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7th December, 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/Madam,

**Sub: Investor Presentation**

This is to further to our letter dated 30th November, 2021, intimating the Analyst/Institutional Investors Meet scheduled in the month of December 2021.

Pursuant to the Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith a copy of the presentation to be made at the Goldman Sachs India CIO Tour today.

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

Thanking You.

Yours faithfully,

**For Hindustan Unilever Limited**

DEVOPAM  
NARENDRA  
BAJPAI

Digitally signed by  
DEVOPAM NARENDRA  
BAJPAI  
Date: 2021.12.07 14:46:18  
+05'30'

**Dev Bajpai**

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

**DIN:00050516 / FCS No.: 3354**



## 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.



Hindustan Unilever Limited

## India's Largest FMCG Company

**130+ years**

of proud history in India

**9 out of 10**

Households use one or more  
of our brands

**#1 Advertiser**

With deepest reach in the  
country

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

Indian company  
by market capitalisation of

**₹5.5 Tn**



*Hindustan Unilever Limited*

**25%**

Operating margin

**+1000 Bps**

In last decade

**Top 15**

Foods & HPC company  
**Globally**

**₹450 Bn**

Turnover

**9% CAGR**

In last decade



## Our Distinctive Strengths

**1. Purposeful Brands and Wide Portfolio**

**2. World class R&D**

**3. Extensive Distribution and Agile Supply Chain**

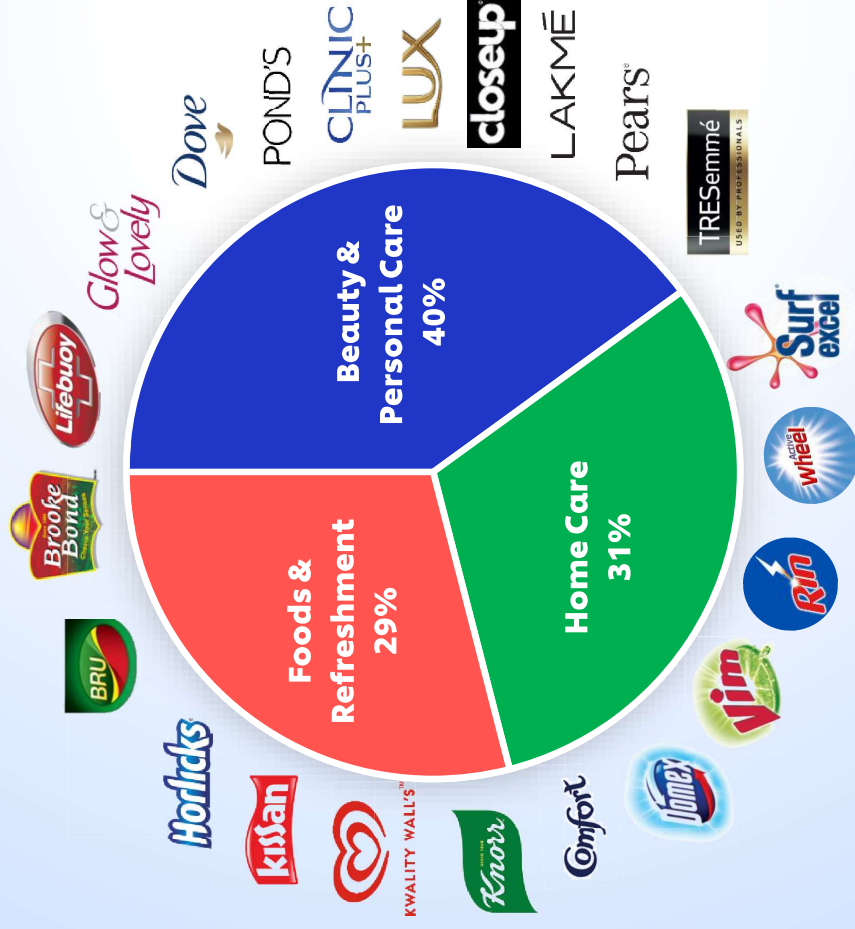
**4. Future-fit Talent and Organisational Culture**

**5. Sustainability at our Core**



Hindustan Unilever Limited

## Wide and resilient portfolio of purposeful brands



We operate in **15** categories

Category leadership in **>80%** of business

**50+** purposeful brands

**14** brands with ₹10Bn+ Turnover

**16** new brands added in the last decade



Hindustan Unilever Limited

## World class R&D and Supply Chain

### India's largest R&D in FMCG



**20K** patents, **5K** professionals globally

**650** professionals, **100+** PhDs in India

### Manufacturing Scale



**29** own factories,

**40+** manufacturing partners

Digital and Nano manufacturing capabilities

### Deep Distribution



**8** million stores sell our products

**15%** digitised demand capture

**136K** Shakti entrepreneurs

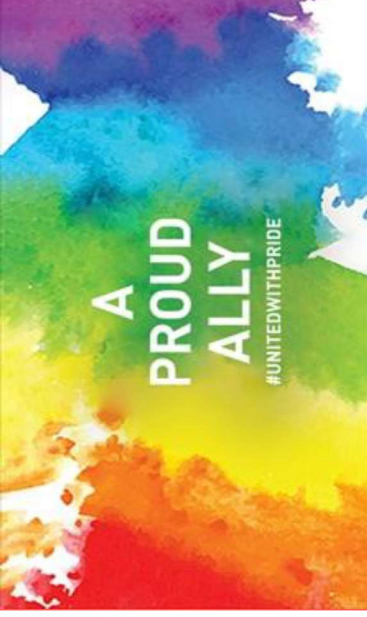
## Future-fit Talent and Organisational Culture

Purpose driven



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

Diverse & Inclusive



**44%** Managerial Gender balance |  
**+2300 BPS** in last decade

High performance culture



**Experimentation** |  
**Pioneering**

## No.1 Employer of Choice across Industries





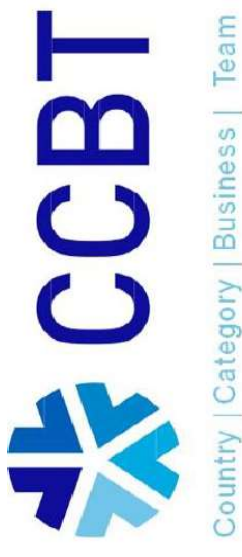
## Differentiated structures and capabilities

### WiMI Strategy



Harnessing the power of  
**De-averaging**

### Empowered teams

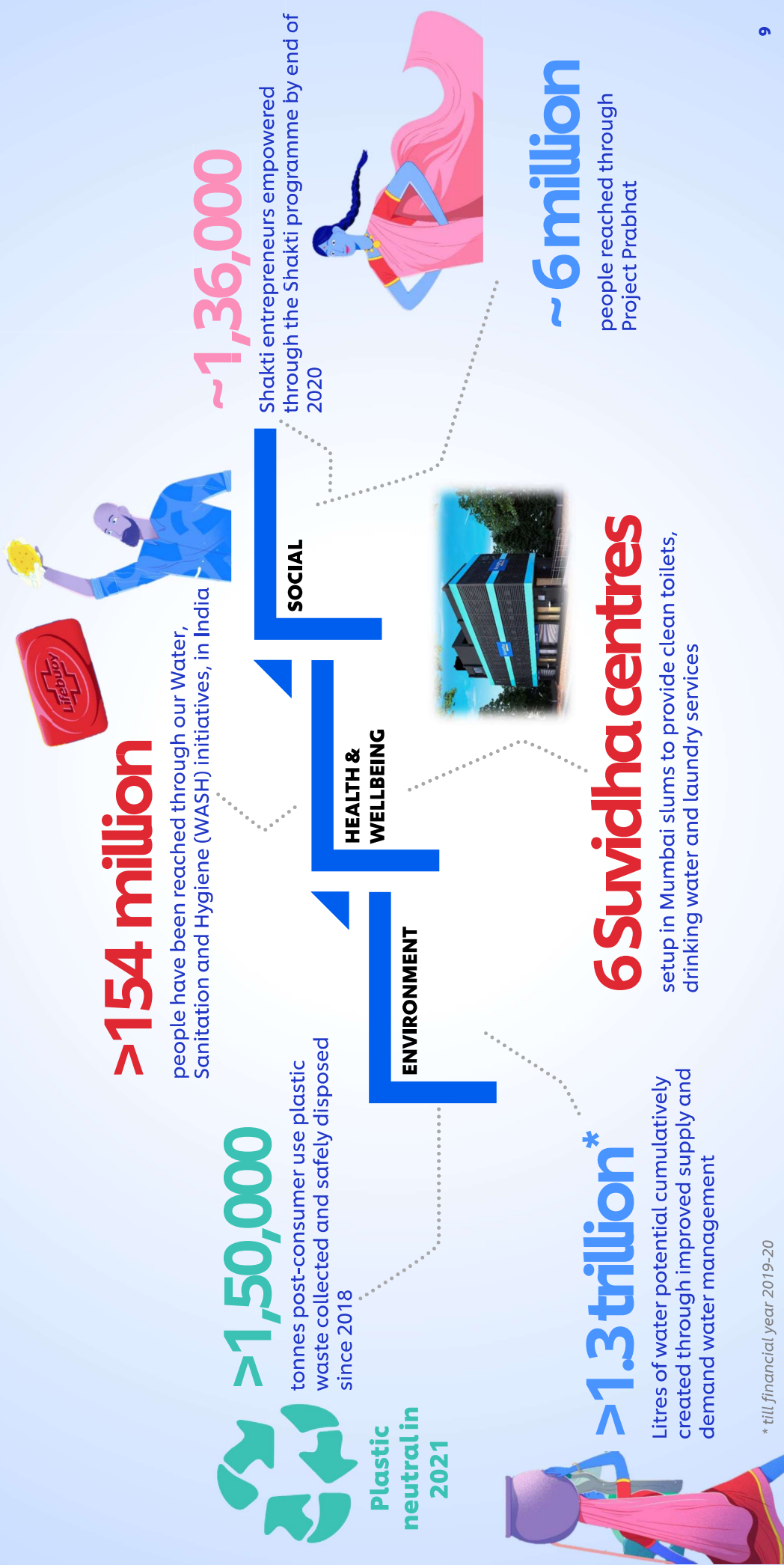


**16 mini boards** –  
responsible for delivering in-year  
results



Hindustan Unilever Limited

## HUL as a force for good



\* till financial year 2019-20

## Consistent high performance over the past decade

### Consistent growth

**₹ 450** Billion

FY 2021 turnover

**9%**

CAGR growth

### Profitable growth

**25%**

FY 2021 EBITDA margin

**>1000** Bps

margin improvement

### Long term value creation

**₹ 5.5** Trillion

Market Capitalisation

**9X**

Vs 2011

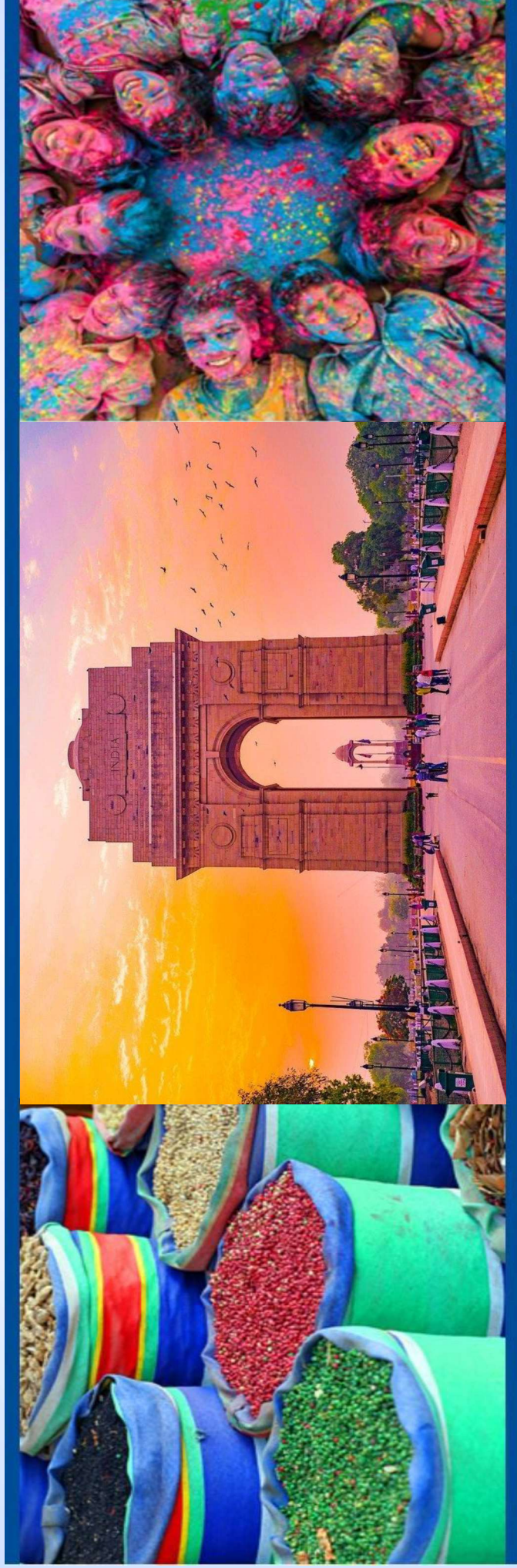
**#1** FMCG Company in India    **#5** in India by Market Cap

**Top 15** Foods & HPC Company Globally by Market Cap



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## India : Poised for growth







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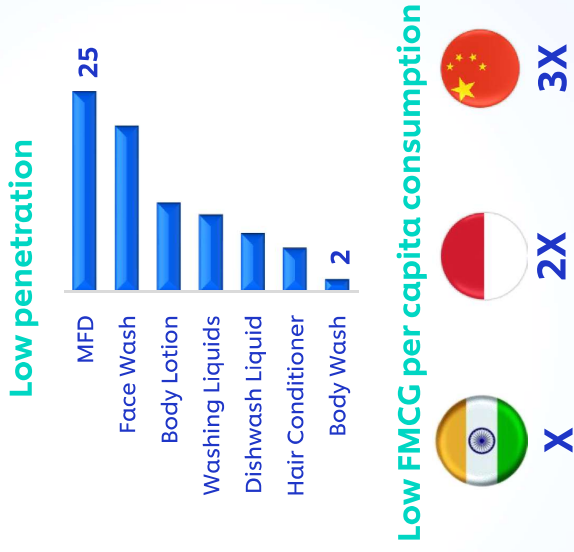
# India FMCG : Huge headroom for growth

## Favorable demographics



Upward income mobility |  
Large working-class population

## Significant scope to increase penetration



## Immense potential in rural



Source : CEBR, World Bank, IMRB, Nielsen, GOI census



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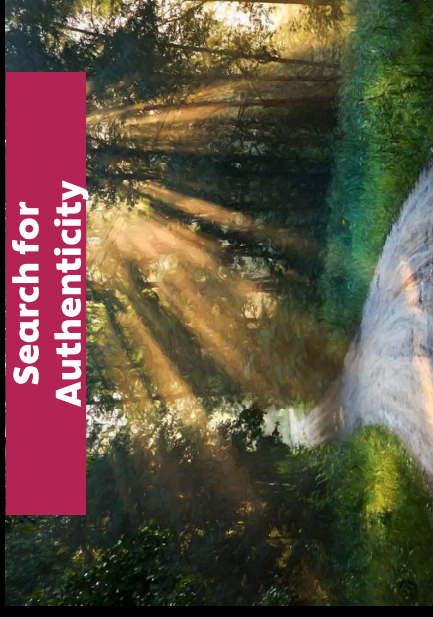
## Consumer of the future : Some mega trends



Un-stereotype



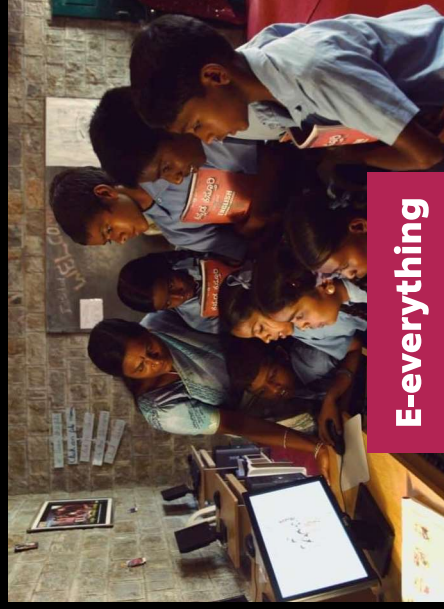
Holistic Health



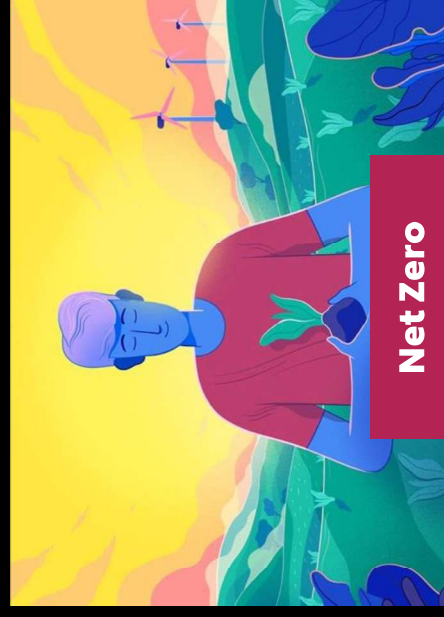
Search for Authenticity



Hyper-personalisation



E-everything



Net Zero

Hindustan Unilever Limited

# WINNING THE NEW DECADE







## Clear and compelling strategy



### 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.

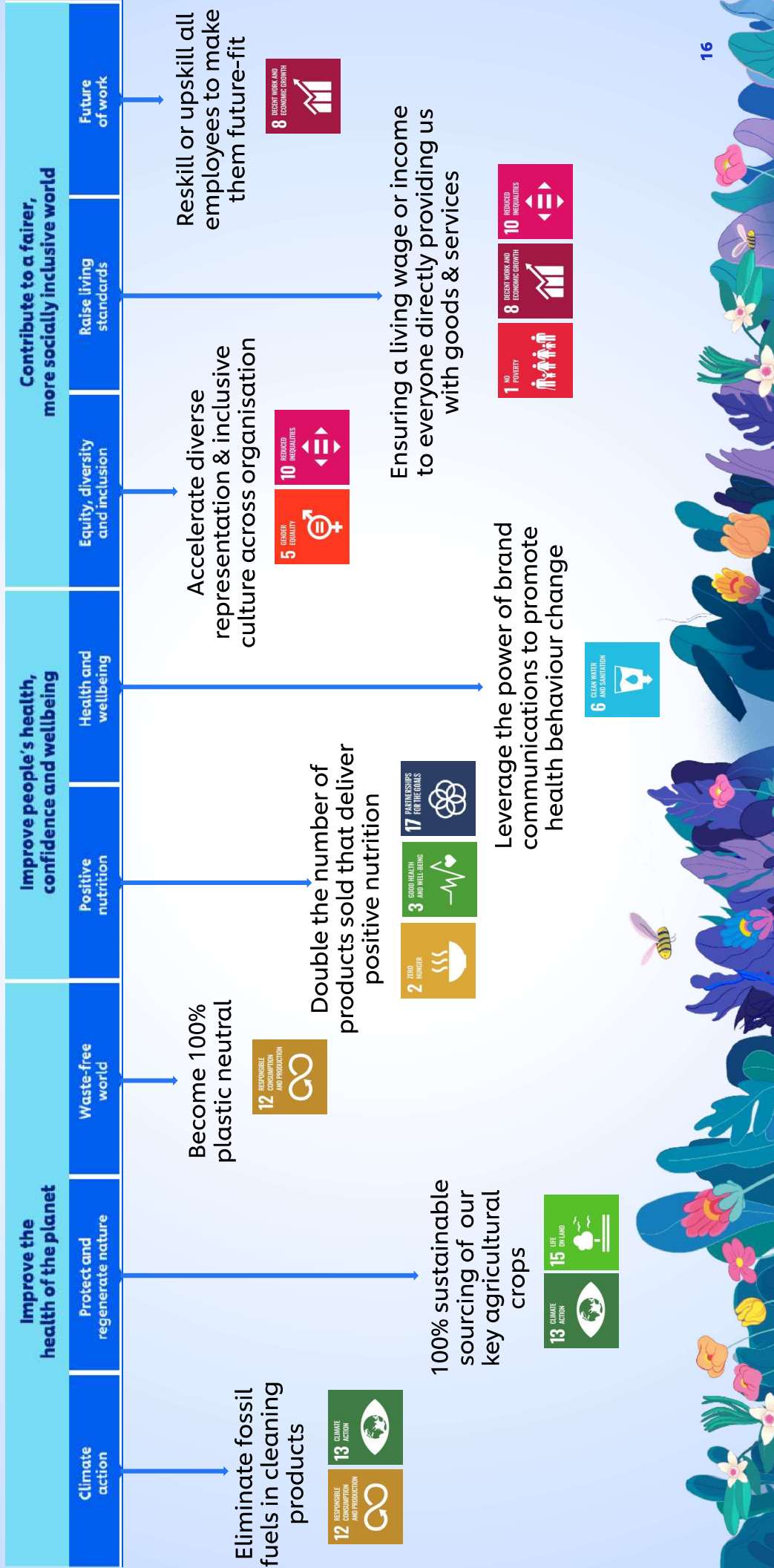






Hindustan Unilever Limited

# Compass commitments





## Our 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

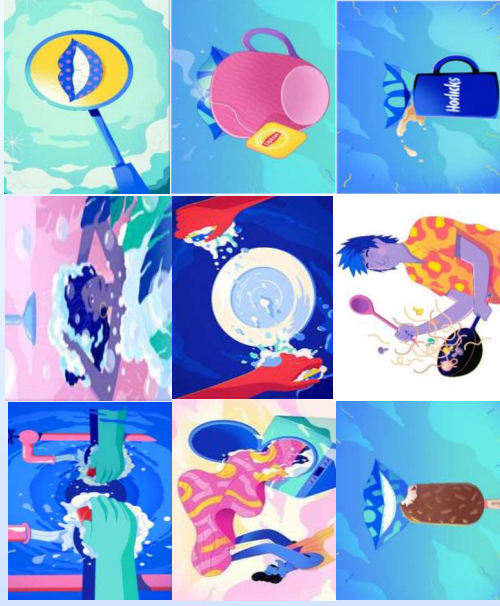
Design for  
channel

Purposeful  
brands

Fuel for  
growth

## Few of our strategic choices in more detail

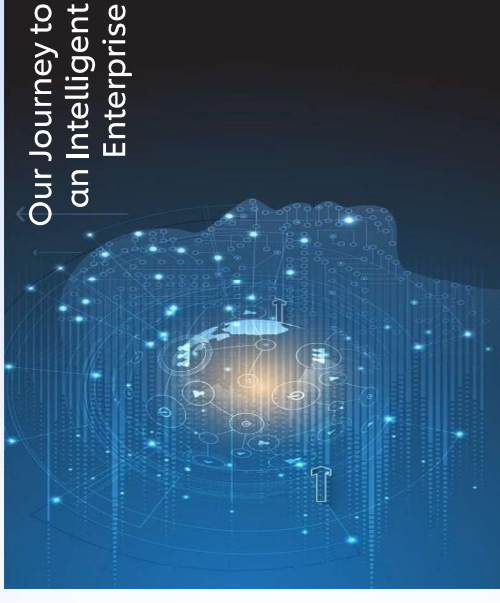
### Developing our Portfolio



### Lead in the Channels of the Future



### Reimagine HUL

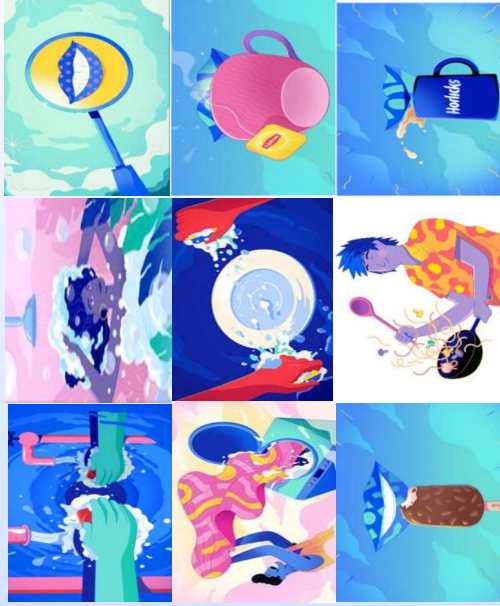




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## Few of our strategic choices in more detail

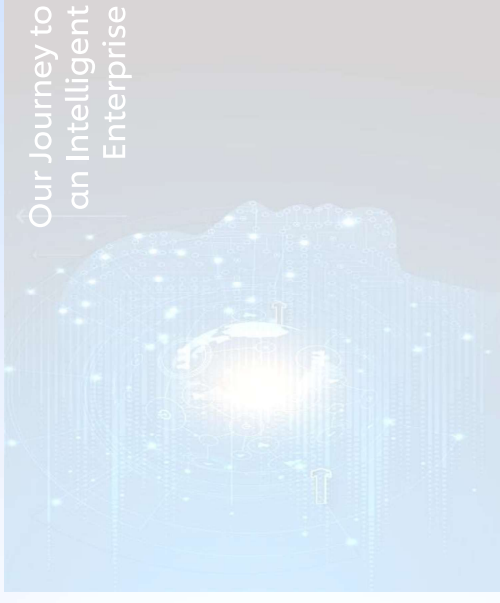
### Developing our Portfolio



### Lead in the Channels of the Future



### Reimagine HUL



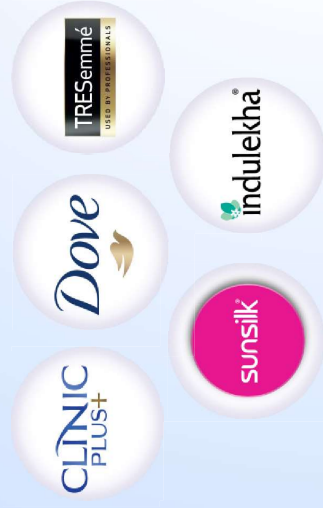




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# Hair Care : 11% sales CAGR in last decade, 3X relative market share

## Brand power



Relative Brand Power 3X  
Highest-ever market shares  
in the past decade

## Straddling the price-benefit pyramid



## Bolt-on acquisitions : Indulekha



Strong Ayurvedic credentials  
Grew 6X in last 5 years



Relative market share (Nielsen) and Brand power (Kantar MB) : HUL's market share/ combined brand power compared with market share/ combined brand power of the nearest competition



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# Laundry: 11% sales CAGR in last decade, profitability up 8X

## Brand power

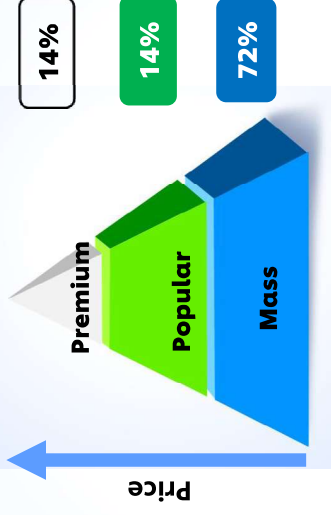


Relative brand power 2X

Highest-ever market shares in the past decade

## Huge headroom to premiumise

### Market Volume Contribution



Our shares in premium are 3X of mass

## Market development



Liquid detergents and fabric conditioner >1500 cr. business



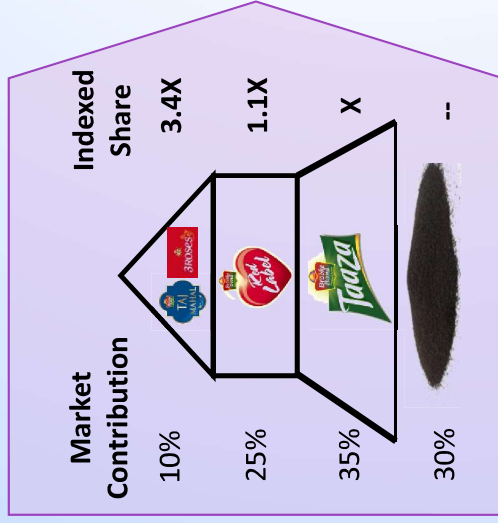
Market share (Nielsen); Brand power (Kantar MB) : HUL's combined brand power compared with combined brand power of the nearest competition



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# Tea : 12% CAGR in last decade, volume and value market leader

## A proven flywheel strategy to deliver growth and market share



Driving core through premiumisation



Winning in Many Indias with brands and formulations



Creating new benefit segments



Market shares as per Nielsen



## Bringing scale of HUL to augment Nutrition expertise

### Talent and Culture

Nil Regretted attrition in 18 months



### IT and Process Integration

HUL Tech Suite implemented



### Route to Market

>85% business on end state RTM



Year 3 margin synergies delivered in Year 1 | Cash delivery ahead of the business case





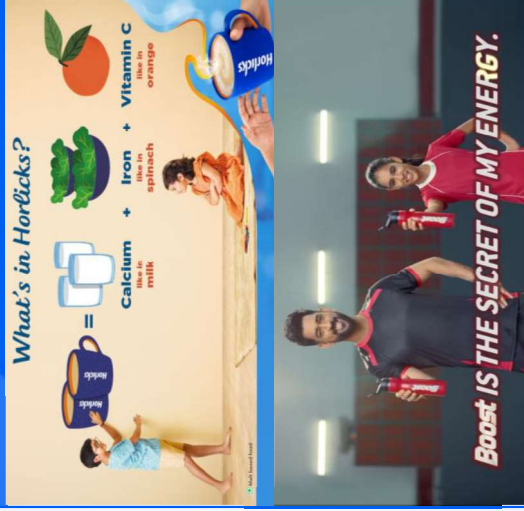
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## Investing in the business for sustainable growth

### Making Nutrition accessible



### Persuasive communication



### Consumer connects (>5mn households in SQ'21)



### Activated high sciences range



## Market development at scale



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## Premium Beauty Business Unit



### Building Digital First Beauty Brands with On Trend Innovations



Digital first model | Agile innovation | Supply Chain for small | D2C & Performance marketing



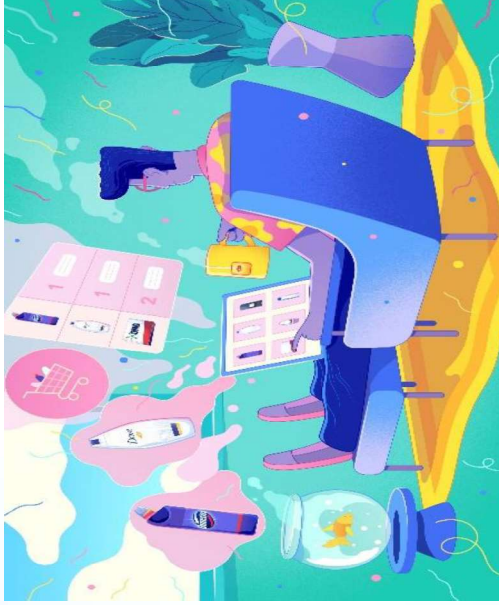
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## Few of our strategic choices in more detail

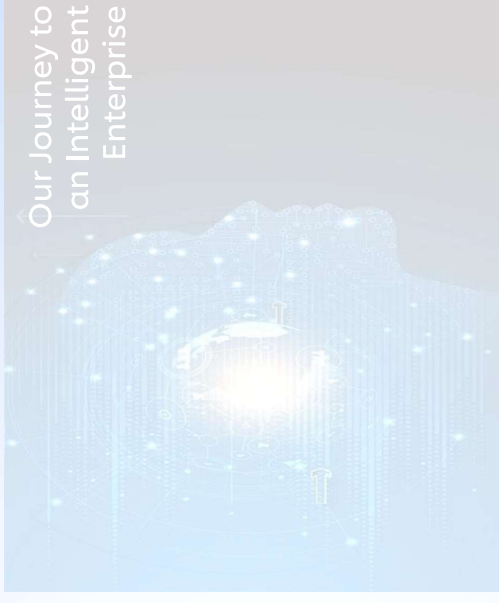
### Developing our Portfolio



### Lead in the Channels of the Future



### Reimagine HUL



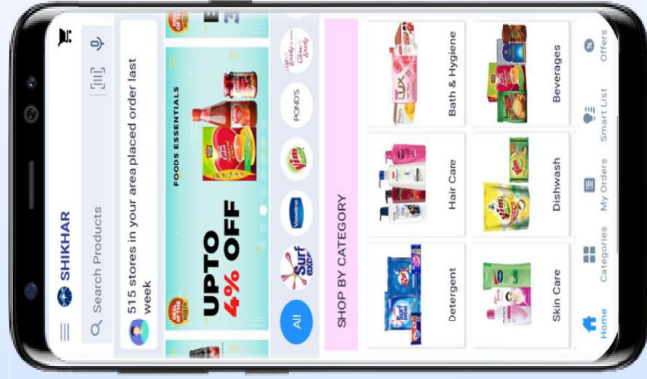




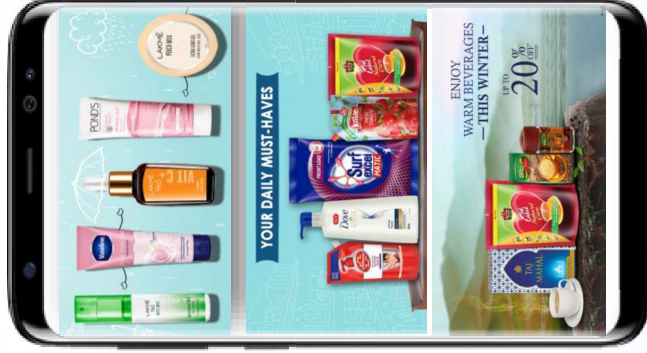
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Digitised demand capture >15%

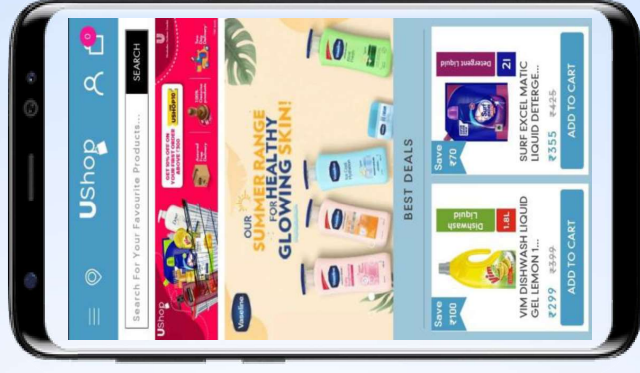
eRTM - Shikhar



Accelerating eCommerce



Direct to Consumer

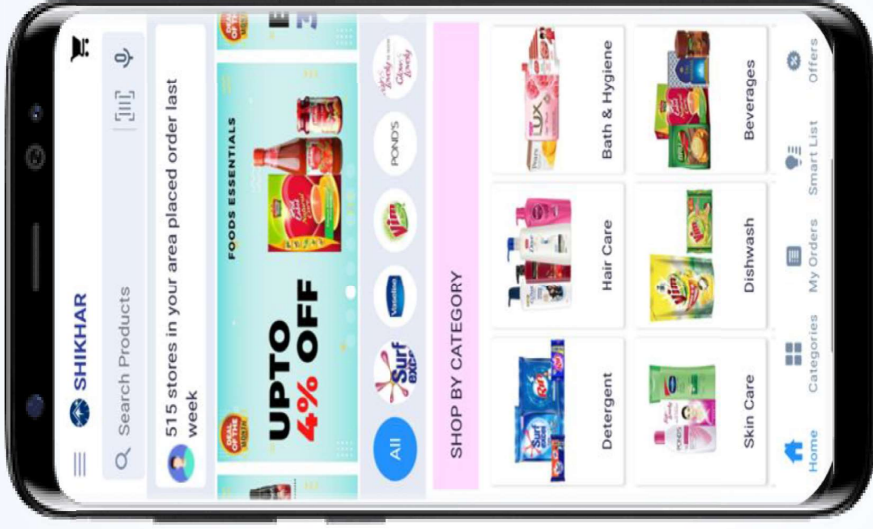




## HUL's Shikhar: An eB2B app to help retailers grow

### Differentiated Proposition

- **Anytime ordering** complemented by sales representatives
- **Seamless** and **reliable** service supported by HUL's **cost efficient deep distribution**
- Better **Assortment** leading to **demand generation**
- Low cost **bank credit** through SBI



### App features designed for grocery stores

- **Personalised** shop front for each retailer
- **Multi-lingual** interface
- **Analytics based** recommendations with high conversion
- Designed especially for grocery stores

680,000 stores use Shikhar App

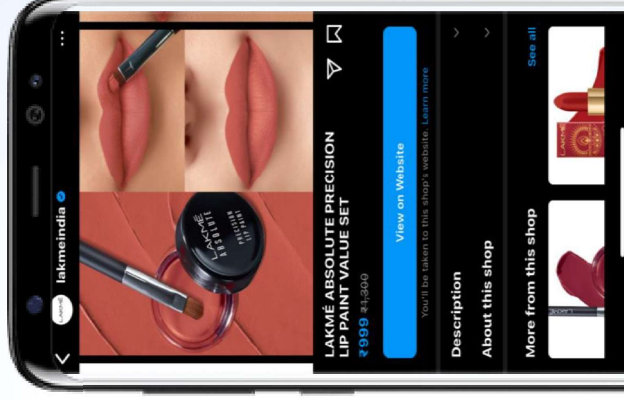
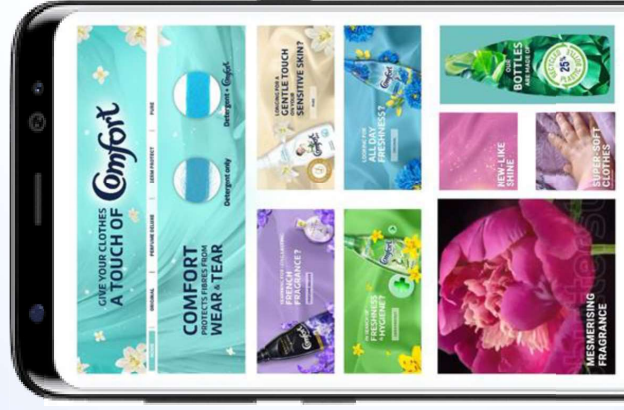
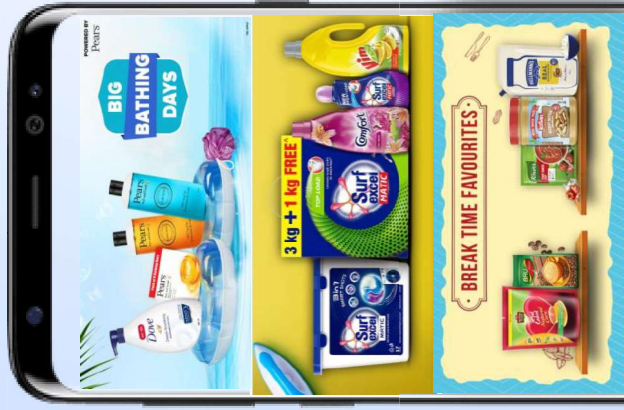
# eCommerce: Best-in-class digital capability stack

Design for Channel

Content that Converts

Performance Marketing

Flawless Execution



## Talent | Digitization | Automation



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# Building D2C capabilities

BRANDS CATEGORIES ALL PRODUCTS CONTACT US

Enter Pincode

Welcome to The U Shop

Hindustan Unilever Limited

Genuine Products | Great Discounts | Trusted Brands

USE CODE: USHOP10  
& GET 10% OFF ON YOUR FIRST ORDER

BEST SELLERS

HOME YOUR ORDER TRENDING NOW BEST DEALS / SALE MAKEUP SKIN CARE COLLECTIONS FIND YOUR MATCH TRENDS GET THE LOOK JOIN THE CLUB

LAKME

VIRTUAL TRY ON  
TRY ON YOUR FAVOURITE MAKEUP  
IN JUST 1 CLICK

FOUNDATION FINDER  
FIND THE FOUNDATION SHADE YOU WILL LOVE  
IN JUST 1 CLICK

Highest Instagram followers across beauty brands in India |  
2 mln D2C website visits per month | 30% online sales

Enter Pincode Account

Body Lotions  
Keep your skin feeling soft,  
smooth and most of all  
gorgeously moisturised  
24/7

SHOP NOW

Free Shipping on All Orders.

Simple

Delivering to (Ex: 400001)

PRODUCTS SKINCARE TIPS SIMPLE PHILOSOPHY TRACK MY ORDER

choose kindness  
choose simple  
keep your skincare simple





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## Few of our strategic choices in more detail

### Developing our Portfolio

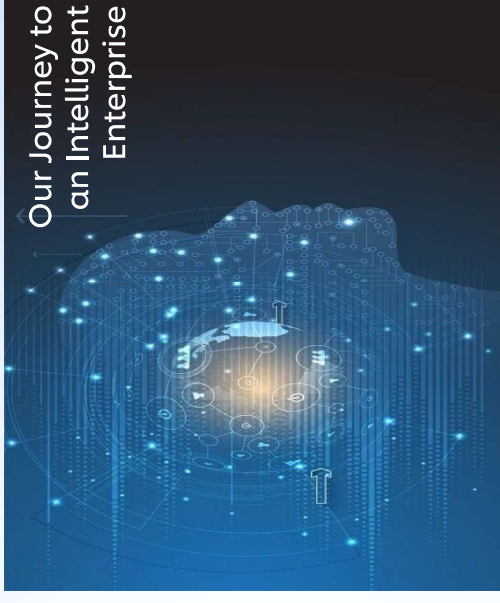


### Lead in the Channels of the Future



### Reimagine HUL

Our Journey to  
an Intelligent  
Enterprise



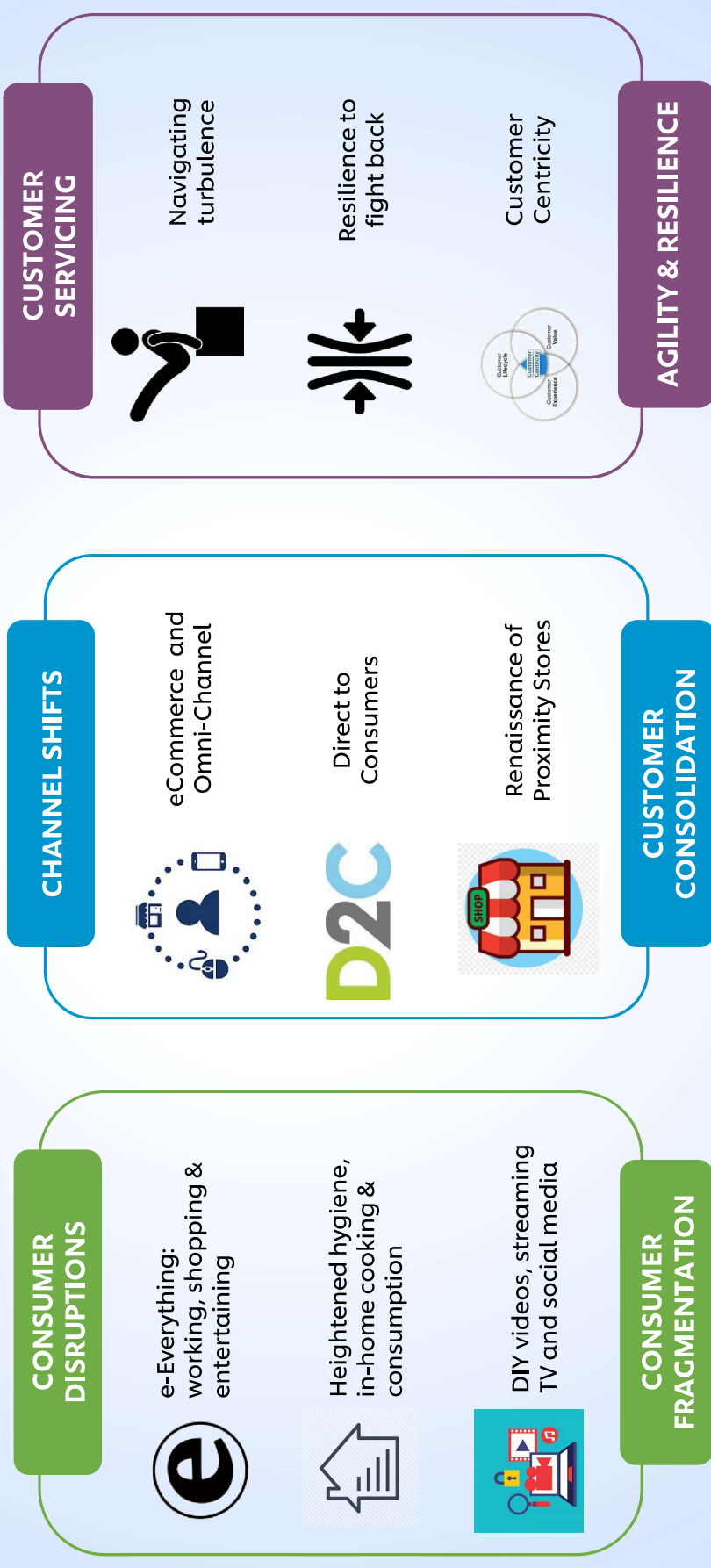




# Rapidly evolving FMCG environment

## Meteroic Rise in Digital Adoption in India

**761 Mn Internet Penetration | 439 Mn Smartphone Users | 14GB data consumed per day**





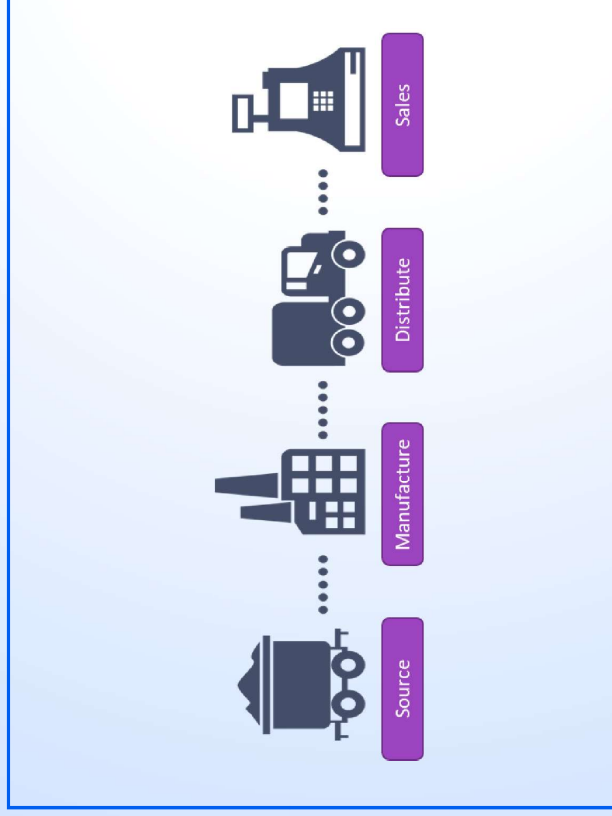
# Reimagine HUL: Our Digital Transformation Journey



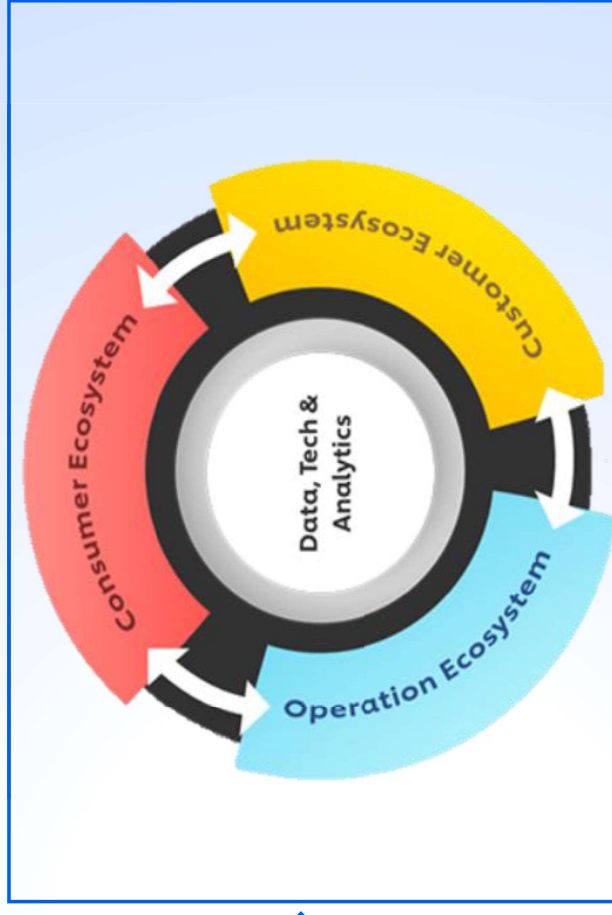


## Reimagine HUL: Journey to an Intelligent Enterprise

Yesterday



Tomorrow



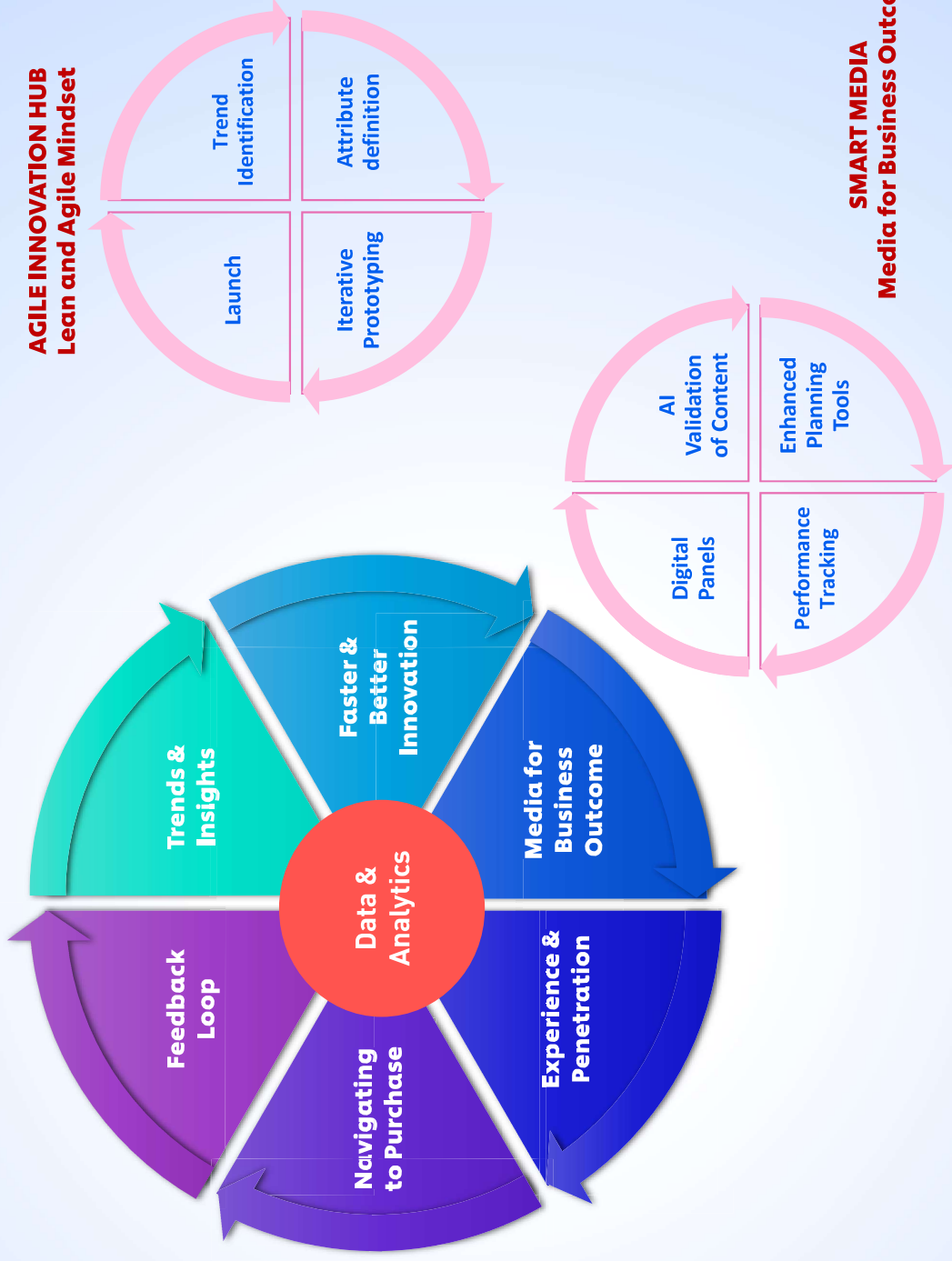
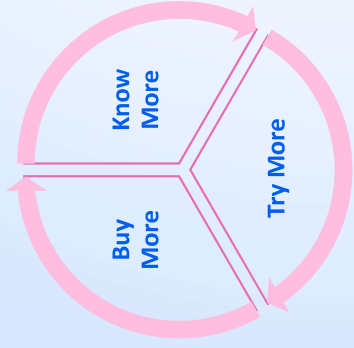
From Traditional Linear Value Chain to Non-Linear and Inter-connected Ecosystems



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# Connected Consumer Ecosystem

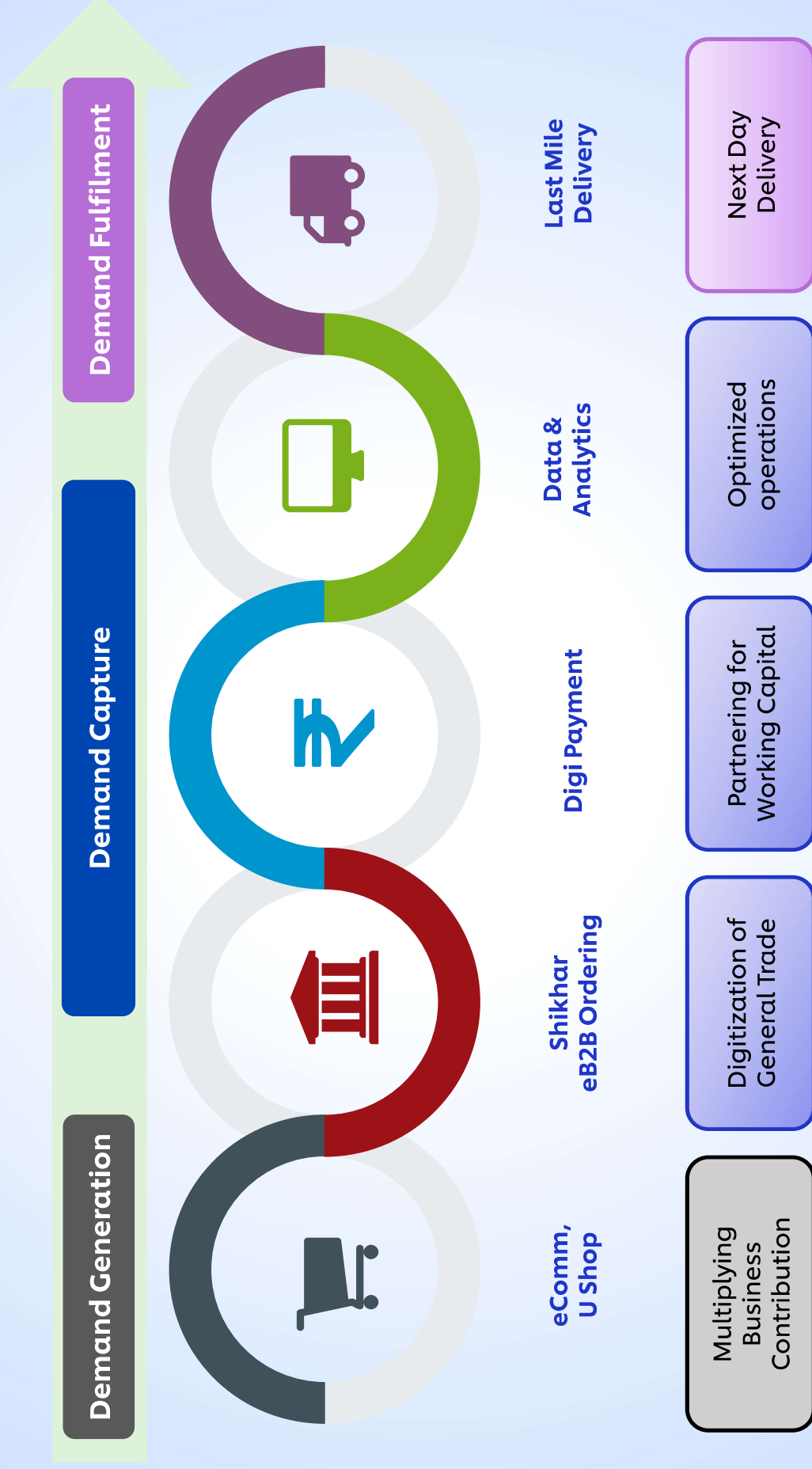
**INTERCONNECTED PLATFORMS**  
Engaging consumer across purchase cycle







# Connected Customers Ecosystem



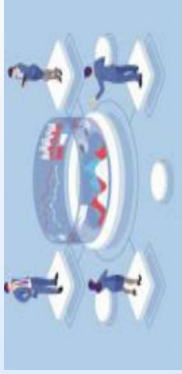


# Connected Operations Ecosystem

## Plan & Source

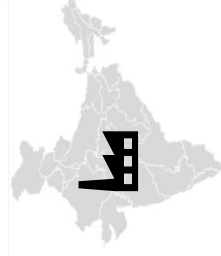


**Artificial Intelligence led commodity and demand forecasting**



**Machine learning powered intelligent planning for distributors**

## Make



**Manufacturing & distribution network transformation**



**Digitally enabled agile manufacturing**

## Deliver & Service



**Automated storage & picking**



**Integrated routing & delivery**

**Superior products | Superior service | Superior value**

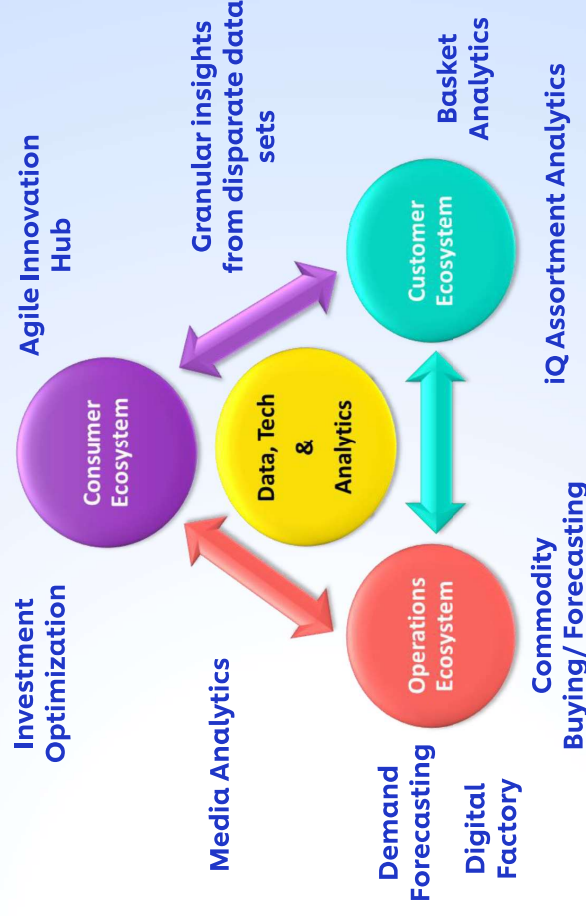


# Intelligent Data Ecosystem at the heart of our business

## Data as an Enterprise asset



## AI/ML powering transformation



Digital  
Culture  
& Talent



Partnerships with  
Startup Ecosystem,  
Industry bodies.  
Academia



Culture of  
Experimentation



Future fit  
Skills



## Looking at Near-term



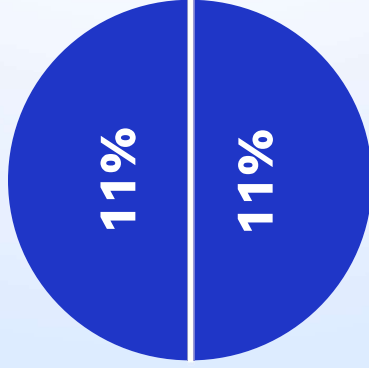


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## Robust performance in a 'BANI' environment

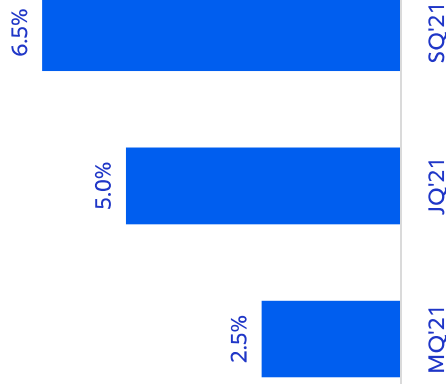
Double-digit growth,  
ahead of the market

SQ'21 USG YoY



FH FY'22 USG

Stepping-up pricing



Consumer Pricing<sup>^</sup>

Healthy EBITDA Margins

EBITDA Margins



Vs JQ'21

**>75% business winning value share, Highest volume market share in the last decade**

<sup>^</sup> Consumer pricing adjusted for trade spends  
Market shares and Business winning shares as per Nielsen



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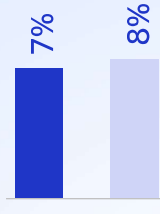
## Accelerating growth across the portfolio

**Health, Hygiene  
and Nutrition**  
c. 85%

**Vs. 2019**



**Vs. 2020**



**Discretionary**  
c. 12%



**Out of Home**  
c. 3%



Comparable numbers: Excludes impact of M&A in the base

## Looking ahead : Winning competitively

### Market Context

- Uneven economic recovery
- Nielsen FMCG YoY growths in rural remain subdued
- Commodity volatile and at elevated levels
- Consumer volume titration in inflationary scenario

### **Our focus : Deliver 4G growth i.e. Consistent, Competitive, Profitable and Responsible Growth**

- We remain confident in our ability to deliver market beating growth and healthy margins
  - Distinctive and hard to replicate capabilities
  - We have further strengthened our market leadership
  - Our brand strength allows us to price up, whilst we continue to drive savings even harder