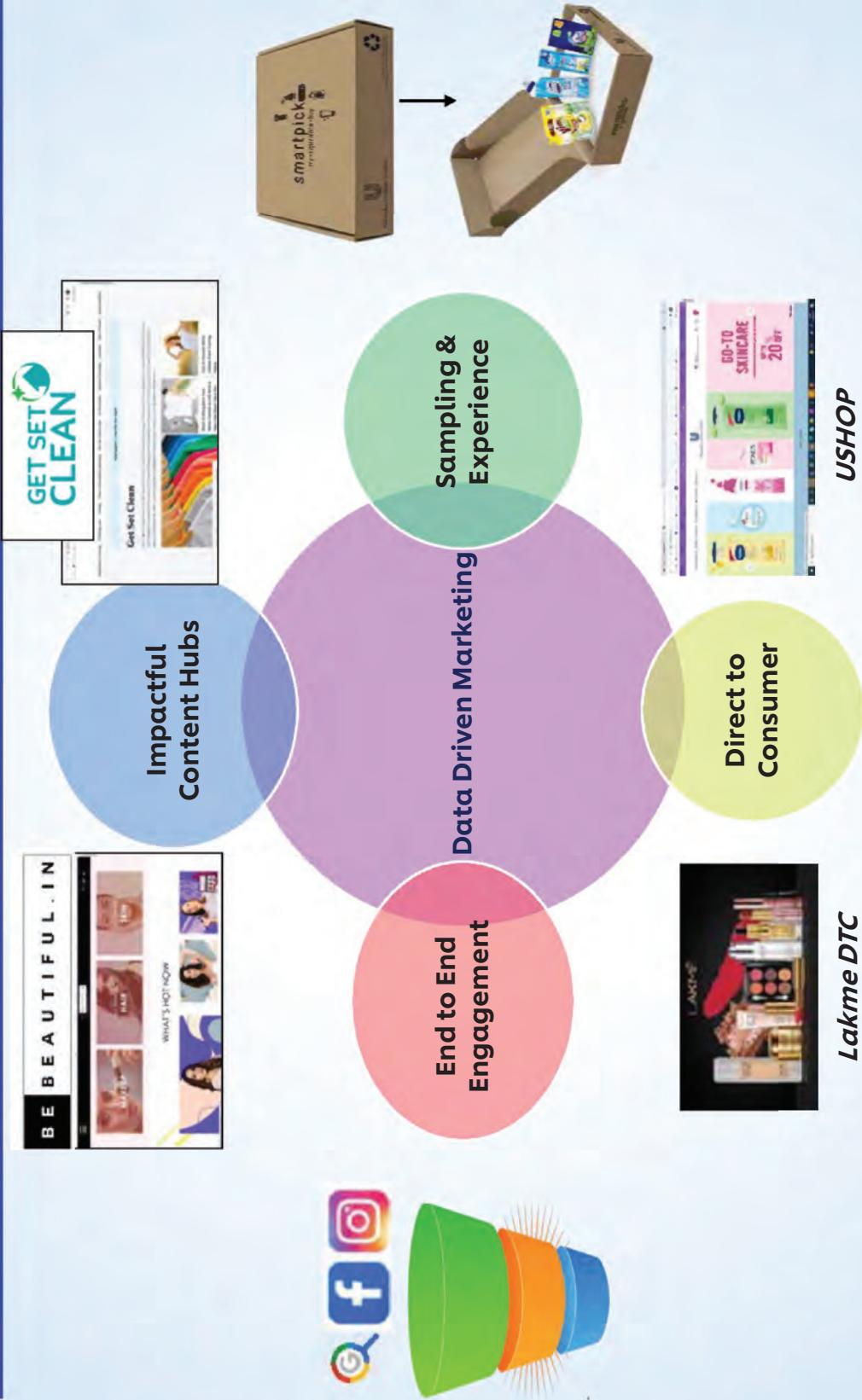
**Lakme VIT C+ & POND's Super Light Gel**

**Consumer Signal To Launch at 2x Speed**

## Media attribution to growth: Driving business outcome



## Interconnected Consumer Engagement Platforms



# Customer Ecosystem

Kedar Lele  
Executive Director, Customer Development



Hindustan Unilever Limited

## Connected Customer Ecosystem



Enhancing Customer Experience for Growth



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## Connected Customers

Demand Generation

Demand Capture

Demand Fulfilment



eComm,  
USHOP

Digi Payment

Shikhar  
eB2B ordering

Data &  
Analytics

Last mile  
Delivery

Doubling Business  
Contribution

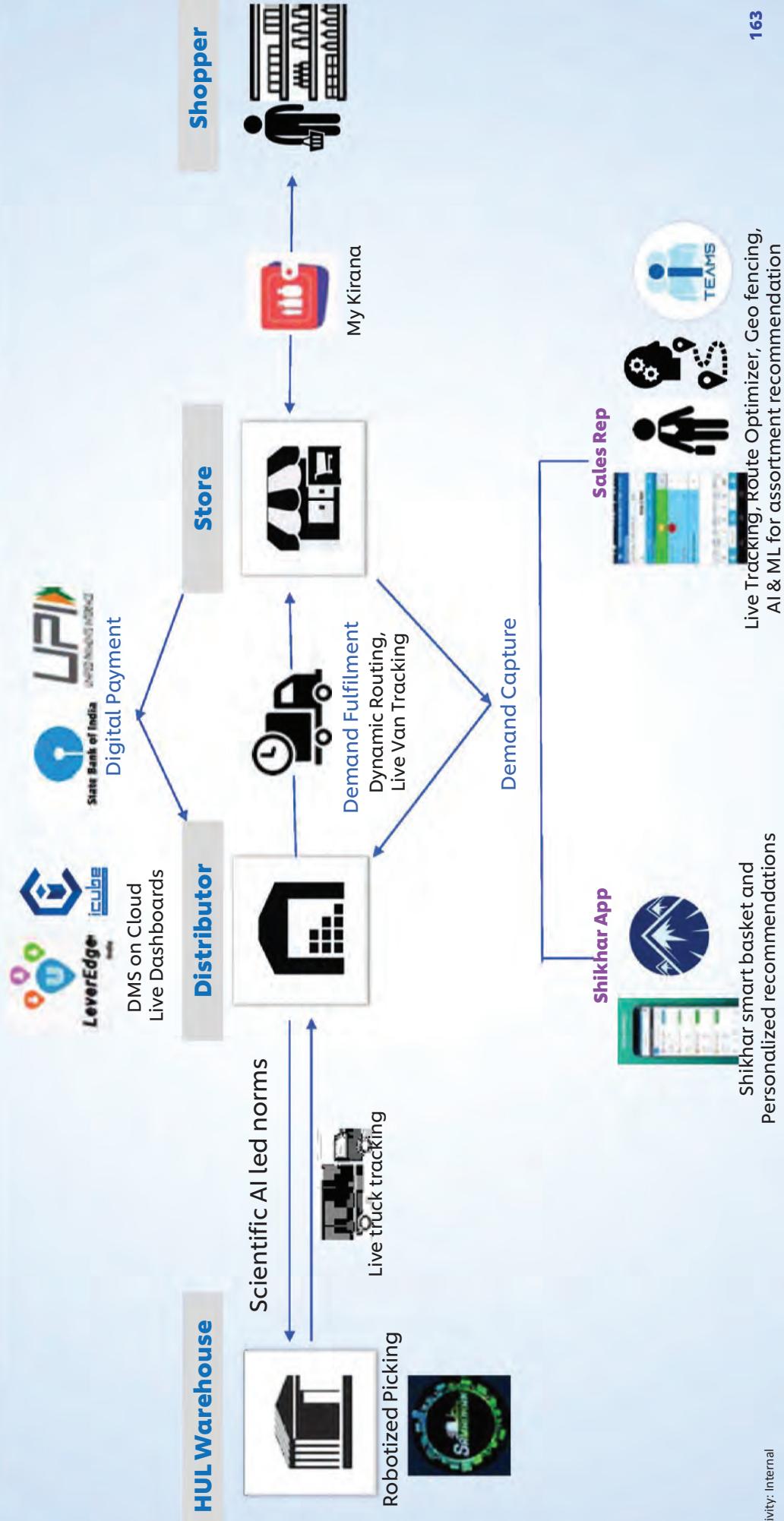
Digitization of  
General Trade

Partnering for  
Working Capital

Optimization on  
operations

Certified Next  
Day Delivery

## Intelligent Sales Operation





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## Ecommerce: Best-in-class digital capability stack

### eCOMMERCE



#### PORTFOLIO EXCELLENCE



Design 4 Channel  
New Formats/  
Benefits



#### CONTENT THAT CONVERTS



CTA/ Creative  
Science  
Made for  
Mobile



#### PERFORMANCE MARKETING



Acquisition  
engine on  
Niches



#### E.D.G.E



Pricing  
Intelligence  
Predictive  
In Stock



### DIGITIZATION & AUTOMATION

Sensitivity: Internal

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## Building a D2C presence, especially for Premium Beauty Brands

### Taking Premium Brands D2C



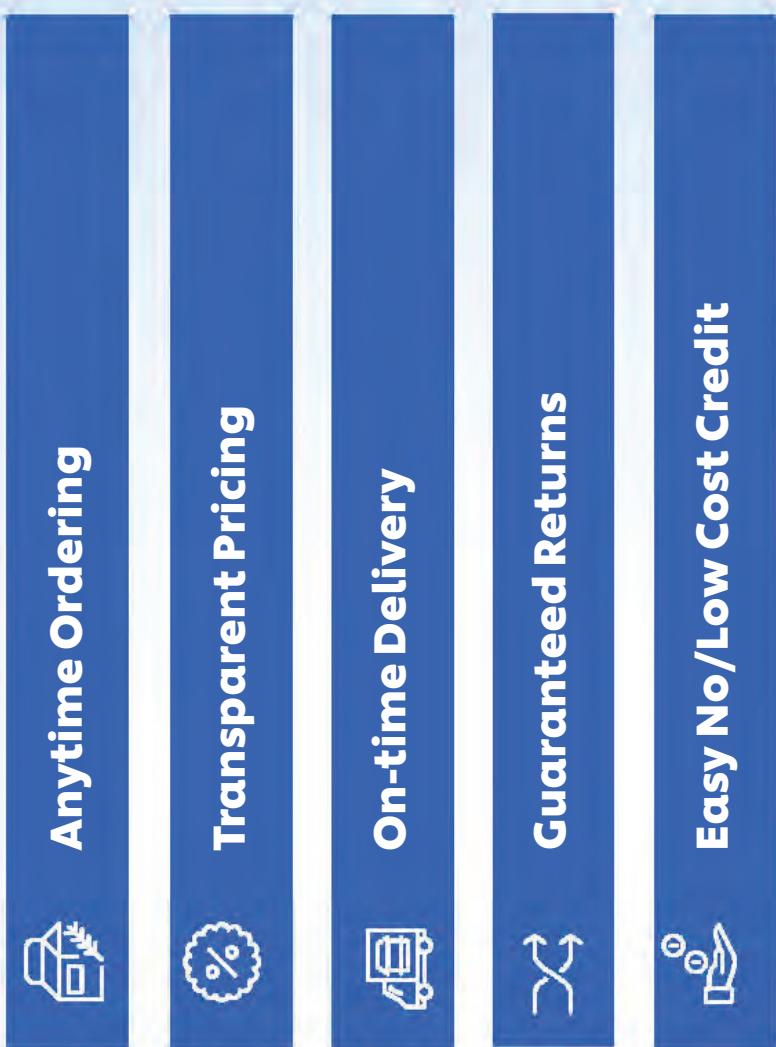
### UShop for Monthly Purchase



D2C enabled for direct consumer engagement  
More brands in the pipeline

Live in Mumbai & Delhi;  
More cities in the pipeline

## eRTM with Shikhar: Winning customer proposition



## Rapid scale-up



Backed by New age Intelligence

App Centric Integrated Sales Call Process  
(Sales Rep + App)

Multi-Lingual Interface customized for eB2B

Customised Offerings for stores to maximise their sales and earning – Smart Basket

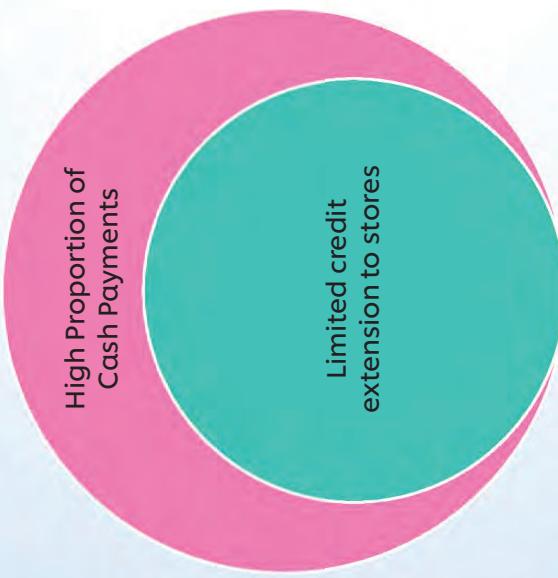
Value added services like Shop Khata, Loyalty Programme

Analytics based Recommendations with high conversion



## Partnering for financial unlock

### General Trade Financial Challenges



### HUL-SBI Partnership to Enhance Working Capital for Small Stores



- Digitizing Payment ecosystem for Distributors
- Enabling online payment through multiple payment modes

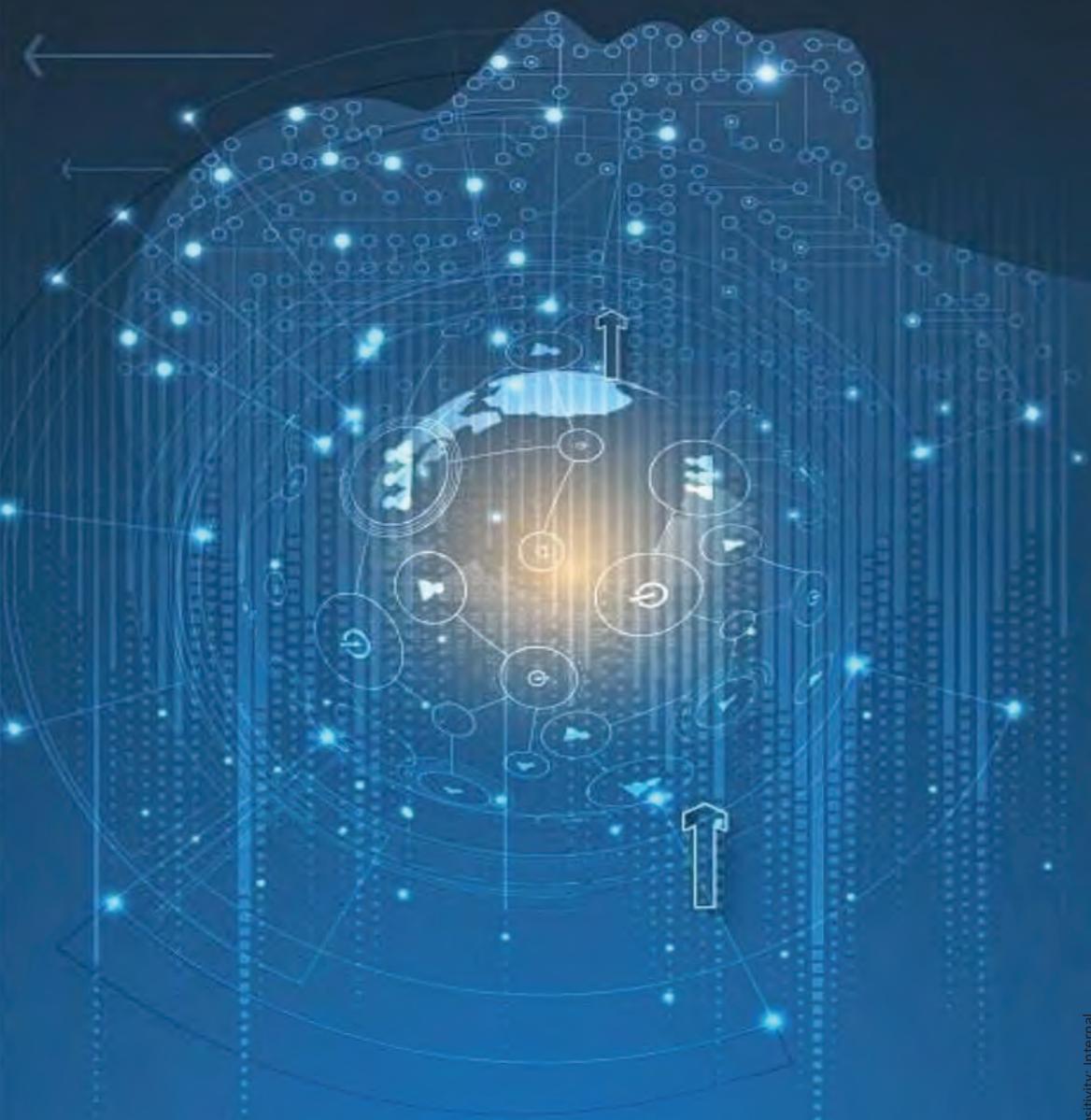
Opportunity to enhance income for millions of small Kiranas and drive business growth for HUL

Enabling low interest, no collateral Working Capital for small stores

# Operations Ecosystem

Willem Uijen  
Executive Director, Supply Chain

16169



## Connected Operations Ecosystem



**Agile and Hi-Tech  
Operations**

## The Connected Supply Chain



**Agility and resilience**



**Reshape asset and cost base**



**Positive for people and planet**

## Core enablers



**Future-fit talent**



**Digital transformation**



**Partnerships for purpose**

**Superior products, Superior service, Superior value**



## Building an agile & resilient Supply Chain

### LOCAL SUPPLY



Digitized Agriculture &  
Integrated Sourcing

### CLOSER TO DEMAND



Connected Multi Category  
Factories

### MEGA & NANO FACTORY



Leveraging Scale & Flexibility

### FASTER & BETTER DELIVERY



Better Service, Increased  
Portfolio, Next day delivery

## Technology enabling an end to end future-fit Supply Chain

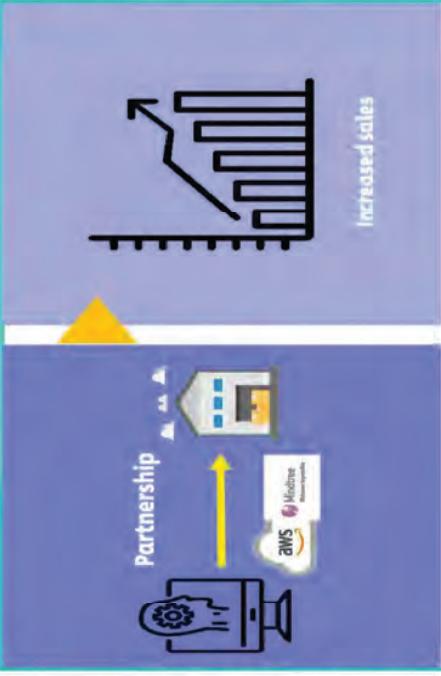
## Orchestration of the value chain

### BETTER PLANNING



Real time & democratised information (RTVA) & No touch Planning

### DEEPER PLANNING



AI ML Enabled Secondary sales level planning

### NO PLANNING



Produce Today What We Sold Yesterday (PTWwSY)

**Our technology choices are helping us to become future fit, agile, & resilient supply chain**

## Reshaping Asset and Cost Base

### SMART BUYING



Buying more competitively

### DIGITAL MANUFACTURING



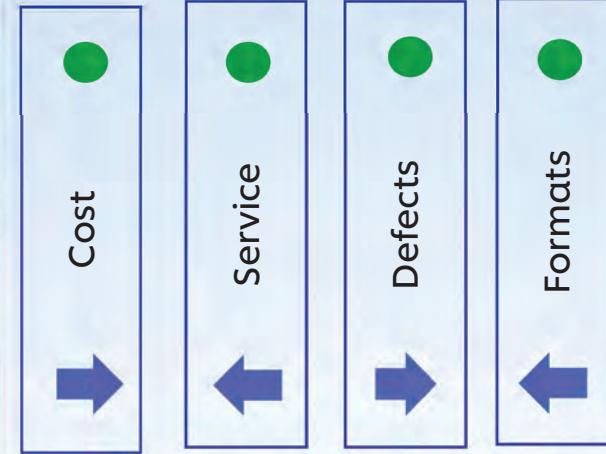
Redefining how we run the operations

### CONNECTED DELIVERY



Control Tower- Factory to customer connected network

### IMPROVING COST & AGILITY



**Continuously improving cost and cash by adapting cutting edge technology**



Digital factory



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## Positive for People & Planet

### COMMUNITY LINK



Amplifying impact through  
technology

### PLASTIC NEUTRAL



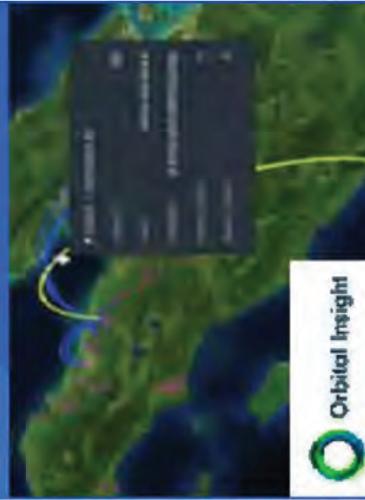
Digitization in the Plastic  
Waste Value Stream

### RENEWABLE ENERGY



Competitive Renewable  
Energy

### SUSTAINABLE SOURCING



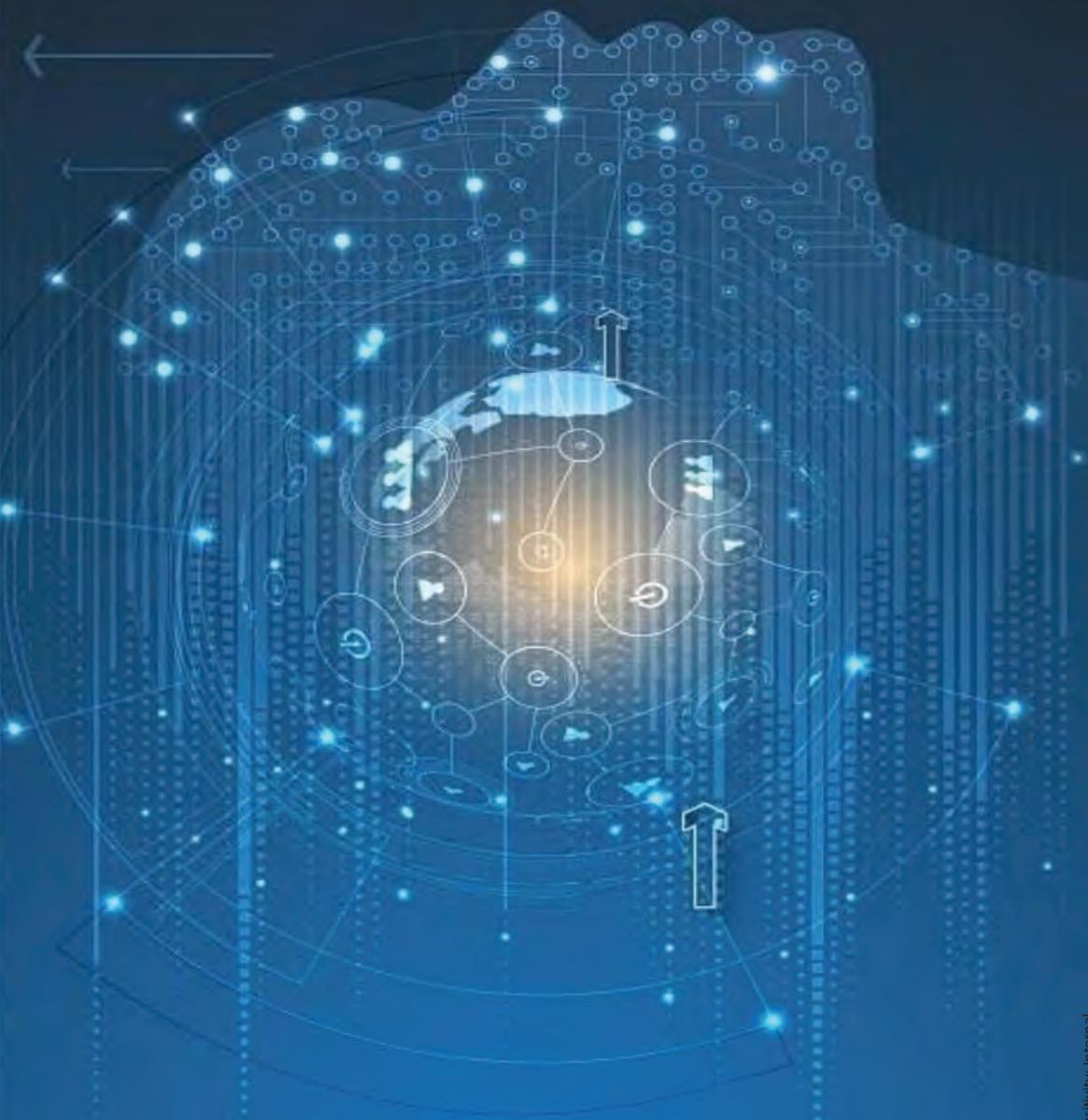
Geo-tagging, Data Analytics  
and Traceability at the level of  
smallholder farmers

**Digitization allows us to connect People, Communities and Partners Better and Stronger into our value chain**

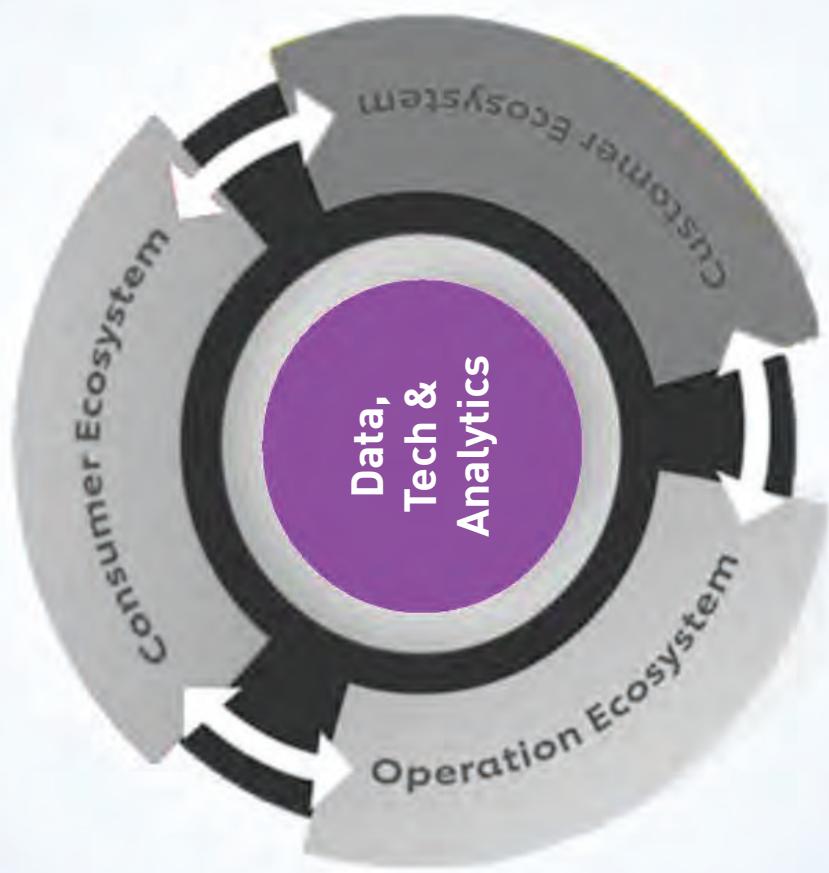
# Data, Tech & Analytics

Meenakshi Burra  
Chief Data Officer, HUL

17177



## Data, Tech & Analytics



## Intelligent Data Ecosystem at the Heart of our Business

We are managing data as an enterprise asset to maximize value realization, minimize its cost and ensure continued trust and compliance

### HUL Data Strategy



### Harnessing External Ecosystem signals to inform deaveraged decisions



### Data Lake to join up most granular data across functions



### Continued consumer trust on privacy

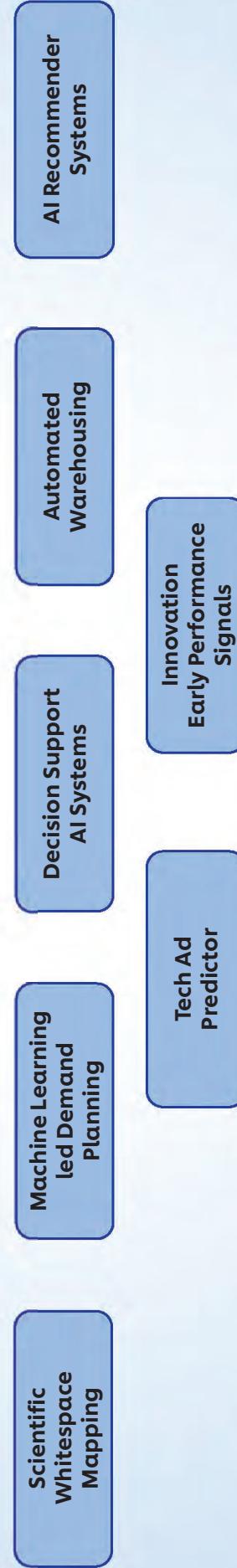
## Decisions augmented by AI / ML



### Embedded Intelligence Journey



### Across our Consumer, Customer, Operations Ecosystems



**LIVE WHERE** *Chana kyaar..*  
Promoted By **TIME-MONEY**



**ADVANTAGE**

## Democratizing data with Chanakya AV



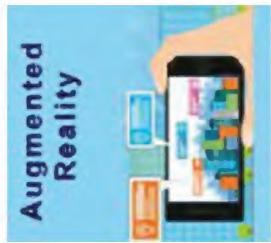
Democratizing Data with Chanakya



Hindustan Unilever Limited

## Ensuring tech remains a competitive advantage

Experimenting with **Emerging Tech** that can help create competitive differentiation

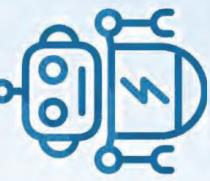


Augmented Reality  
Reimagining Market Development using AR



UX UI DESIGN

Ensuring that **Core** remains Resilient & Future Ready

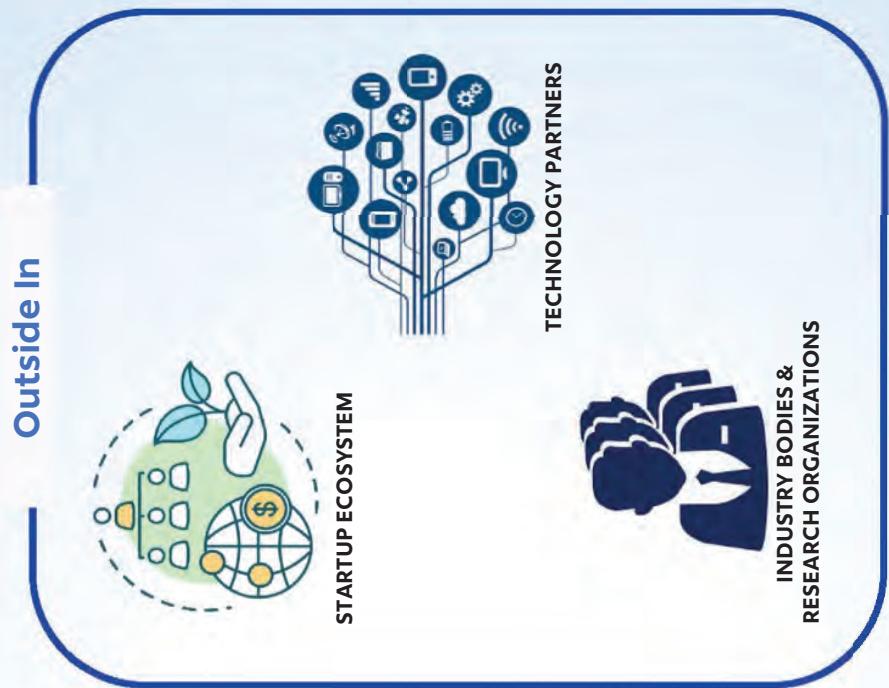


Intelligent Automation



Cyber Security

## Future-fit talent & culture





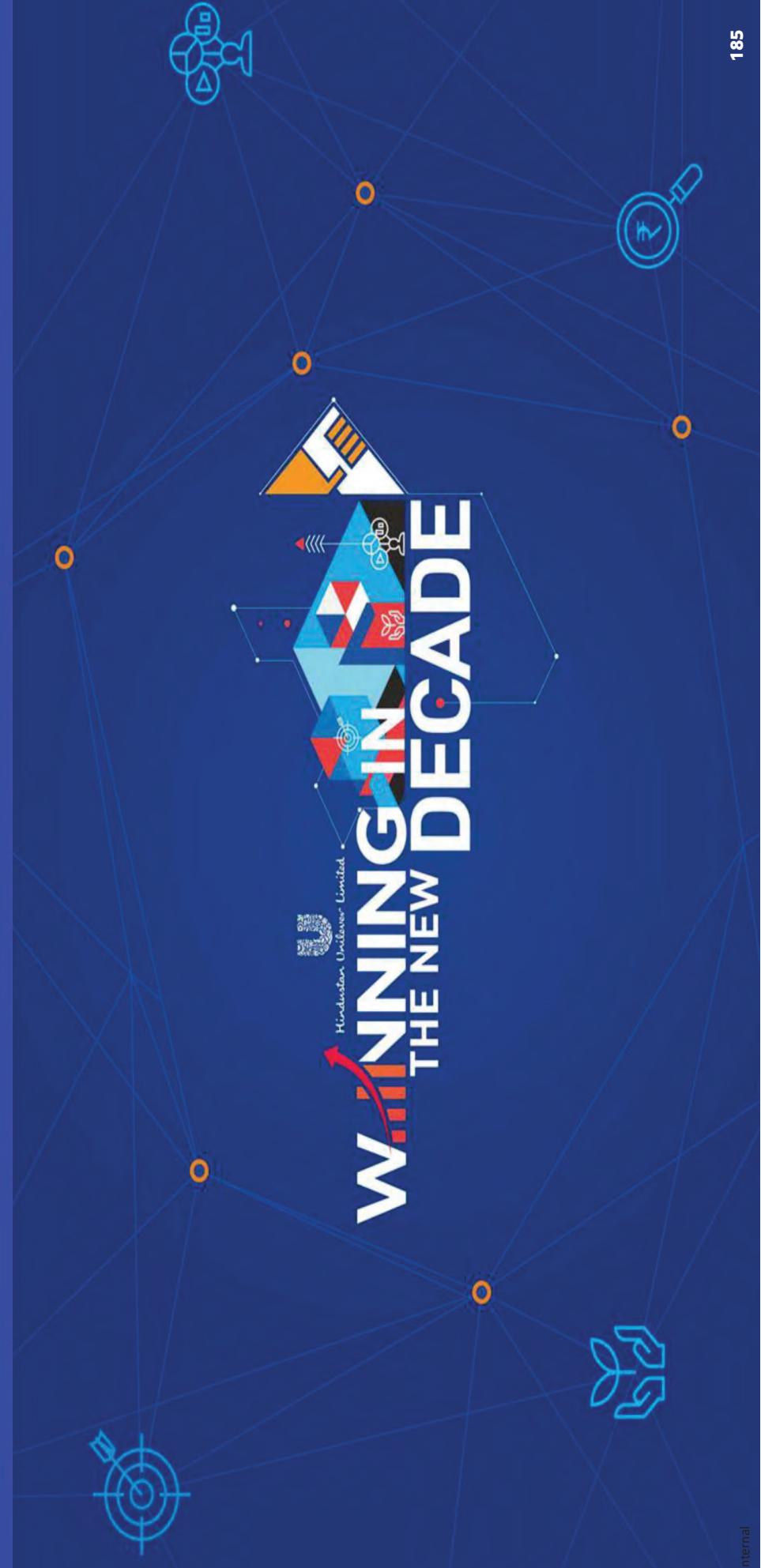
Hindustan Unilever Limited

## Reimagine HUL: The Four Inter-connected Ecosystems



# Annual Investor Meet 2021

## Ritesh Tiwari - Executive Director, Finance & IT and Chief Financial Officer



## **What you have heard so far**

### **India's potential**

- Fast growing economy
- Rapid digital evolution
- Favourable demographics
- Huge headroom for growth in FMCG

### **HUL well-placed to win**

- Clear and compelling Strategy
- Distinctive strengths and capabilities
- Purpose-led, Future-fit organisation
- Strong track record of building brands and categories



Hindustan Unilever Limited

## Our growth construct for the next decade

**FY 2011-21:  
9% Topline CAGR**

Context: Disruptive Environment

Demonetisation

Goods & Services Tax

Rural Slowdown

Covid-19

### Levers of Competitive Growth



**Growing the Core**



**Premiumisation**



**Market Development**



**Categories of the Future**

## Margin expansion

FY 2011-21:  
**EBITDA +1000 bps**

25%

13%

2010-11      2020-21

### Next Decade : Modest Margin Expansion



**Cost Savings**



**Premiumisation**



**Nutrition Synergies**



Hindustan Unilever Limited

## Cost savings : Fuel for growth

### Symphony: Comprehensive savings program

End to end P&L lens

Owner's mindset

Led by top management

Crowd sourcing of ideas

### Some examples

#### Design to Value



KM travelled per ton reduction



#### Media : Attribution to Growth



Overheads: Taking the ZBB lens



### Reinvestment for growth

## Nutrition : Growth synergies

### Sources of growth synergies

Drive Penetration

Future Ready Formats

Upgrade & Premiumise

Distribution Multiplier

Unlock North & West

### Sachets & Access Packs



### Plus Range



### Market Development at Scale

Direct Coverage: 2X

E-comm Contr.: 2X

Boost national

# Nutrition : Cost Synergies



## Sources of cost synergies

- Scale in Marketing & Procurement
- Overheads efficiencies
- Go-to-market & Distribution Network
- Supply Chain Opportunities

## Margin realisation

Year 3 in Year 1

Net Profit | Working Capital |  
Capex Efficiencies

## Net Cash Delivery Ahead of Plan

**300-400bps  
More Opportunity**  
**Redeployment for  
growth**

Distribution & SC Costs

## Our proven track record of Capital discipline

### Capital Light Model

2.0%  
Capex % TO

FY11 to FY21 Average

### Negative Trade Working Capital

-18  
days

FY11 to FY21 Average

### Return on Capital Employed\*

93%

FY21

Capital Employed excludes GSK CH merger related intangibles and goodwill  
Sensitivity for FY21 excludes GSK CH

## Our financial growth model for long-term value creation



## Delivering long-term value creation

Thank you

