



Hindustan Unilever Limited

20th January, 2022

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 4th January, 2022, intimating a presentation to be made to Analysts / Investors on Unaudited Standalone and Consolidated Financial Results of the Company for the quarter ended 31st December, 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 Unaudited Standalone and Consolidated Financial Results of the Company for the quarter ended 31st December, 2021.

Please take the above information on record.

Thanking You.

Yours faithfully,

For Hindustan Unilever Limited

DEVOPAM

NARENDRA BAJPAI

Digitally signed by DEVOPAM
NARENDRA BAJPAI
Date: 2022.01.20 15:54:30
+05'30'

Dev Bajpai

Executive Director, Legal & Corporate Affairs
and Company Secretary
DIN:00050516 / FCS No: F3354

Hindustan Unilever Limited

DQ'21 Results : 20th January 2022

**TOUGH ON STAINS
SOFT ON FABRIC!**

3in1 SMART SHOTS



Surf excel 3in1 SMART SHOTS

Lifebuoy

PROTECTING KIDS FROM THE NEW CORONAVIRUS IS IN YOUR HANDS

- Mask up
- Sanitise or wash hands with any soap
- Vaccinate
- Keep social distance

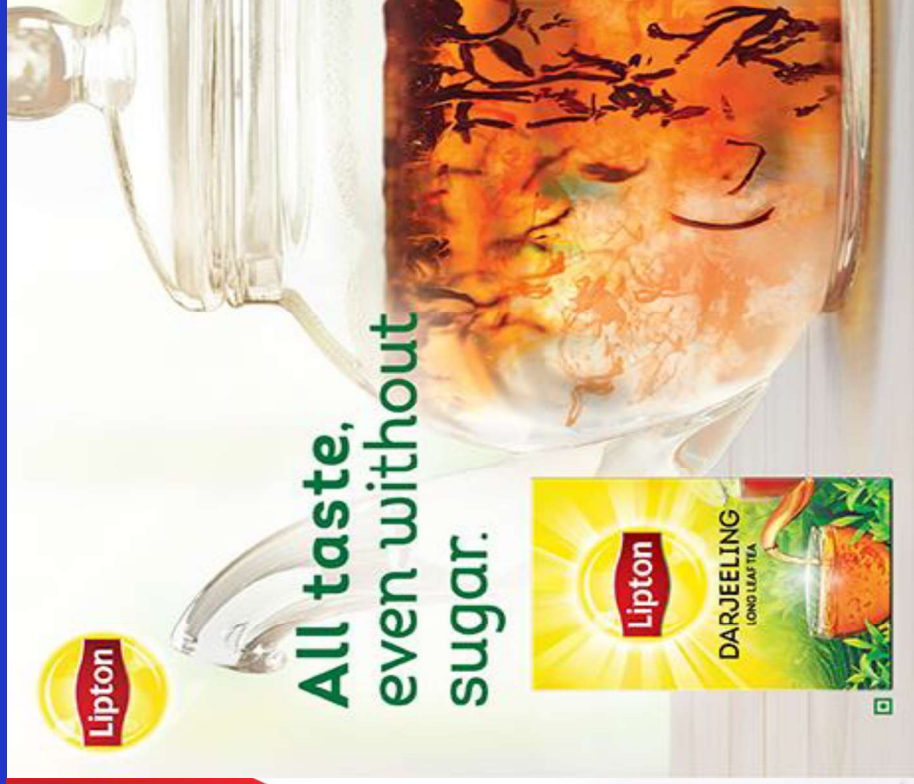
PROVEN AGAINST COVID-19 CORONAVIRUS 99.9% EFFECTIVE



All taste, even without sugar.

Lipton

DARJEELING LONG LEAF TEA



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 and Managing Director

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Keep social distance

PROVEN AGAINST COVID-19 CORONAVIRUS 99.9% EFFECTIVE

Lifebuoy 99.9% EFFECTIVE AGAINST CORONAVIRUS

Lifebuoy HAND SANITIZER

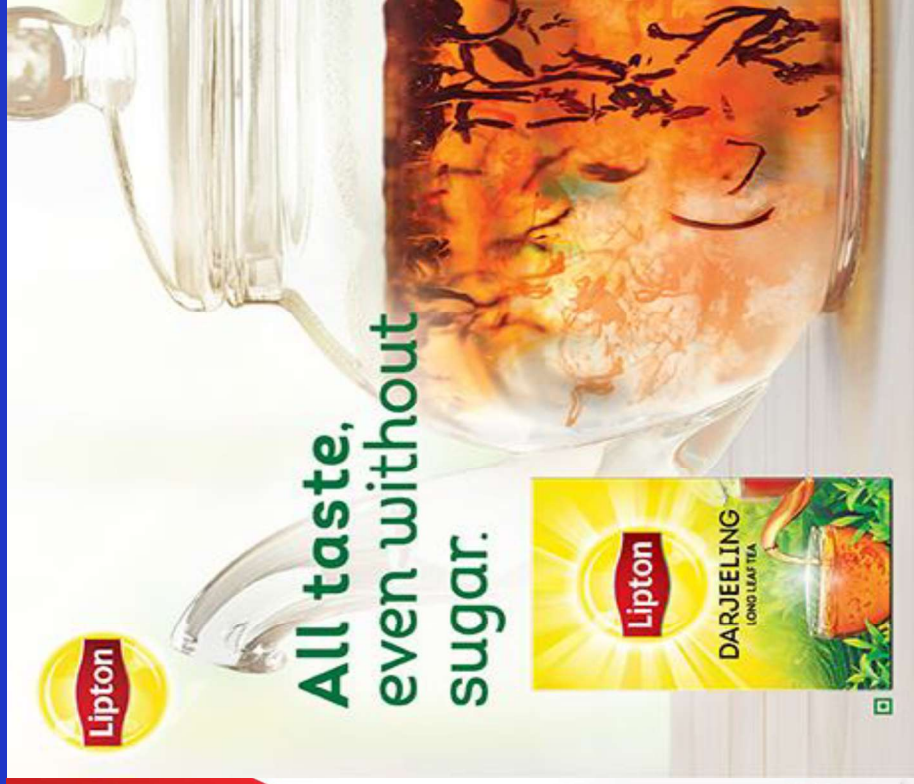
Lifebuoy SOAP DISPENSER



All taste, even without sugar.

Lipton

DARJEELING LONG LEAF TEA



HUL DQ'21 : Strong all-round performance

Double digit growth;
ahead of the market

YoY Domestic Consumer Gr. (DQ'21)

11%

Mid-single digit

Market

HUL

Consistent step-up in
growths

2 year Sales CAGR

2%

7%

9%

JQ'21

SQ'21

DQ'21

Profitable growth
EBITDA +100 bps YoY

EBITDA %

24.3%

25.0%

25.4%

JQ'21

SQ'21

DQ'21

>75% business winning shares



Hindustan Unilever Limited

DQ'21 : Robust 2 year CAGR

2Y CAGR : Double Digit		High-Mid Single Digit		Others
				
Fabric Wash & Care	Beverages	Skin Cleansing	Skin Care	Hair Care
				Color Cosmetics
				
Household Care	Ice Cream	Oral Care	Foods	Water Purifier
c. 67% of Portfolio			c. 30%	c. 3%

Excludes impact of merger of GSK CH and acquisition of VWash

Strengthening our market leadership

- 1. Highest YoY market share gains in more than a decade**
- 2. Winning market shares in all Divisions**
- 3. Winning in both Urban and Rural in all our Regions**
- 4. Winning in mass, popular and premium segments**
- 5. Market shares are also above 2019 levels**

Waste-free World : Rethinking plastic

Our Commitment : By 2025, we will

Help collect and process more plastic packaging than we sell

Ensure 100% of our plastic packaging is reusable, recyclable or compostable

Reduce the amount of virgin plastic in our packaging

Plastic Neutral in 2021, 4 years ahead of target

Pan India network – 160 locations



Leh



Andaman

Our partners



Less Plastic, Better Plastic, No Plastic

Few examples



Bottles with recycled plastic



'Smart fill' machine



Refillable Lakme Creme

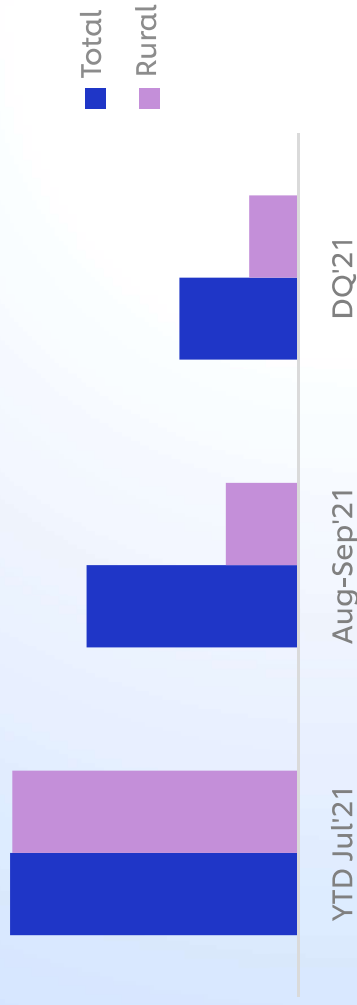


Recyclable structures

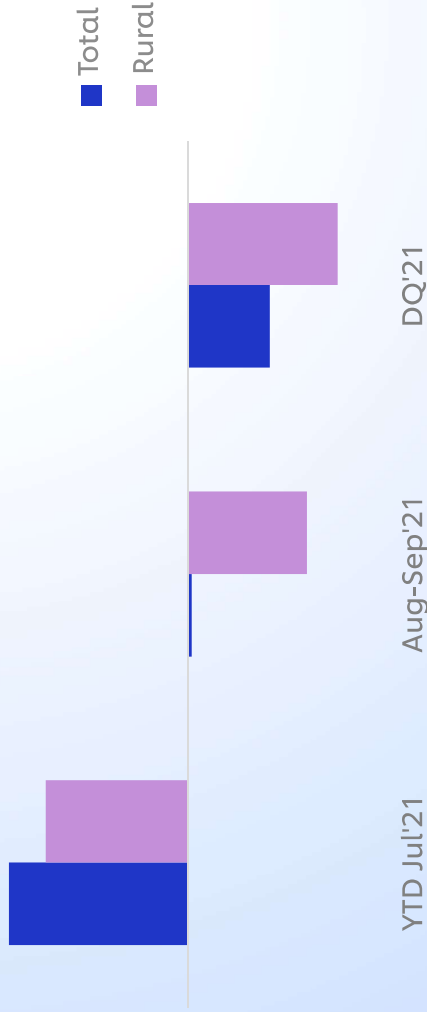
Operating environment remains challenging

FMCG market growth moderating; volumes declining

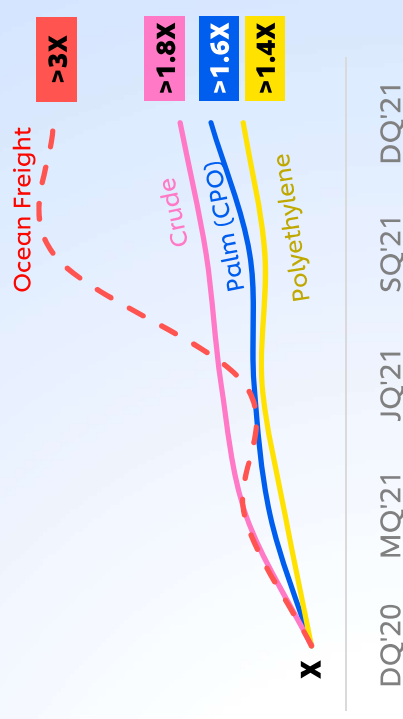
Nielsen Market Growth : Value



Nielsen Market Growth : Volume



Commodity prices remain elevated



Rising COVID cases



Clear and compelling strategy

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



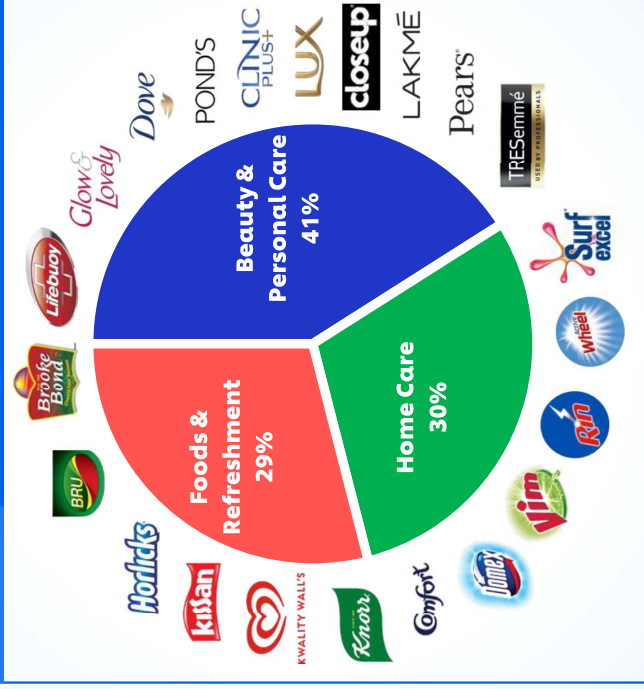
Hindustan Unilever Limited

We are well positioned

People : Our #1 priority



Trusted Brands; Wide Portfolio



Agile and flexible Supply Chain



Greater resilience | Better responsiveness

Looking ahead

Near-term outlook

- ❑ Uncertain operating environment :
 - FMCG market growths moderating; inflation impacting volumes
 - COVID Wave 3, expect limited impact due to vaccine coverage and health & safety measures
- ❑ Commodities remain volatile and elevated; witnessing further sequential inflation in MQ'22
 - Margins to remain under pressure
 - Calibrated pricing actions coupled with cost agility and savings programmes to continue
- ❑ We are well prepared to :
 - Deal with the uncertainty
 - Protect our business model by growing consumer franchise and maintaining margins in a healthy range

Our focus remains on delivering Consistent, Competitive, Profitable and Responsible Growth

Ritesh Tiwari

Chief Financial Officer

**TOUGH ON STAINS
SOFT ON FABRIC!**

3in1 SMART SHOTS



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Lifebuoy

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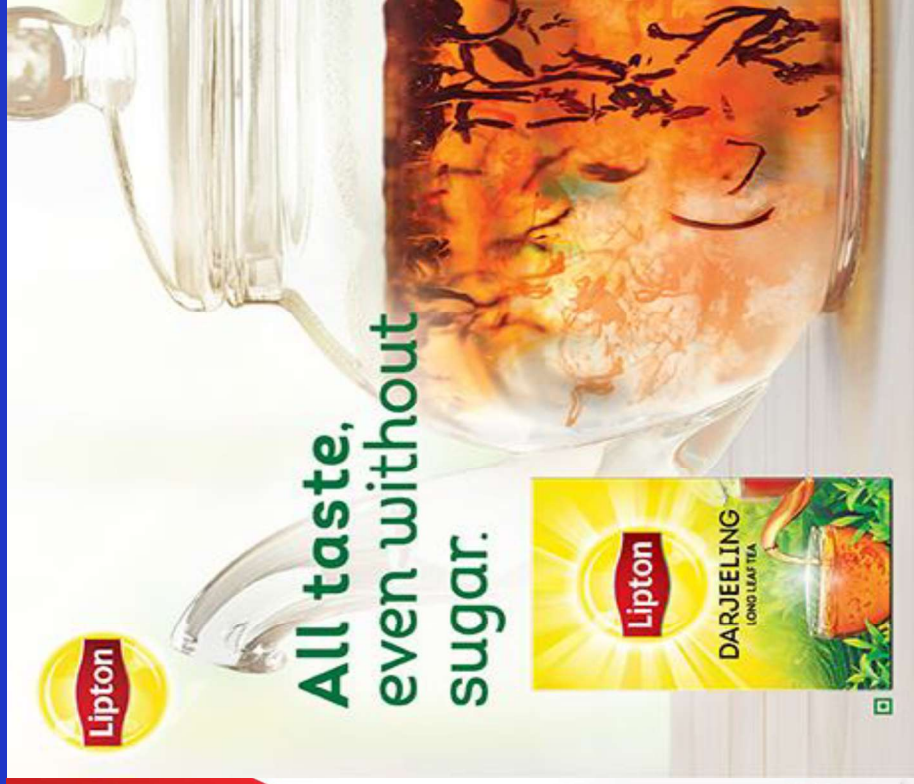
PROVEN AGAINST COVID-19 CORONAVIRUS KILLS 99.9% EFFECT



Lifebuoy HAND SANITIZER 70% ALCOHOL

Lifebuoy SOAP 99.9% KILLS GERMS

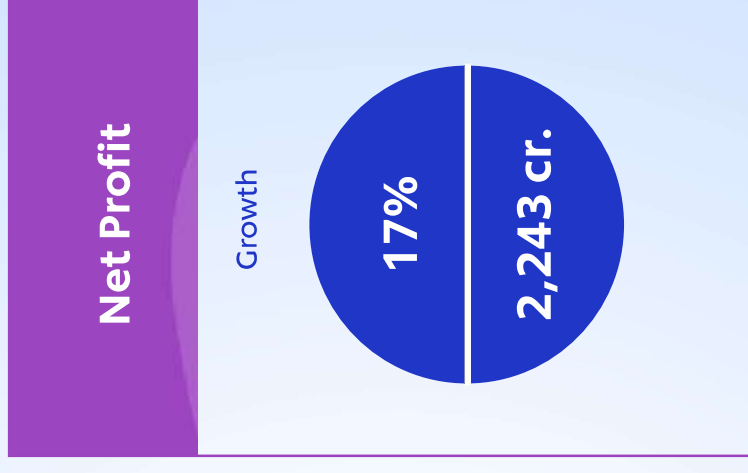
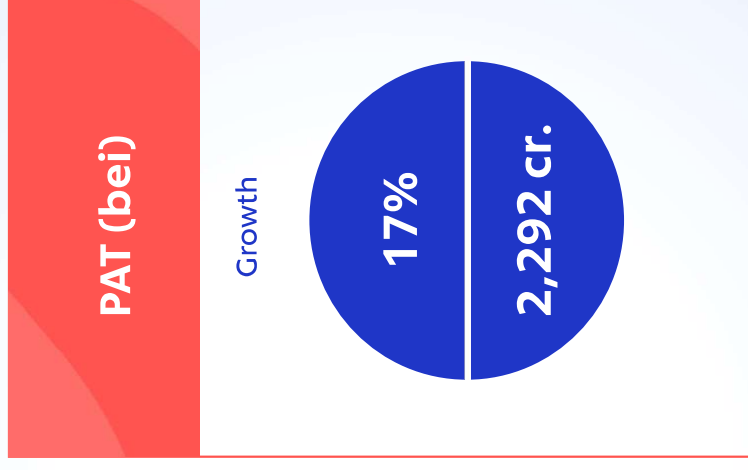
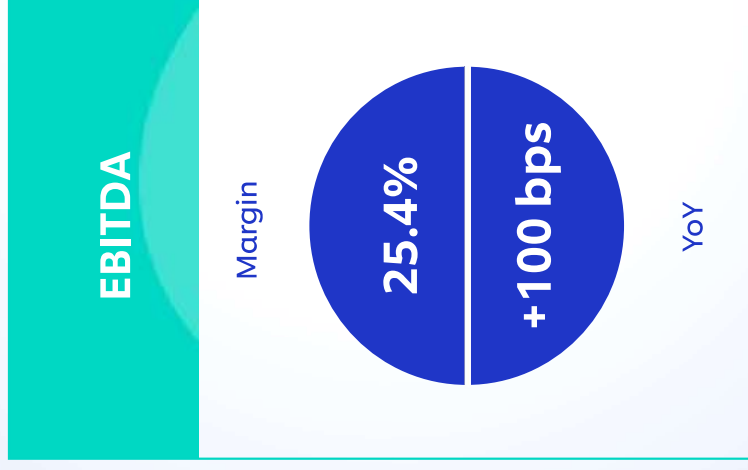
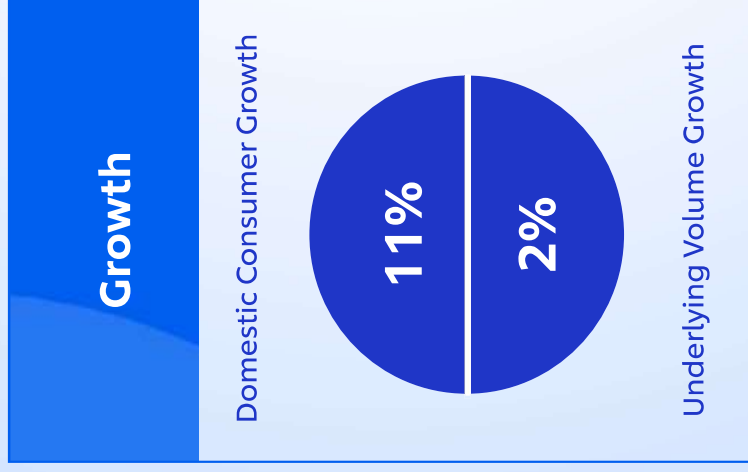
All taste, even without sugar.



Lipton

DARJEELING
LONG LEAF TEA

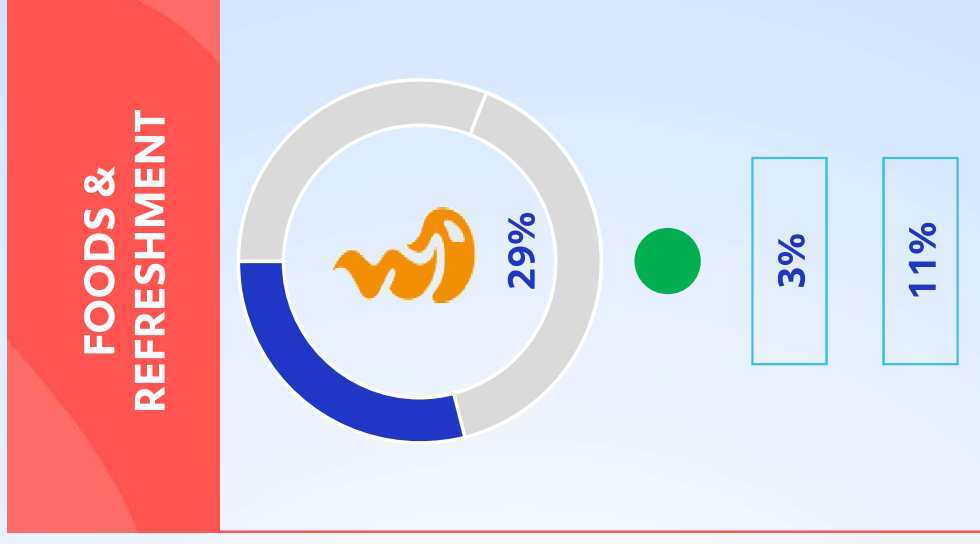
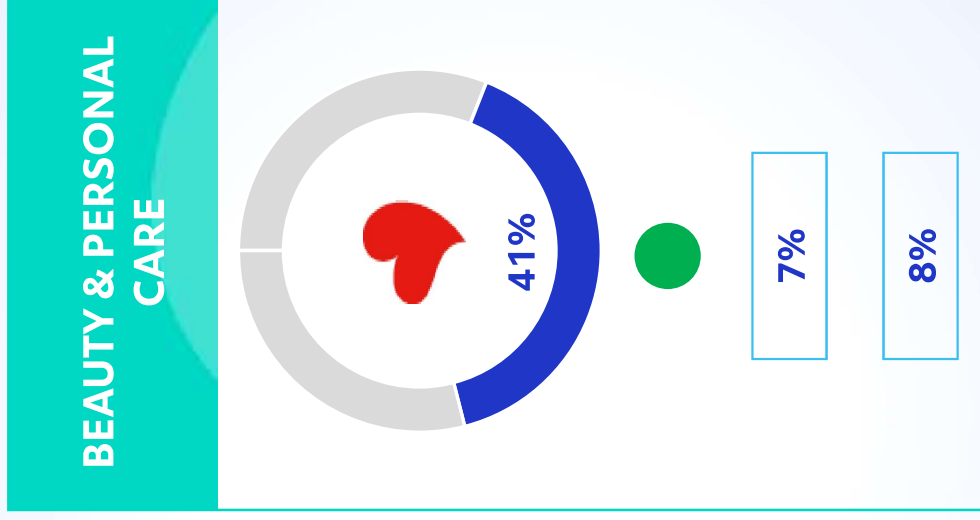
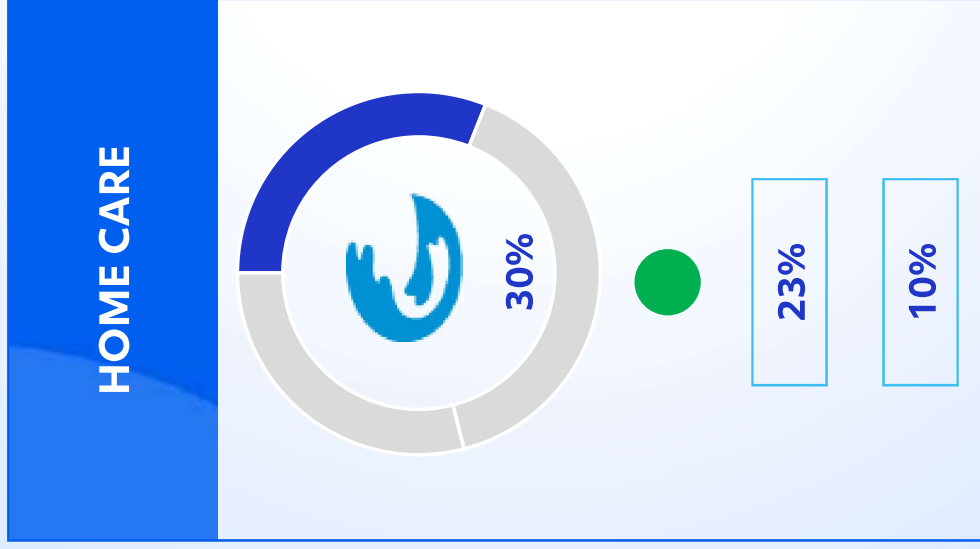
DQ'21 : Strong all-round performance





Hindustan Unilever Limited

DQ'21 : Robust growths across Divisions



2 Year CAGR considers like-for-like domestic consumer growth of 2020 over 2019 and 2021 over 2020



Hindustan Unilever Limited

Impactful innovations in DQ'21

Dove Body Love Range



Unconditional Love & Care
for all skin types with
Dove Body Love Range

Sensitive Mineral Active



NEW

RESTORE YOUR TEETH

sensitive
MINERAL ACTIVE™

UPTO **100%**
COVERAGE
OF SENSITIVE AREAS*
IN **3DAYS**

*Sensitivity score refers to upper incisor surface. Based on sensitivity survey 2019.

Lakme Concealer & Volume Mascara



LAKME
PRIME+MATE
LIQUID CONCEALER

SMOOTHENS,
CONCEALS &
MATTIFIES
NATURAL COVERAGE
WITH SEAMLESS FINISH

LAKME EYECONIC
volume mascara

EYECONIC LASHES
THAT SPEAK VOLUMES

Simple Serums



Simple
#StrongYetKind
supercharged
booster serums

Lipton Darjeeling Tea



Lipton
All taste,
even without sugar.



Bru Beaten Coffee



Beaten coffee
in **10 seconds**
only.

Pheti coffee, the perfect, creamy coffee that's so tough to make. It takes non-stop beating to get the exact balance of taste, creaminess and froth. What if you could get the perfect cup of "pheti" coffee without any effort and in just **10 seconds**?



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Activations and communications in DQ'21

Horlicks Nutrimeter



Dove : Cleans like soap; cares like cream



Surf Excel Matic liquid



Clinic Plus strong & long



Kwality Wall's : Diwali Activation



Comfort : 14-day freshness





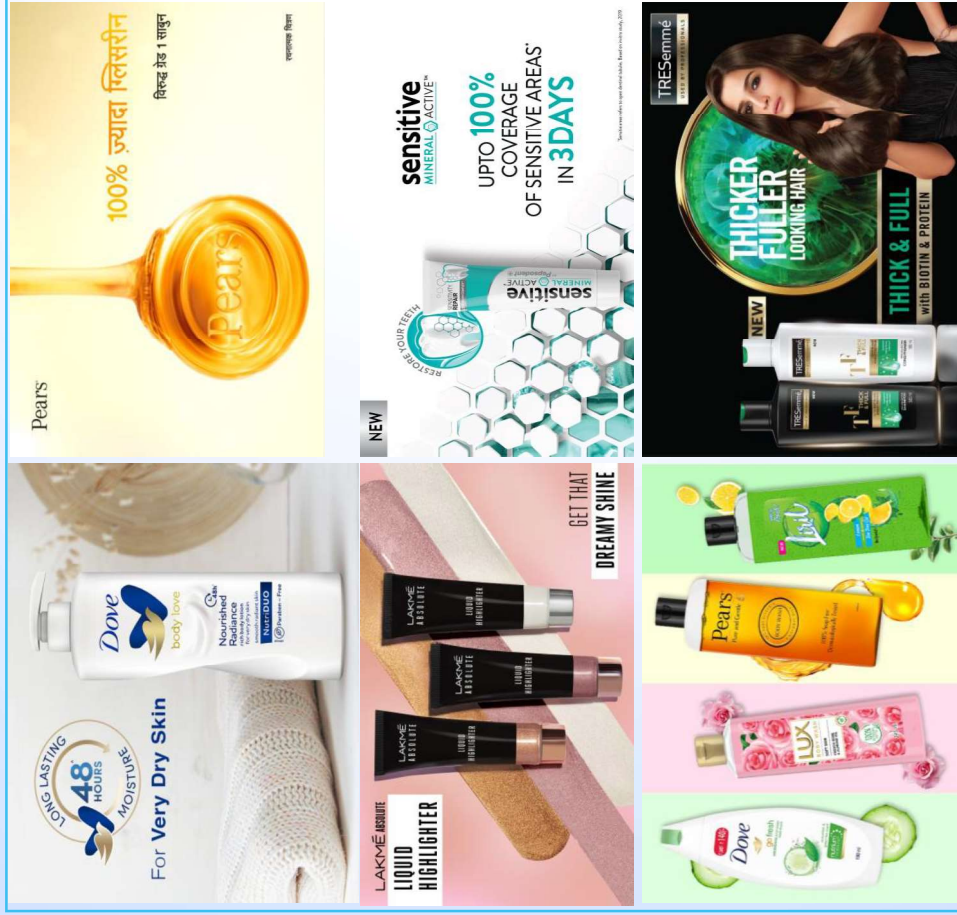
Home Care : Double-digit growth momentum sustained

- ❑ **Household Care:** High teens growth on a strong base; both dishwash and surface cleaners performing well
- ❑ **Fabric Wash:** Grew in strong double-digits driven by robust performance across the portfolio; volumes grew high single-digit
 - Liquids continue to outperform led by market development actions
- ❑ Significant input cost inflation across Fabric Wash and Household Care; **calibrated pricing actions** continue





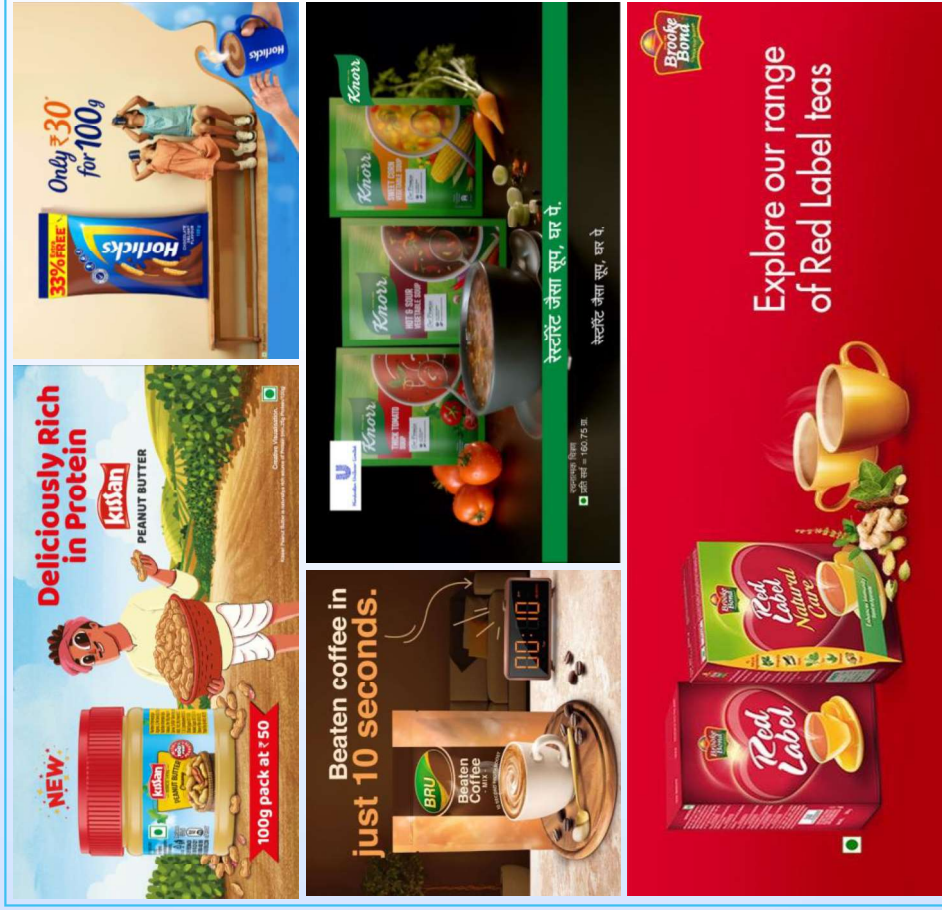
BPC : Skin Cleansing, Skin Care and Color Cosmetics lead growth



- ❑ **Skin Cleansing:** Strong quarter with double-digit growth driven by pricing. Beauty and premium soaps continue to perform well
- ❑ **Hair Care:** Steady performance led by premium portfolio; innovations continue to perform well. 'Clinic Plus', 'Dove' and 'Sunsilk' are the top 3 Hair Care brands in the country as per 'Kantar Brand Health Check'
- ❑ **Skin Care:** Strong performance led by double-digit growths in premium portfolio; Winter portfolio performed well on a high base
- ❑ **Color Cosmetics:** Strong YoY growth as mobility improved, Lakme 'Volume Mascara', 'Liquid Concealer' and 'Liquid Highlighter' launched in this quarter
- ❑ **Oral Care:** Soft quarter lapping a high base comparator; 'Sensitive Mineral Active' launched in this quarter

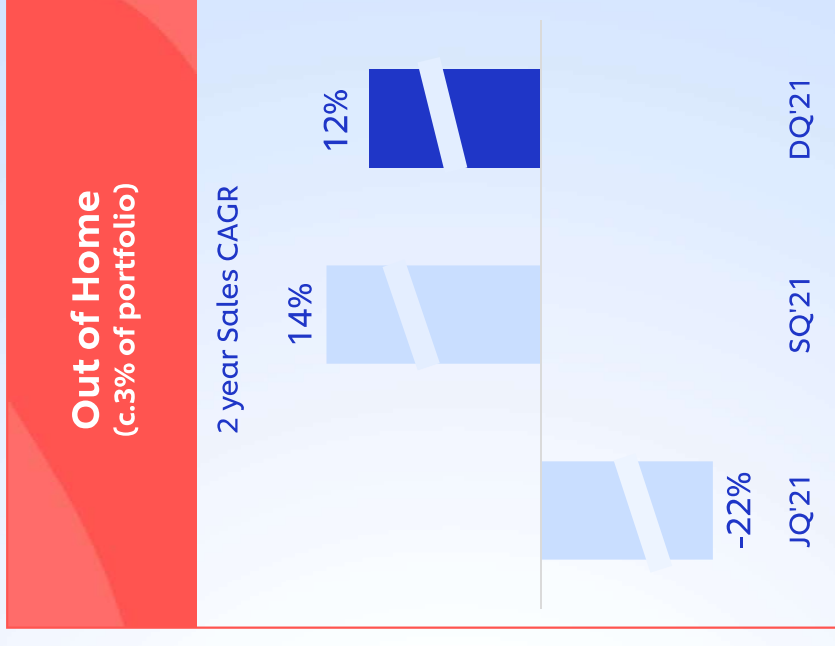
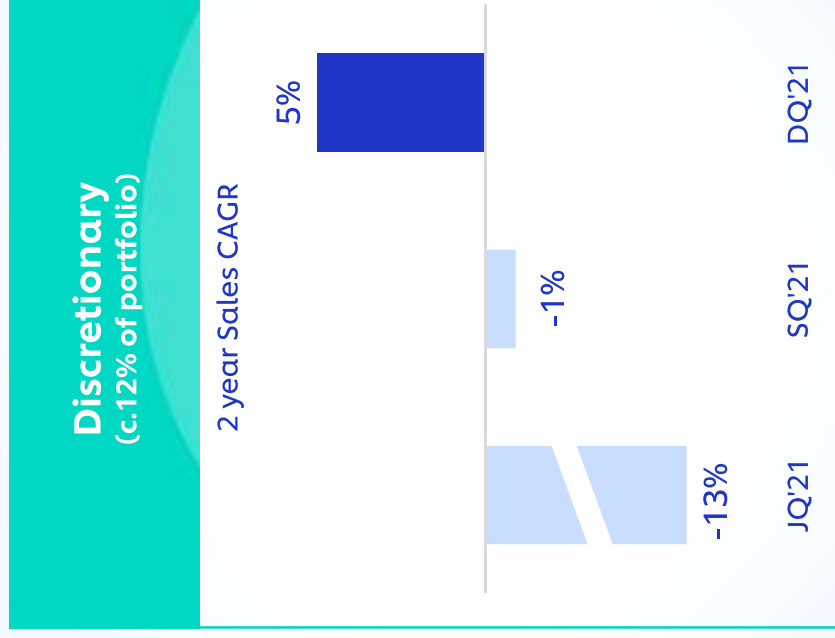
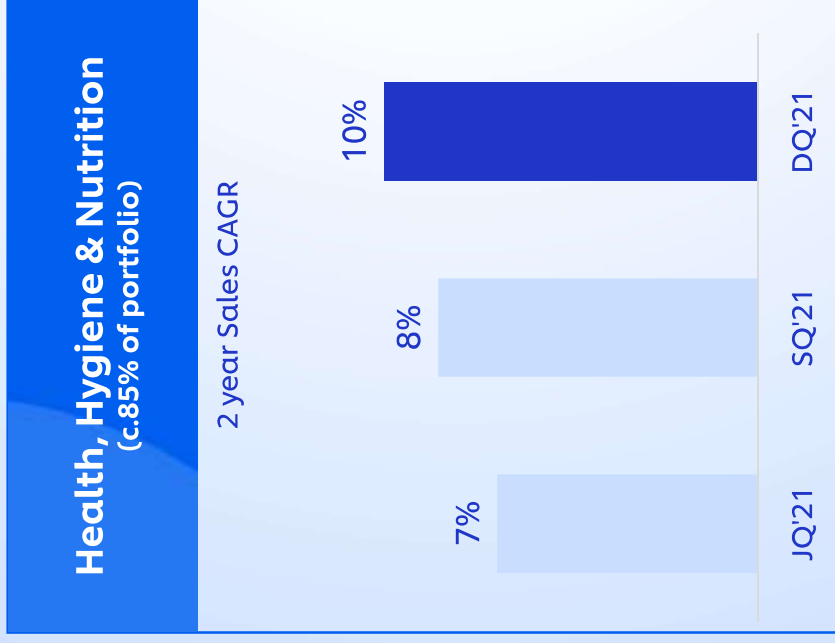


F&R : Steady performance on a strong base



- ❑ **Beverages:** Tea continued its strong performance, 2Y CAGR in high teens. Coffee performed well and grew in high single-digit
- ❑ **Health Food Drinks:** Market development actions resulted in handsome market share and penetration gains. Soft quarter due to a high base, lower market growths and pockets of disruption linked to sales integration
- ❑ **Foods:** Grew on a strong base led by Jams and Ketchup. Both our innovations 'Hellman's Mayonnaise' and 'Kissan Peanut Butter' are performing well
- ❑ **Ice Cream:** Strong performance led by impactful innovations and effective activations; 2Y CAGR in high teens

Discretionary & OOH above pre-Covid levels





Protecting our business model

Unprecedented inflation: Dynamic Financial Management

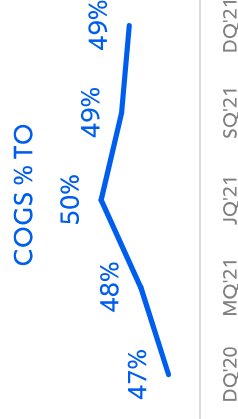
Material Cost per Ton
(Indexed to FY'20)



EBITDA Margin%

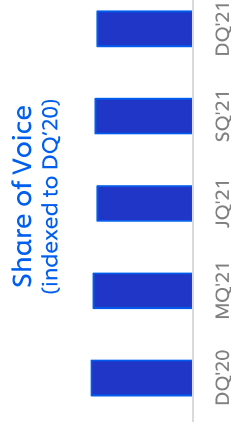


1. Improving COGS



- ✓ Savings and buying efficiencies
- ✓ Stepping-up Pricing
- ✓ Improving Mix

2. whilst investing in our brands, SOV > SOM



3. and expanding our consumer franchise

Gaining value & volume market shares

Expanding competitiveness and maintaining margins in a healthy range

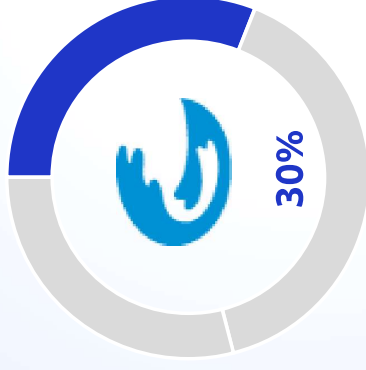
DQ'21 : Segmental performance

Segmental Revenue
Growth

Segmental Revenue
2Y CAGR

Segmental Margins

HOME CARE



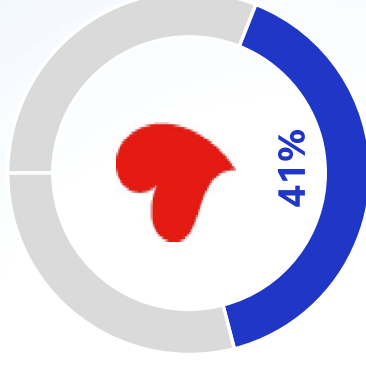
INR 4,193 cr.

23%

10%

21%

BEAUTY & PERSONAL CARE



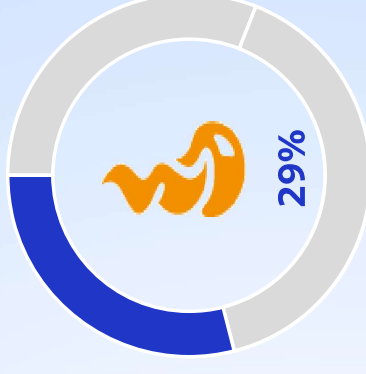
INR 5,175 cr.

7%

8%

28%

FOODS & REFRESHMENT



INR 3,466 cr.

3%

11%

19%

Segment Revenue Growth = Segment Turnover growth + Other Operating Income

Segment Margins (EBIT) excludes exceptional items

Segment Revenue 2Y CAGR considers like for like growth of 2020 over 2019 and 2021 over 2020

DQ'21 : Results summary

Rs. Crores

Particulars	DQ'21	DQ'20	Growth
Sales	12,900	11,682	10%*
EBITDA	3,279	2,854	15%
EBITDA Margin	25.4%	24.4%	+100 bps
Other Income (Net)	66	56	
Exceptional Items – Credit / (Charge)	(66)	(42)	
PBT	3,024	2,596	16%
Tax	781	675	
PAT bei	2,292	1,951	17%
Net Profit	2,243	1,921	17%

*Domestic Consumer Growth at 11%

FY'22 : 9-month performance

Rs. Crores

Particulars	YTD Dec'21	YTD Dec'20	Growth
Sales	37,146	33,364	11%
EBITDA	9,258	8,367	11%
PAT bei	6,441	5,859	10%
Net Profit	6,491	5,811	12%

Update on approval under Production Linked Incentive scheme

- ❑ **Received approval for PLI scheme for Ready to Cook / Ready to Eat (RTC/RTE) and Processed Fruits & Vegetables (F&V)**
 - HUL Categories include Ice Cream, Ketchup, Jam, Soups, Mayonnaise, etc.
- ❑ **Scheme details:**
 - Incentive is subject to meeting investment criteria and incremental sales thresholds
 - Scheme from FY'22 to FY'27, Incentive for RTC/ RTE : 7.5% to 6%, Processed F&V (non spices) : 10% to 8%
- ❑ **Business impact and Accounting**
 - Incentives will be invested behind our brands and in developing our capabilities
 - Will be reported under 'Other Operating Income', no impact in this quarter

In Summary

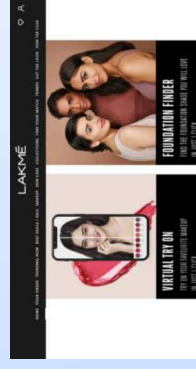
- 1. Solid DQ Performance: Double-digit growth ahead of market; Robust 2Y CAGR momentum**
- 2. EBITDA margins in a healthy range whilst continuing to invest in our brands**
- 3. Further strengthened our market leadership, highest market share gains in the decade**
- 4. In the near-term, operating environment will continue to remain challenging**
- 5. Our focus remains on delivering Consistent, Competitive, Profitable and Responsible Growth**

For more information and updates

Visit our IR website



Click to visit our D2C platforms



Lakme



U Shop



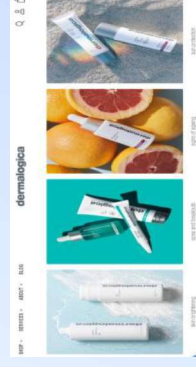
Indulekha



Simple



Love Beauty & Planet



Dermologica