



Hindustan Unilever Limited

20th September, 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

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 at JP Morgan Investor Summit.

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: 2021.09.20 11:46:55
+05'30'

Dev Bajpai

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

DIN:00050516 / FCS No.: 3354

Winning in the New Decade

Sanjiv Mehta
Chairman and Managing Director

20th September 2021



Hindustan Unilever Limited



Hindustan Unilever Limited

India's Largest FMCG Company

130+ years
of proud history in India

5th Largest
Indian company

by market capitalisation of

₹6.5 Tn

Top 15

Foods & HPC company

Globally

9 out of 10

Households use one or more of
our brands



Hindustan Unilever Limited

Brands in

8 Mn

stores

**#1 Employer
of choice**

For 12 years in a row
Across industries

#1 Advertiser

With deepest reach

>1.3 Tn
litres

Water conservation
potential created

₹450 Bn

Turnover

9% CAGR

In last decade

25%

Operating margin

+1000 Bps

In last decade

**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



Hindustan Unilever Limited

Purposeful Brands

₹50 Bn+



50+
Brands

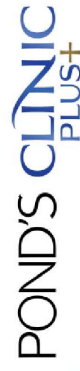
₹20 Bn+



14

in India's 100 Most
Trusted Brands

₹10 Bn+



16

New Brands added
in the last decade

₹5 Bn+





Hindustan Unilever Limited

Wide and Resilient Portfolio



Skin Cleansing



Skin Care



Hair Care



Oral care



Color Cosmetics



Talc and Deos



Fabric Wash & Care



Dishwash



Surface and Toilet
Cleaners



Water Purifier



Tea



Health Food Drinks -
Nutrition



Ice cream



Coffee



Foods

15
Categories

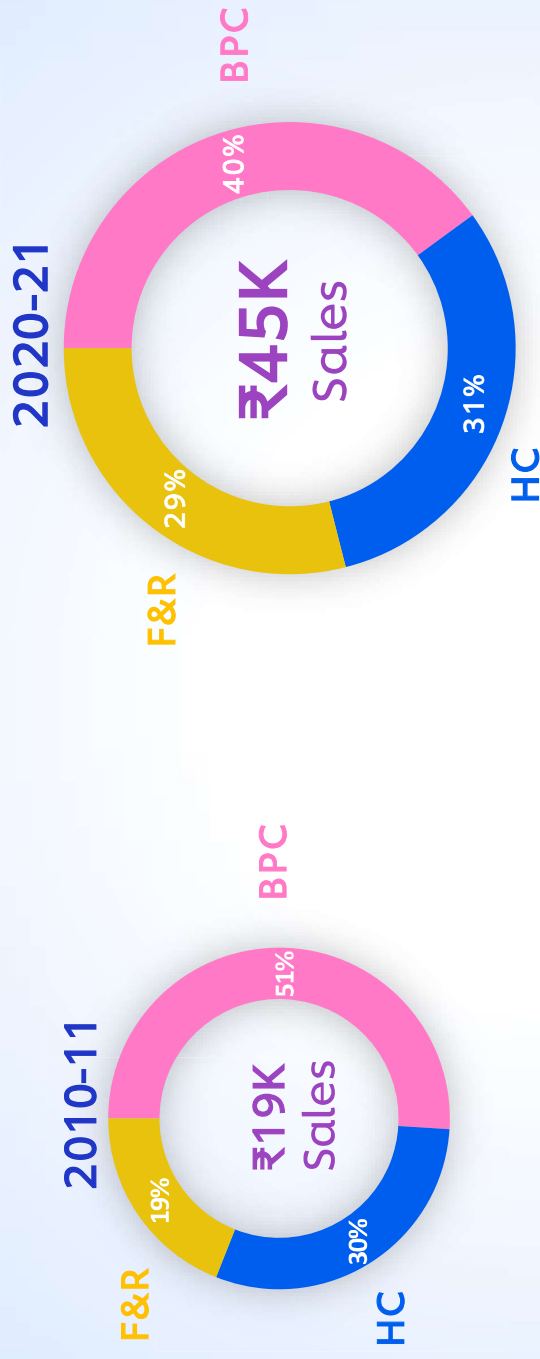
>80%
Category
Leadership

9/10
Indian households use
one or more of our
products every day



Hindustan Unilever Limited

Portfolio Transformation



Covering white spaces through Mergers & Acquisitions

FY17



Yr 1 Sales: ₹ 0.8 bn

FY19



Yr 1 Sales: ₹ 0.3 bn

FY21



Yr 1 Sales: ₹ 47.5 bn

FY21



Yr 1 Sales: ₹ 0.5 bn



Hindustan Unilever Limited

World Class R&D, Extensive Distribution and Agile Supply Chain



Largest FMCG R&D
in India



>5,000 Scientists Globally, 650 In India
>100 PhDs & Post Docs in India



Access to 18 R&D centres
across Unilever global network



8 mn stores sell our products



Modern Trade



eCommerce & D2C



29 Owned Factories |
40+ Manufacturing Partners



1150+ Material Suppliers
~₹300 bn Procurement spends



26 Distribution Centres*

20K
Patents globally

>10%
Demand captured
digitally

30%
Flexible capacity

* Excluding nutrition

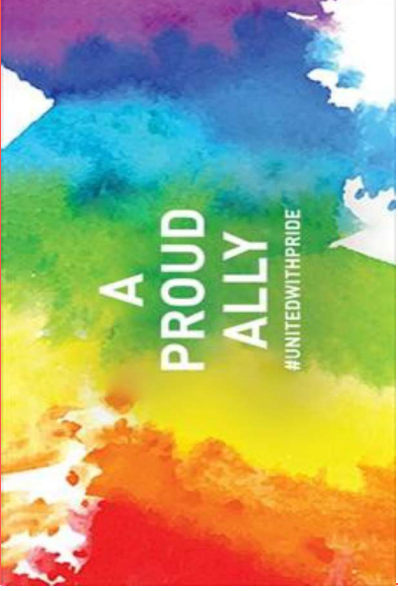
Future-fit Talent and Organisational Culture

Purpose driven



21,000 Strong workforce |
Digital first mindset

Diverse & Inclusive



2200 Bps Improvement in
manager gender balance in last
decade

High performance
culture



Experimentation |
Pioneering

Employer of Choice for 12 years in a row

Differentiated structures and capabilities

WIMI Strategy



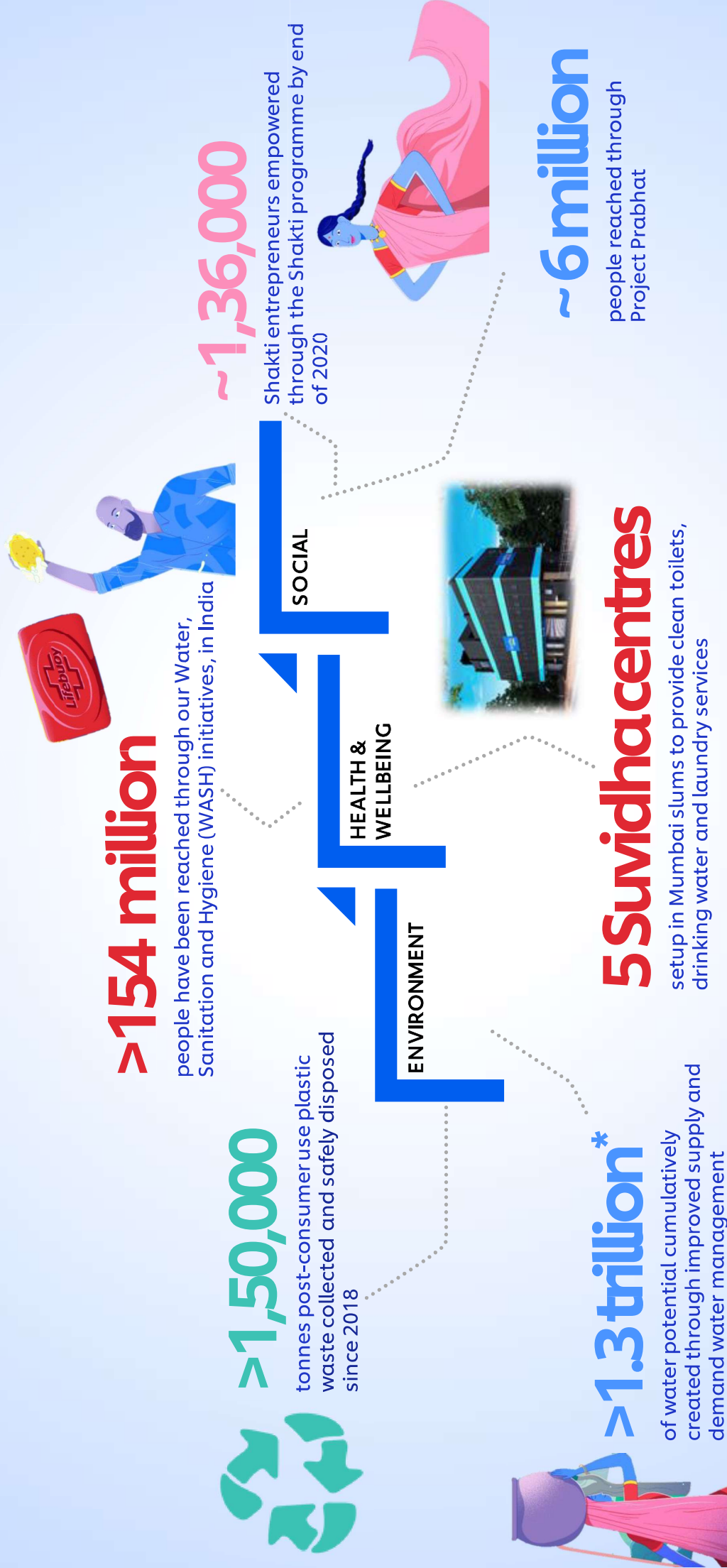
Harnessing the power of
De-averaging

Empowered teams



16 mini boards –
responsible to deliver in-year
results

Sustainability at our Core : Key Highlights



* till financial year 2019-20

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

10X

Market Capitalisation



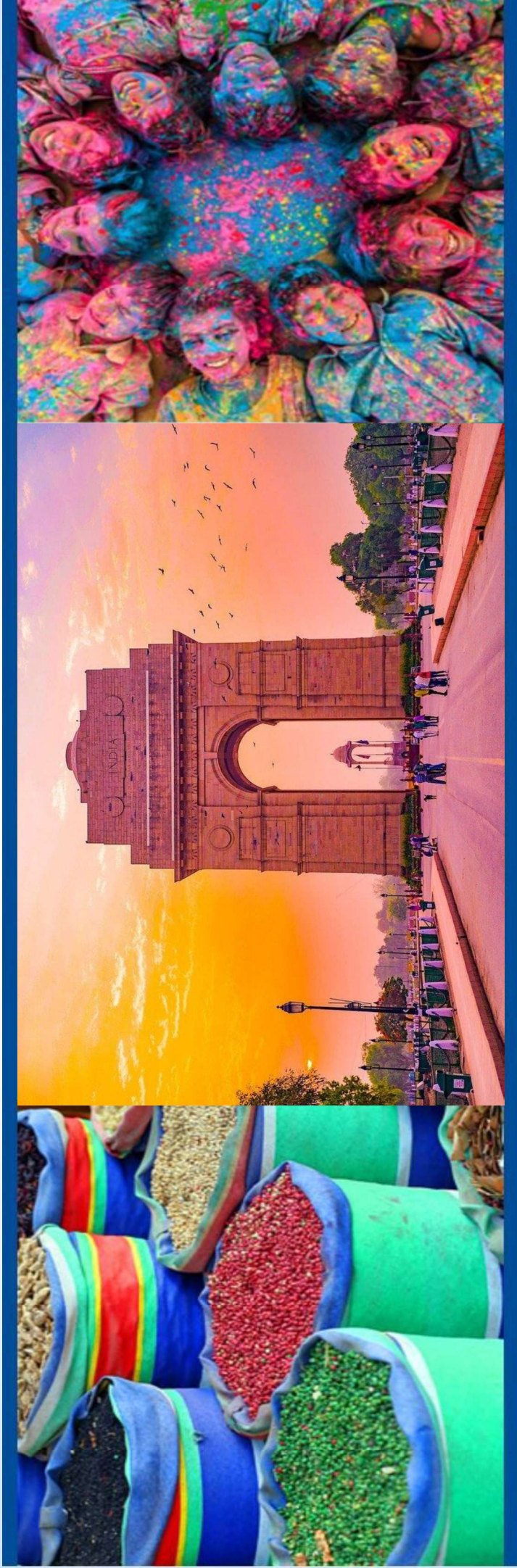
#1 FMCG Company in India **#5** in India by Market Cap

Top 15 Foods & HPC Company Globally by Market Cap



Hindustan Unilever Limited

India : Poised for growth





India : One of the fastest growing economies

Favorable demographics

2025

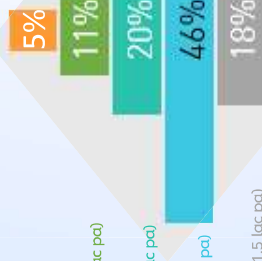
Elite (>20 lac pa)

Affluent (10-20 lac pa)

Aspirers (5-10 lac pa)

Strivers (1.5-5 lac pa)

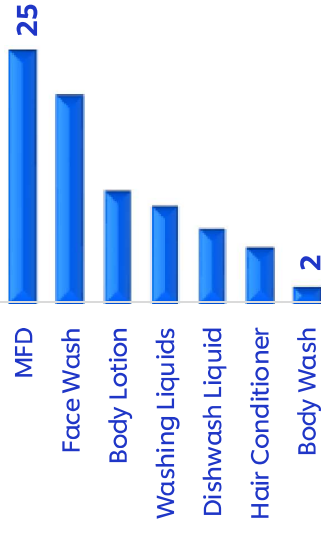
Strugglers (<1.5 lac pa)



Upward income mobility |
Large working-class population

Huge headroom for growth in FMCG

Low penetration

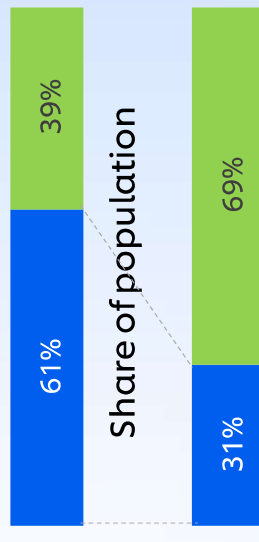


Low FMCG per capita consumption



Significant potential in rural

Rural Urban





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Consumer of the Future : Some mega trends

Un-Stereotype



- Reject labels
- Greater sense of self-worth
- Embrace the unconventional

Holistic Health



- Healthier products, priorities & lifestyles
- Extends beyond physical health
- Immunity and resilience in adversity

Search For Authenticity



- Reconnect with one's roots
- Spirit of a 'new localism'
- Homegrown versions of modernity



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Consumer of the Future : Some mega trends

Hyper-personalisation



- Meaningful connections
- Powered digitally

E-everything



- Digitally fueled lifestyle
- 'Tech-celeration' of consumer life

Net Zero



- Green awakening
- Earth Positive, Nature Positive and Climate Positive will appeal

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WINNING THE NEW DECADE





Clear and compelling strategy



Our Vision

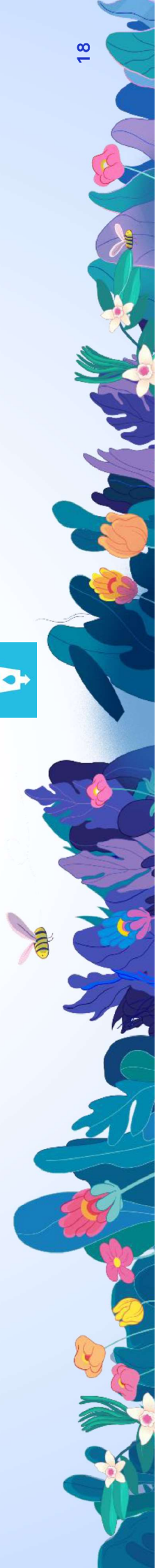
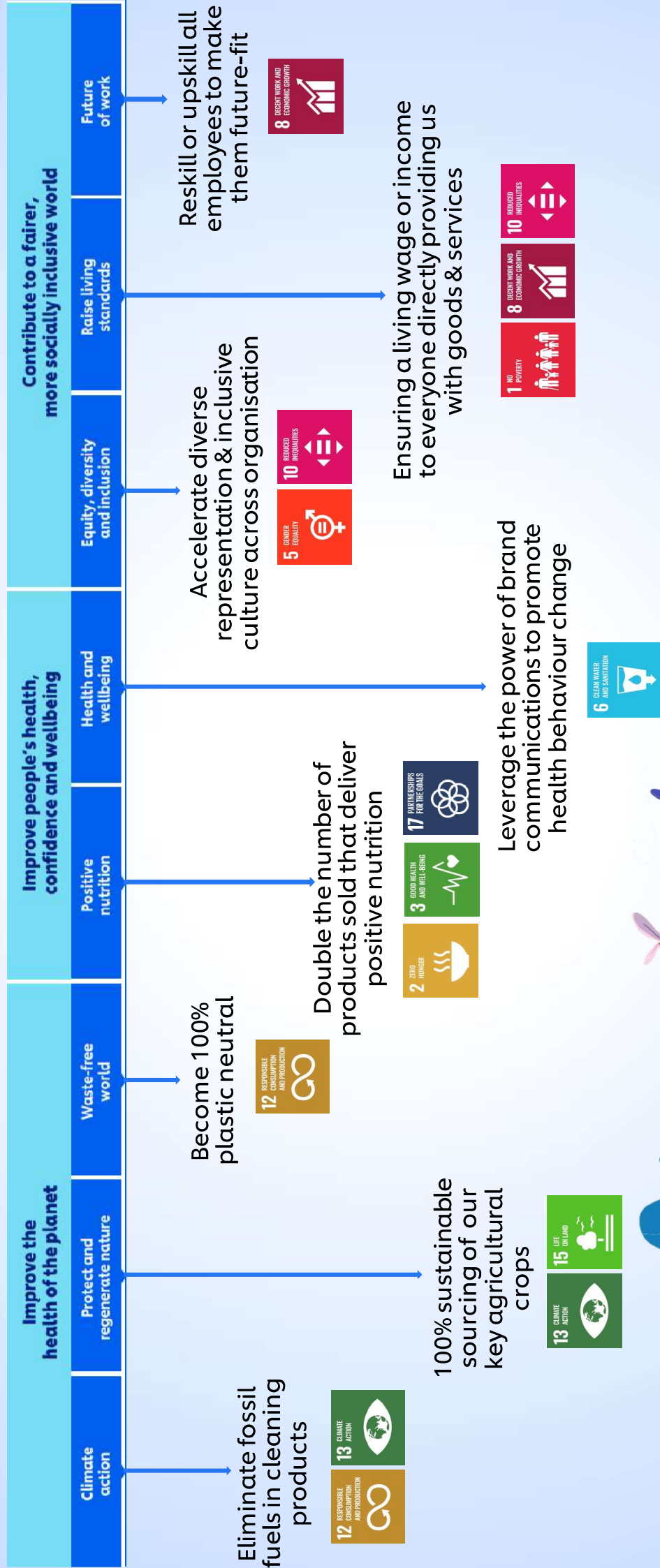
is to be a leader in sustainable business. We will demonstrate how our purpose-led, future-fit business model drives superior performance delivering consistent, competitive, profitable and responsible growth.





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Compass Commitments



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

Improved
penetration

Impactful
innovation

Design for
channel

Purposeful
brands

Fuel for
growth



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1. Developing our portfolio

Un-stereotype

Holistic Health

Authenticity

Personalisation

E-everything

NetZero

Growing the Core



Superior Products | Effective Communication | WiMI

Market Development



More users | More usage | More Benefits

Premiumisation



Upgrading consumers to higher order benefits



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Growing the Core

Superior Product

LIFEBUOY —
THE WORLD'S 1ST
TO REPORT ITS HANDWASH AND SANITIZER
ARE OVER **99.9% EFFECTIVE***
AGAINST THE **COVID-19 CORONAVIRUS**



*as per lab test

Communication driving salience



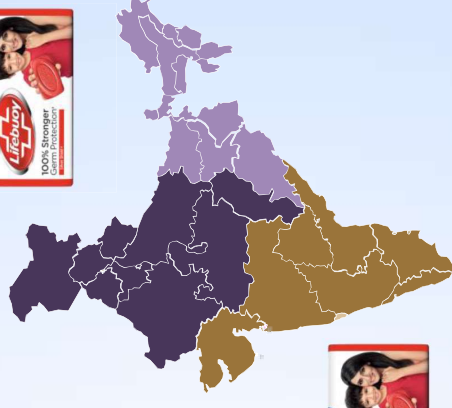
कोरोना वायरस को फैलने से रोकें.
लाइफबुय साबुन से हाथ धोएं.

100%
फ़ैसलित



*एक ही पल में एक ही सेकंड में 99.9% तक की संभावना है कि कोरोना वायरस को फैलने से रोकें।
लाइफबुय साबुन से हाथ धोएं।

WiMI Play



Different product mixes &
communications

Lifebuoy : Extending leadership position in India

#1 Soap brand, #1 Hygiene brand in Skin cleansing, #1 Hand Sanitizer brand



Accelerating Market Development

Sampling at scale



Persuasive communication|
Access packs | Sampling

Addressing key triggers & barriers

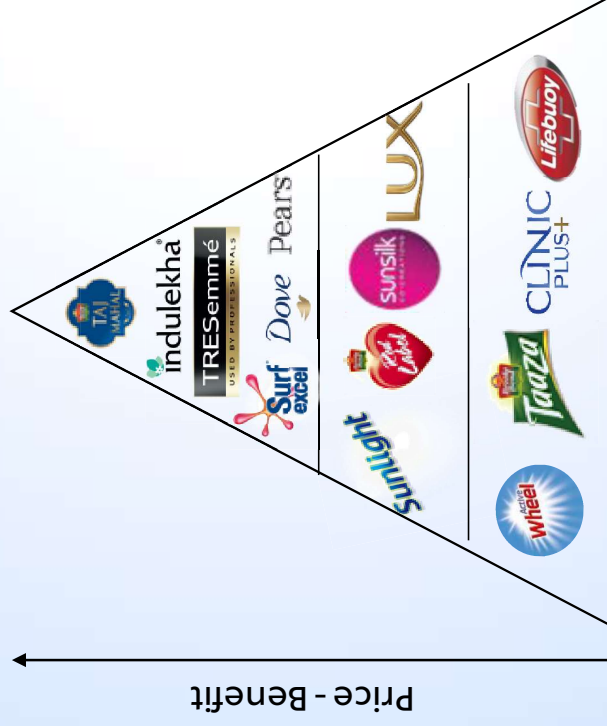


Indicting current habit |
Explaining benefit | Education



Premiumisation

Straddling the price benefit pyramid



Upgrading consumers to higher order benefits

Premium Beauty Business Unit



Built for digitally native & affluent consumers



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2. Win with our brands as a force for good, powered by purpose and innovations

Un-stereotype

Holistic Health

Authenticity

Personalisation

E-everything

NetZero

World class technology

PEPSODENT GERMI CHECK+ MOUTH RINSE LIQUID



Do not eat anything
after rinsing for half
an hour



Product superiority

VIM BAR BENEFITS



Vim Bar removes tough stains



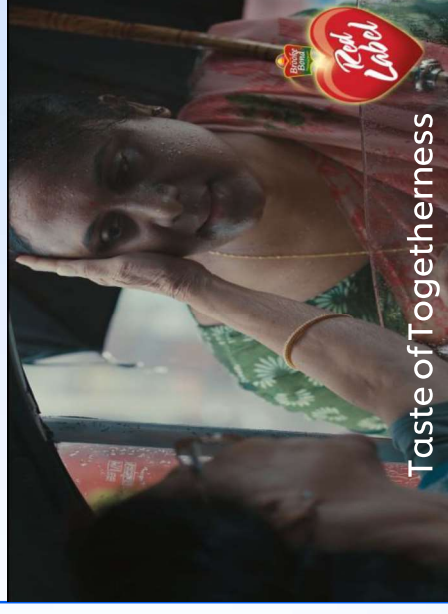
With Power of 100 Lemons*,
Vim removes grease faster



Vim Bar has a refreshing
lemon fragrance

*Power refers to cleaning benefit of 100 lemons.

Purpose drives growth

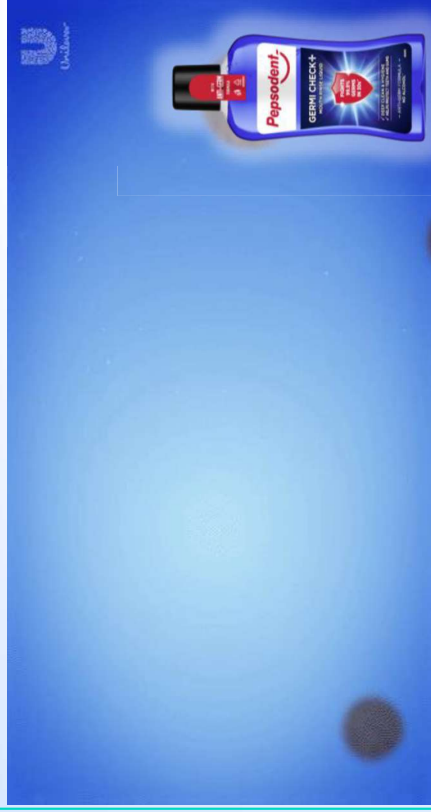




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World class technology

Differentiated technology



Next generational science





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Consumer focused superior products

Superior fragrance & sensorials



Leveraging Neuroscience

On-trend



Impactful Innovations



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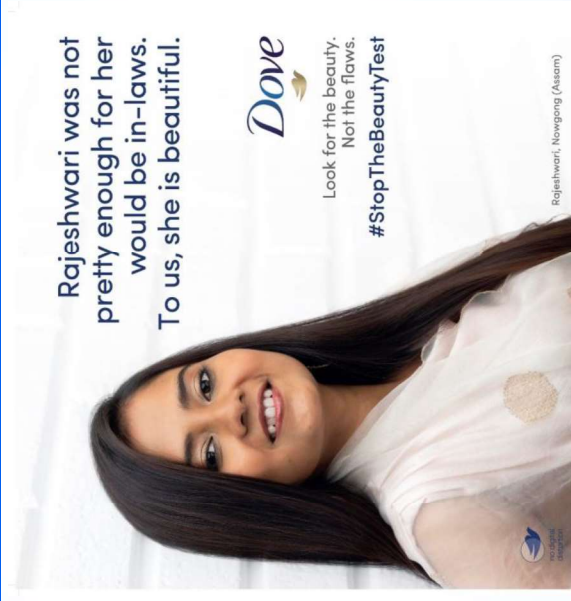
Purpose drives growth

Positive nutrition



Bridging India's Nutrient
Deficiency

People positive



Positive and
Inclusive Beauty

Planet positive



Superior Performance with
Lesser Chemicals



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3. Lead in channels of the future

Un-stereotype

Holistic Health

Authenticity

Personalisation

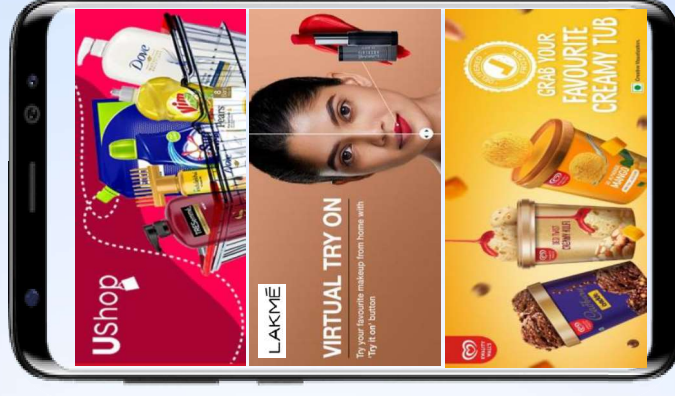
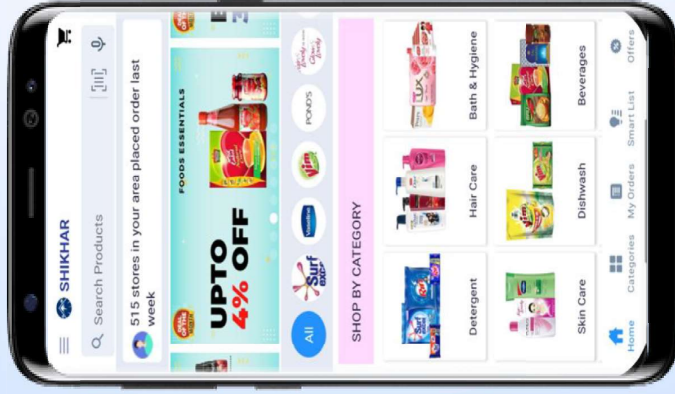
E-everything

NetZero

Digitising General Trade

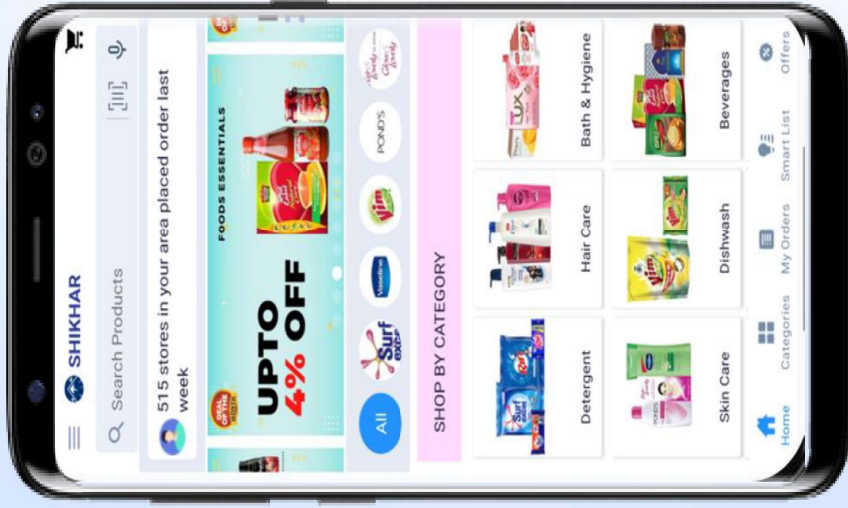
Accelerating eCommerce

New routes to consumers



Digitised demand capture > 10% of the business

Digitising General Trade : eRTM with Shikhar



Anytime Ordering



Transparent Pricing



On-time Delivery



Guaranteed Returns



Easy No/Low Cost Credit

Rapid Scale-up: **600K** Stores | **10%+** Orders on Shikhar



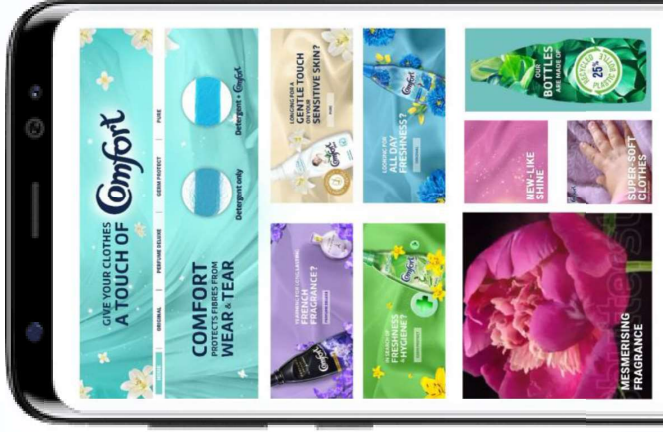
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Accelerating Pureplay and Omnichannel eCommerce

Design for Channel



Content that converts



Flawless execution



eCommerce 2x contribution in JQ'21 vs JQ'20



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New routes to consumers

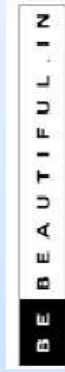
Taking premium brands D2C



Ushop for Monthly Purchase



Content
Hubs



Sampling &
Experience



Direct to
Consumer



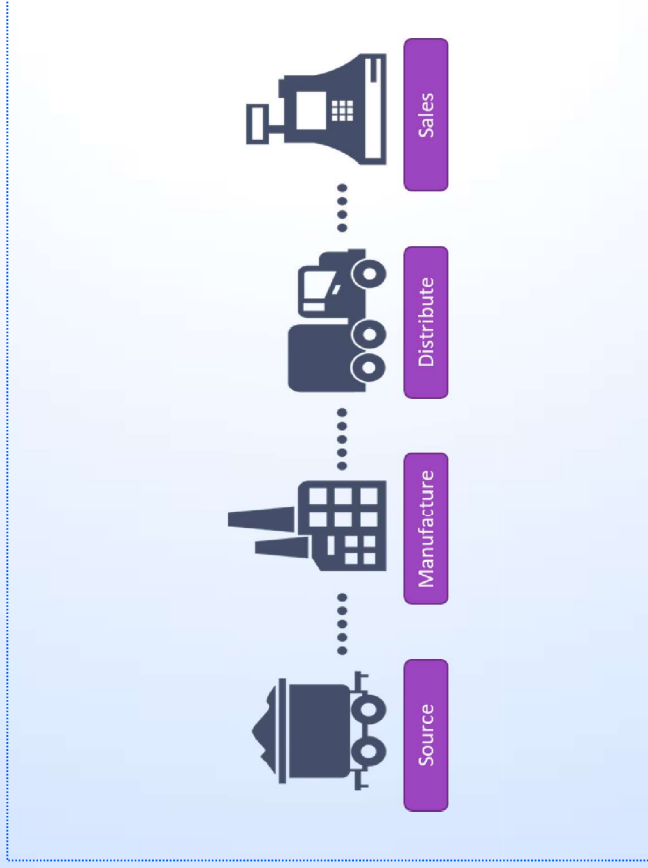
End to End
engagement



4. Build differentiated structures and capabilities

Reimagine HUL: Journey to an Intelligent Enterprise

Yesterday

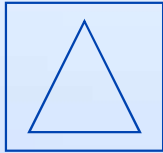


Tomorrow



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

AV: Re-imagine HUL



AV : Reimagine HUL

5. Build a purpose-led, future-fit organization and growth culture

Agile & Future-Fit Organization



Future proofing **skills & ways of working**

Truly Inclusive



#unstereotype the workplace
FOR EVERYONE.

Microcosm of India

Culture to Outperform



Igniting the **human spark** for a better business & a better world

Delivering the Today. Transforming the Tomorrow



In Summary

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

Growth
mindset

Long term
value creation

High performance
anatomy

Distinctive
capabilities