



Hindustan Unilever Limited

CAPITAL MARKETS DAY

29th November 2024

ROHIT JAWA

Chief Executive Officer & Managing Director



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 realised. 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

Agenda

1 Building on Our Strengths

2 Unlocking a Billion Aspirations

3 Introducing Our Strategy



Agenda



Hindustan Unilever Limited

1 Building on Our Strengths

2 Unlocking a Billion Aspirations

3 Introducing Our Strategy



Consistent performance at scale



Hindustan Unilever Limited

> 85%

% Turnover with Market Leadership

8%

Revenue CAGR (FY14-24)

19

Brands above ₹ 1000 crore

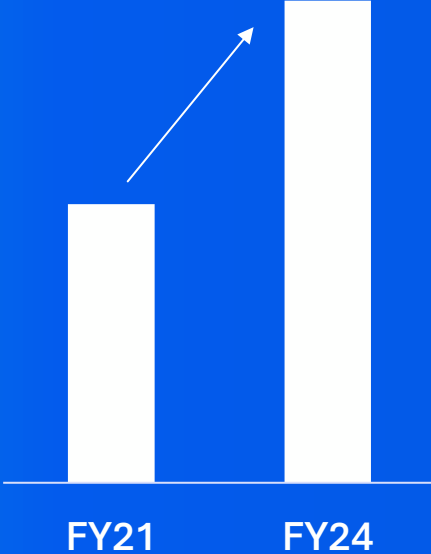


FY 2021-24: Emerging stronger

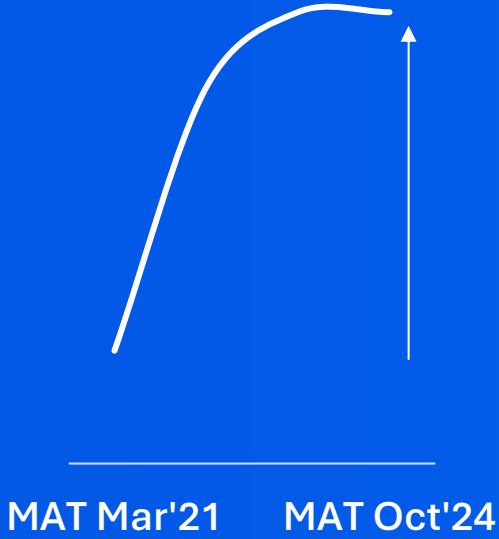
Turnover In Crores
1.3X



Net Profit In Crores
1.3X



Cumulative Share Gain
c. 200 bps



Source: HUL Financial Data and Nielsen Oct'24

Sensitivity: Public





Hindustan Unilever Limited

Our core strengths : Begin with consumer

Serving their evolving aspirations

1970s



2000s



2020s



₹10,000 cr.+
Surf Excel Turnover by FY'25

Our core strengths : Disrupt with innovation

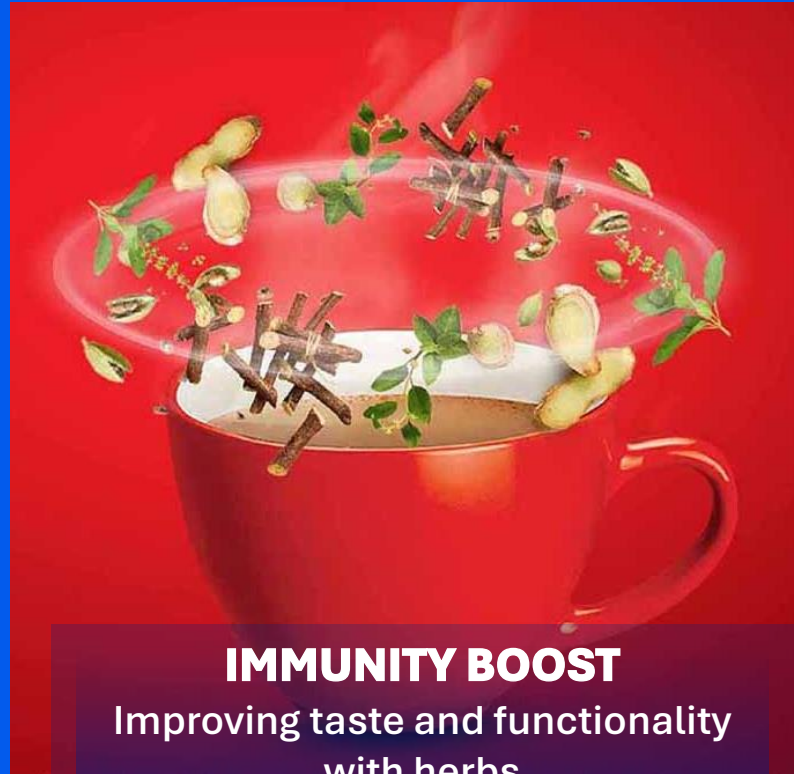
Making, not taking markets



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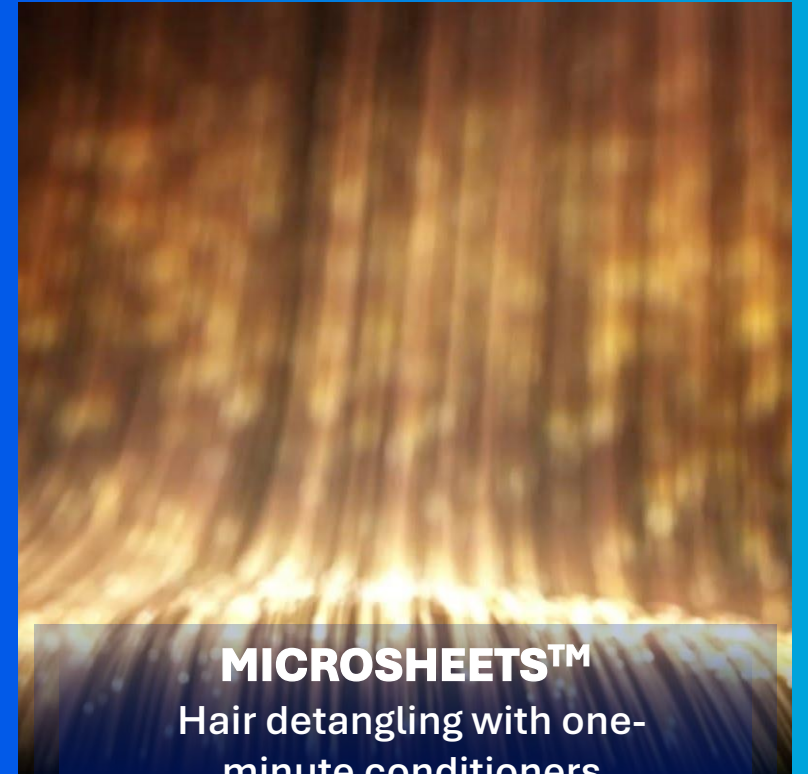
Proprietary Technology Platforms

Two Examples of
₹ 400 crore+ Segments



IMMUNITY BOOST

Improving taste and functionality
with herbs



MICROSHEETS™

Hair detangling with one-
minute conditioners



Our core strengths : Design for value

Getting aspirations within reach



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#1

Laundry Liquid
Brand under 100API¹
MAT Oct'24



**BRIGHT
LIKE NEW**

¹API = Average Price Index
Source: Nielsen, Price tier with brands at Average Price Index < 100
Sensitivity: Public

Our core strengths : Build unbeatable portfolio

Serving key demand spaces and price points



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3X Hair Care Relative Market Share
Highest Share in Last 10 Years

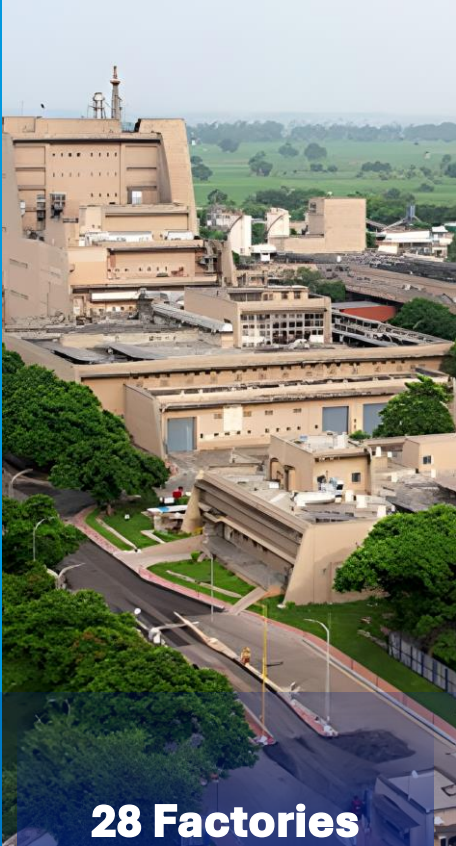


Our core strengths : Make distinctive moats

Efficient and agile value chain



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28 Factories
50+ CM sites



Reach in 9
Million+ Stores



Best in Class
Costs



Data &
Technology

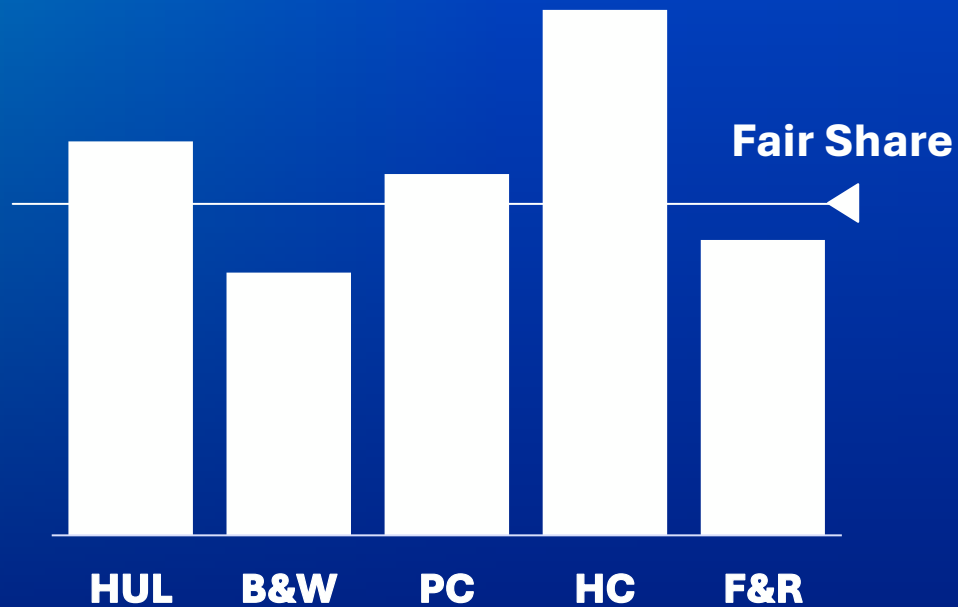
A lot remains to be done



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Headroom for Premiumisation

HUL Index vs Fair Share in API¹>120



Lifestyle Nutrition

Muted Topline Growth

Brand Power



Penetration



Value Share



Growth led out average consumption





Agenda

1 Building on Our Strengths

2 Unlocking a Billion Aspirations

3 Introducing Our Strategy



Powering aspirations in India

Growing incomes at all levels

#1

of Households (million) **2005** / 219m **2018** / 293m **2030e** / 386m

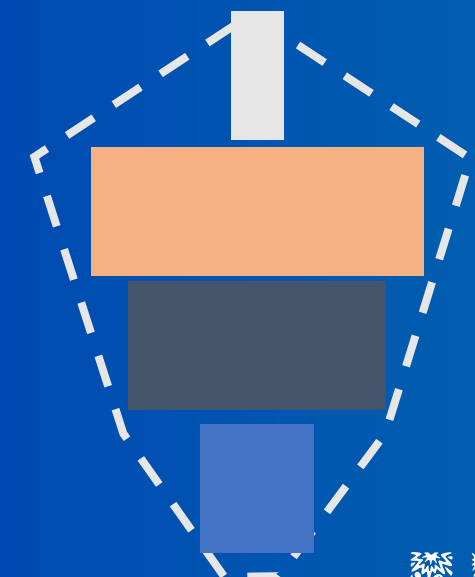
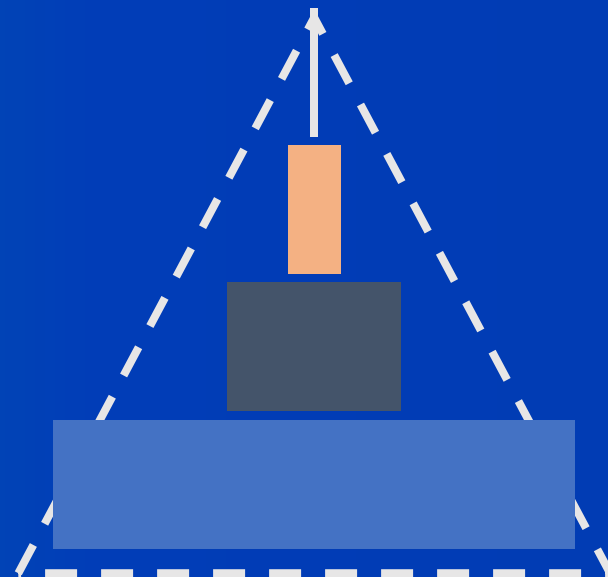
Annual Income per Household

> \$ 40,000

\$ 8,500-40,000

\$ 4,000-8,500

< \$ 4,000



Powering aspirations in India

Younger population

#2

<32 years

Median Age in Years Till 2030

1 billion+

Workforce by 2030



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Powering aspirations in India

More digital, More social

#3

950 million

Internet subscribers in India as of March 2024

>2.5 hours

Average time spent on social media

190 million

Consumers shopping online

2/3rd

Social media users follow at least one influencer

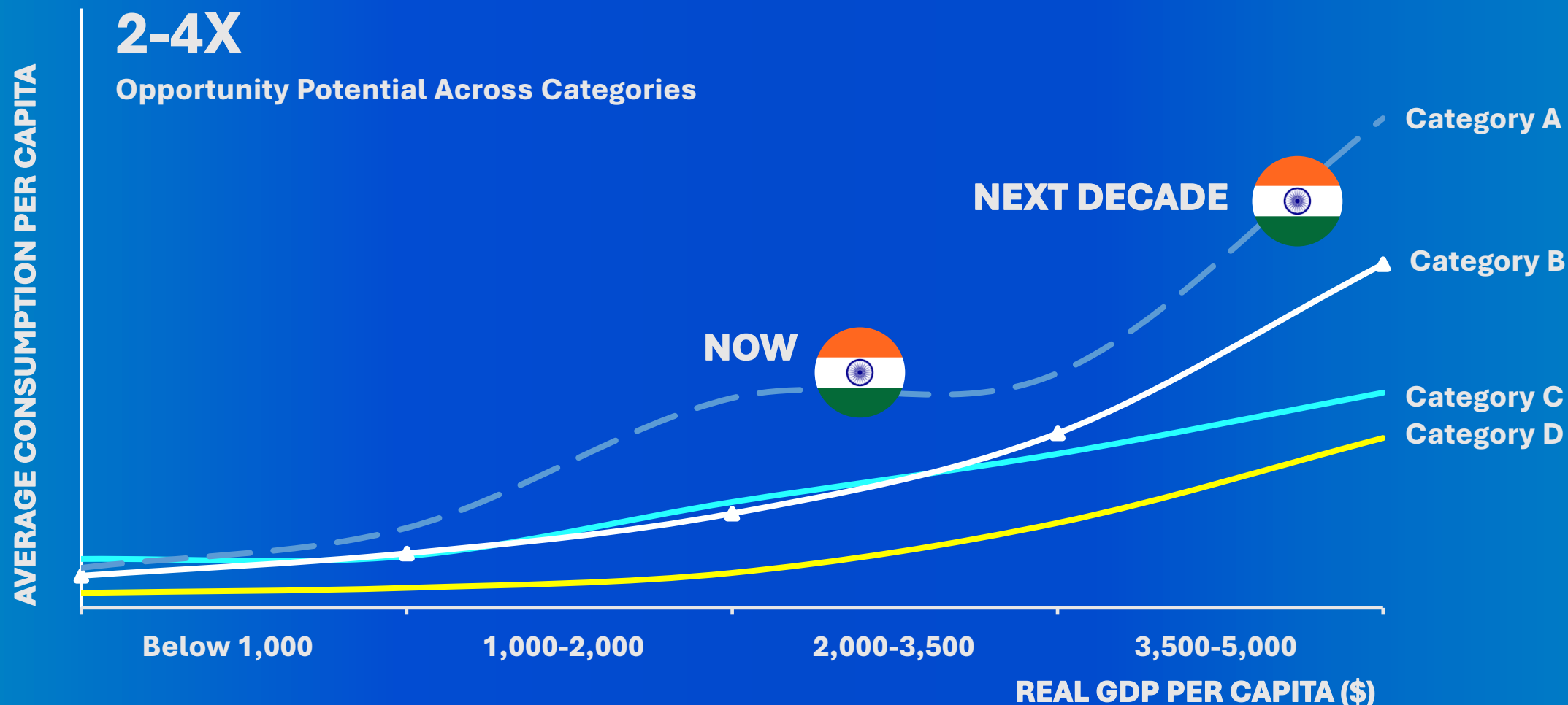


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Leading to disproportionate FMCG growth



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Source: Per-capita market value consumption growth trajectory based on GDP and population forecasts utilising Euromonitor; Nielsen; Oxford Economics

Sensitivity: Public



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Unlocking a Billion Aspirations



HULAV

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ASPIRE: Unlocking a billion aspirations



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Financial Ambition: Double digit EPS growth driven by topline

FOCUS

>80%
Delta from
Future Core and
Market Makers

EXCEL

Unmissable Brand Superiority
Multi-year Market Making
Social-first Demand Generation
Channels of the Future
Winning in Many Indias 2.0

ACCELERATE

Supply Chain
Traditional Trade
Science & Technology
Net Productivity

SUSTAINABILITY



Climate



Nature



Plastics



Livelihood

CULTURE



CARE DEEPLY



FOCUS ON
WHAT COUNTS



STAY THREE
STEPS AHEAD



DELIVER WITH
EXCELLENCE



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FOCUS

**>80% Delta From
Future Core
Market-Makers**

FOCUS: TRANSFORM PORTFOLIO

Portfolio segmentation for growth prioritization



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FOCUS: TRANSFORM PORTFOLIO

Identifying big, high impact opportunities



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FUTURE CORE

10 brands at the sweet spot of premiumisation

- ➔ **Sizeable: Greater than ₹ 1000 crore with play in large segments**
- ➔ **Premium: High desirability and high performance**
- ➔ **Aspirational : Ahead of competition on Unmissable Brand Superiority**



POND'S



LUX

Pears[®]
— EST. 1807 —



Horlicks





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EXCEL

DIALING UP DEMAND DRIVERS

Unmissable Brand Superiority
Multi-year Market Making
Social-first Demand Generation
Channels of the Future
Winning in Many Indias 2.0

EXCEL: DIAL UP DEMAND DRIVERS

Unmissable Brand Superiority



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Pond's: Our Biggest Beauty Brand Turnover Progression



UBS Score vs Eyeball Competitor



Product



Pack



Proposition



Promotion



Price



Place

*FY 24 excludes the impact of one-off credit in SQ23

EXCEL: DIAL UP DEMAND DRIVERS

Multi-year market making



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c. ₹ 7000 crore (FY'24)

Six Long Term Big Bets | High Double-digit Growth

**Premium
Face**



**Premium
Hair**



**Body
Wash**



**Homecare
Liquids**



**Condiments &
Mini-meals**



**Prestige &
Wellbeing**



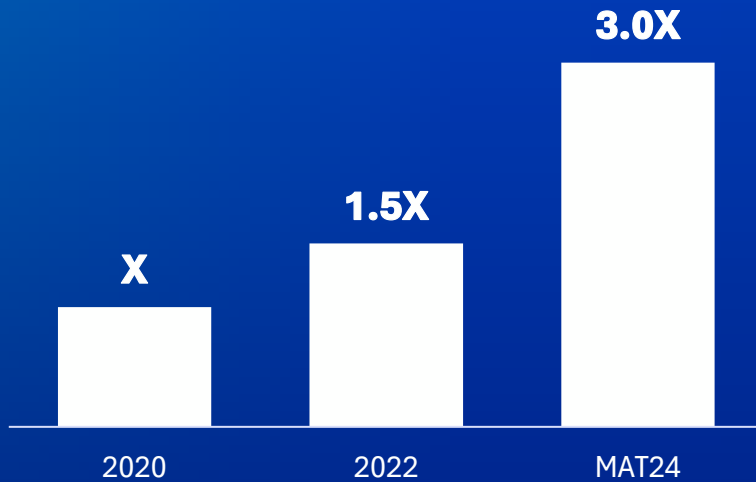
Social first demand generation



Social-First, Automated Media Planning

40%

Digital Media Contribution (MAT'24)



From 1:1 to Many:Many Conversations

8,000+

Influencers

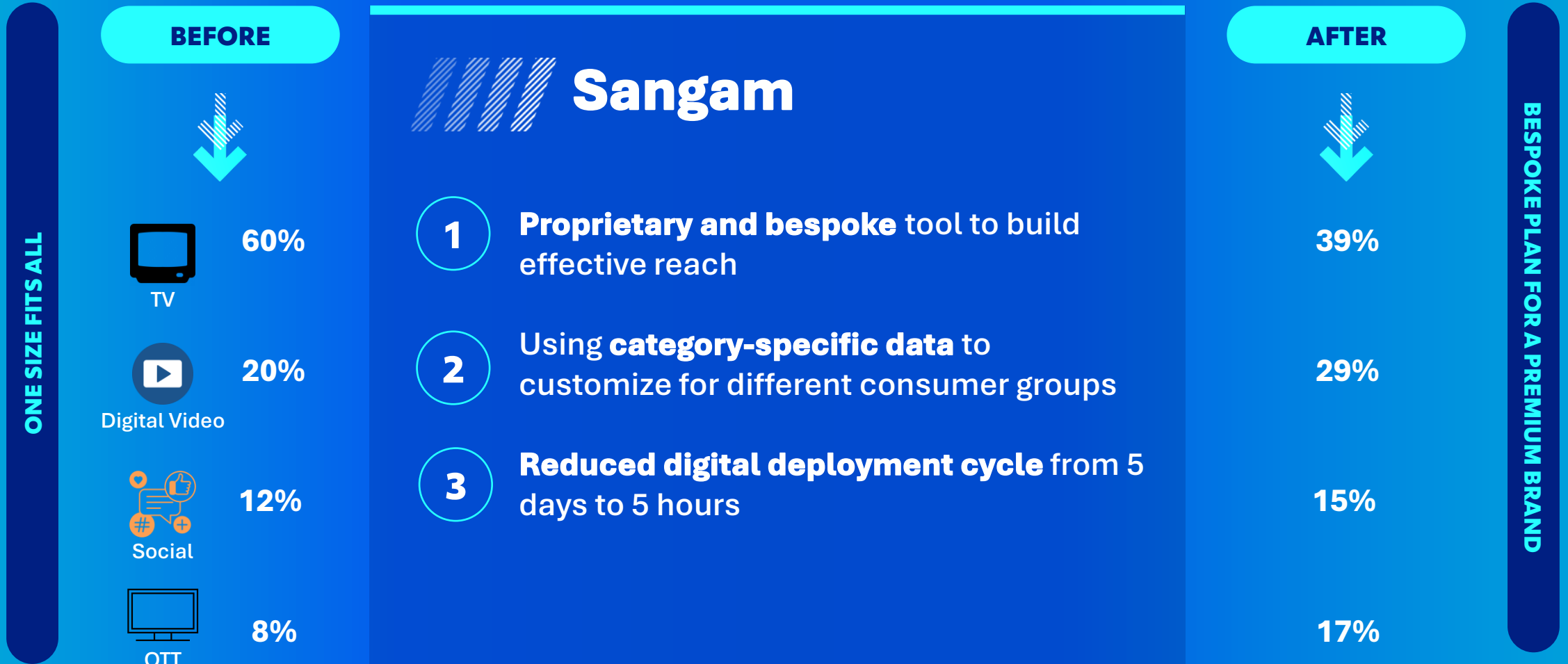
>50%

HUL Share of Voice





Social first demand generation: In action



Source: Actual deployment example from one of the premium brands

Sensitivity: Public

Channels of the future



Category Captaincy in Modern Trade

Tailwind with
1.1X Share Index

Building Brands in
Store



Platform-Centric Approach in e-Commerce

Leading Makeup Brand on
Nykaa

Building Categories
with Q-commerce



Shop By Category



Feeling snacky?

Get ramen & sauces in 10 minutes!

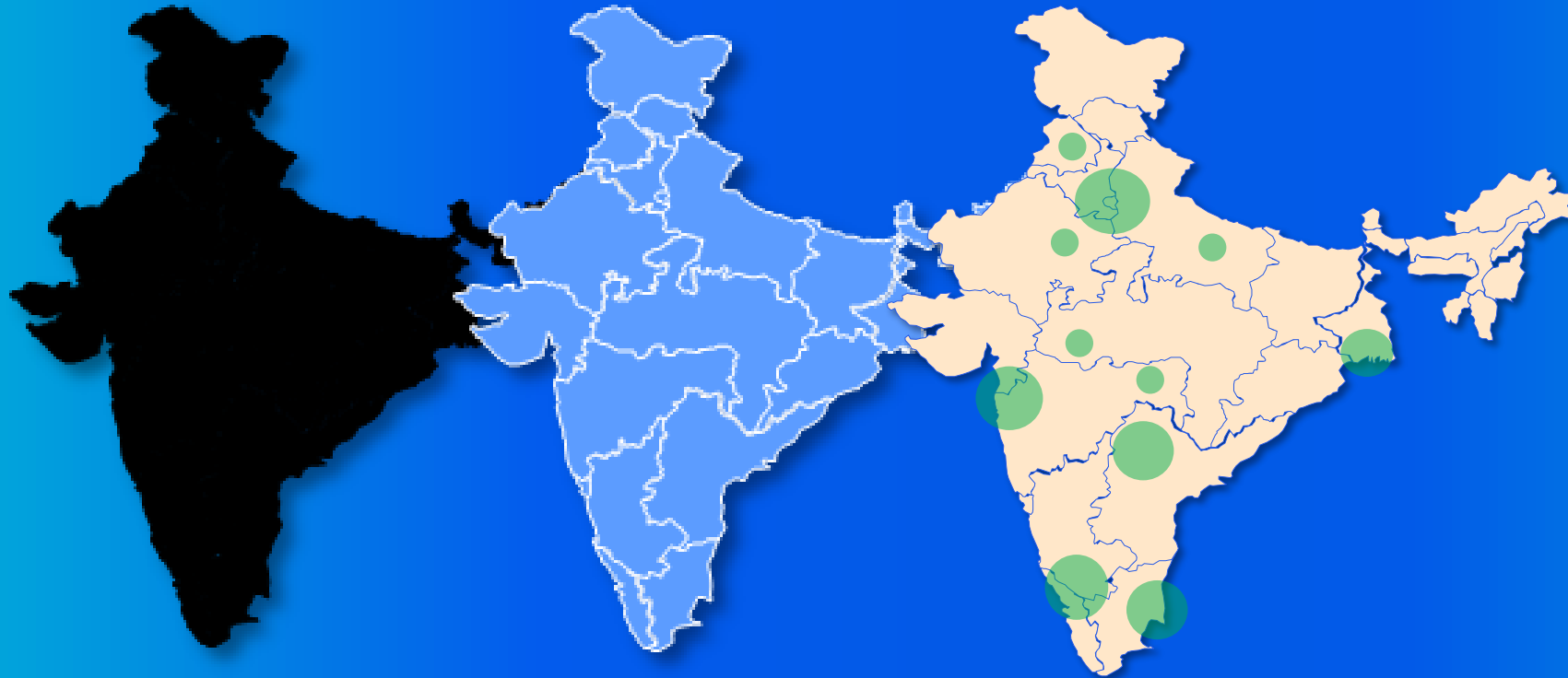
Get 2 packs of Knorr Korean Ramen for ₹99



GET FREE DELIVERY ON FIRST 4 ORDERS*

EXCEL: DIAL UP DEMAND DRIVERS

Winning in many Indias 2.0



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100 Cities

c. 30% Contribution

**Differentiated
Mental Reach**



**Differentiated
Physical Reach**

Beauty PRO
Food Specialty Stores
Chemist Stores



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ACCELERATE

DEEPENING OUR MOATS

Supply Chain
Traditional Trade
Science & Technology
Net Productivity

Lean & agile supply chain



Lean Operations



Nakshatra Network



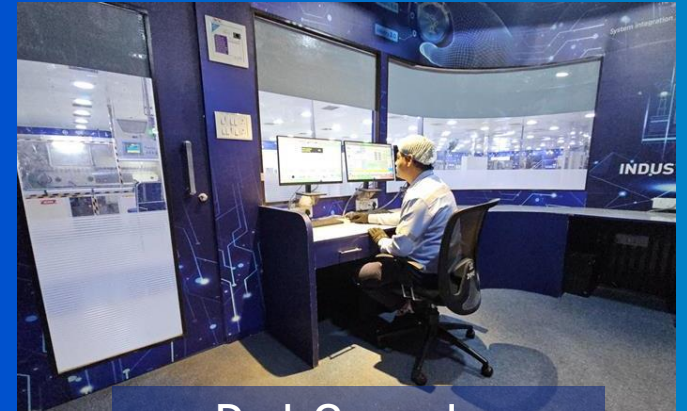
Digital Operations



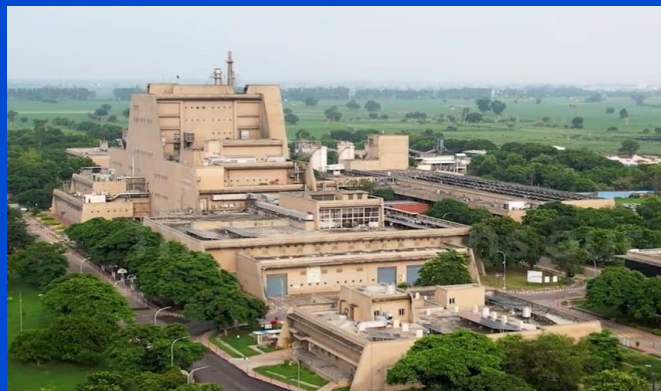
1st WEF Lighthouse: Dapada



Autonomous Operations



Dark Cascades



2nd WEF Lighthouse: Sonapat



Direct-to-Store Delivery



ACCELERATE: FUTURE-PROOF EXISTING MOATS

Digitised traditional trade



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Kirana-Centric Distributor-Inclusive



Transforming Traditional Trade

1.4 million

Retailers Onboarded

70%

Monthly Transacting Users

c. ₹ 1 out of 2

Traditional Trade Demand Capture on Shikhar

ACCELERATE: FUTURE-PROOF EXISTING MOATS

Long-term science & technology platforms



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Biosciences

E.g. Probiotics in Floor Cleaners



Next-Gen Materials

E.g. STRATOS in Soaps



Desirable Premium Mixes

E.g. Vaseline Gluta Hya



Investments in Digital-led Capabilities

Agile Innovation Hub

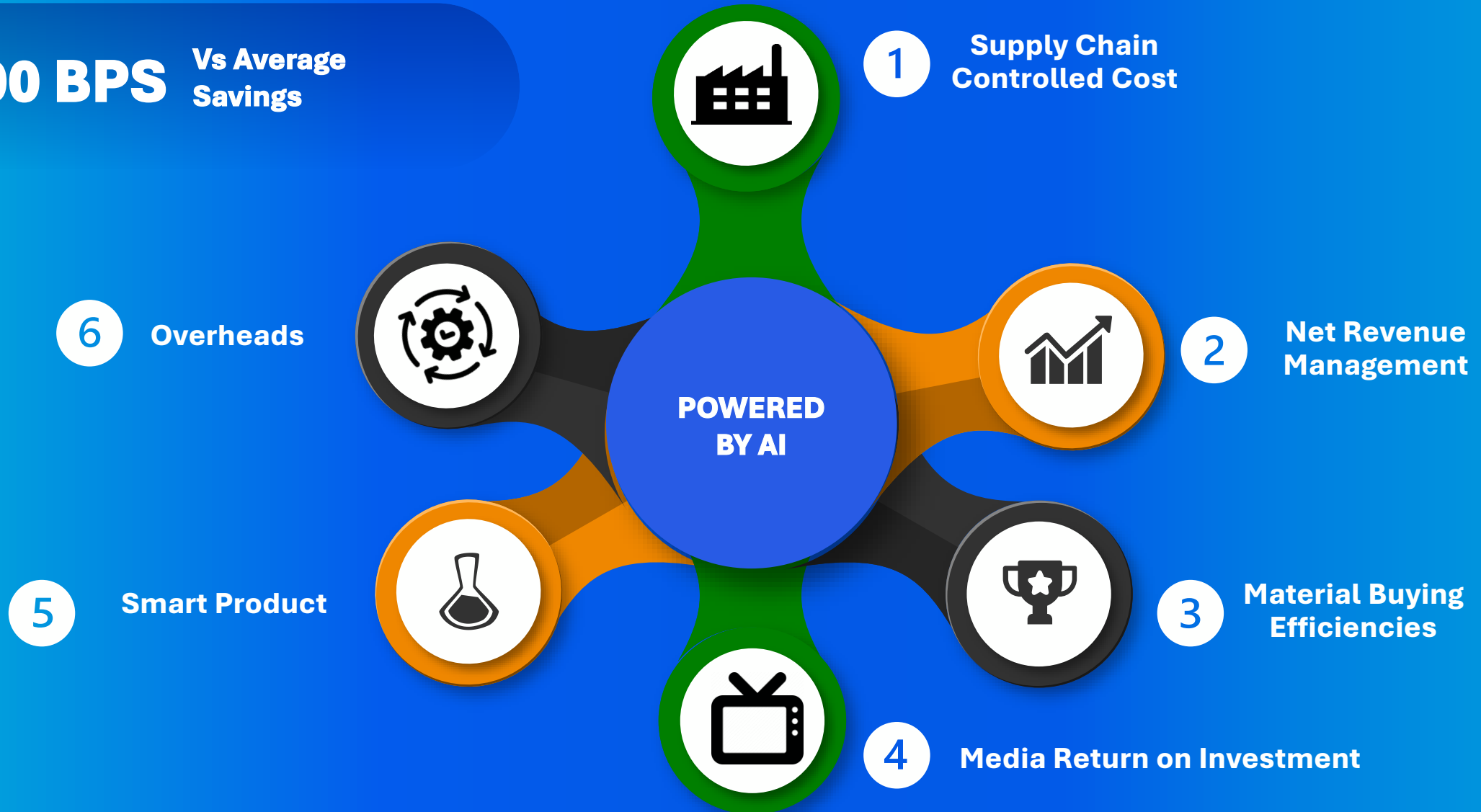
Advanced Manufacturing Centre

New Fragrance Creation House

End-to-end net productivity



+100 BPS Vs Average Savings



Focus on proven models for accelerated impact



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Climate

Net zero emissions across our value chain by 2039



Nature

Resilient and regenerative natural and agricultural ecosystems



Plastics

An end to plastic pollution through reduction, circulation & collaboration



Livelihoods

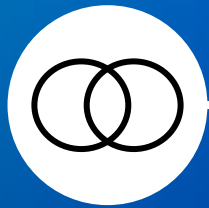
A decent livelihood for people in our value chain



Moving forward at pace



Organizing for Growth



Split BPC into Beauty & Wellbeing and Personal Care



Dedicated route-to-market for B&W and Foods



Greater portfolio prioritisation - Staples, Water, Ice Cream



Ensuring Best Talent and Governance

Talent-2-Value Mapping

>95%

High performing talent in critical leadership roles

Renewed Board

Four

New Independent Directors appointed

Clearly defined roles & accountability by Business Group

BEAUTY & WELLBEING

Shape the beauty market in the country



PERSONAL CARE

Pioneer category development and market-making



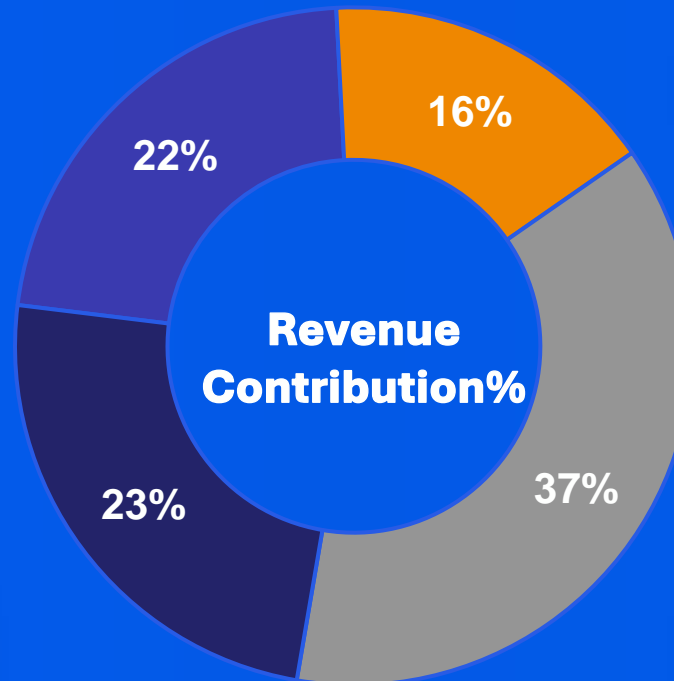
FOODS & REFRESHMENT

Sharper portfolio choices with India for India Strategy



HEMOCARE

Accelerate market-making & premiumisation



ICE CREAM SEPARATION





Transform to outperform

Our Three Biggest Transformative Shifts

- 1 Premiumising our portfolio with Unmissable Brand Superiority
- 2 Investing to accelerate growth in B&W, Foods
- 3 Accelerating channels of the future with social-first demand generation

Our Three Constants

- 1 Keeping core portfolio healthy and relevant
- 2 Attracting, developing and retaining top talent
- 3 Deepening our Supply Chain & Traditional Trade moats

Underpinned by belief of 90+ years
What is good for India, is good for HUL

THANK YOU

