

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

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Hindustan Unilever Limited

19th October, 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 4th October, 2021, intimating a presentation to be made to Analysts / Investors on Unaudited Standalone and Consolidated Financial Results of the Company for the quarter and half year ended 30th September, 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 and half year ended 30th September, 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: 2021.10.19 14:01:19  
+05'30'

**Dev Bajpai**

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

# Hindustan Unilever Limited

## SQ'21 Results : 19<sup>th</sup> October 2021



## 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

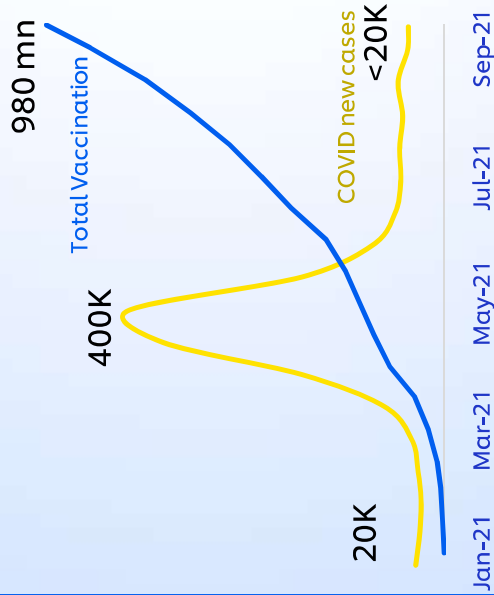
## Chairman and Managing Director



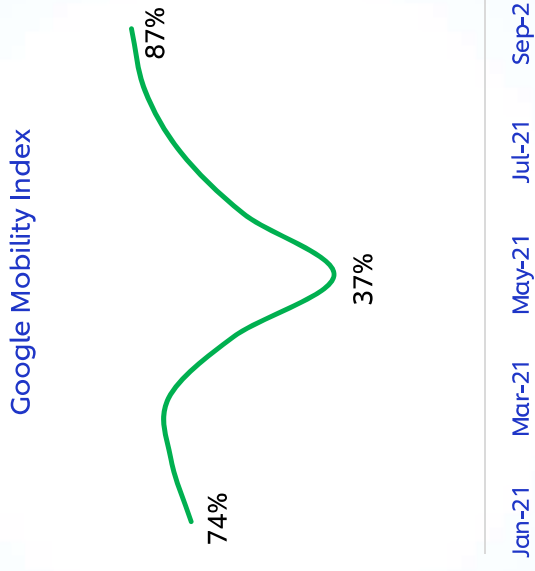


## Operating environment has improved post Wave 2...

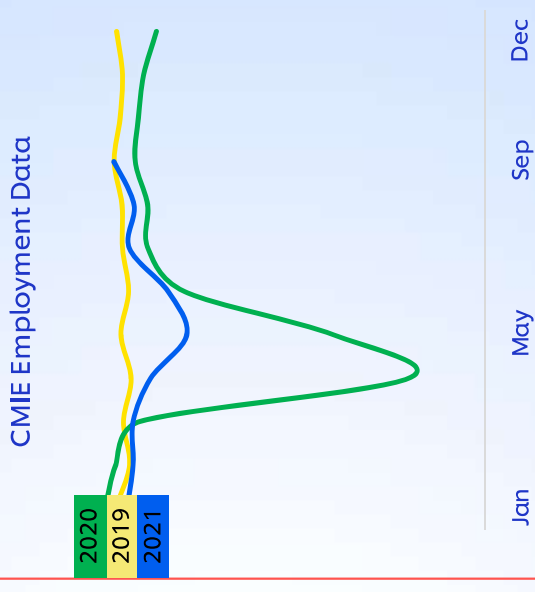
### COVID cases receding; Vaccination gathers pace



### Mobility improving post COVID Wave 2



### Employment heading towards a recovery

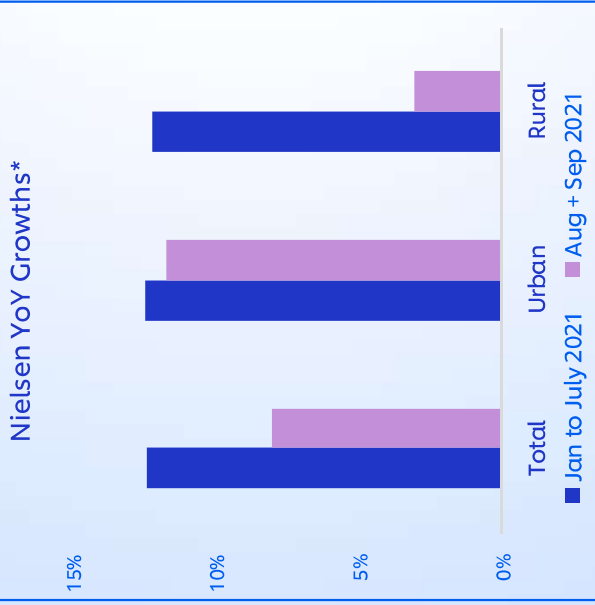




Hindustan Unilever Limited

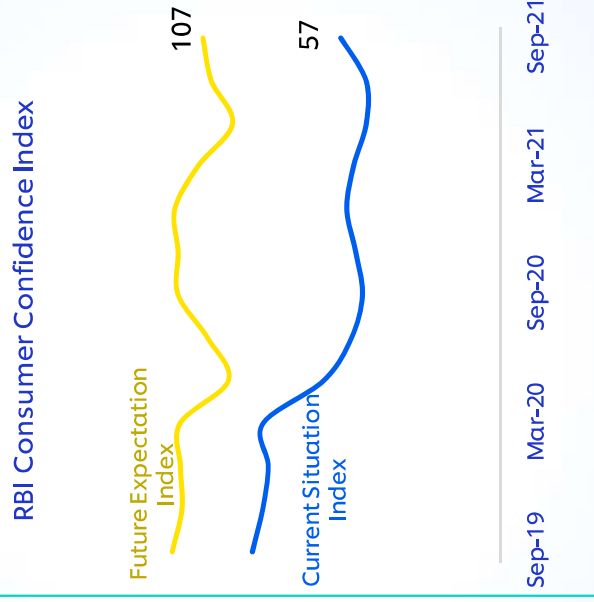
## ...however, remains challenging

### FMCG market growths moderating

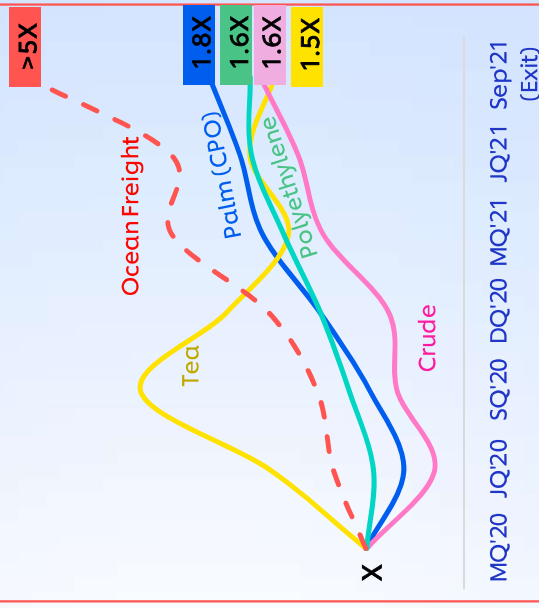


\*Nielsen FMCG Market Growths for relevant categories

### Consumer sentiment remains subdued



### Commodities continue to be at elevated levels



Ocean Freight – Drewry World Container Index (Not to Scale)

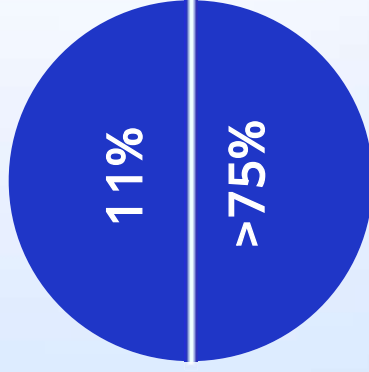


Hindustan Unilever Limited

## SQ'21 : Robust performance in a challenging environment

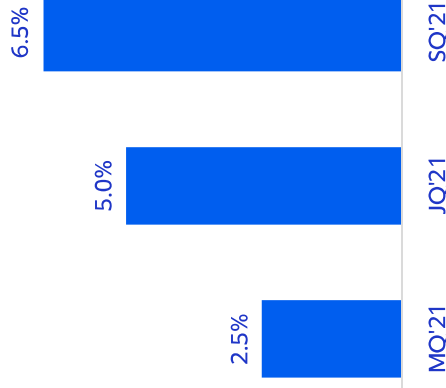
Double-digit growth,  
ahead of the market

Domestic Consumer Growth



Business Gaining Shares & Penetration

Pricing further stepped-up  
sequentially



Consumer Pricing\*

Healthy EBITDA Margins;  
+70 bps QoQ

EBITDA Margins



Vs JQ'21

\* Adjusted for trade spends  
Market shares: Nielsen L3M August Value shares  
Penetration: Kantar Worldpanel, L3M August

## 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

Improve  
penetration

Impactful  
innovation

Design for  
channel

Purposeful  
brands

Fuel for  
growth



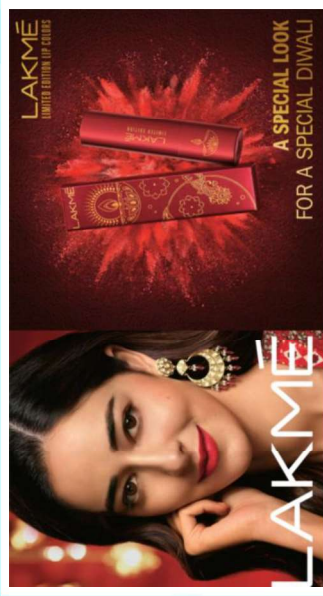


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## BPC : Impactful innovations and activations

1/2

### Lakmé limited edition lip colours



### Pond's Vitamin C Serum



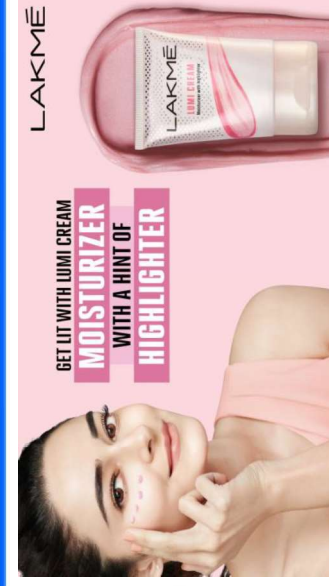
### Vaseline Lip Therapy



### Pond's Gold Beauty



### Lakmé Lumi Cream for a 3D glow



### Glow and Lovely : Many Miss Indias





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## BPC : Impactful innovations and activations

2/2

### Tresemme Thick & Full



### Dove Hair Mask



### Pepsodent Relaunch



### New Lifebuoy Silver+



### Skin Friendly Dove Deodorants



### Lux : Our Best Soap for Glow







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## HC : Impactful innovations and activations

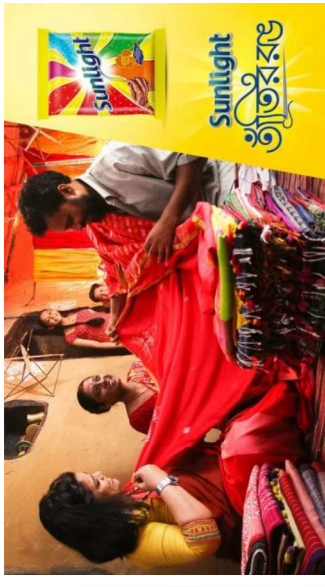
### Surf Excel Matic transitioned to recycled bottles



### Domex fights upto 100 flushes



### Sunlight Tantir Rong



### New Rin Bar – Superior product | Clean future



### Vim Bar – Breaking Stereotype



### Comfort Fabric Conditioner





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## F&R : Impactful innovations and activations

### Horlicks Diabetes Plus



### Knorr : Restaurant like Chinese at home



### Kwality Walls : Best company to festive meals



### Kissan Crunchy Peanut Butter



### Brooke Bond 3 Roses



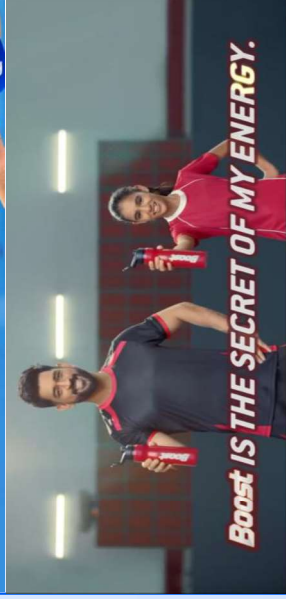
### Boost breaking stereotypes





## Nutrition : Market development at scale

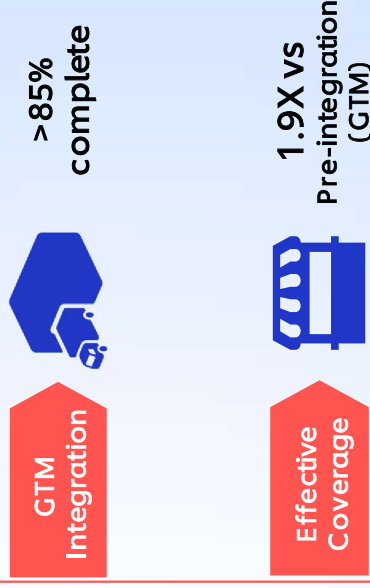
### Persuasive communication



### Consumer connects (>5mln households)



### Driving physical reach



## Addressing key Triggers & Barriers for category adoption





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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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# Digital play in premium beauty brands

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

LAKMÉ

**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

Free Shipping on All Orders.

Delivering to (Ex: 400001)

PRODUCTS SKINCARE TIPS SIMPLE PHILOSOPHY TRACK MY ORDER

**Simple**

choose kindness  
choose simple

keep your skincare simple

LOVE BODY AND PANDA

Best Sellers Hair Care Bath & Body Collections About Us Track My Order

Body Lotions

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

SHOP NOW

dermalogica

SHOP SERVICES ABOUT BLOG

skin brightening

acne and breakouts

signs of ageing

sun protection





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# Winning in all channels

## Design for channel



General Trade

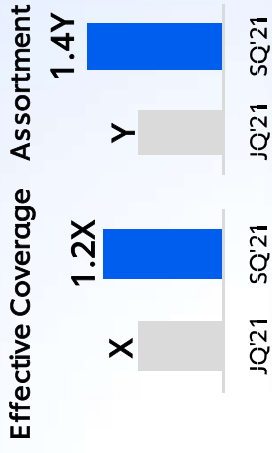


Modern Trade



eComm

## Flawless Execution

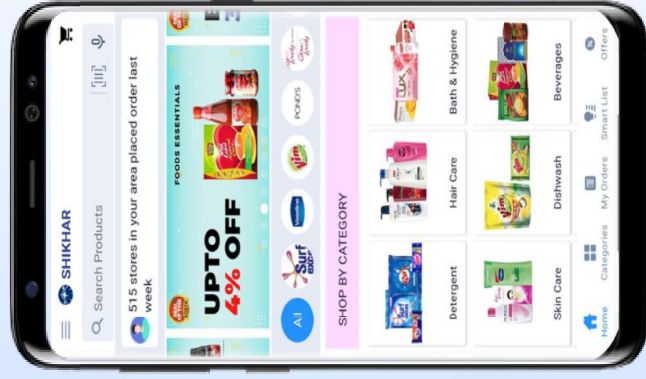




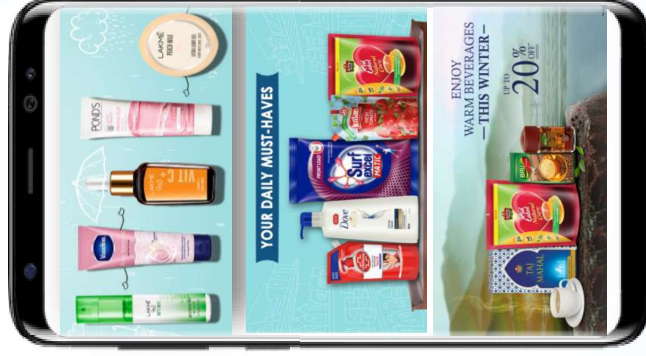
Hindustan Unilever Limited

Digitised demand capture > 15%

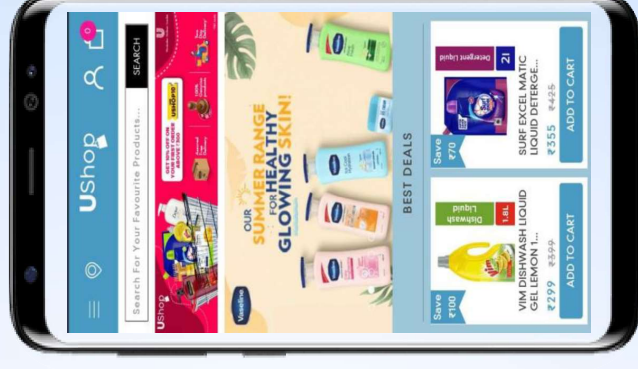
eRTM - Shikhar



Accelerating eCommerce



Direct to Consumer



## Purpose drives growth : Key actions in this quarter

### Making sustainable living commonplace



Eliminated coal usage  
across our factories



Clean Futures : Soda Ash from  
Carbon Capture



Reducing our plastic footprint:  
Bottles with recycled plastic



Partnering for research on COVID 19  
vulnerability and vaccine efficacy



6<sup>th</sup> Suvidha Centre in  
Ghatkopar (Mumbai)



'Smart fill' machine : Empowering  
consumer to reduce plastic waste



**Ritesh Tiwari**  
**Chief Financial Officer**

TOUGH ON + ECO-FRIENDLY STAINS

100% BIODEGRADABLE ACTIVES

100% RECYCLABLE BOTTLE

WITH

Surf excel MATIC

100% BIODEGRADABLE

100% RECYCLABLE BOTTLE

Surf excel MATIC

daag achhe hain

**TRESemmé**  
USED BY PROFESSIONAL STYLISTS

**THICKER  
FULLER  
LOOKING HAIR**

**TRESemmé**  
THICK & FULL  
HAIR CONDITIONER  
NEW  
16 FL. OZ. (473 mL)

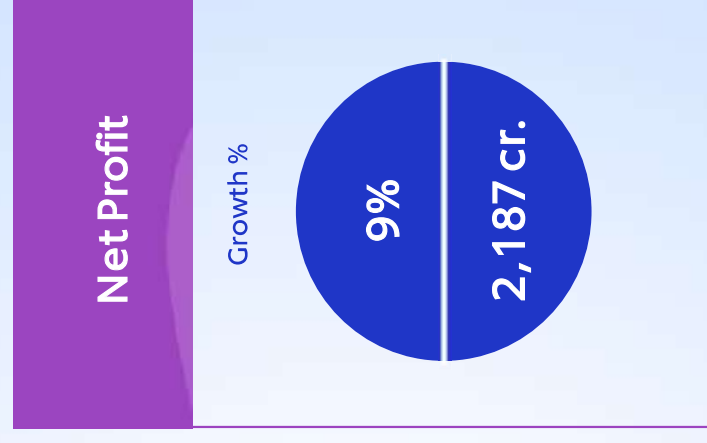
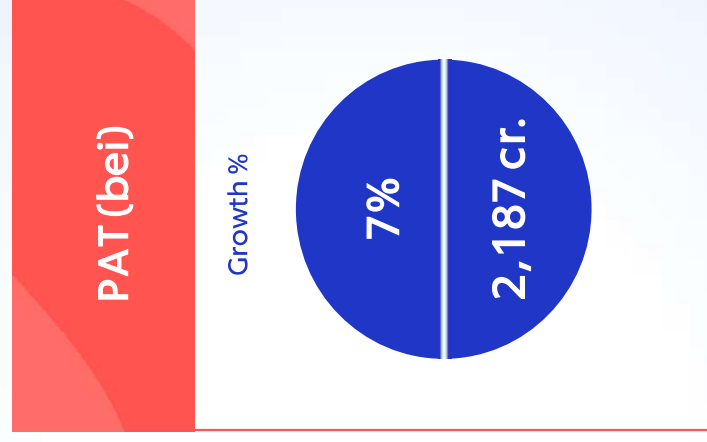
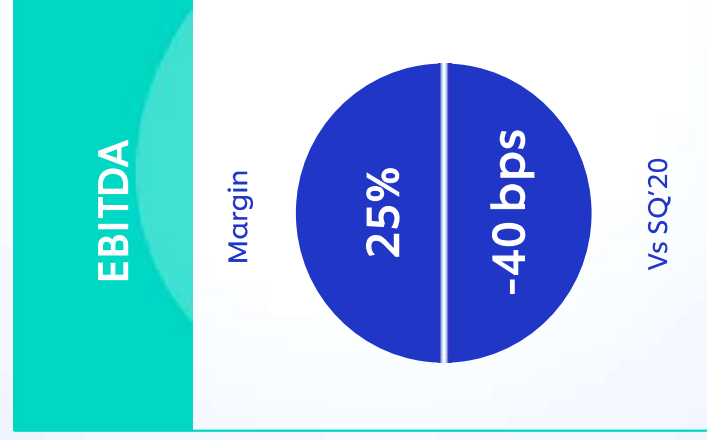
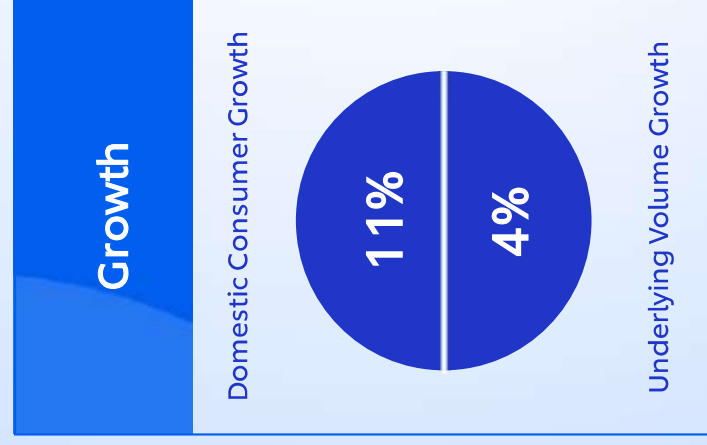
**TRESemmé**  
THICK & FULL  
HAIR MOISTURIZER  
NEW  
16 FL. OZ. (473 mL)

**TRESemmé**  
THICK & FULL  
HAIR CONDITIONER  
NEW  
3.3 FL. OZ. (94.6 mL)

**THICK & FULL**  
with BIOTIN & PROTEIN

[illegible]

## SQ'21 : Robust performance in a challenging environment

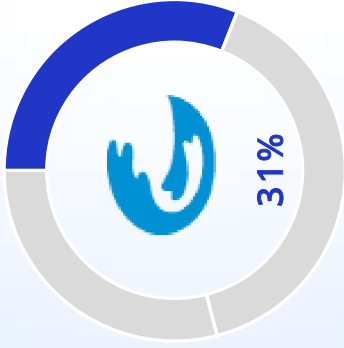




## Broad based growth across Divisions

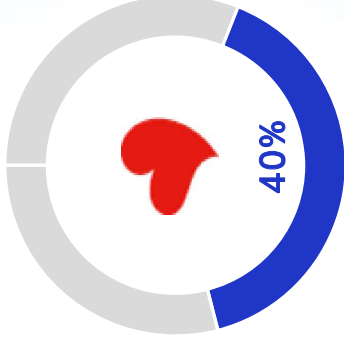
Sales Growth

### HOME CARE



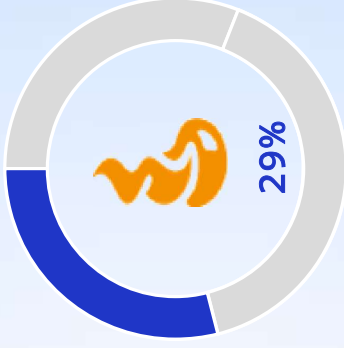
15%

### BEAUTY & PERSONAL CARE



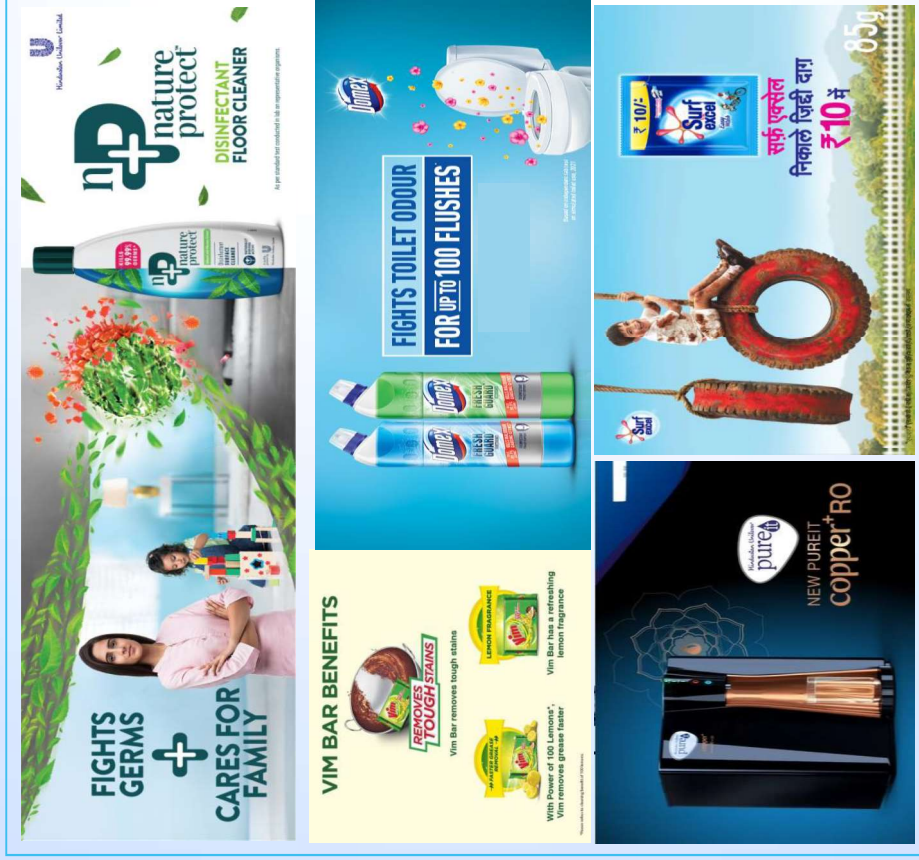
10%

### FOODS & REFRESHMENT



7%

# Home Care : Double-digit growth momentum sustained



- ❑ **Household Care:** Strong performance continues. Grew on a high base led by penetration and market share gains.
- ❑ **Fabric Wash:** High double-digit growth led by strong performance in premium portfolio
  - Significant input cost inflation; calibrated pricing actions to continue
- ❑ **Purifiers:** Double-digit growth led by acceleration in eCommerce





## BPC : Double-digit growth led by Skin Care, Color Cosmetics and Hair Care



- ❑ **Skin Cleansing:** Soaps grew on a high base of SQ'20. Beauty and premium brands grew double-digit. Hand hygiene declined on an exceptionally high base. 'Vwash' continued its strong momentum
  - *Inflationary pressures remain elevated; calibrated pricing actions continue*
- ❑ **Hair Care:** Another quarter of strong performance as purposeful communications and impactful innovations continue to drive salience.
- ❑ **Skin Care:** High double-digit growth as mobility improved. Steady performance in 'Glow & Lovely', continues to gain penetration.
- ❑ **Color Cosmetics:** Strong YOY growth as mobility improved but slightly below pre-COVID levels.
- ❑ **Oral Care:** Performs well on a high base. 'Pepsodent' relaunched in this quarter with a superior product





## Foods & Refreshment : Strong performance on a high base



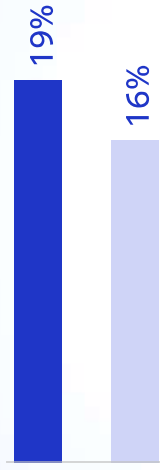
- ❑ **Beverages:** Tea grew on a very strong base and further strengthened its market leadership. Coffee performs well.
- ❑ **Nutrition:** Focus on market development yielding results, Health Food Drinks volumes grew in double-digit. Sequential penetration gains continue.
  - Launched 'Horlicks Diabetes Plus'
- ❑ **Foods:** Soft quarter on the back of double-digit growth in the base. 'Kissan Peanut Butter' and 'Hellman's Mayonnaise' innovations picking up momentum.
- ❑ **Ice Cream:** Strong recovery in Ice Creams led by effective communications and innovations. 'ICNow' gaining traction.

## Accelerating growth across the portfolio

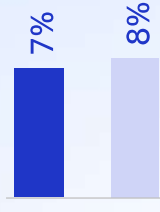
**Health, Hygiene  
and Nutrition**  
c. 85%

**Vs. 2019**

SQ'21  
JQ'21

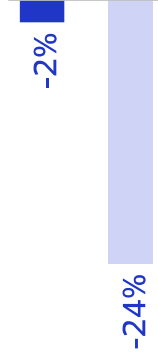


**Vs. 2020**



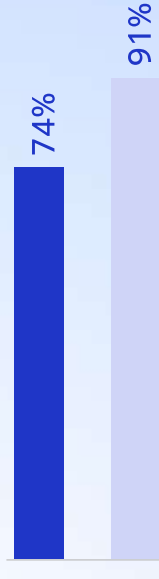
**Discretionary**  
c. 12%

SQ'21  
JQ'21



**Out of Home**  
c. 3%

SQ'21  
JQ'21



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



## Playing all lines of the P&L

Margin headwinds likely to persist



Palm Oil



Packaging



Crude Oil



Freight

**+7%**

YOY Pricing in SQ'21

**Savings  
Programme**

**25.0%**  
SQ'21 EBITDA  
**+70 bps**  
vs JQ'21

**Improving  
mix**

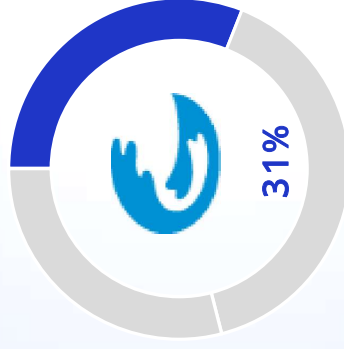


## SQ'21 : Segmental performance

Segmental Revenue  
Growth\*

Segmental Margins\*\*

### HOME CARE

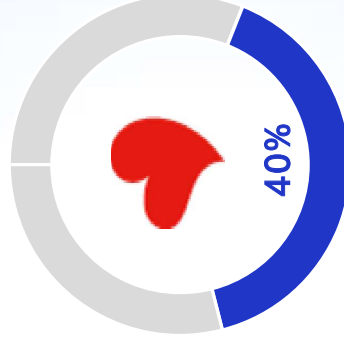


INR 3,838 cr.

16%

19%

### BEAUTY & PERSONAL CARE

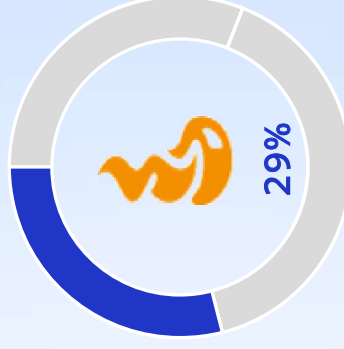


INR 5,000 cr.

10%

28%

### FOODS & REFRESHMENT



INR 3,622 cr.

7%

18%

\*Segment Revenue Growth = Segment Turnover growth + Other Operating Income

\*\* Segment Margins (EBIT) excludes exceptional items

## SQ'21 : Results summary

Rs. Crores

Particulars	SQ'21	SQ'20	Growth
Sales	12,516	11,276	11%
EBITDA	3,132	2,869	9%
EBITDA Margin	25.0%	25.4%	-40 bps
Other Income (Net)	87	122	
Exceptional Items – Credit / (Charge)	-	(81)	
PBT	2,954	2,661	11%
Tax	767	652	
PAT bei	2,187	2,035	7%
Net Profit	2,187	2,009	9%



## H1'22 : Strong performance in a challenging environment





## Interim Dividend

Particulars	FY 2021-22	FY 2020-21
Dividend per share (Rs.)	15.0	14.0
No. of shares (Crores)	235	235
Total Dividend (Rs. Crores)	3,524	3,289

### We remain cautiously optimistic in the near term

- ❑ Next few months critical to get better understanding of underlying demand
  - Normalisation of economic activities
  - Onset and intensity of winter
  - Impact of inflation
- ❑ Commodities remain volatile and elevated
  - Gross margin likely to remain under pressure; Judicious pricing actions coupled with cost agility and savings programmes to continue

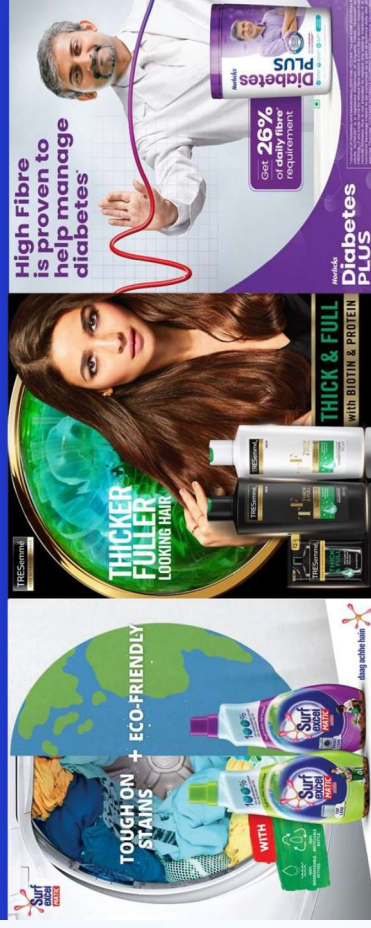
**Our focus remains on delivering Consistent, Competitive, Profitable and Responsible Growth**

# For more information and updates

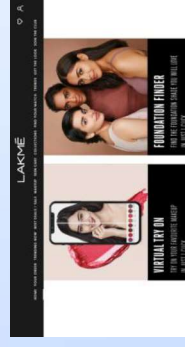
Visit our IR website

Hindustan Unilever Limited

SQ'21 Results : 19<sup>th</sup> October 2021



Click to visit our D2C platforms



Lakme



U Shop



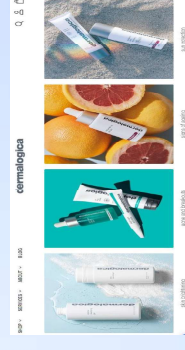
Indulekha



Simple



Love Beauty & Planet



Dermologica