



29th April, 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: Investor Presentation

This is further to our letter dated 14th April, 2021, intimating a presentation to be made to Analysts / Investors on Audited Standalone and Consolidated Financial Results of the Company for the quarter and year ended 31st March, 2021 after the Board Meeting.

Pursuant to the Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith a copy of the presentation to Analysts / Investors on Audited Standalone and Consolidated Financial Results of the Company for the quarter and year ended 31st March, 2021.

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: 2021.04.29 13:38:25
+05'30'

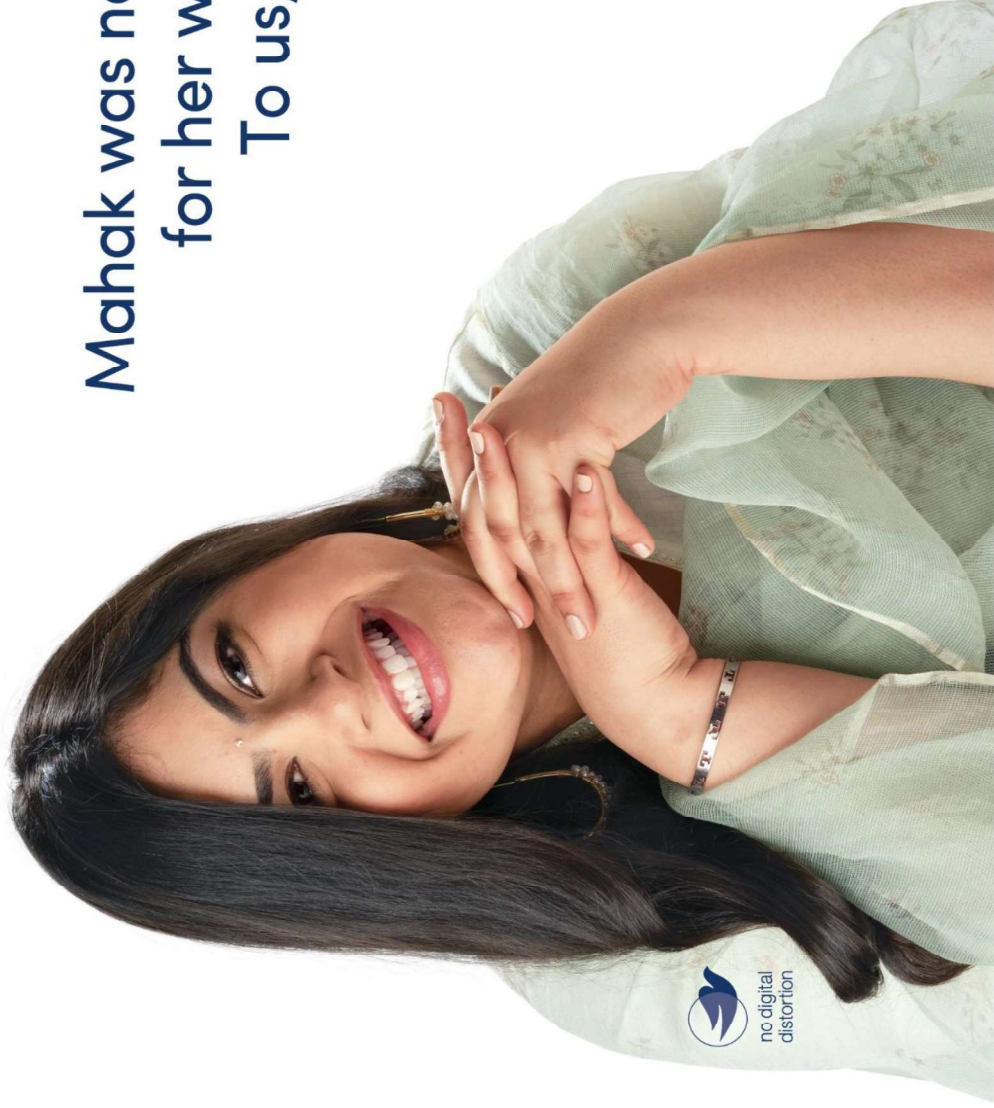
Dev Bajpai

Executive Director, Legal & Corporate Affairs
and Company Secretary

DIN:00050516 / FCS No.: 3354

Hindustan Unilever Limited

MQ'21 Results : 29th April 2021



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

Dove

#StopTheBeautyTest



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.

Sanjiv Mehta Chairman & Managing Director



Surf excel

**Apno tak rang
pahuchane hai?**

We'll get it *Dun!*

Sensitivity: Public

**THIS IS NOT AN AD
FOR LIFEBOUY.
THIS IS AN APPEAL
TO EVERY INDIAN.**

The key to defeating Coronavirus is YOU.

- WEAR A MASK**
Ensure mouth and nose are covered
- VACCINATE**
At your nearest vaccination center
- KEEP SOCIAL DISTANCE**
Maintain at least 2-meter distance
- WASH HANDS WITH LIFEBOUY or ANY SOAP**
Dettol, Godrej No. 1 or Lux, use any soap nearest to you

Protecting India from Coronavirus is now in **YOUR** hands.

Issued in public interest by



**Horlicks
increases the
power
of milk***



TALLER | STRONGER* | SHARPER**



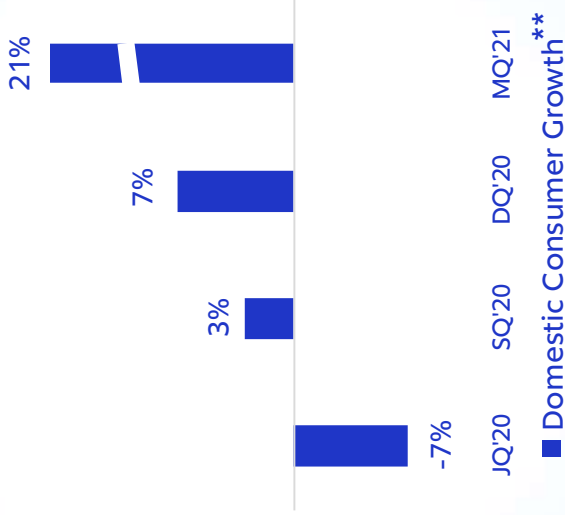
MQ'21 : Broad-based robust performance

Strong fundamentals

% Business Gaining Penetration*

87%

Accelerating momentum



Higher sales and profits

Reported TO Growth

34%
41%

PAT Growth

Growth Competitive and Profitable

* As per Kantar Worldpanel for L3M February 2021 on relative basis

** Domestic consumer growth excludes the impact of merger of GSKCH and acquisition of W/Wash



Nutrition : Best in class integration driving strong performance

WHEN DID YOU GROW UP?

MILK | WHEAT | VITAMINS
Horlicks is a nourishing beverage to be taken as part of a regular daily diet. Refer to pack for details.

HOW IT STARTED
BOOST IS THE SECRET OF OUR ENERGY

HOW IT'S GOING
STAMINA NO LONGER A SECRET

1st Year of Nutrition

<p>Seamless Integration</p> <p>People - 1 HUL Team Systems & processes Synergies</p>	<p>Expanding Portfolio</p>
<p>Penetration & Volumes</p>	<p>EBITDA Margins</p> <p>Ahead of business case</p>



Significant progress on sustainability in the year of pandemic

COVID-19 response



Strategic partnerships



~2 cr. soaps and sanitizers distributed

~15 cr. households reached via the #VirusKiKadiTodo campaign

+14 lacs individuals provided with healthcare and food support

Environmental impact



+400 bln litres of incremental water conservation potential created

+67% of plastics footprint is now recyclable

+58K tonnes of plastics recovered

Enhancing livelihoods



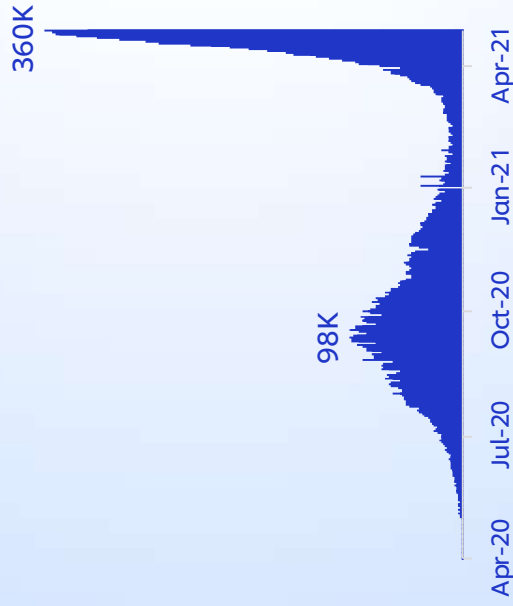
~2 cr. additional person days employment generated by HUF

~16K 'Shakti Entrepreneurs' added

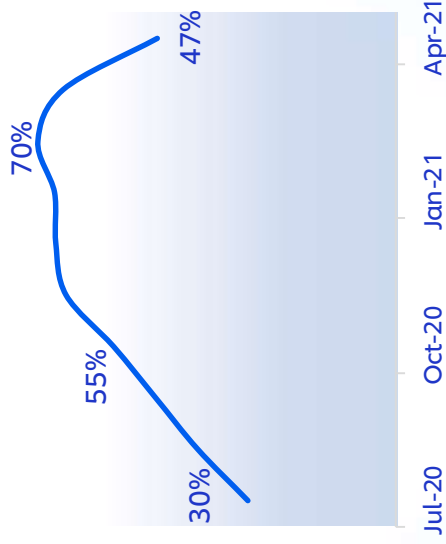


COVID Wave 2: Brings a period of uncertainty

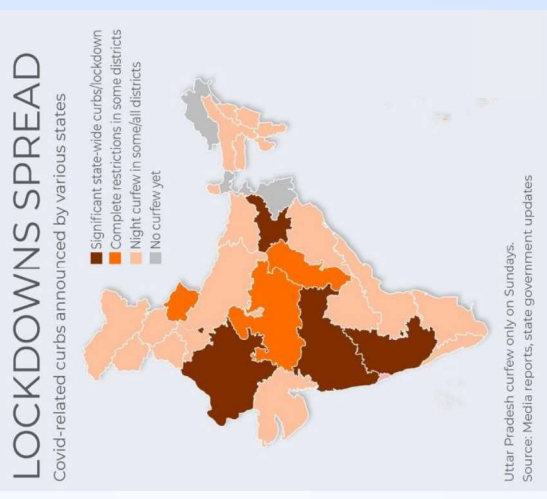
Increasing COVID-19 cases



Decreasing mobility



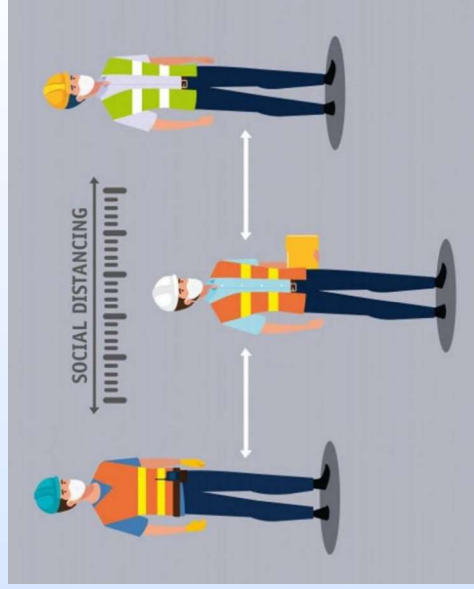
Localised restrictions



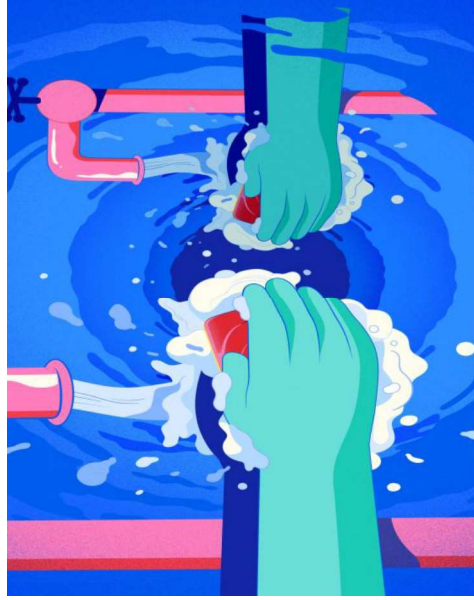


We know how to win against the Virus

Social distancing



Safe hygiene practices



Vaccinations

>145 million vaccinations

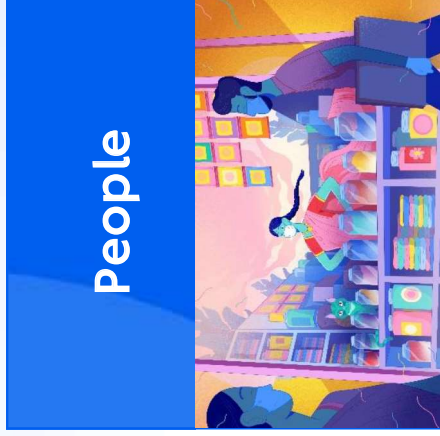
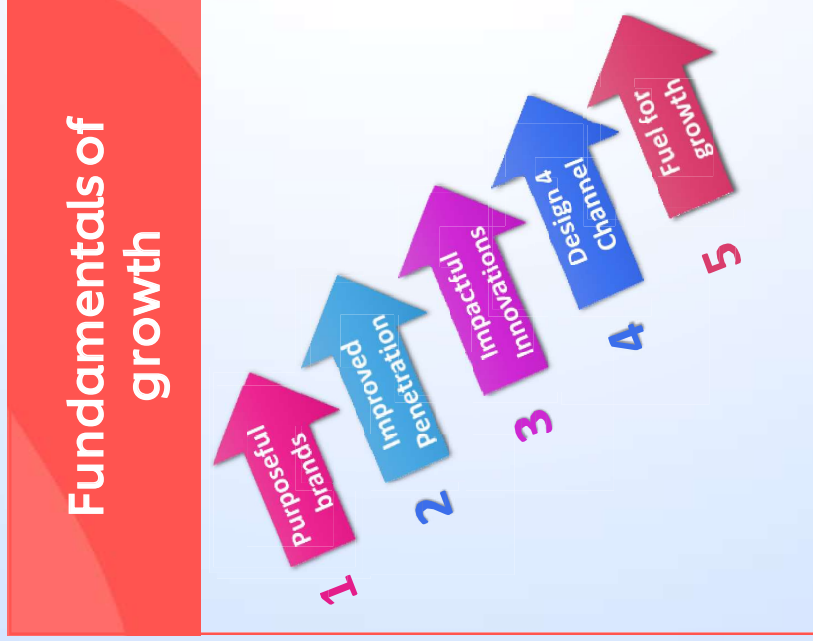
MINISTRY OF HEALTH AND FAMILY WELFARE
भारत सरकार
GOVERNMENT OF INDIA

my GOV
भारत सरकार

COVID-19 VACCINATION
Phased Roll-Out of
COVID-19 Vaccine



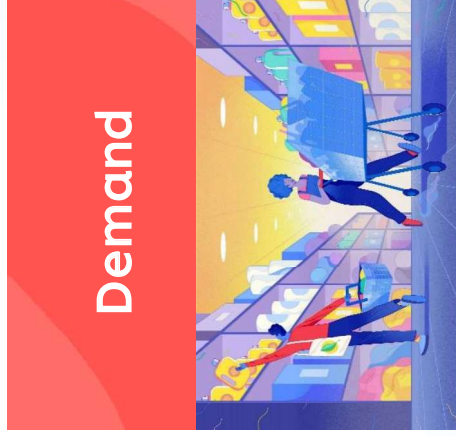
HUL : Well positioned building on 2020 experiences



People



Supply



Demand





Cost & Cash

Underpinned by Technology



1. People: Our #1 priority





<p>Tiered Operating Protocols</p>	<p>A Shot at Safety</p> <p>90% of all eligible employees vaccinated with 1st dose</p>
<p>Flexible Models</p> 	 <p>Employer of Choice</p> <p>12 years on a row</p>



2. Supplies : Enhanced agility and responsiveness



<p>Agile & Resilient Supply Chain</p> <p>1.3X capacity Vs pre COVID</p>	 <p>Different Models</p> <p>Stocks downstream Liquidity support</p>
<p>5 lakh</p> <p>Shikhar outlets: rapid digitization</p>	 <p>Focus E-comm, GT & Rural</p>



3. Demand : Finger on the pulse of consumers



Innovation Intensity +150 SKUs launched in FY'21	Big Brands Accelerate 5X Growth rates vs FY'20
Market Development & Premiumisation Grow 2X vs core; WiMI led opportunities	Health, Hygiene & Nutrition continued priority 12% Growth* in FY'21

Big brands = Annual Turnover > 1000 cr. in FY'20

* Excludes the impact of merger of GSK CH and acquisition of VWash



4. Cost & Cash : Secure our business model

Manage headwinds, Strong
Balance Sheet provides an edge



Ambitious Savings Agenda (>8%)	Net Revenue Management The science of pricing
R&D Capabilities Formulation flex, Resilience and Savings	Sustain Investments ROI models enabled by analytics



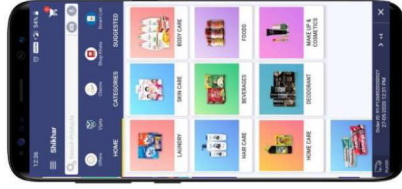
Re-Imagining HUL: Tech quotient significantly up in last 1 year

Consumers



People Data Centre |
Agile Innovation Hub

Customers



Shikhar App

Digital Order Capturing

Operations



Digital Factories and
Automated Warehouses

Powered by Intelligent Data Ecosystem

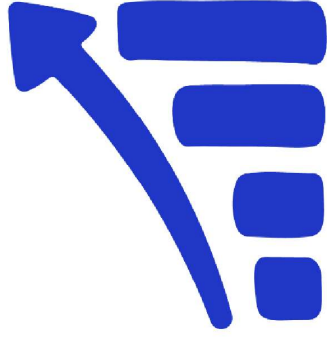


Strategy remains fit for purpose

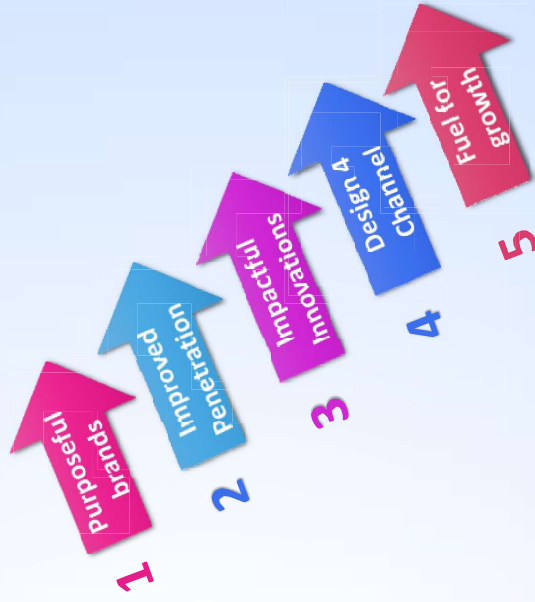
Purpose-led, Future-fit



Consistent, Competitive, Profitable, Responsible Growth



Fundamentals of growth



Srinivas Phatak Chief Financial Officer




**Apno tak rang
pahuchane hai?**
We'll get it **Dun!**

Sensitivity: Public

**THIS IS NOT AN AD
FOR LIFEBOUY.
THIS IS AN APPEAL
TO EVERY INDIAN.**

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At your nearest vaccination center
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Maintain at least 2-meter distance
- WASH HANDS WITH LIFEBOUY or ANY SOAP**
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Protecting India from Coronavirus is now in **YOUR** hands.

Issued in public interest by



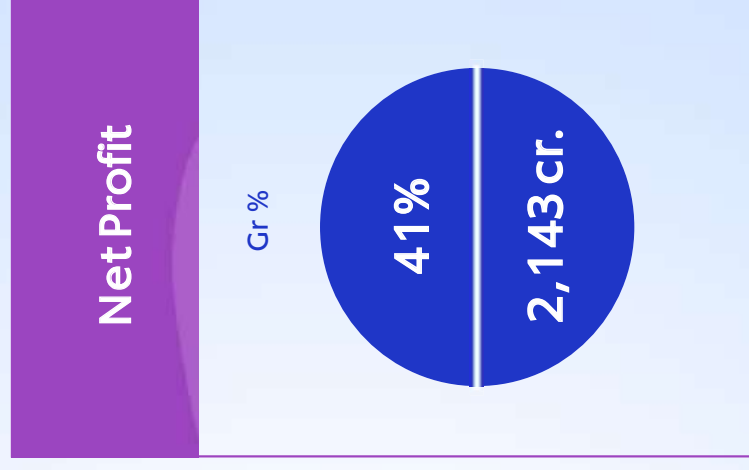
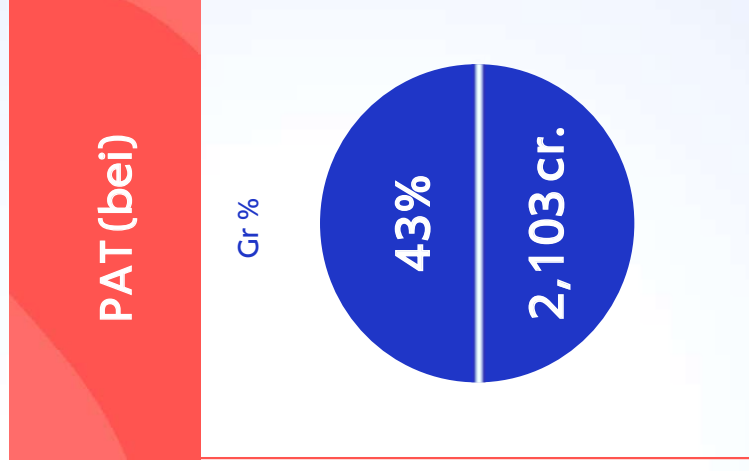
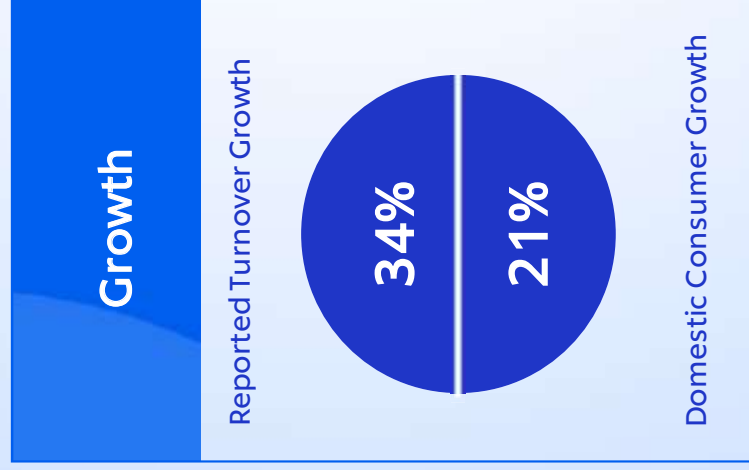
**Horlicks
increases the
power
of milk***



TALLER | STRONGER* | SHARPER**



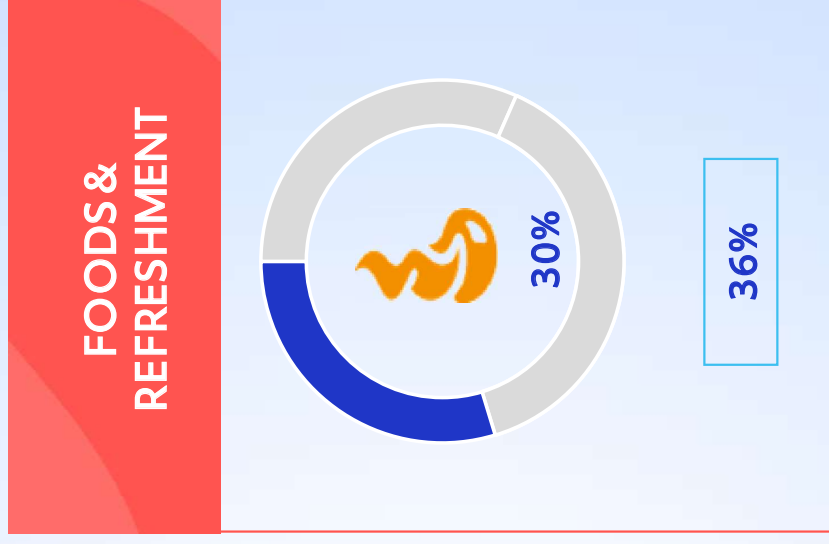
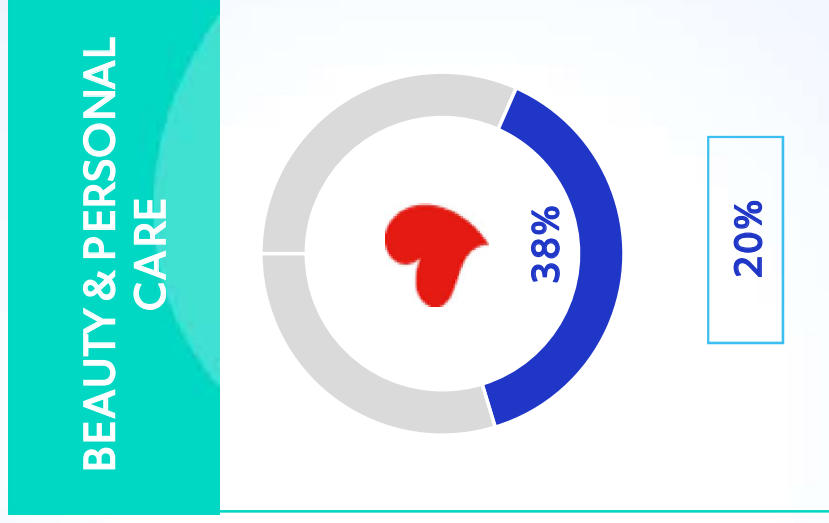
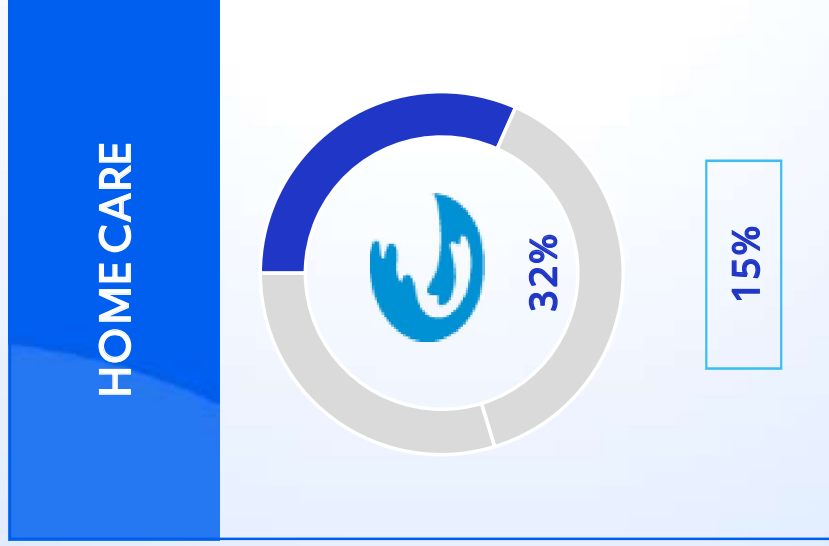
MQ'21 : Growth competitive and profitable





Hindustan Unilever Limited

MQ'21 : Broad based performance across Divisions



Sales Growth*

*Sales growth excludes the impact of merger of GSK CH and acquisition of WWash



Hindustan Unilever Limited

Home Care : Innovations & Activations in the quarter

DOMEX HELPS BRING MUMBAI'S LOCAL BACK ON TRACK, SAFELY!

Mumbai's Metro - The Local Metro - is back in motion and open to the public! The Metro's return to service is a significant milestone for the city, and it's all thanks to the power of Domex disinfectant.

MUMBAI TRUSTS

TO BRING IT BACK ON TRACK

Domex is the most effective disinfectant against COVID-19 and other viruses. It's safe for people and the environment, and it's easy to use. Domex is the only disinfectant that is approved by the WHO for use against COVID-19.

NEW GET THE SAME SUPERIOR DISINFECTION FOR YOUR HOME

DISINFECTING. CONTROLLING. PROTECTING.




8:49 ST. 0
TO MIDLAND RAILWAY. 12 min

आपके सुरक्षित
दुआर



CSMT STATION HAS BEEN SANITIZED 19 MINS AGO FOR YOUR SAFETY BY Domex

CSMT BACK ON TRACK

GET DOMEX DISINFECTION FOR YOUR HOME.

BUY NOW

मुश्किल दाग निकालना आसान. ₹10 में

90 मा.



Surf excel

Powerful. Gentle. Natural.

Comfort Fabric Care

For really winter wear!




FIGHT VIRUSES WITH NATURE'S SUPERPOWER

nature protect

FLOOR CLEANER WITH NEKA EXTRACT



#rangichhain

Happy 75

ORDER VIA @UMIZO



मैल और बवबू निकाले, रखें कपड़े फेश.




White 2 in 1

REMOVES 99%* HARMFUL BACTERIAL GERMS FROM UTENSILS!

Challenge yourself to #BeatTheBacteria

Play Now



SUPER SAVER PACK

Jif

WITH POWER OF LEMONS



2+2=4 LITRES

FRONT LOAD

Surf excel MATIC

SUPER SAVER PACK



2+2=4 LITRES

TOP LOAD

Surf excel MATIC

SUPER SAVER PACK





Hindustan Unilever Limited

Beauty & Personal Care: Innovations & Activations in the quarter

Dove
Refresh. Repair. Revive.
NEW Dove Hair Mask

Halima, Hair Specialist

98%* तक कम हेयरफॉल
इव हेयर फॉल रोकव्यू

closeup
WITH 200 SPRAYS
FIGHTS BACTERIA
RESHENS
BREATH

Lifebuoy
100% STRENGTH Germ Power
100% WATER-BUILDUP RESISTANT
12 घंटे ताज़गी

AXE
MEGA PACK
DEODORANT
MULTI-PURPOSE
DEODORANT
DETERGENT
FOR MEN
FRESH ZONE

Dove
CARE & PROTECT
REMOVES GRIME • MOISTURIZES SKIN
WASHES AWAY 99%* GERMS

VWash
HYGIENE
pH 3.5
Expert Intimate Hygiene. Clinically tested.

LAKME
ABSOLUTE MATTE MELT MINI
MANY LOOKS, ONE EYECONIC EYELINER
LAKME EYECONIC LIQUID EYELINER

closeup
NEW
cool breeze
TRIPLE FRESH
FLAVOUR
PURIFYING GEL
GENTLE
ANTIBACTERIAL
WASH

Rexona
10X
ODOUR
PROTECTION

MOTI
LUXURY SOAP
हमारे उत्तम
सुंदर रोज़ाना उपयोग

DOCTOR PRESCRIBED*
Expert Intimate Hygiene. Clinically tested.

Glow & Lovely
ADVANCED MULTI VITAMIN™
निखार को धूप से बचाओ.
दुपट्टा नहीं,
रंगो रंझ लवली लगाओ.

* as per lab test on representative bacteria (msb) - rfaa.

Source: ICMR, Medical Audit from MVI, August '20

₹ 20/-

15



Hindustan Unilever Limited

Foods & Refreshment : Innovations & Activations in the quarter

₹ 5 wale Horlicks
mein kya hai?

 =  +  + 

1/2 cup doodh
jitna calcium

1 katori palak
jitna iron

1/2 samstare
jitna vitamin C

20g

NEW **Cometto** **Chokisimo**

DISC
-as soft as it-
KISS

WALMART
QUALITY
WALTS

NEW **TRIXY** **CUP**

3 LAYERS
3 OF FUN.

WALMART
QUALITY
WALTS

NEW **DESI KULFI**

TRADITIONAL AFFAIR
WITH ALMONDS

WALMART
QUALITY
WALTS

Knorr

Make Restaurant
like **Pizzazz**
at home

Knorr **Pizzazz**

KNOWLEDGE CORNER
WITH
KISSAN THE FARMER

Knorr **PEANUT BUTTER**
Creamy

Knorr **PEANUT BUTTER**
Deliciously Rich in Protein

PARTICIPATE NOW

Knorr **CHOTU**

LET'S STAY FIT!

BRU

Let's stay fit, stay healthy, stay happy!
75th Anniversary Celebrations
2019-2020

Lipton

AADAT DAAL LO!

LET'S STAY FIT!

Red Label

TRADITION OF FRESHNESS

खाद आभूषण की



Home Care : Strong performance in HHC, Fabric Wash rebounds



- ❑ **Household Care:** Continues to perform well. Strong double-digit growth led by Vim
- ❑ **Fabric Wash:** Strong sequential growth aided by increased mobility; Performance competitive
 - Liquids and premium portfolio growing ahead of the category
- ❑ **Purifiers:** Improving sequentially led by acceleration in E-commerce



Beauty & Personal Care : Strong performance across Categories



- ❑ **Skin Cleansing:** Robust performance led by high double-digit growth in Lifebuoy. Premium Skin Cleansing continues to do well, Lux stable. Wash momentum accelerates
 - *Inflationary pressures remain elevated; calibrated pricing actions to continue*
- ❑ **Oral Care:** Growth momentum sustained, Closeup continues to deliver strong results
- ❑ **Hair Care:** High double-digit growth & broad-based across brands. Contextual communications and focussed innovations drive performance
- ❑ **Skin Care:** Strong performance in winter portfolio led by Vaseline. Face Cleansing & Talc segments continue to do well. GAL sequential momentum picking up coupled with penetration gains
- ❑ **Color Cosmetics:** Demand continues to improve sequentially; category well positioned



Foods & Refreshment : High growth momentum sustained

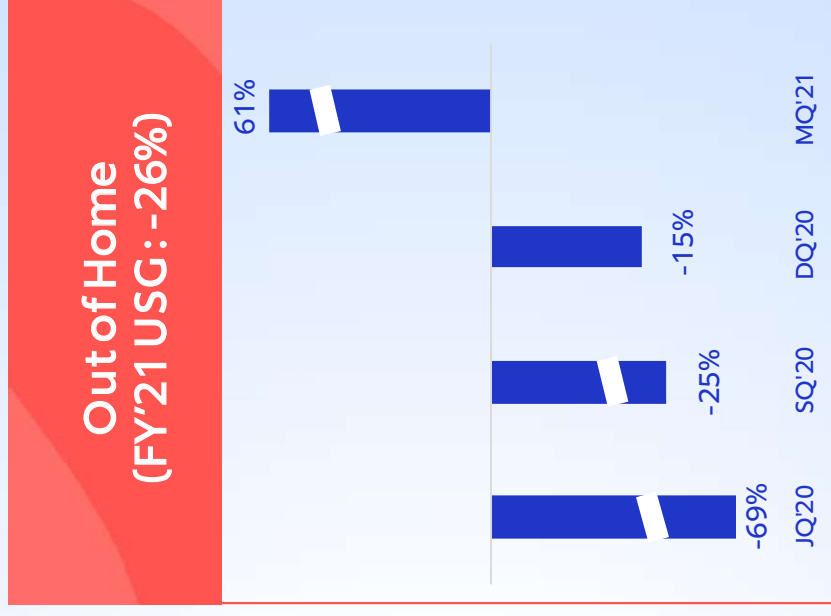
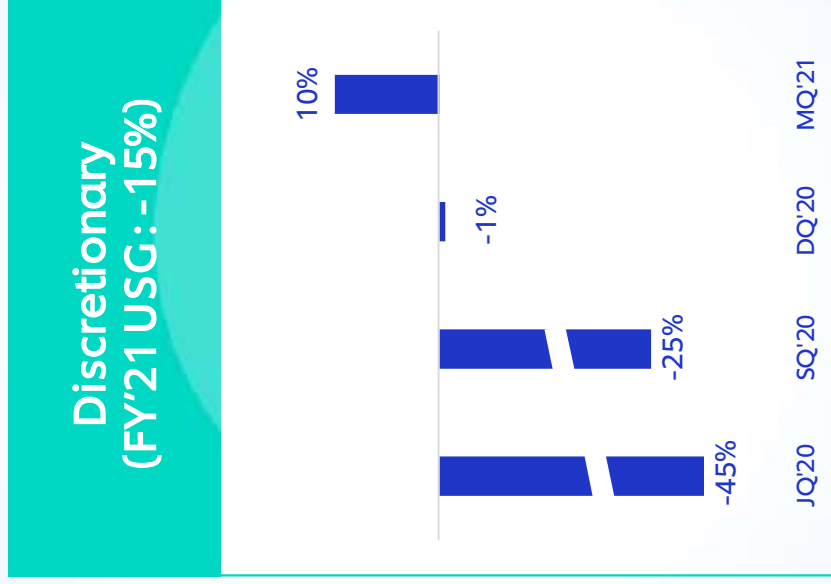
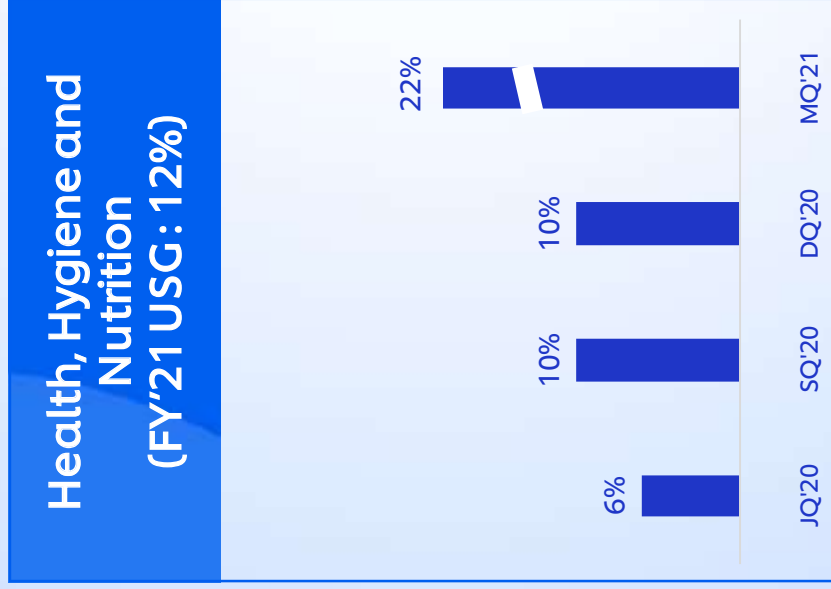


- ❑ **Foods:** Soups and Ketchups grow in high double-digits. With increased mobility we saw softening of 'In-home consumption' trend in the quarter
- ❑ **Beverages:** Tea share gain momentum continues. High double-digit growths across brands. Stable performance in Coffee
- ❑ **Nutrition:** Focus on volume led growth continues to yield strong results; volumes grow in teens, penetration* gains continue
 - Horlicks and Boost Rs. 2 sachets launched to unlock penetration
 - ERP integration completed in current quarter; Sales systems go live in Quarter 2
- ❑ **Ice Cream, Food Solutions & Vending:** Strong recovery in Ice cream
 - Innovation intensity dialled up with launch of Cometto Chokissimo, Trixy Cup and premium Kulfis

*penetration on relative basis as per Kantar Worldpanel (MAT February 2021)






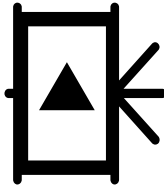
HHN strong, Discretionary & OOH picking up





Playing all lines of P&L to deliver profitable growth

Margin headwinds

 Palm Oil	 Tea
 Crude Oil	 Competitive Intensity

+2% Sequential step-up in consumer prices	Savings 
Nutrition Synergies	24.8% EBITDA



MQ'21 : Segmental performance

Segmental Revenue Growth*

Segmental Margins**

HOME CARE

32%

INR 3,840 Cr

15%

21%

BEAUTY & PERSONAL CARE

38%

INR 4,549 Cr

20%

28%

FOODS & REFRESHMENT

30%

INR 3,511 Cr

96%

16%

*Segment Revenue Growth = Segment Turnover growth + Other Operating Income + Impact of merger of GSK CH + Acquisition of VWash

** Segment Margins (EBIT) excludes exceptional items



MQ'21 : Results summary

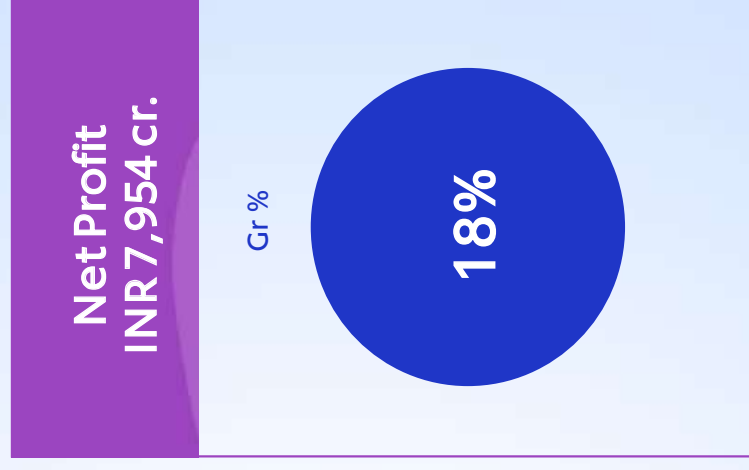
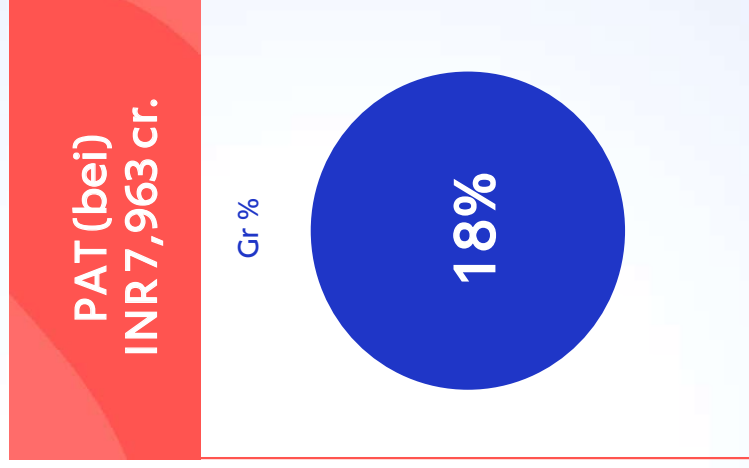
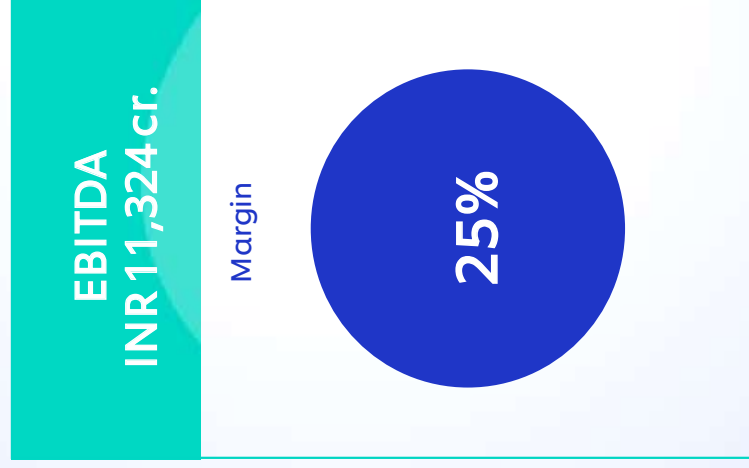
Rs. Crores

Particulars	MQ'21	MQ'20	Growth %
Sales	11,947	8,885	34%*
EBITDA	2,957	2,065	43%
Other Income (Net)	100	240	
Exceptional Items – Credit / (Charge)	14	(58)	
PBT	2,822	1,992	42%
Tax	679	473	
PAT bei	2,103	1,469	43%
Net Profit	2,143	1,519	41%

- *Domestic Consumer Growth at 21%
- Exceptional items include cost related to restructuring, integration of Nutrition business and profit from sale of property



FY'21 : Strong performance in a challenging year



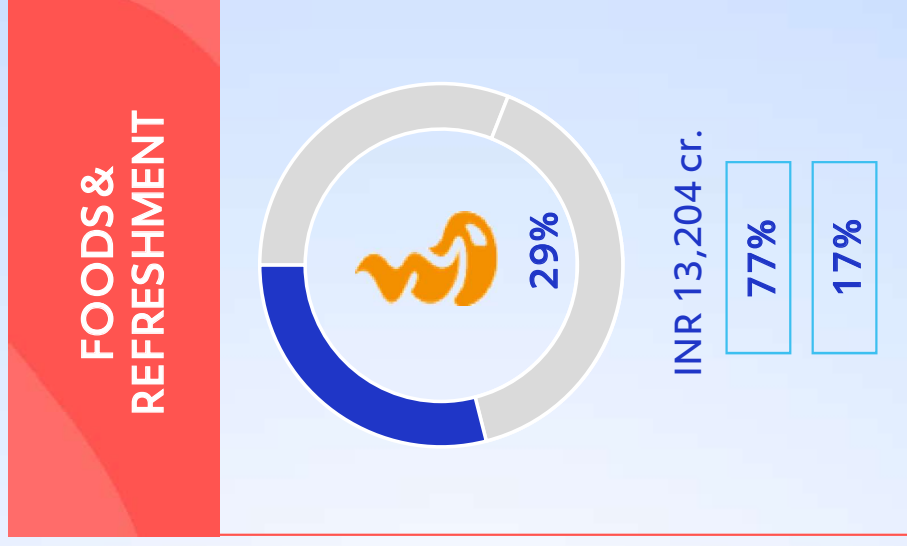
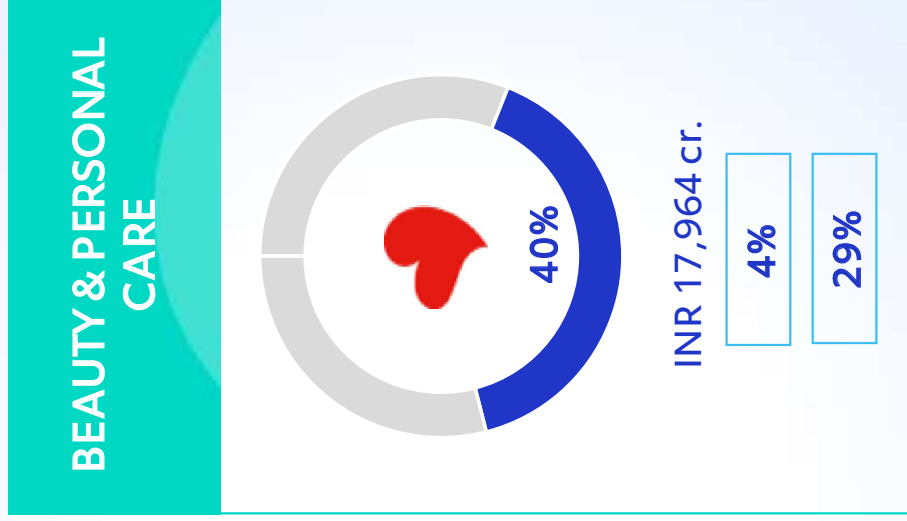
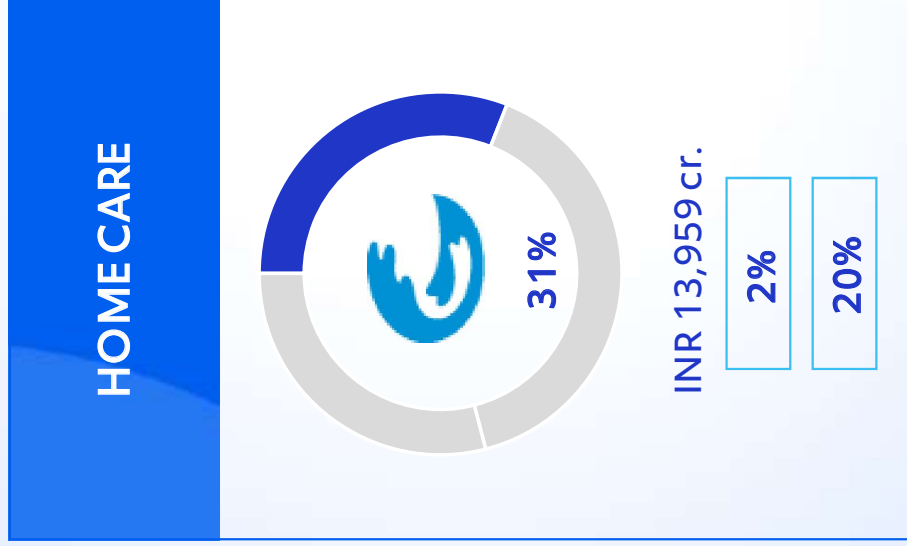
* Domestic consumer growth excludes the impact of merger of GSK CH and acquisition of VWash



FY'21 : Segmental performance

Segmental Revenue Growth*

Segmental Margins**



*Segment Revenue Growth = Segment Turnover growth + Other Operating Income + Impact of merger of GSK CH + Acquisition of VWash

** Segment Margins (EBIT) excludes exceptional items



FY'21 : Proposed Final Dividend

Particulars	FY 2020-21	FY 2019-20
Dividend per share	40.5	25
Special	9.5	-
Interim	14	11
Final*	17	14
Total Dividend (Rs. Crores)	9,516	5,671

*Final Dividend number for FY 2020-21 is subject to approval by the shareholders at the AGM



Looking ahead

Near-term outlook

- ❑ COVID surge unprecedented; demand outlook difficult to predict
 - Our agility and responsiveness across the value chain significantly better than pre COVID
- ❑ Elevated inflationary pressure in select large categories
 - Judicious pricing actions coupled with cost agility and savings programmes

Our focus

- ❑ Deliver volume led competitive growth
- ❑ Consumer centric innovations, market development and digital transformation 'Re-imagining HUL'
- ❑ Win in high growth channels of E-commerce and General Trade



For more information and updates

Visit our website

March Quarter 2021 results

Hindustan Unilever will release its financial results for March Quarter 2021 on Thursday, 29th April, 2021.

[> March Quarter 2021 results](#)

Hindustan Unilever Limited MQ'21 Results : 29th April 2021

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



Dove

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