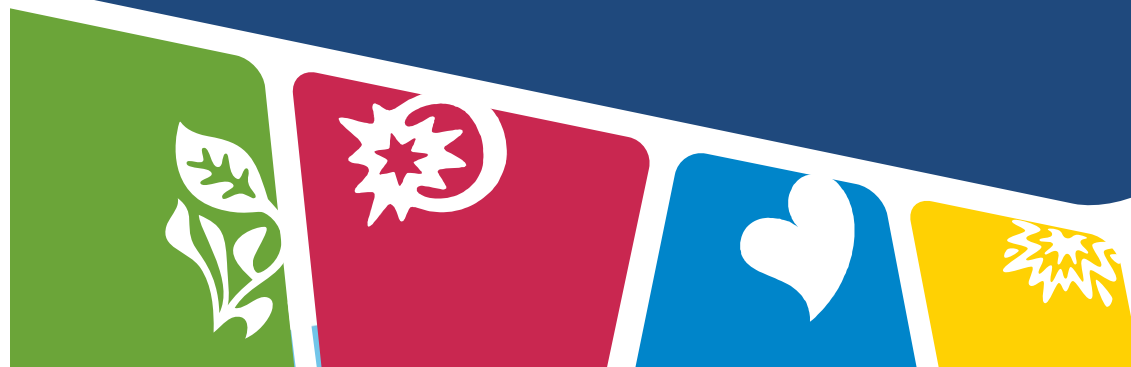


Hindustan Unilever Ltd

23 MARCH 2020



Hindustan Unilever Limited

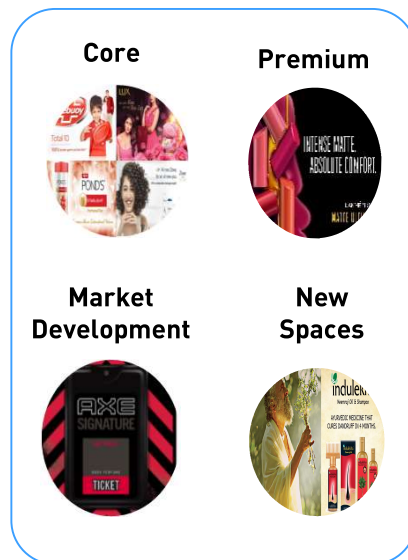
SAFE HARBOUR STATEMENT



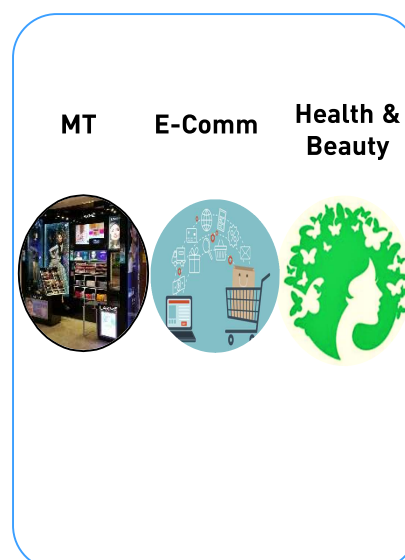
This Release / Communication, except for the historical information, may contain statements, including the words or phrases such as 'expects, anticipates, intends, will, would, undertakes, aims, estimates, contemplates, seeks to, objective, goal, projects, should' and similar expressions or variations 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.

Beauty and Personal Care : Clear and compelling strategy

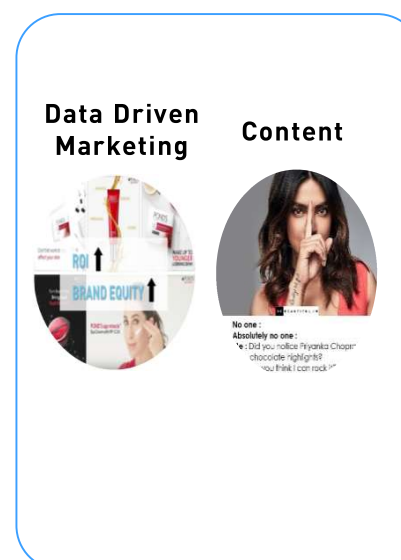
Growth Segments



Growth Channels



New Marketing Models



Purposeful Brands



Strong position in all key categories



#1

**Skin
Cleansing**



#1

Skin Care



#1

Hair Care



#2

Oral Care



#3

Deodorants



#1

Make up

Intimate hygiene : huge potential for market development

Addressing real consumer need
through scientific solutions



Low urban penetration*

<8%

Double digit market growth



*As per internal studies

VWash : strong and well established brand

Market leader in intimate hygiene category

#1



High top of mind recall amongst consumers*

*79%

- | | |
|------|-------------------------|
| 2013 | OTC Launch |
| 2014 | Entry into Modern trade |
| 2016 | New formats introduced |
| 2018 | Access pack introduced |

*As per internal studies

HUL can unlock significant synergies



Build awareness



Drive penetration



Leverage HUL Distribution multiplier



Enhance offering for chemists channel

Proposed acquisition overview

Proposed Transaction	<ul style="list-style-type: none">• Transaction includes acquisition of intellectual property rights of brand VWash including brand name, designs, copyrights, trademarks, knowhow etc.
Inclusions / Exclusions	<ul style="list-style-type: none">• No manufacturing facility acquired (no dedicated manufacturing facility)• No employees to be transferred as a part of the transaction
Consideration	<ul style="list-style-type: none">• Consideration to be paid in cash• Upfront consideration payable on closing and deferred consideration payable over the next 3 years
Timelines	<ul style="list-style-type: none">• Closing expected in next few months upon completion of certain conditions• Glenmark to continue to operate the business until completion of the transaction.

THANK YOU

For More Information



VISIT OUR WEBSITE

<http://www.hul.co.in/investorrelations/>

**If you're an institutional investor: contact our IR Team
Investor.Relations-hul@unilever.com**

**All other shareholders: contact Corporate Communications
Prasad Pradhan at P.Pradhan@unilever.com**