

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

Tel: +91 (22) 50433000 | Web: www.huLco.in | CIN: L15140MH1933PLC002030



23rd November, 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 3rd November, 2021, intimating list of Analyst/Institutional Investors Meets scheduled in the month of November 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 in the Jefferies India CTO Summit 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: 2021.11.23 14:46:51 +05'30'

Dev Bajpai

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

DIN:00050516 / FCS No.: 3354

Reimagine HUL: Our Journey to an Intelligent Enterprise



Hindustan Unilever Limited



23rd November 2021

India's Largest FMCG Company

130+ years
of proud history in India

5th Largest
Indian company
by market capitalisation of
₹5.6 Tn

Top 15
Foods & HPC company
Globally

15
Categories
>80%
Category Leadership

9 out of 10

Households use one or more of
our brands



Hindustan Unilever Limited

Brands in
8 Mn
stores

50+ Brands
14

In India's 100 most trusted
brands

**#1 Employer
of choice**

For more than a decade
Across industries

> 15%

Demand captured digitally

>1.3 Tn
litres

Water conservation
potential created

**Plastic
neutral**
By 2021

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

Consistent High Performance over the Past Decade

Consistent growth

₹ 450^{Bn}

FY 2021 turnover

9%

CAGR growth

Profitable growth

25%

FY 2021 EBITDA margin

>1000^{Bps}

margin improvement

Long term value creation

9X

Market Capitalisation





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.



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

Improve
penetration

Impactful
innovation

Design for
channel

Purposeful
brands

Fuel for
growth

Reimagine HUL: Our Journey to an Intelligent Enterprise



Factors Enabling India's Growth as a Digital Powerhouse

Meteoric Rise in Digital Adoption

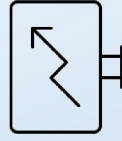


761 Mn
Internet
Penetration

439 Mn
Smartphone
Users



14 GB
\$ 0.6/GB
Daily data
Consumption



Robust Data Ecosystems & e-governance



1.2bn biometric IDs



12m GST onboarding

National Health Stack

National Health Digital Mission

3rd Largest Start-Up Ecosystem

#startupindia

**25K + Start-ups, 51
Unicorns**

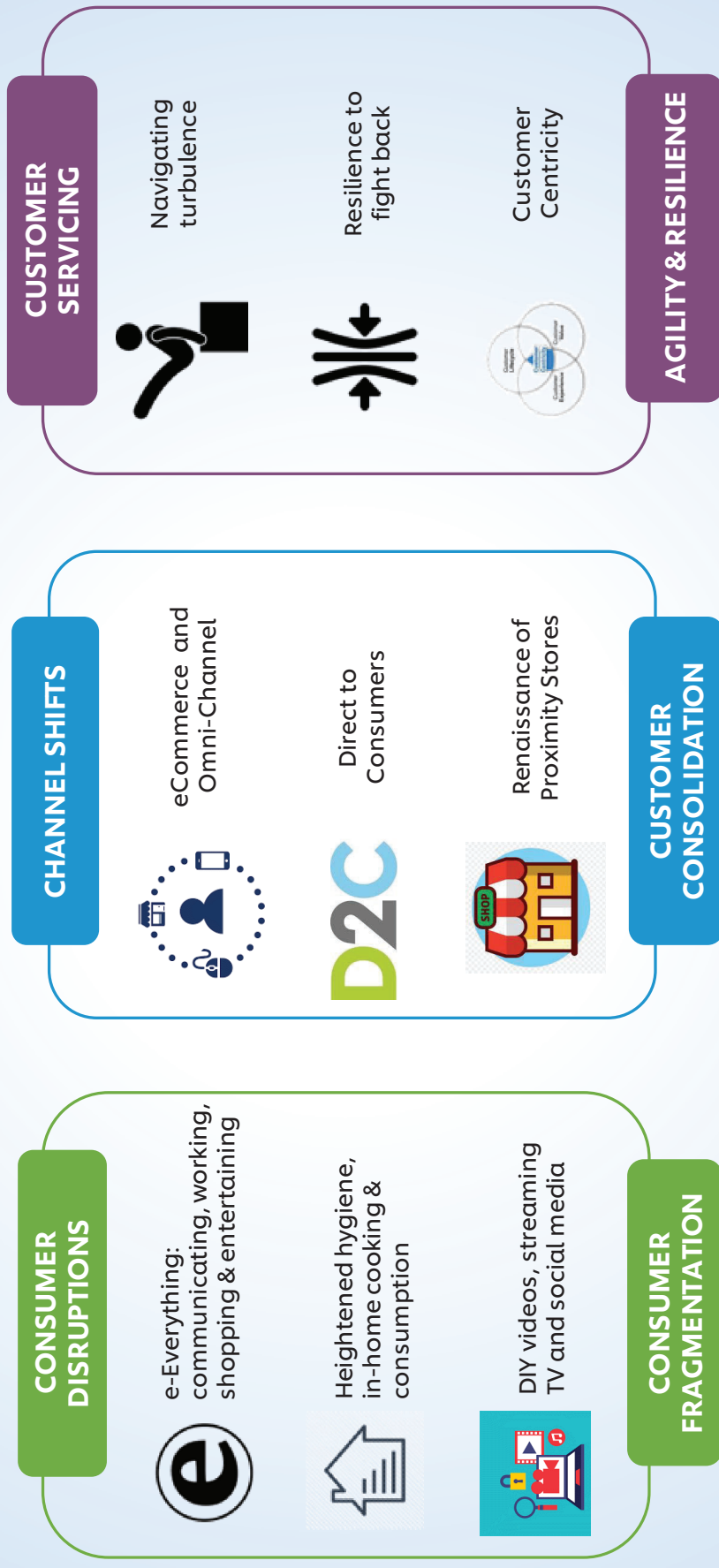


**\$45 Bn PE-VC Investments in Indian
Companies***

**Jan-Sept 21*



Rapidly Evolving FMCG Environment





Hindustan Unilever Limited

Reimagine HUL: Our Digital Transformation Journey



Reimagine HUL in 2021 & Beyond: The Intelligent Enterprise

Smarter Big



+

New Value Creators



=



Intelligent Enterprise

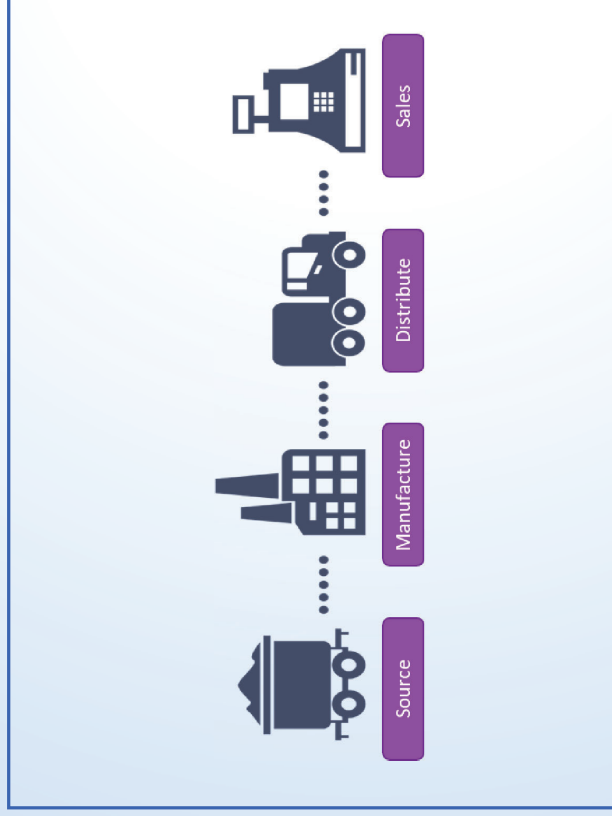
Pipes becoming data led
and machine augmented

Platforms Creating
Distinctive Value

Building Ecosystems to maximise value delivery to consumer and customer

Reimagine HUL: Journey to an Intelligent Enterprise

Yesterday



Tomorrow



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

Reimagine HUL: The Four Inter-connected Ecosystems



Tech-powered, On-Trend Innovations
Creating Consumer Experiences

Agile and Hi-Tech Operations

Enhancing Customer Experience for
Growth



Hindustan Unilever Limited

Bringing it to Life with Premium Beauty Business Unit



Building Digital First Beauty Brands with On Trend Innovations



Agile Innovation | Supply Chain for Small | D2C & Performance Marketing | Digital-first Model



Consumer Ecosystem

Tech-powered, On-Trend Innovations
Creating Consumer Experiences

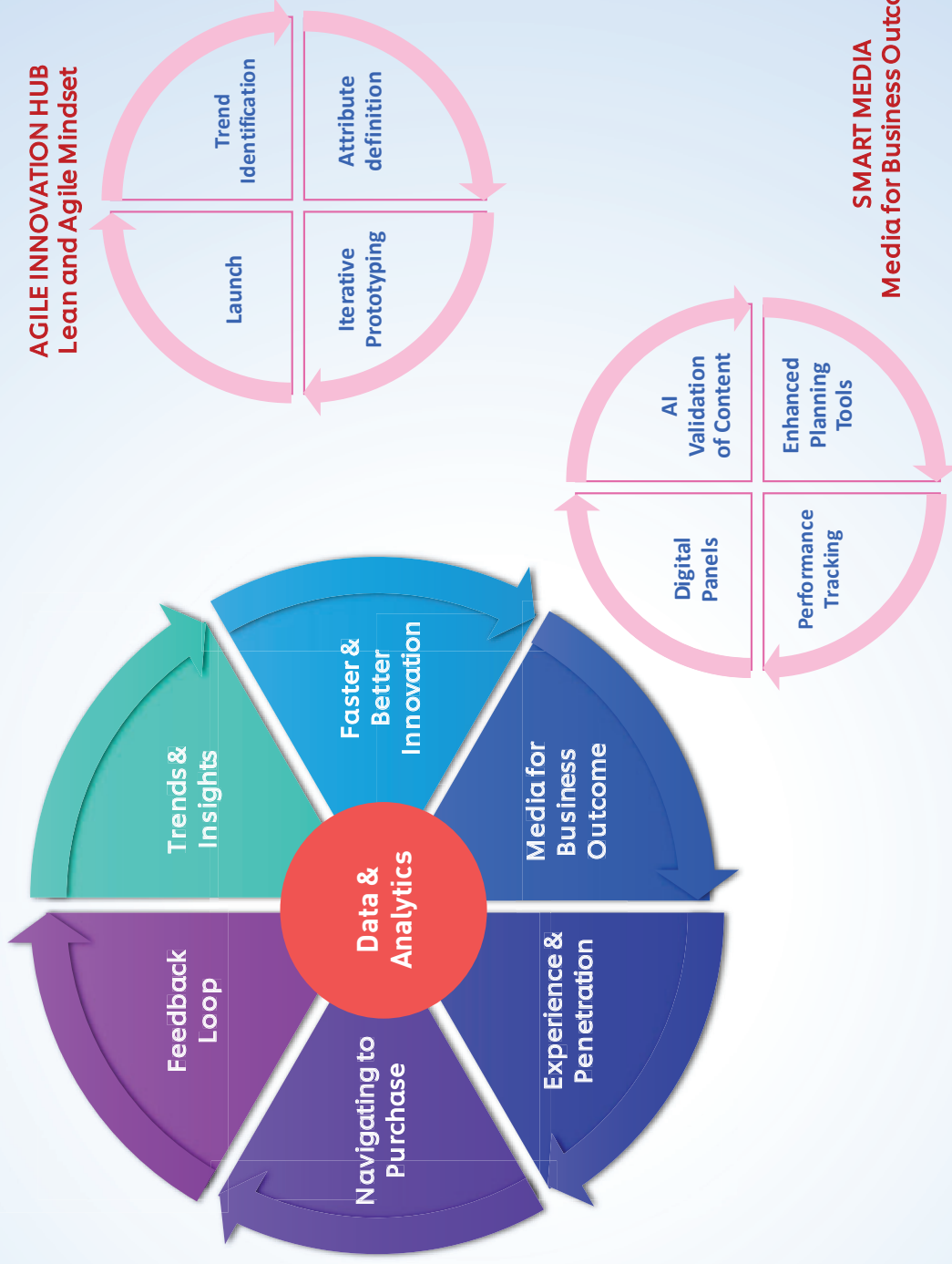
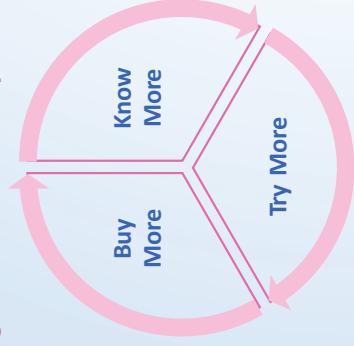




Hindustan Unilever Limited

Connected Consumer Ecosystem

INTERCONNECTED PLATFORMS
Engaging consumer across purchase cycle



Agile Innovation Model

Always-on trend spotting

Online Trend Identification and Sizing:
Claims, Ingredients, Formats



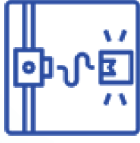
Apple Cider Vinegar & Onion Shampoos + Conditioners



Argan Hair Mask
Onion Hair Mask

Agile product crafting and testing

Digital prototyping



Eliminate factory trials through advanced manufacturing centres



Consumers on "speed dial"



Rapid manufacturing with Nano factories

Mobile design



Smaller batch sizes



Collaborative manufacturing



‘Signal to deployment’ in half the time



Hindustan Unilever Limited

Interconnected Consumer Engagement

Content that Converts: Social, eCom & Influencer Marketing

Does it have harmful chemicals?

- 100% natural essential oils
- 100% organic coconut oil
- 100% certified cruelty-free
- 100% recycled plastic waste and you can recycle them too

What are the benefits of natural ingredients?

- 100% organic coconut oil
- 100% natural essential oils
- 100% certified cruelty-free
- 100% recycled plastic waste and you can recycle them too

Shampoo 400 ml

LOVE beauty AND planet

Shampoo



FAQs, Ingredient & benefit focus eCom & Social

Integrated Influencer Marketing

Delivering Superlative Brand Experience on D2C



Front-end experience

Delivering delight



Connected Customer Ecosystem



Enhancing Customer
Experience for Growth

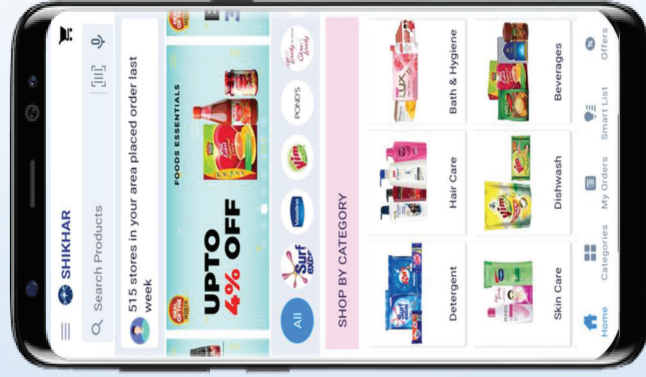


Connected Customers

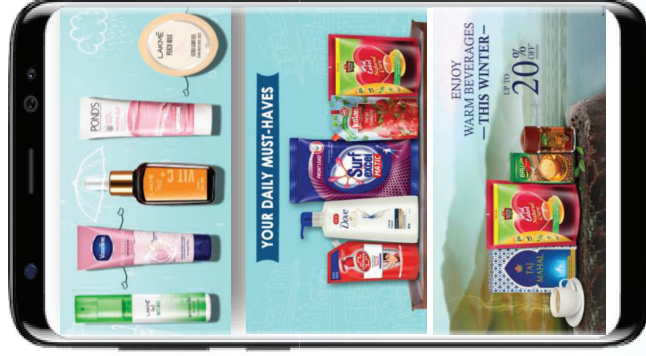


Digitised Demand Capture >15%

eRTM - Shikhar



Accelerating eCommerce



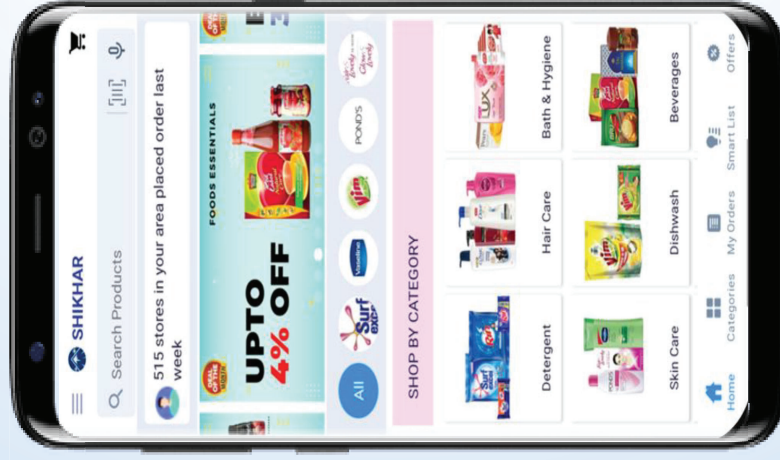
Direct to Consumer





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eRTM with Shikhar: Winning Customer Proposition



Anytime Ordering



Transparent Pricing



On-time Delivery



Guaranteed Returns



Easy No/Low Cost Credit

Rapid Scale-up

Backed by New age Intelligence



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



Multi-lingual Interface customized for eB2B



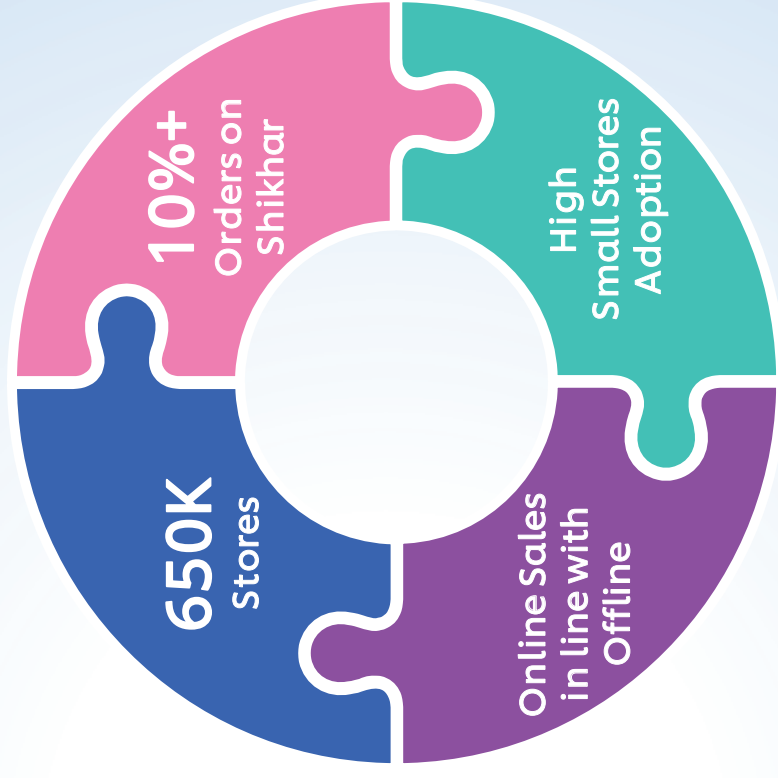
Customised Offerings for stores to maximise
their sales and earning – Smart Basket



Value added services like Shop Khata, Loyalty
Programme



Analytics based Recommendations
with high conversion



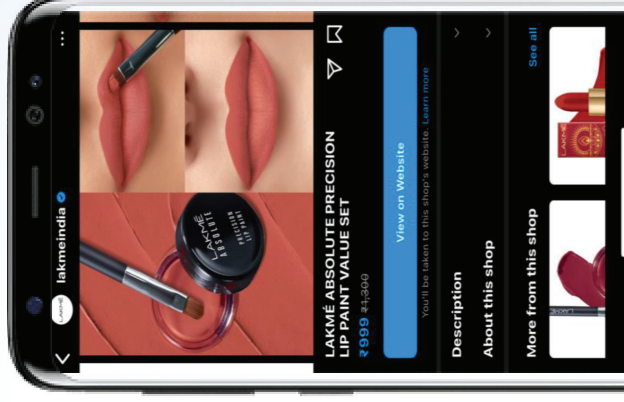
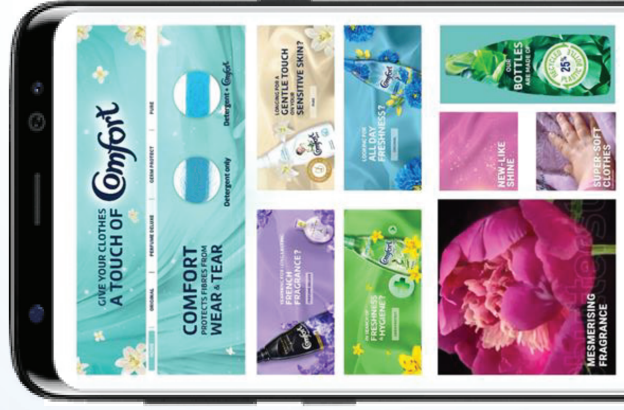
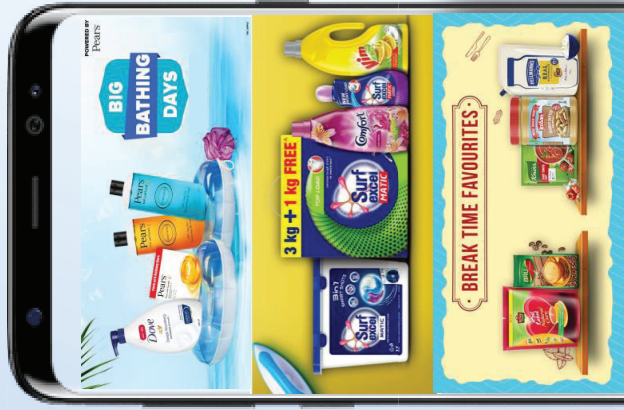
Ecommerce: Best-in-class Digital Capability Stack

Design for Channel

Content that Converts

Performance Marketing

Flawless Execution



TALENT, DIGITIZATION & AUTOMATION





Hindustan Unilever Limited

Building a D2C presence, especially for Premium Beauty Brands

BRANDS CATEGORIES ALL PRODUCTS CONTACT US

Enter Delivery 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

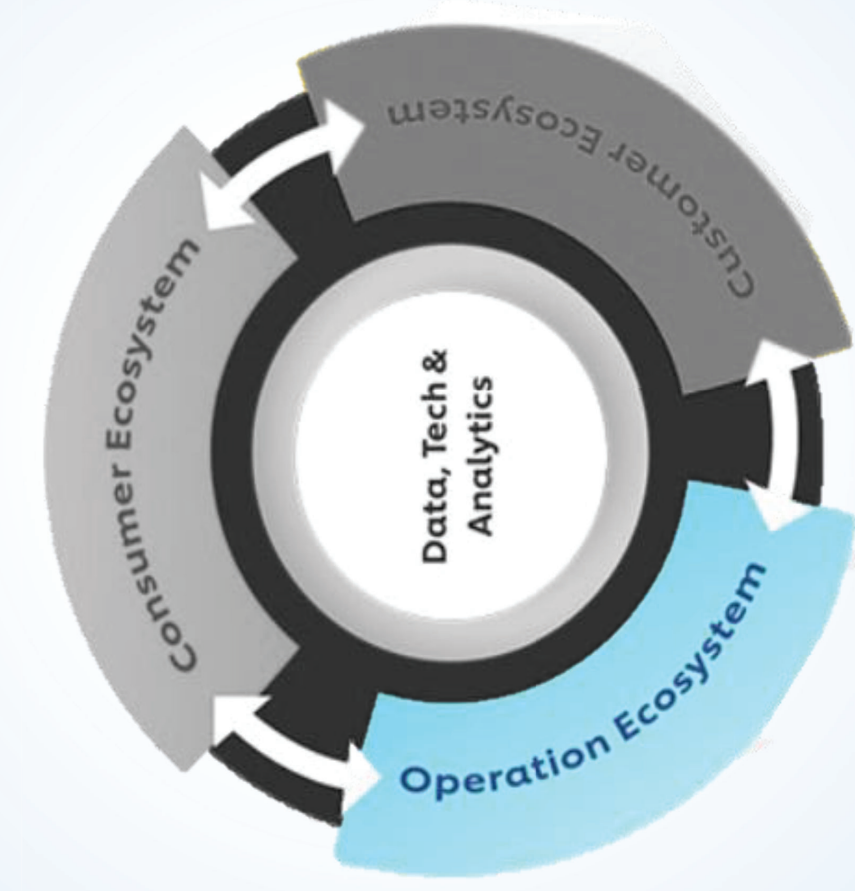
Delivering to (Ex: 400001)

PRODUCTS SKINCARE TIPS SIMPLE PHILOSOPHY TRACK MY ORDER

choose kindness
choose simple
keep your skincare simple



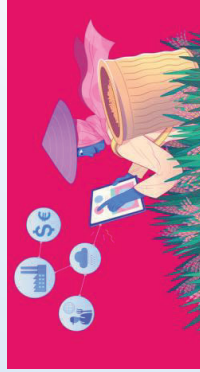
Connected Operations Ecosystem



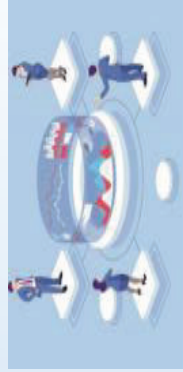
Agile and Hi-Tech
Operations

Connected Operations

Plan & Source



Artificial Intelligence led commodity and demand forecasting



Machine learning powered intelligent planning for distributors

Make



Manufacturing & distribution network transformation

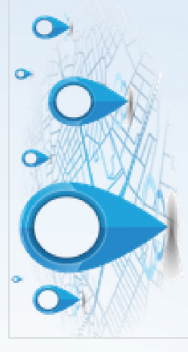


Digitally enabled agile manufacturing

Deliver & Service



Automated storage & picking



Integrated routing & delivery

Superior products | Superior service | Superior value



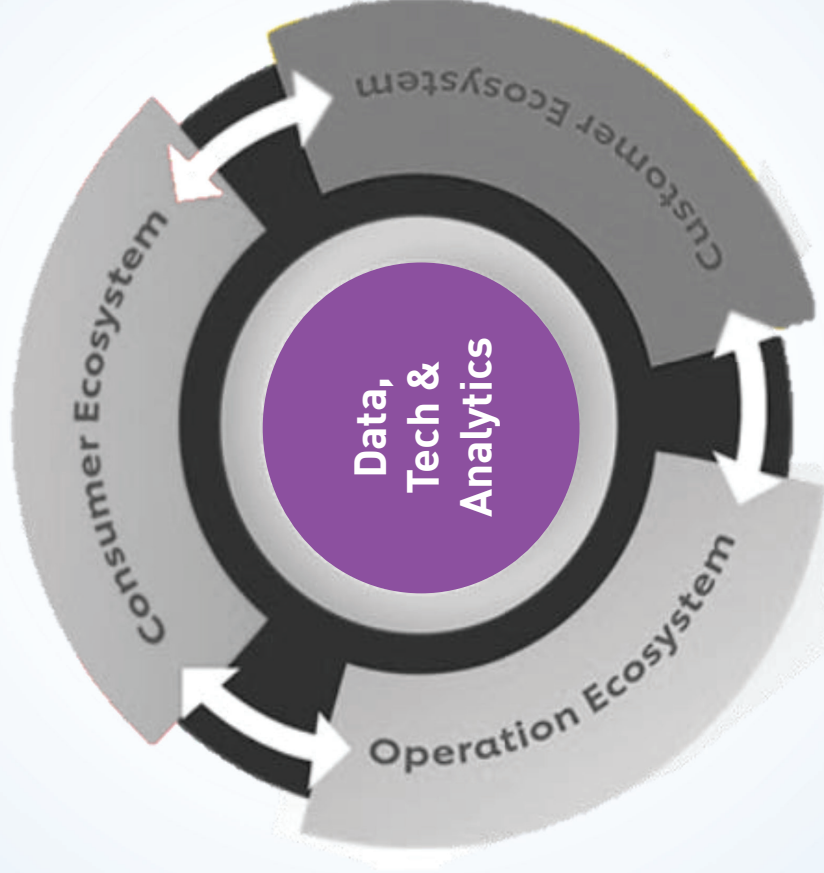
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Leveraging Agile Manufacturing with Nano Factory





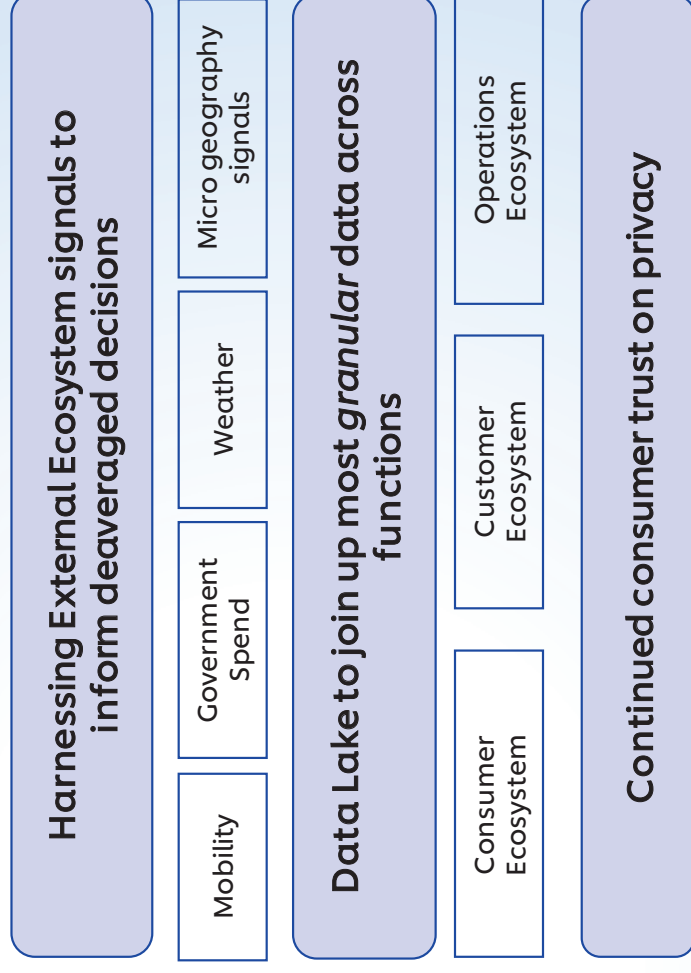
Data, Tech & Analytics



Intelligent Data Ecosystem at the Heart of our Business

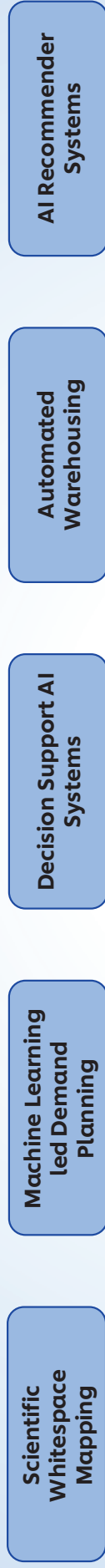
We are managing data as an *enterprise asset to maximize value realization, minimize its cost and ensure continued trust and compliance*

HUL Data Strategy



Decisions Augmented by AI / ML

Across our Consumer, Customer, Operations Ecosystems



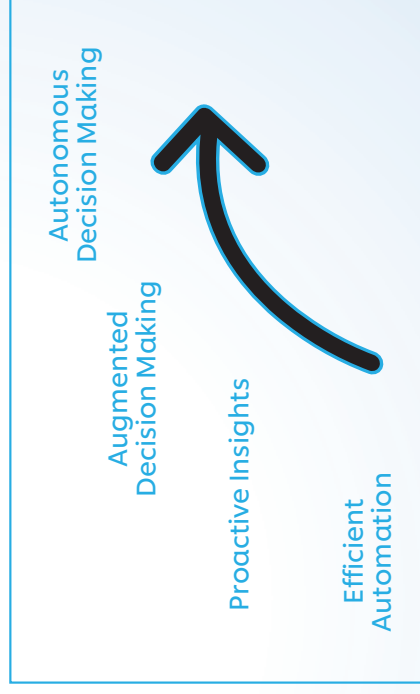
Powered by LIVE WIRE



ADVANTAGE



Building Towards an Embedded Intelligence Journey



Reimagine HUL: The Four Inter-connected Ecosystems

Tech-powered, On-Trend
Innovations
Creating Consumer Experiences



Agile and Hi-Tech Operations

Enhancing Customer Experience for
Growth



Thank you



Hindustan Unilever Limited

Sensitivity: Internal