



8th December, 2020

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

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 be made on teleconference / webcast to analysts / group of investors with Goldman Sachs CIO TOUR today.

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

Thanking You.

Yours faithfully,

For Hindustan Unilever Limited

Dev Bajpai

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

DIN:00050516 / FCS No.: 3354

Purpose-led, Future-fit

Sanjiv Mehta, Chairman & Managing Director
Hindustan Unilever Limited

8th December, 2020

Sensitivity: Public



Hindustan Unilever Limited

Safe harbor 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.

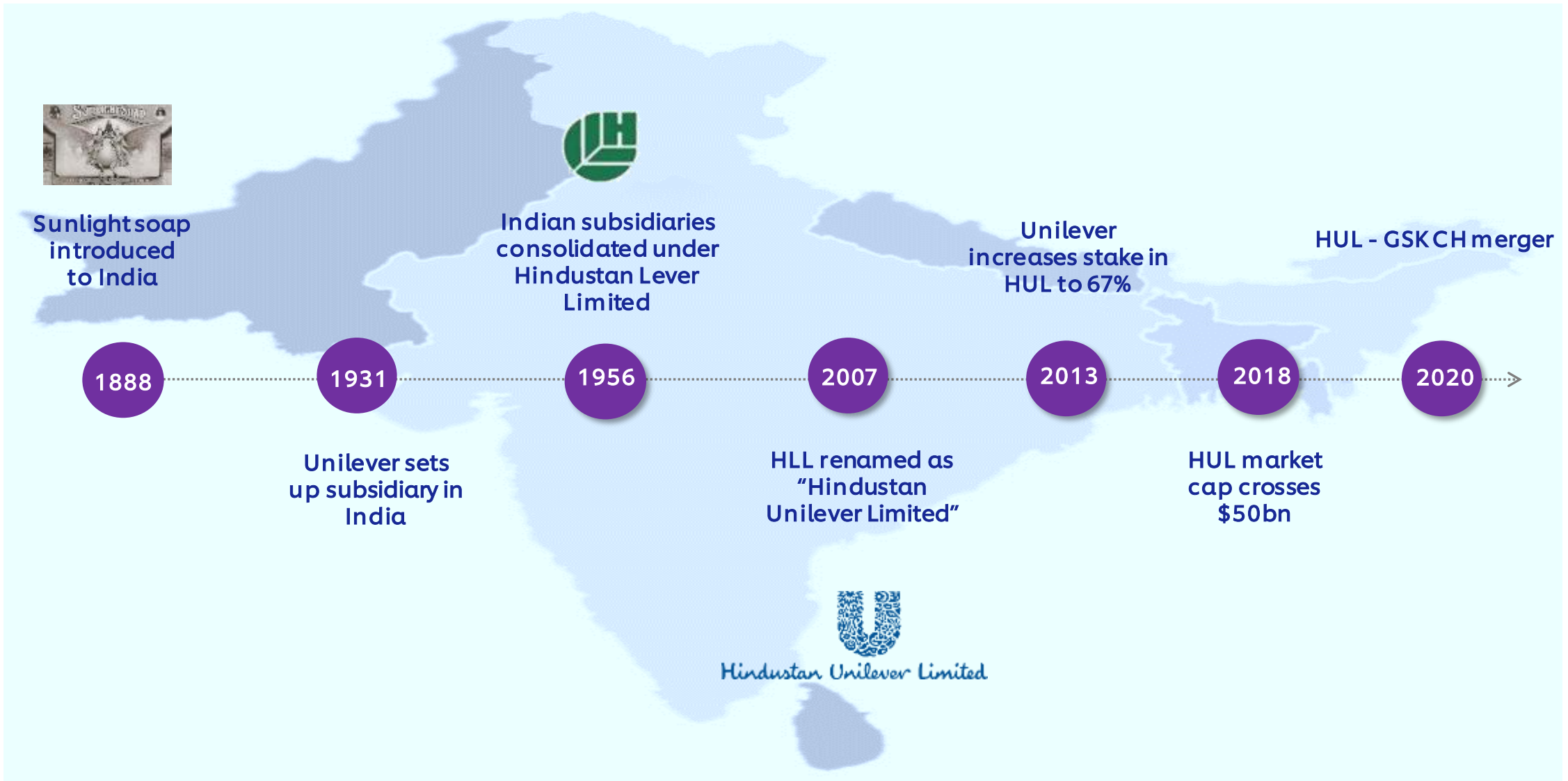


Hindustan Unilever Limited

INDIA'S LARGEST FMCG COMPANY



130+ years of presence in India



A \$6bn execution powerhouse

Our footprint



**9 OUT OF 10
HOUSEHOLDS**
use one or more of
our brands

Our brands are
available in
8 MN+ STORES



21,000
Employees working across
31 owned factories & 15
offices

Recognition



'EMPLOYER OF CHOICE'
in the industry
for 12 years in a row

**MOST INNOVATIVE
COMPANIES**
#8 Globally
#1 in India



BRAND EQUITY
**MOST
TRUSTED
BRANDS**

14 HUL BRANDS
in India's Top 100 Most
Trusted Brands 2020

With category leadership in >90% of our business



#1

Skin
Cleansing



#1

Skin
Care



#1

Hair
Care



#1

Fabric
Wash



#1

Household
Care



#1

Tea



#1

Health Food
Drinks



#1

Ketchup



Our performance over the last decade

Consistent growth



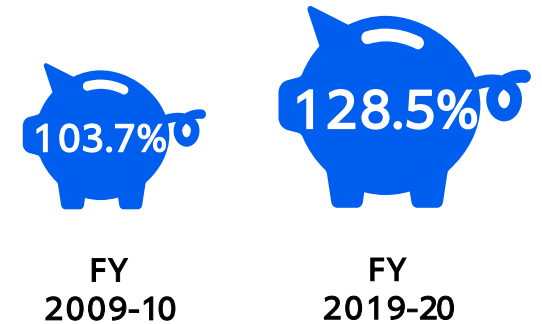
9% CAGR
Sales growth*

Profitable growth



890 BPS
EBITDA improvement^

High capital efficiency

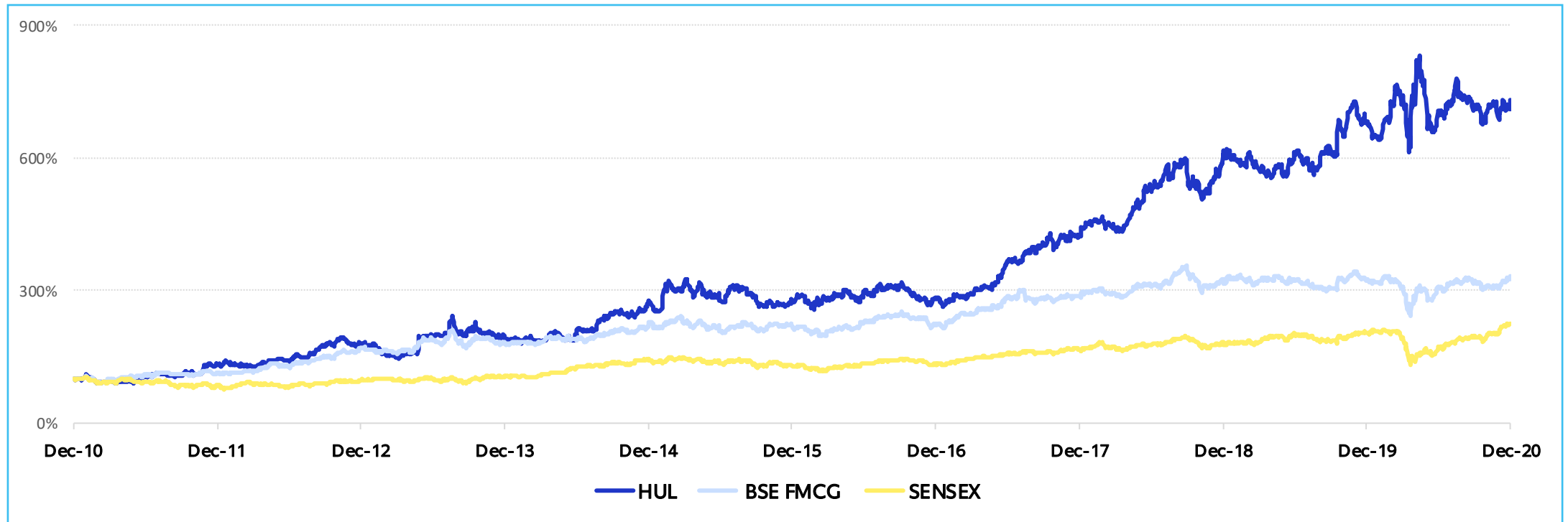


BEST IN CLASS
ROCE sustained

Consistent track record of high performance



Leading value creation



Market capitalisation

\$ 14 bn
2010**

5X

+ \$56 bn

\$ 70 bn
Current*

*Market capitalization as on 4th December 2020 and converted to USD based on reference rate on 4th December 2020

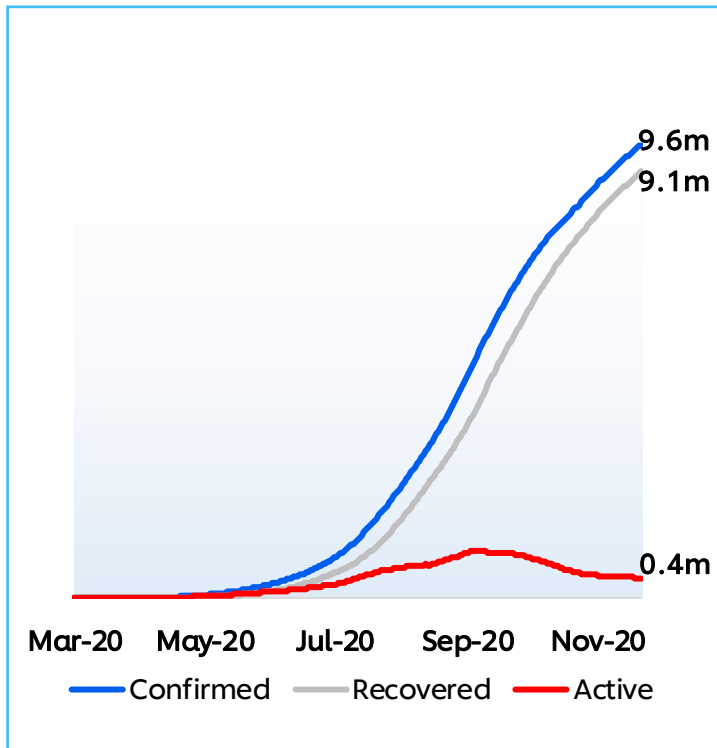
**Market capitalization as on 3rd December 2010 and converted to USD based on reference rate on 3rd December 2010

A dramatic scene featuring a lighthouse on a rocky island during a storm at night. The lighthouse is illuminated, and a powerful beam of light extends across the dark, stormy sky. The sea is turbulent with large, white-capped waves crashing against the rocks. The overall atmosphere is dark and intense, with a mix of black, grey, and white tones, punctuated by the yellowish light from the lighthouse and the sky.

2020: CHARTERING THE UNCHARTERED

Social and economic toll of the virus

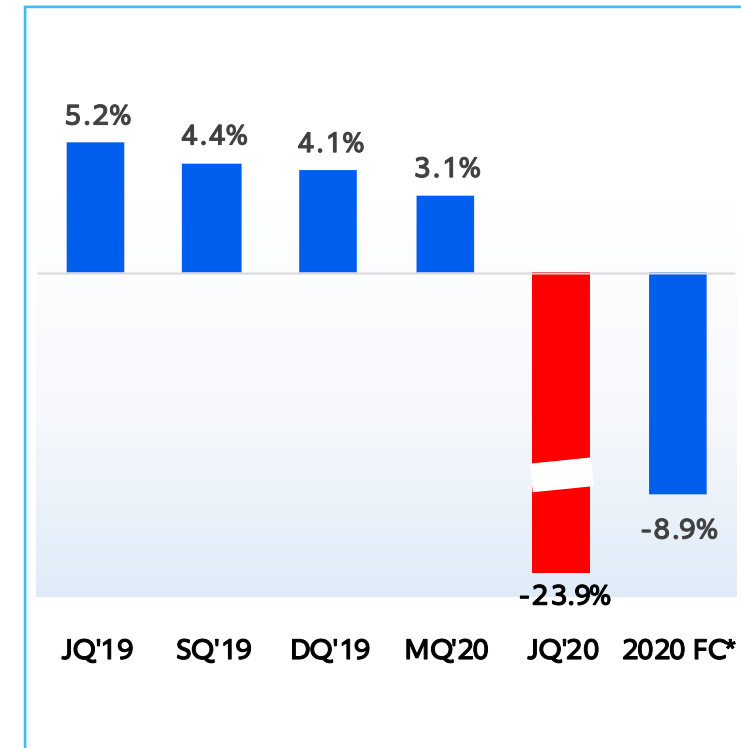
Rising COVID-19 cases



Societal crisis

- Loss of livelihood
- Reverse migration
- Stress
- Unknowns: availability | affordability

Uncertain economic outlook



Our five priorities in COVID times

Safety of our people



Ensuring continuity of supplies



Keeping our fingers on the pulse of consumers



Helping the communities



Heightened focus on cost & cash



44K

Employees (direct/ indirect) covered under COVID Insurance

8

Wage settlements

120+

Alternate suppliers

100%

Factories and depots operational

Service Levels @
Pre-COVID

~90

Flex formulations

100+

Innovation led SKUs in last 6 months



Hindustan Unilever Limited



90%

Employee engagement score



Hindustan Unilever Limited

Partnership to deliver Digital Solutions

2.7 lakh

outlets onboarded on Shikhar B2B app

2X

E-com YOY channel contribution

#HULStandsWithTheNation

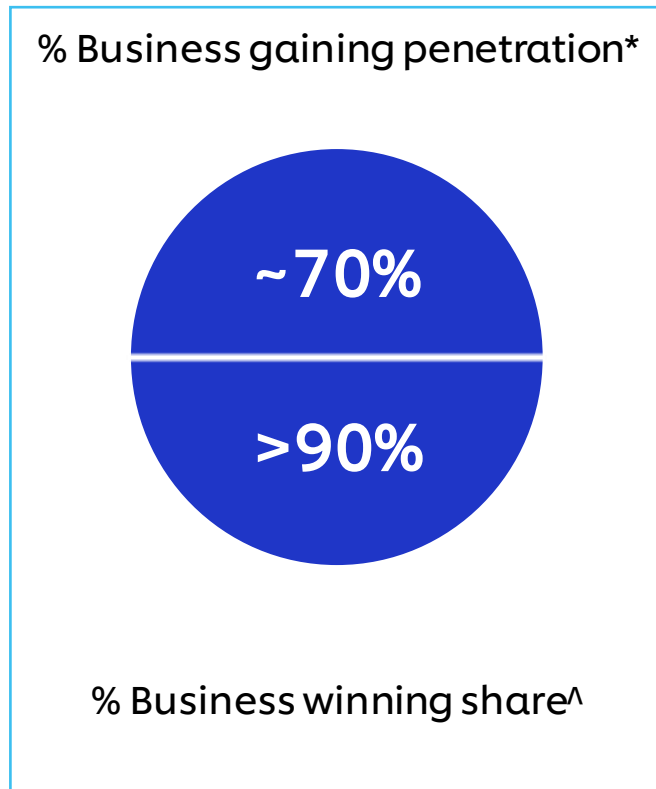
INR 100 cr.

pledged

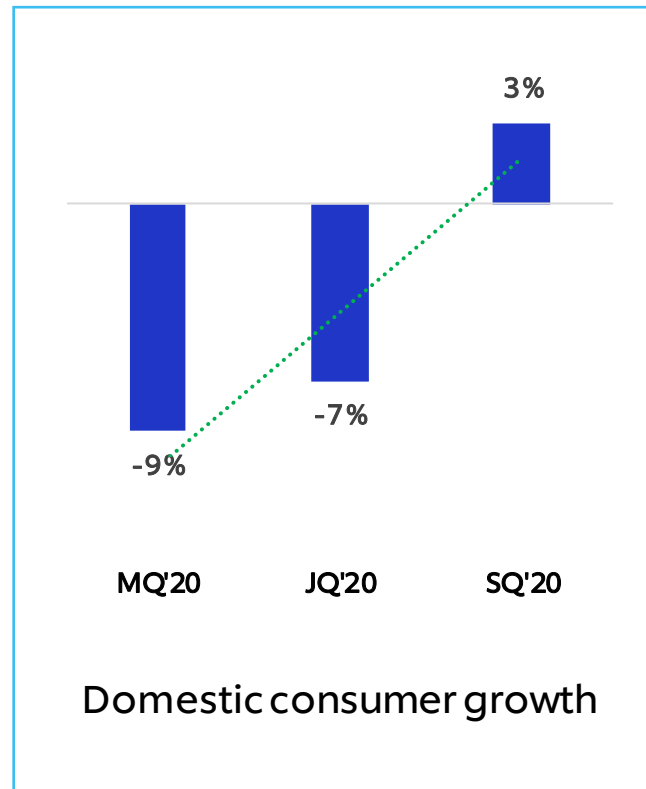
70% already deployed

2020: Strong competitive performance

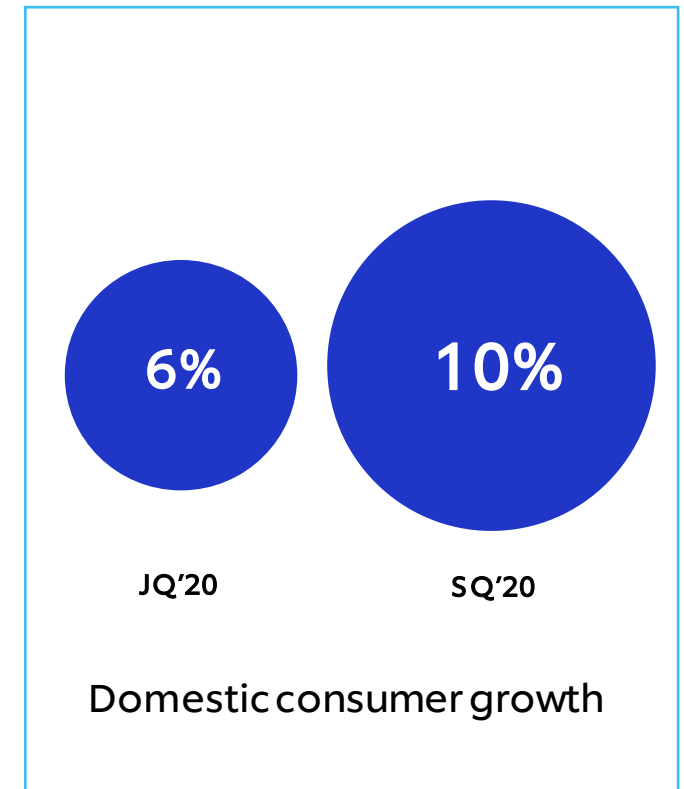
Strong fundamentals



Sequential step-up



Health, hygiene and nutrition outperform (~80% of business)



* As per Kantar Worldpanel for MAT September 2020 on relative basis

^As per Kantar Worldpanel for L3M Sept 2020 volume share

Domestic consumer growth excludes the impact of merger of GSKCH and acquisition of VWash





**BUILDING A
PURPOSE-LED, FUTURE-FIT
HINDUSTAN UNILEVER LIMITED**



PURPOSE-LED



BRANDS WITH PURPOSE GROW

Purposeful brands strengthening our core

Laundry



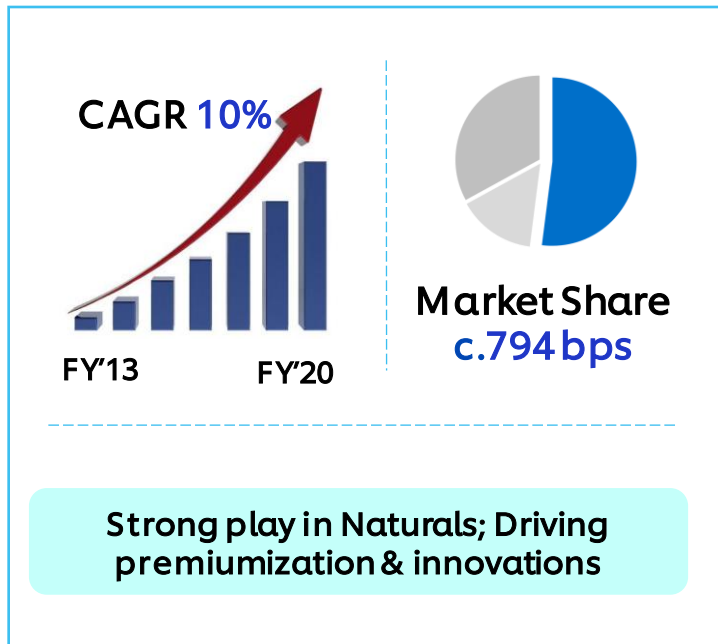
Surf Excel: Dirt is Good!



HUL is the No. 1 Laundry company in India

Purposeful brands strengthening our core

Hair care



Clinic Plus: Stay Clean Stay Strong!



HUL is the No. 1 Hair care company in India

Purposeful brands strengthening our core

Tea



Red Label: Taste of Togetherness



HUL is the No. 1 Tea company in India

The ABCs of education haven't changed in over a hundred years. Maybe, now is the time.



H for HAT HANDWASHING

>72 mln people reached

Glow & Lovely CAREERS

730K women registered

Brands living their purpose



560K people benefited

>1 mln people impacted

Domex Toilet Academy

~95 bln litres safe drinking water provided


pureit



PEOPLE WITH PURPOSE THRIVE

Our people are our biggest strength

Holistic wellbeing



PHYSICAL
Energy mapping

PURPOSEFUL
Finding our big rocks

WELLBEING

MENTAL
Focus and flow

EMOTIONAL
Resilience, reflection and recovery

1 FIND YOUR LIFE STORY

2 TAKE YOUR PURPOSE TO THE NEXT LEVEL


3 MAKE YOUR PURPOSE TO BUSINESS PLAN

4 LIVE YOUR PURPOSE

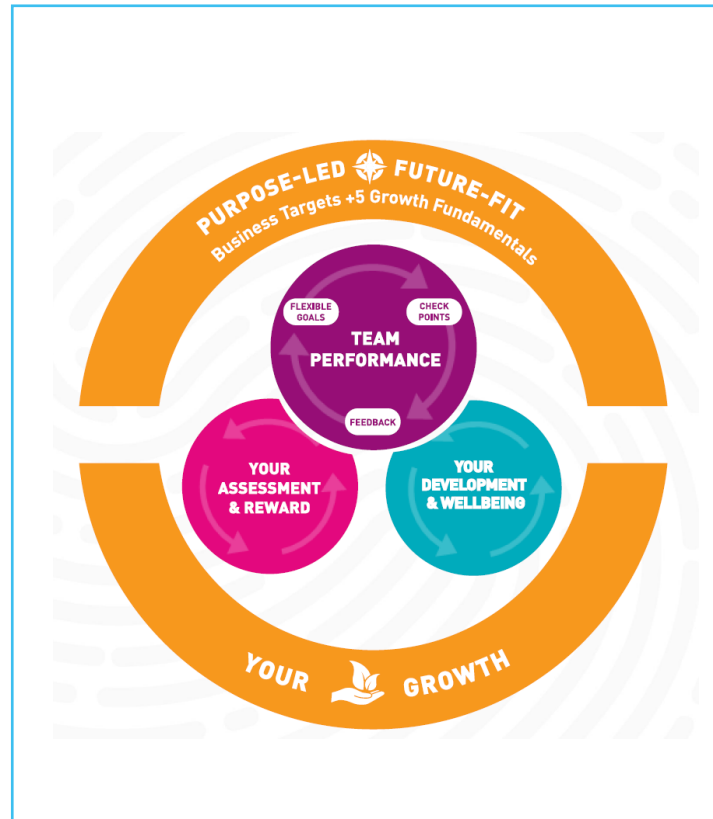
People with purpose

Physical and mental wellbeing


HUL Awarded 'Unilever Health and Wellbeing' Gold Category Award



Pioneering growth culture



Leaders building leaders



Nurturing future leaders

Curated personalized learning

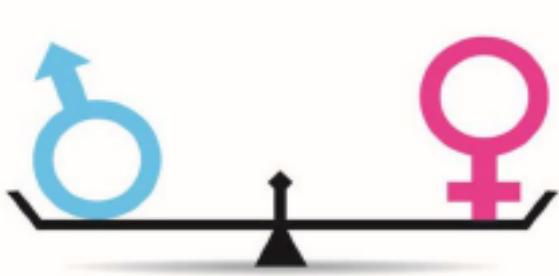
Talent immersions

Cross-laning

We look after our people and they look after our business

Diverse and inclusive

Gender balance

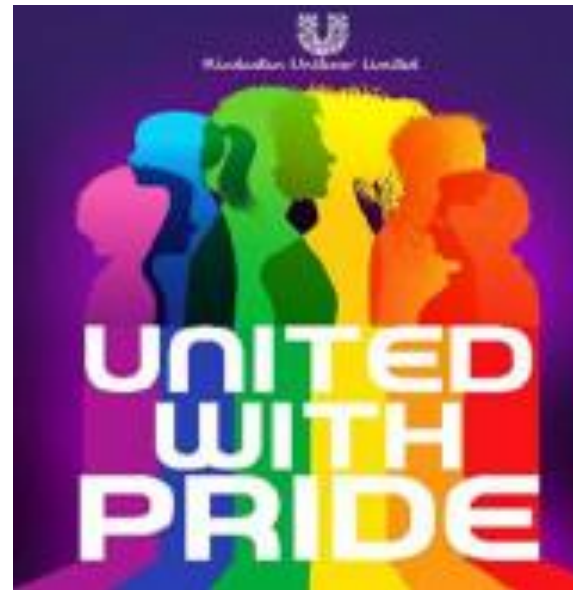


42% managers are women

+2200 BPS

improvement in gender balance
in last 9 years

LGBT inclusion



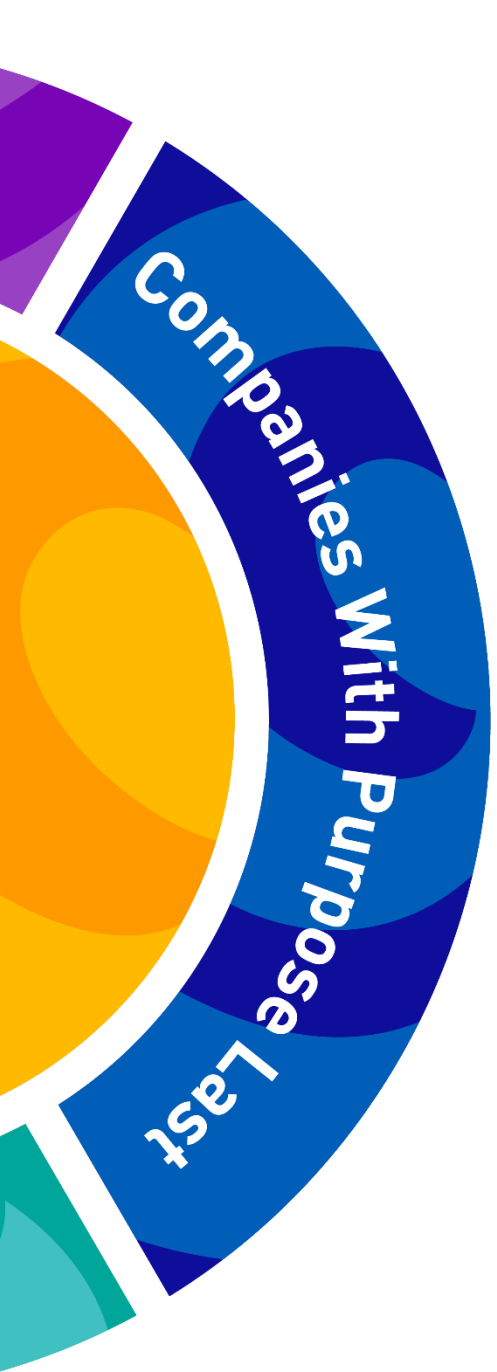
Breaking stereotypes



#NoOneLeftBehind
Unstereotype the workplace

#unstereotype the workplace
FOR EVERYONE.





COMPANIES WITH PURPOSE LAST

Being purposeful

Water



**Hindustan Unilever
Foundation**

**> 1200 billion litres
of water saved**

Health and well-being



**> 150 million
people impacted till date**

Enhancing livelihoods



**120,000+ Shakti
entrepreneurs**

**~4.5 million people
benefited under Prabhat**

Sustainable sourcing



**76% Tomatoes,
78% Tea
sourced sustainably**

Becoming plastic neutral



**In last 2 years combined
more plastic waste has
been collected than we
use in our packaging in a
year**

Serving the society and the planet

4 Suvidha centers in Mumbai



Daily **10,000+** people in slums across Mumbai are provided access to hygiene and sanitation

Circular economy principle used to reduce water usage

#StartALittleGood



"Waste No More"

80,000+ students covered through digital curriculum addressing waste management issues.

End to end waste management program

FUTURE-FIT HUL



Creating categories of the future through market development

Drive category penetration

EXPLODE



ACCELERATE




SEED



Increasing penetration in nascent categories

More benefits

More benefits



Rising income

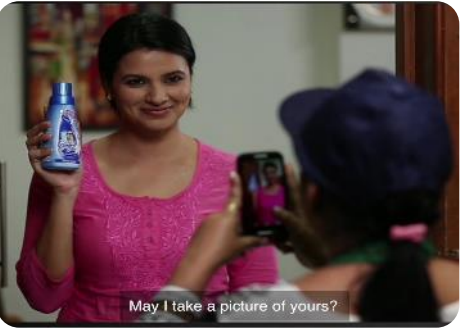
Building liquids portfolio

Expansion across segments



Foraying into body wash and anti-perspirants

Powered by consumer connects

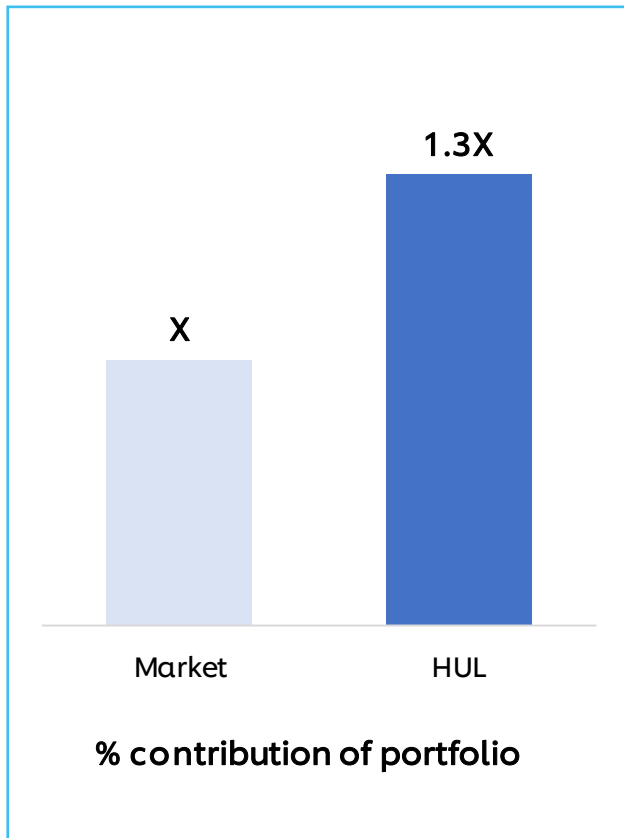


5X scale up in consumer contacts*

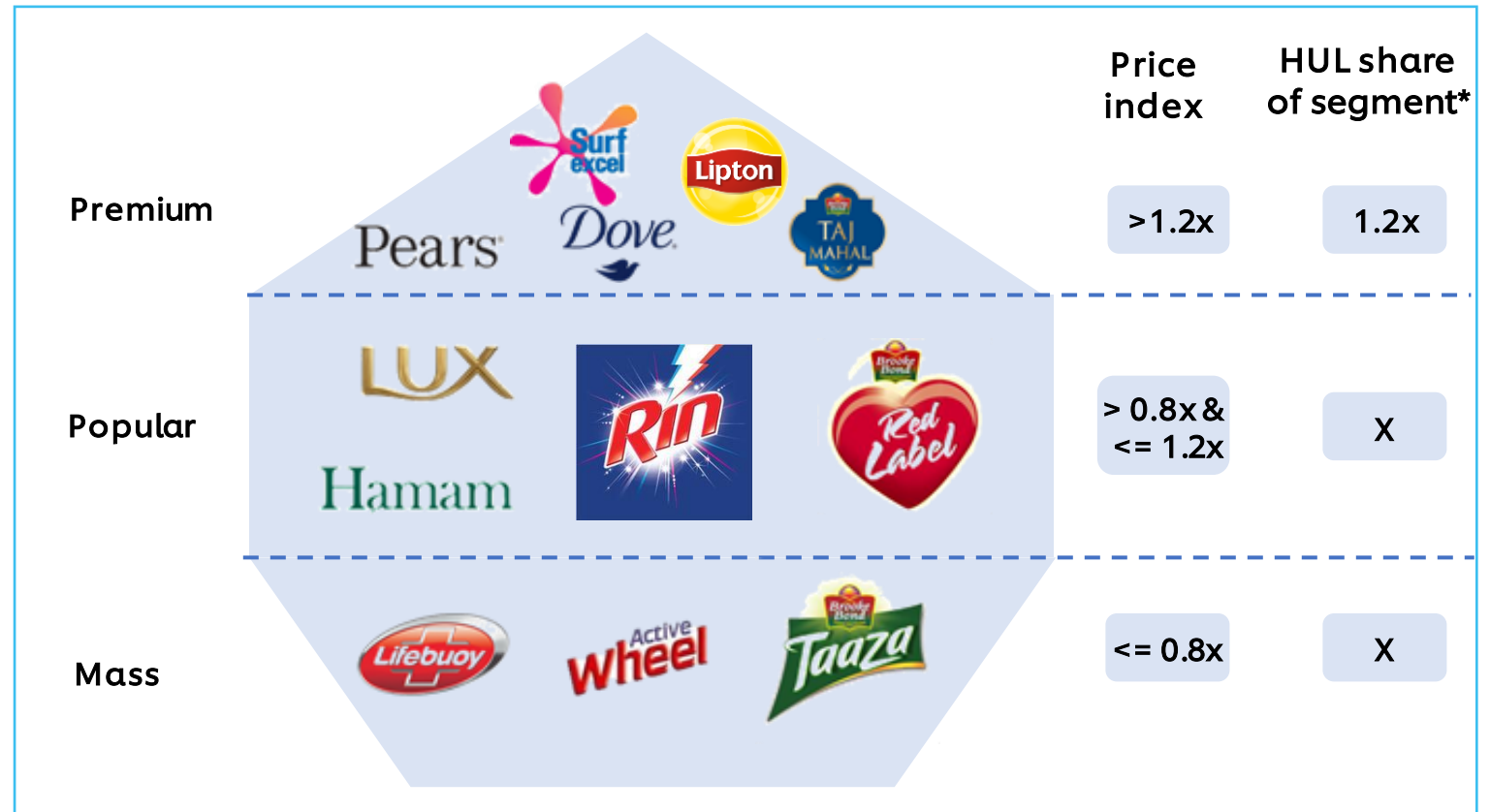
20% of business growing 2X of company**

Leading premiumization

Our premium portfolio is over-indexed to market



Portfolio straddling the pyramid



Future-fit portfolio

Surf excel
ADDITIVE TO YOUR DETERGENT
ANTI-GERM WASH BOOSTER
REMOVES 99.9% GERMS*

Dove
nourishing hand wash
deeply moisturizing

Lifebuoy
egg protein
NEW
CLINIC PLUS!
egg protein

Hands **Face**

Body

Vim
NEW
99.9% germicidal
with lemon & neem
GOD IN PACK

Dove
ANTIDANDRUFF SOLUTION
Dandruff Care Shampoo

Removes 99.9% Germs
Formulated with Natural ingredients
Mild on Skin
Soap Free Formula

Hamam
NEEM
Hair & Headcare

Kissan
PEANUT BUTTER Creamy

Lifebuoy
WORLD'S NO.1
Wet Wipes
Germ protection on-the-go

Domex
DON'T JUST CLEAN. DISINFECT.
DOMEX MULTI-PURPOSE DISINFECTANT SPRAY
KILLS 99.9% GERMS*

Domex
GERM-REMOVAL WIPES
EFFECTIVELY CLEANS AND REMOVES GERMS

Domex
HAND SANITIZER
GERM KILL SPRAY

100+ innovation-led SKUs launched in last 6 months



Catalysing portfolio transformation

Organic



Acquisitions



Winning in Many Indias

India
A heterogeneous country

Example:

High Low

Nominal Gross Regional Domestic Product Per Capita (US\$)

WiMI-led distinctive premiumization strategy

Majority Mass :
Uttar Pradesh

Upgradation through mid and premium bars and powders

Majority Mid:
Tamil Nadu

Upgradation through top end formats – Matic liquids

WiMI-led distinctive product strategy

Punjab & Karnataka

Same brand designed for different color and taste preferences in the clusters

Central branch growing at ~1.5X of HUL average*

Nimble and empowered teams

Country Category Business Team: 3 divisions split into 16 mini-boards

Marketing Customer Development
Finance Supply Chain
Research & Development

Functions in a CCBT

Merger of brand building and brand development

Empowered to deliver in-year P&L

More consumer & customer centric

Land bigger, faster innovations

Liberating HUL Management Committee to focus on longer term goals, exploring inorganic growth opportunities and managing disruptions

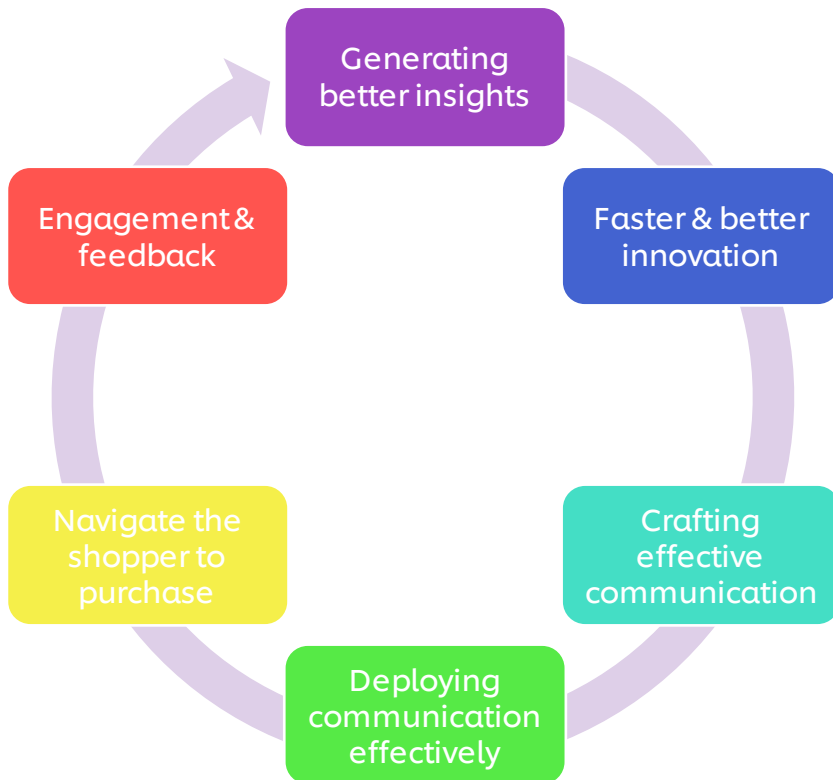
Landing innovations faster with 1.4X speed to market

REIMAGINING HUL

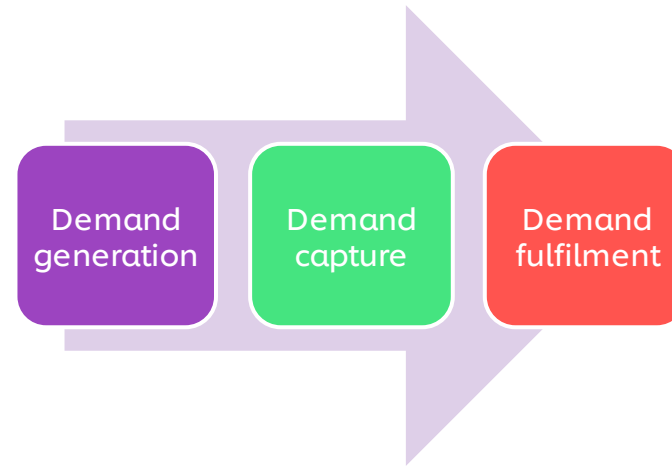


Reimagining HUL: Building moats across the business

Connected consumers



Connected stores



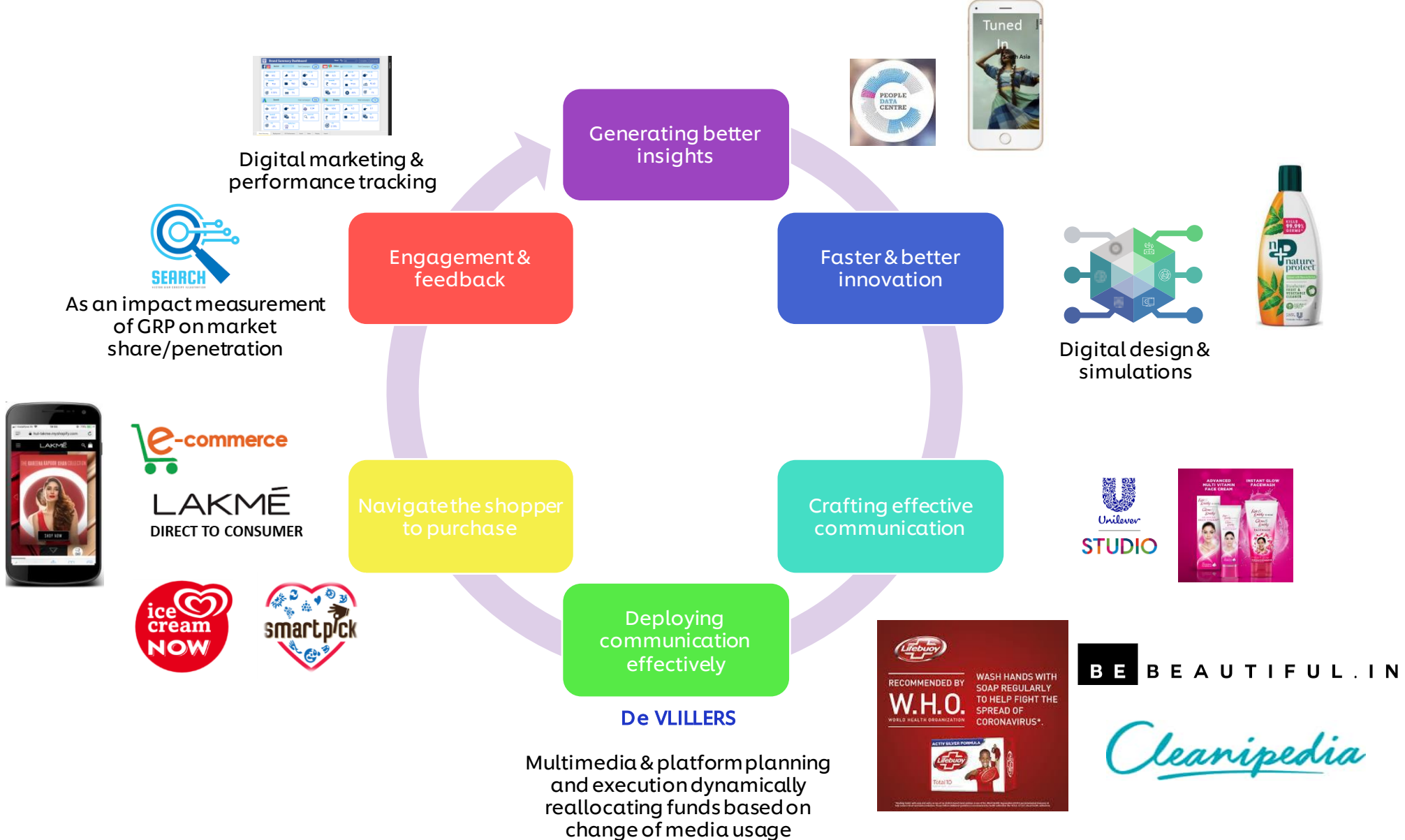
Connected operations



Technology | Data & advanced analytics | People & culture

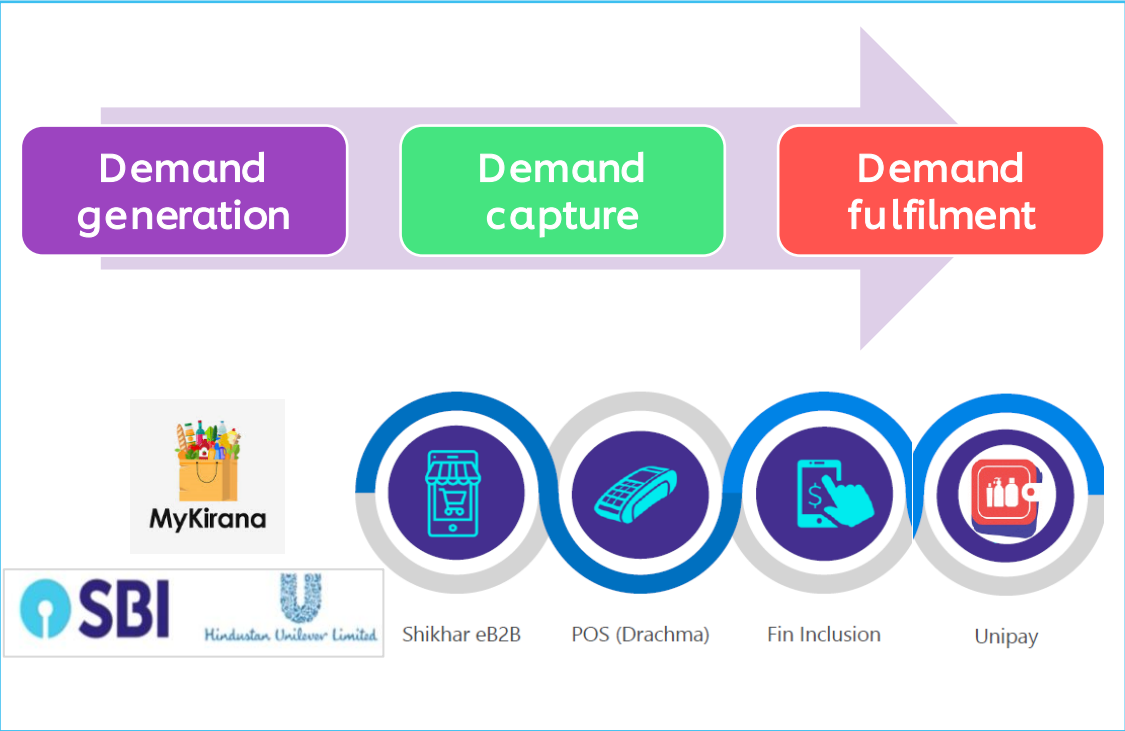


Reimagining HUL: Connected consumer



Reimagining HUL: Connected stores & operations

Connected stores




Connected operations

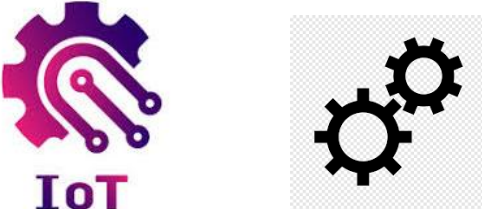


Reimagining HUL: Technology, data & analytics and people & culture

Technology



Cloud Computing, Robotic Process Automation, and ML for intelligent automation



IoT

Leveraging IOT for data signal and automation for factory and warehouses

Data & analytics



Powered by **LIVE WIRE**



People & culture



ANALYTICS & DATA EXPERTISE

Creating a Culture of Experimentation

A data first mindset

Thank you!

