



29th November, 2024

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/Madam,

Sub: Presentation at the Capital Markets Day, 2024

This is further to our letter dated 13th November, 2024, intimating that the Company would be holding its 'Capital Markets Day 2024' for Institutional Investors & Financial Analysts on Friday, 29th November, 2024.

In this regard, please find enclosed herewith the presentation that will be made at the aforesaid event.

A copy of the above presentation(s) is also available on the website of the Company at <https://www.hul.co.in/investors/results-and-presentations/company-presentations/>

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



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.



Agenda

1 Building on Our Strengths

2 Unlocking a Billion Aspirations

3 Introducing Our Strategy





Agenda

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)

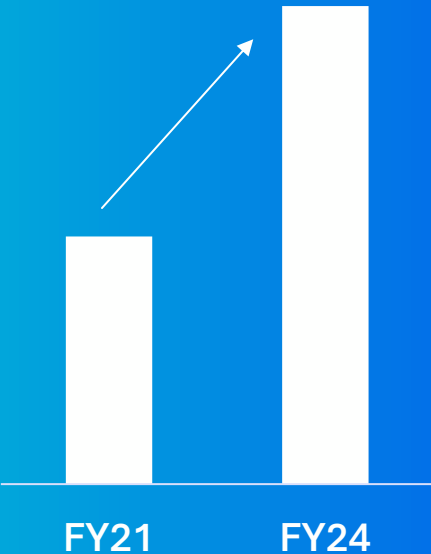
19

Brands above ₹ 1000 crore

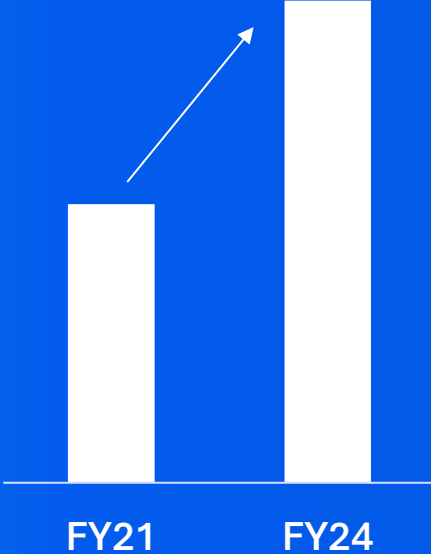


FY 2021-24: Emerging stronger

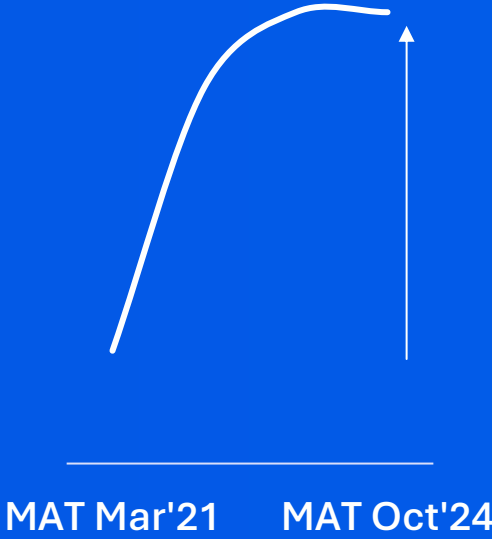
Turnover In Crores
1.3X



Net Profit In Crores
1.3X



Cumulative Share Gain
c. 200 bps





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



Hindustan Unilever Limited

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



Hindustan Unilever Limited

#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



Hindustan Unilever Limited

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



Our core strengths : Make distinctive moats

Efficient and agile value chain



Hindustan Unilever Limited



28 Factories
50+ CM sites



Reach in 9
Million+ Stores



Best in Class
Costs



Data &
Technology

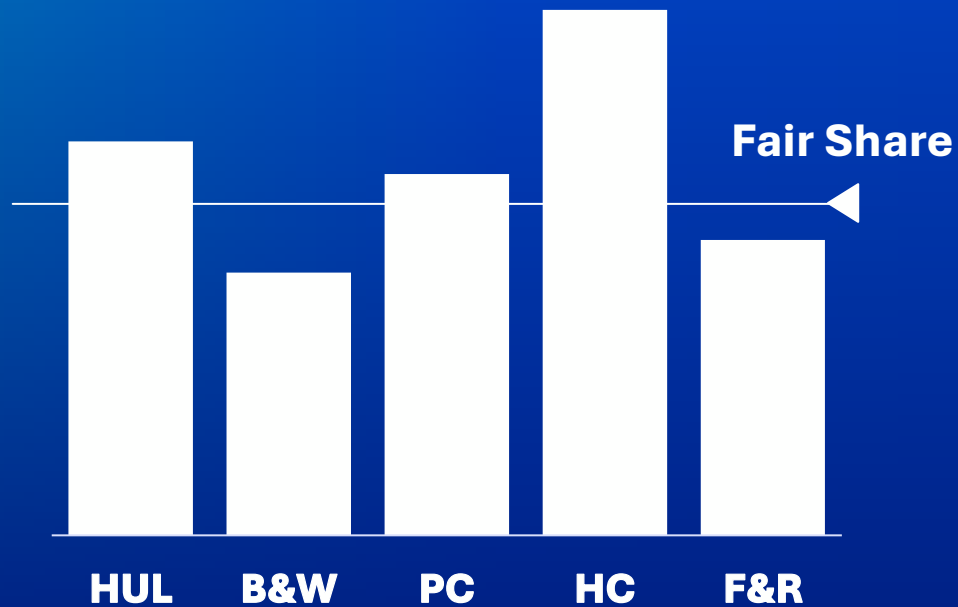
A lot remains to be done



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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

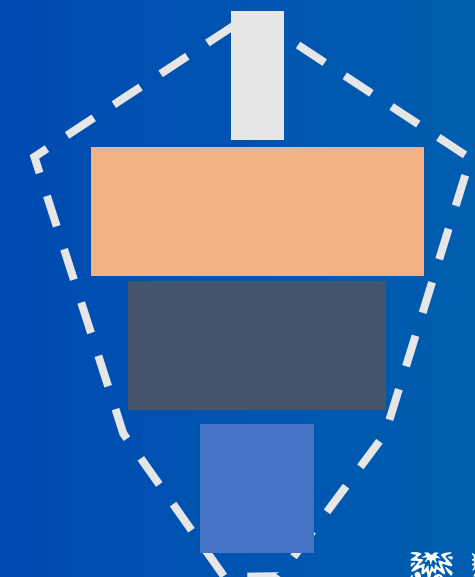
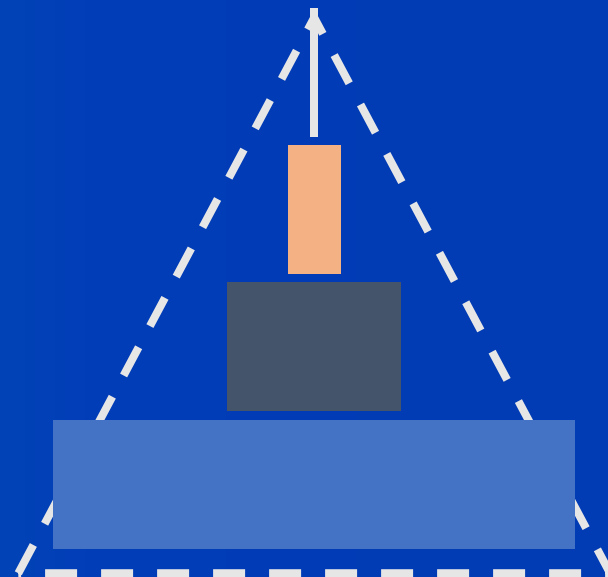
Annual Income per Household

> \$ 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



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

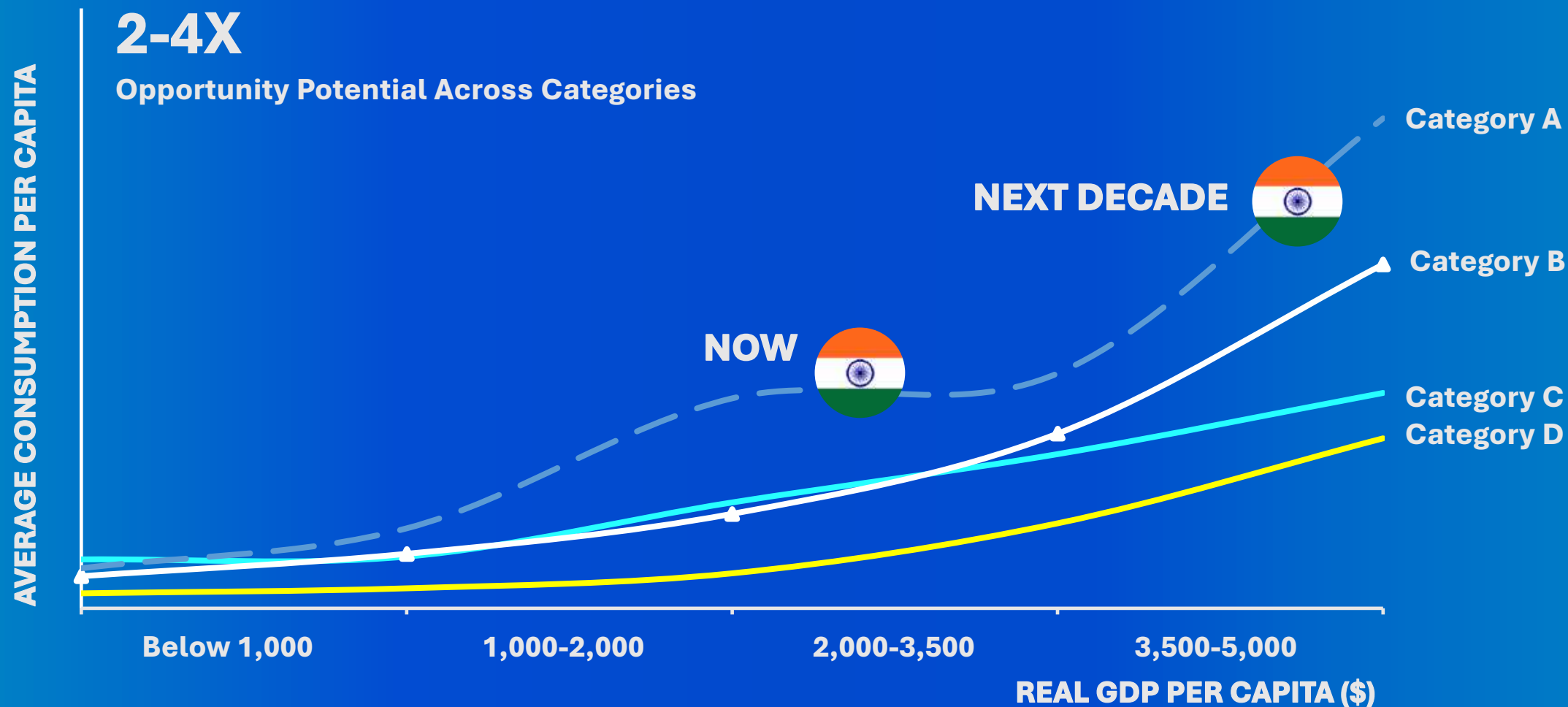


Hindustan Unilever Limited

Leading to disproportionate FMCG growth



Hindustan Unilever Limited





Hindustan Unilever Limited



Unlocking a Billion Aspirations



HULAV

20/270

Agenda

- 1 Building on Our Strengths**
- 2 Unlocking a Billion Aspirations**
- 3 Introducing Our Strategy**



Hindustan Unilever Limited



ASPIRE: Unlocking a billion aspirations



Hindustan Unilever Limited

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



FOCUS

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

Portfolio segmentation for growth prioritization



Identifying big, high impact opportunities



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





Hindustan Unilever Limited

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

Unmissable Brand Superiority



Hindustan Unilever Limited



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

Multi-year market making



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**



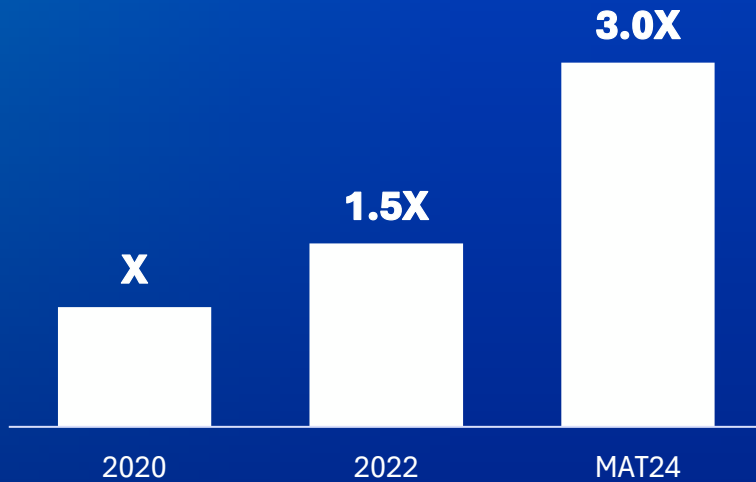
Social first demand generation



➔ Social-First, Automated Media Planning

40%

Digital Media Contribution (MAT'24)



➔ From 1:1 to Many:Many Conversations

8,000+

Influencers

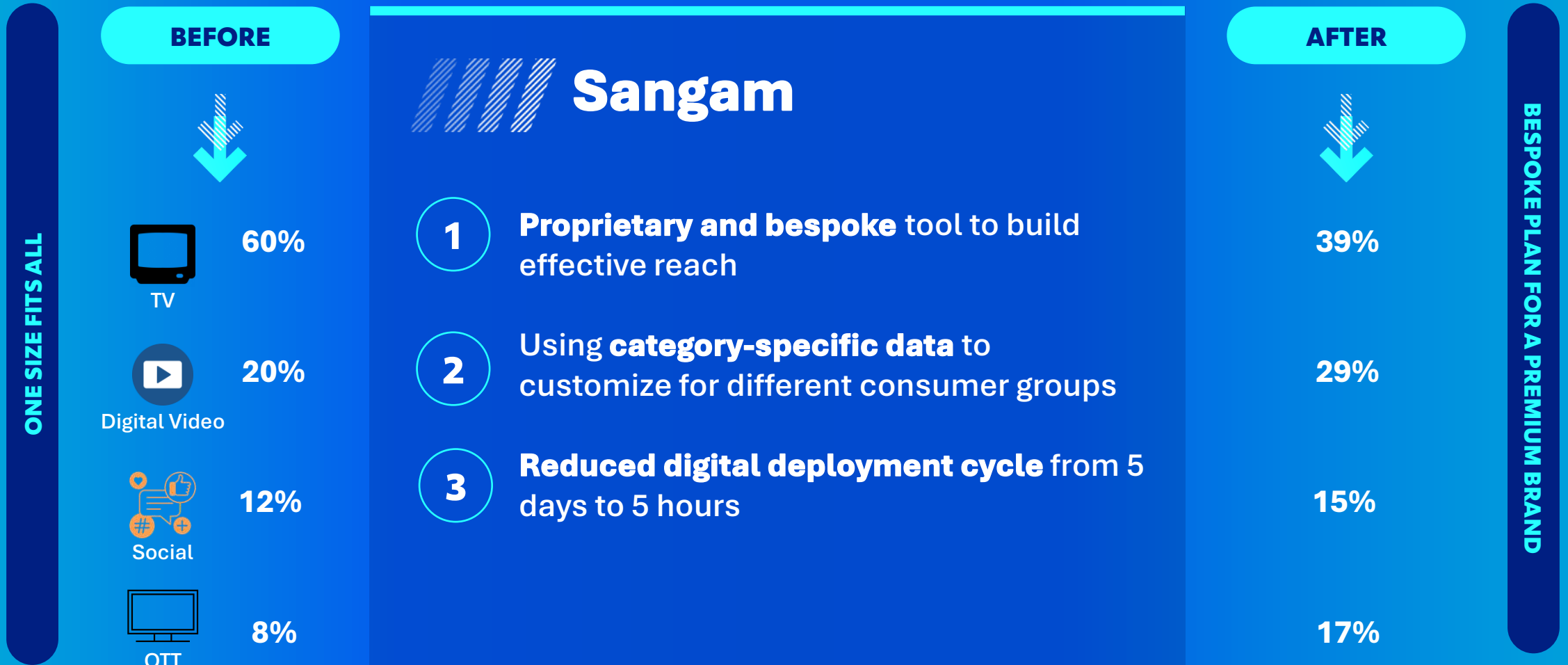
>50%

HUL Share of Voice





Social first demand generation: In action



Channels of the future



➡ Category Captaincy in Modern Trade

Tailwind with
1.1X Share Index

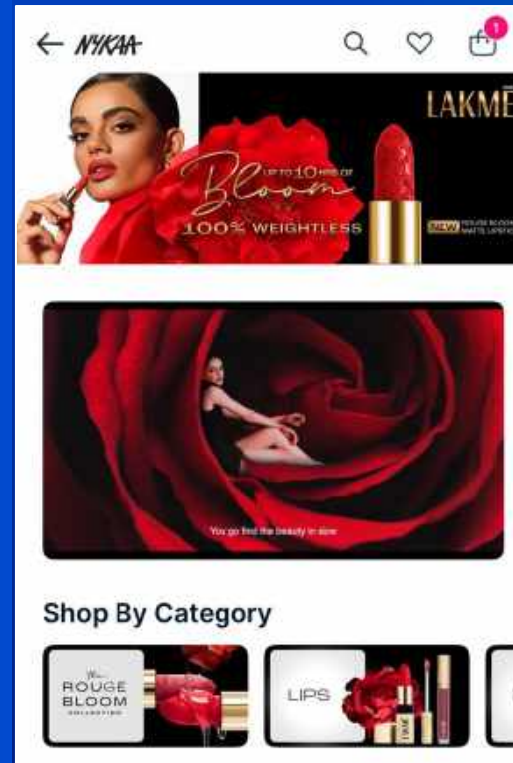
Building Brands in
Store



➡ Platform-Centric Approach in e-Commerce

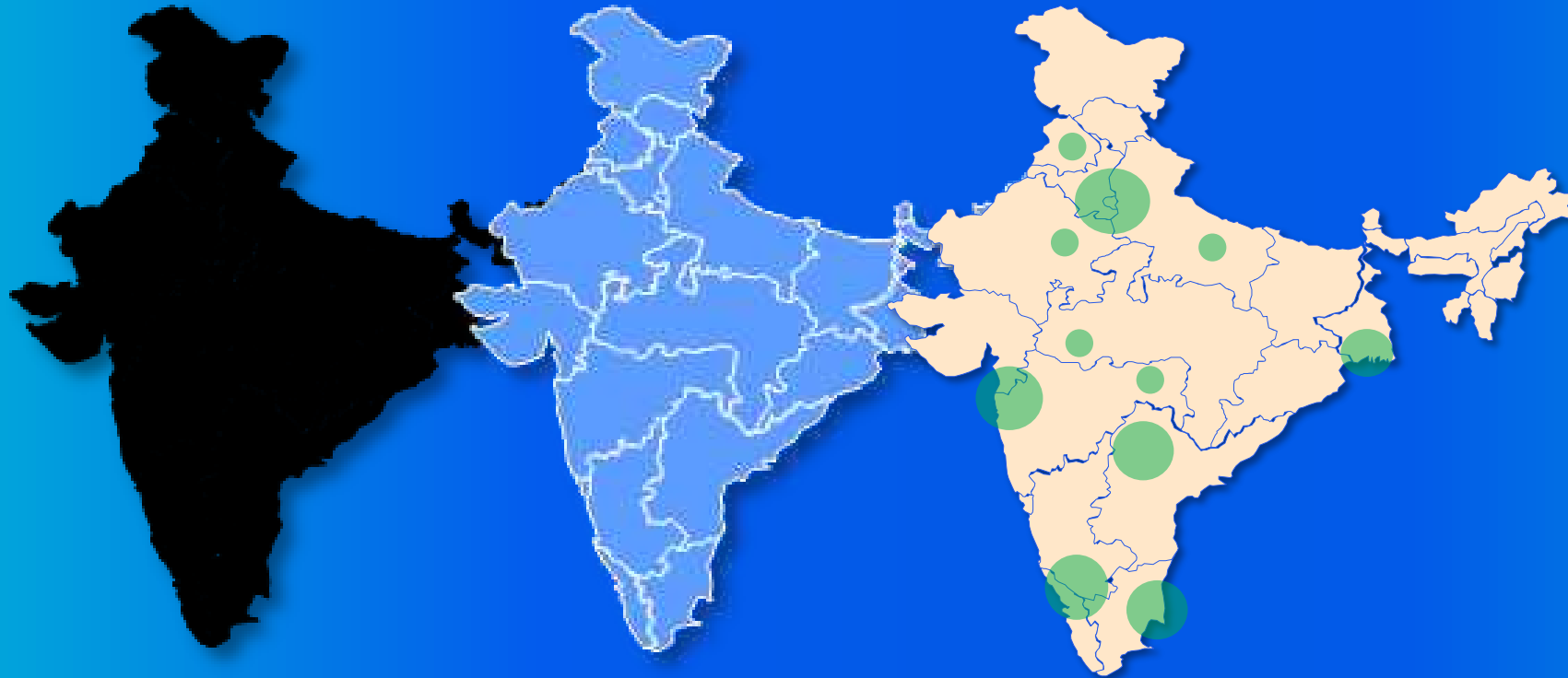
Leading Makeup Brand on
Nykaa

Building Categories
with Q-commerce



EXCEL: DIAL UP DEMAND DRIVERS

Winning in many Indias 2.0



ONE NATION

One Size Fits All



WiMI

16 Socio-
Economic Clusters



WiMI 2.0

Affluent
Agglomerations



Hindustan Unilever Limited



100 Cities

c. 30% Contribution

**Differentiated
Mental Reach**



**Differentiated
Physical Reach**

Beauty PRO
Food Specialty Stores
Chemist Stores



Hindustan Unilever Limited

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



Hindustan Unilever Limited

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

Long-term science & technology platforms



Hindustan Unilever Limited



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

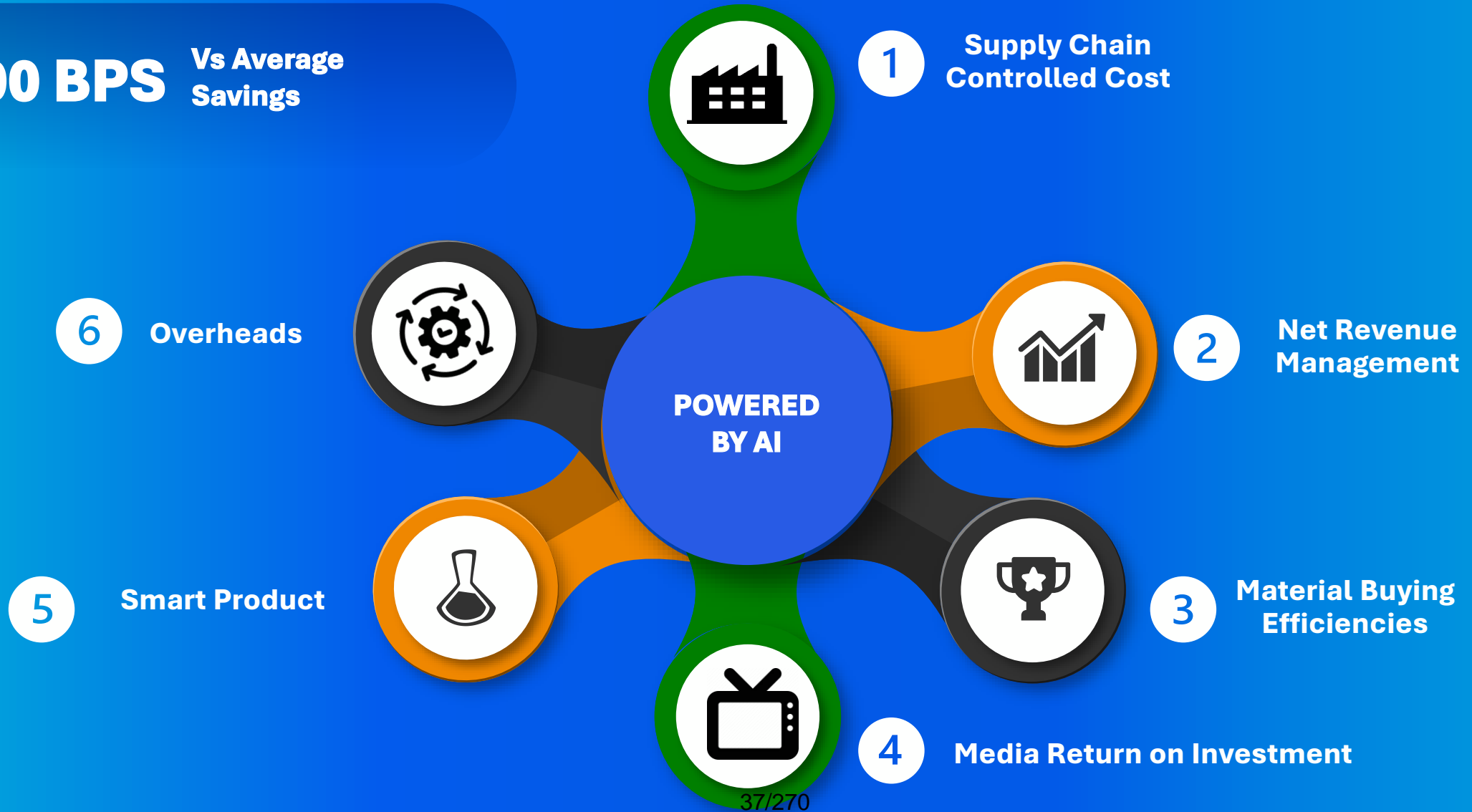
Advanced Manufacturing Centre

New Fragrance Creation House

End-to-end net productivity



+100 BPS Vs Average Savings



Focus on proven models for accelerated impact



Hindustan Unilever Limited



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

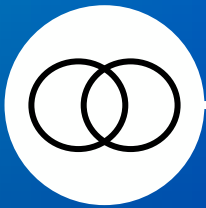
A decent livelihood for people in our value chain



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

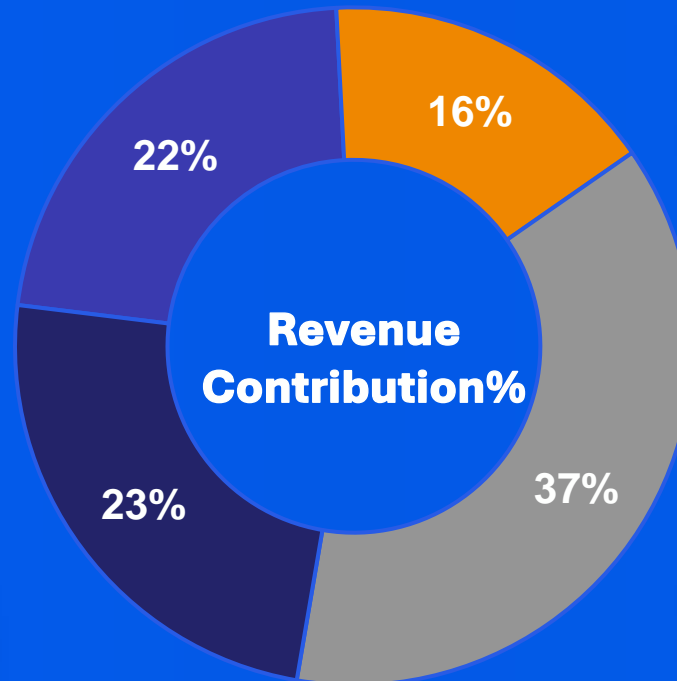
FOODS & REFRESHMENT

Sharper portfolio choices with India for India Strategy



HOMECARE

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





Hindustan Unilever Limited



BEAUTY & WELLBEING | CAPITAL MARKETS DAY 2024

HARMAN DHILLON, EXECUTIVE DIRECTOR – BEAUTY & WELLBEING

SAFE HARBOUR STATEMENT

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Hindustan Unilever Limited

We are
the #

1

Beauty
Company
in India

With Market Leadership across Our Categories



Hindustan Unilever Limited



#1

SKIN CARE

Relative Market Share: **4.5X**



#1

HAIR CARE

3X



#1

COLOR COSMETICS

1.4X



Hindustan Unilever Limited

3 of 5

Most Loved Brands across Categories

c. 300 Mn

Indian Households reached Annually

#1

Top of Mind Recall across Categories

Fulfilling Unmet Consumer Needs Rooted in Consumer Intimacy

We have Built Beauty Habits in India



1ST HAIR CONDITIONER



1ST LIQUID LIPSTICK



1ST BRIGHTENING CREAM



1ST CC CREAM





Hindustan Unilever Limited



The Indian Beauty Consumer is Rapidly Evolving



Hindustan Unilever Limited

01 Rising Affluence | Opportunity at Both Ends of the Spectrum

< \$ 8500 <



Source: Basis income per household in real terms, Joint report by Bain and World Economic Forum

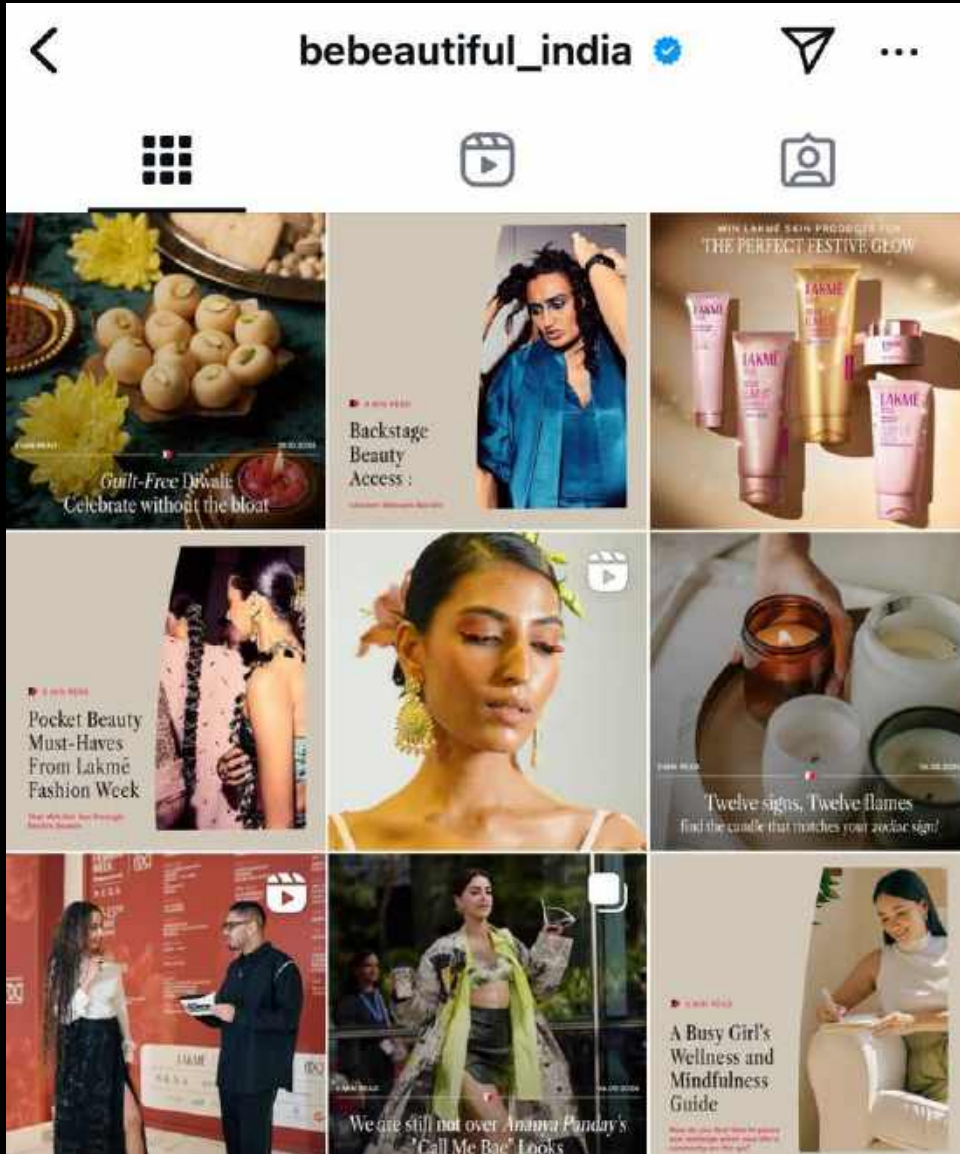
Sensitivity: Public



Hindustan Unilever Limited

02

Democratization of Information & Expertise via Social Media



470 Mn
Social Media Users

>2.5 Hrs
Scrolling per Day

8 out of 10

Beauty Shoppers discover brands on social media

2 out of 3

Beauty Shoppers purchase products after watching IG reels

Source: OOSGA 'Social Media in India', Meta 'Unveiling New Insights To Spur the Beauty & Fashion Industry in India'



Hindustan Unilever Limited

03 Changing Retail Landscape

Specialization is the Name of the Game

Enablers



High Stake Occasions



Stepification



Convenience



>3X

Online CAGR (2023-2028P)
vs. Market

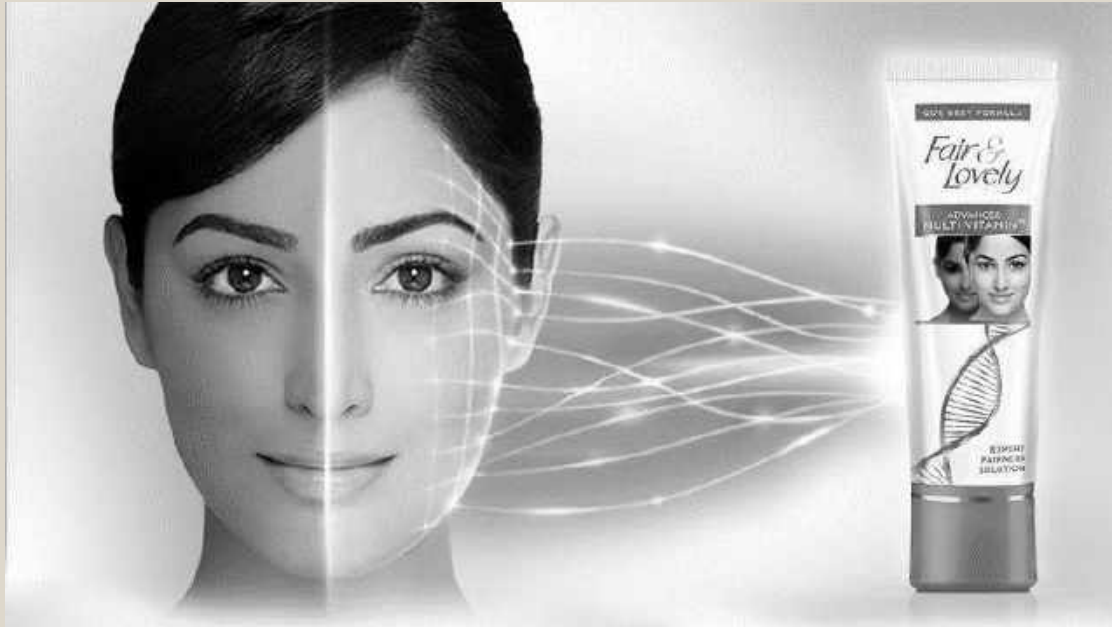


>2X

of Brands in H&B
vs. Traditional Trade



Leading to a Decadal Shift in the Beauty Ecosystem



<2000s

**Product Centric
Single Product Regime**

One to Many

Many to Many

**Ecosystem Led
Product Regime at 3X+**

>2020s



Hindustan Unilever Limited



Hindustan Unilever Limited

Our Vision for the Future

**“BE THE BEAUTY
SHAPERS FOR INDIA”**

Leading to Our Strategy



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Focus **PORTFOLIO FOR BEAUTY**

Portfolio and formats meeting the needs of all consumer cohorts



Excel **MENTAL REACH FOR BEAUTY**

Distinctive and leading-edge capability in Media for Beauty



Accelerate **PHYSICAL REACH FOR BEAUTY**

Stepping up desire and flawless execution at point of sale

Building the #1 Portfolio for Beauty

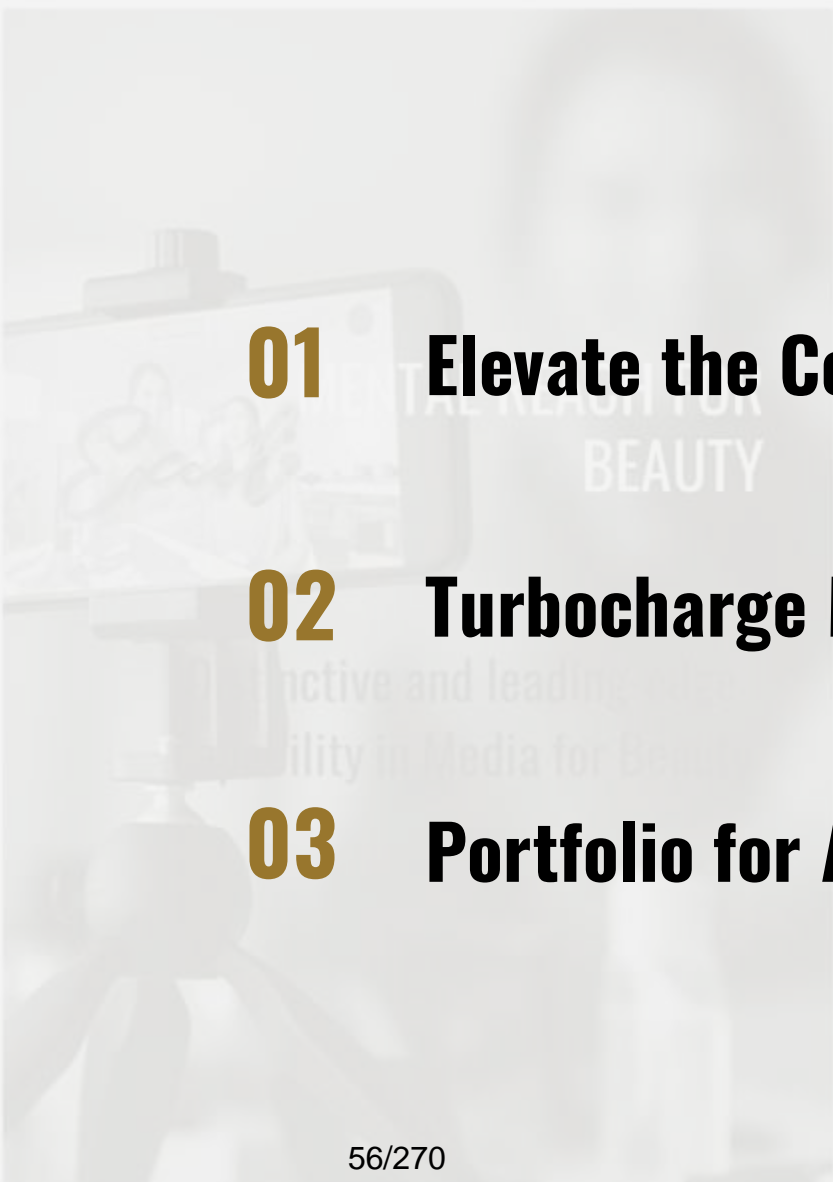


Hindustan Unilever Limited



Focus **PORTFOLIO FOR BEAUTY**

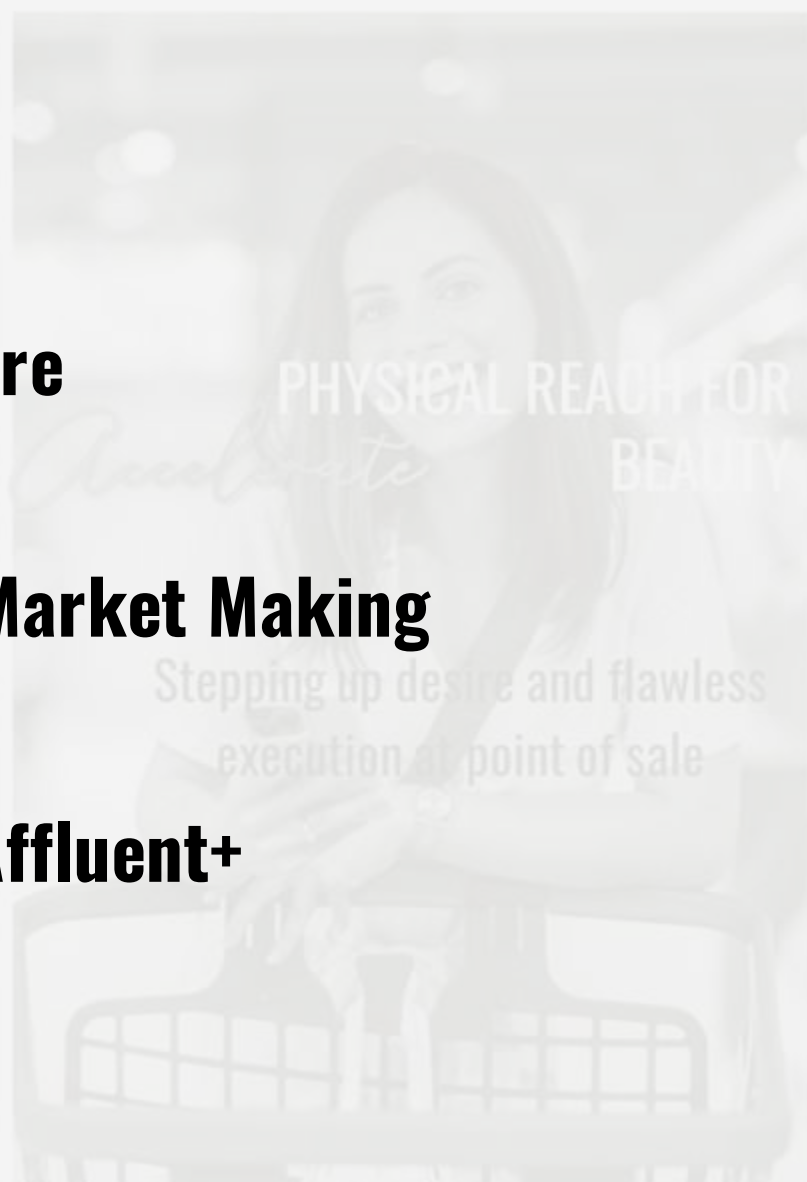
Portfolio and formats meeting the needs of all consumer cohorts



01 Elevate the Core

02 Turbocharge Market Making

03 Portfolio for Affluent+





Hindustan Unilever Limited

10,000 more hair strands in 8 weeks*

Clinically Proven

Dove scalp+ hair therapy

DENSITY BOOST

*Basis independent clinical study on scalp serum vs baseline, 2024

01 Unmissable Brands with Holistic Superiority

90%

Superiority vs. Key Competitor

30+

Patented Technology in Market

50+

New Formats & Capabilities

Superior technology is the Bedrock of our Products



TRESemmé®

SCIENCE LED BEAUTY SOLUTIONS



**POWERED BY TECHNOLOGY SUPERIOR TO
COMPETITION**



Elevating Science & Desire in Our Brands





POND'S
SKIN INSTITUTE

NEW
NIASORCINOL™
FOR ULTIMATE BRIGHT SKIN

MIRACLES HAPPEN

Vaseline

DEWY RADIANT SKIN
THAT REFUSES TO STAY IN

GLUTA-HYA

70% MORE POWERFUL THAN VITAMIN C

LAKME

OVERNIGHT SUPER SERUM FOR RENEWED RADIANCE

0.1% PRO RETINOL + 5% PEPTIDE COMPLEX

Elevating Science & Desire in Our Brands

TRESemmé

NEW
LAMELLAR GLOSS

GET
8X
GLOSSY HAIR

Dove

10-in-1 DEEP REPAIR HAIR MASK

Reverses 3 Years of Damage*

Dove

10-in-1 DEEP REPAIR HAIR MASK

Reverses 3 Years of Damage*

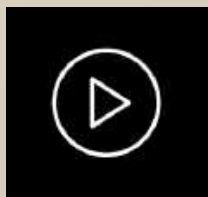
Indulekha

Grows new hair

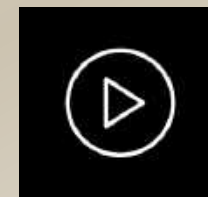
Treat hairfall at the root.



Hindustan Unilever Limited



Ponds AV



Tresemme AV



02 The Consumer is Evolving & Seeking more Regime

Huge Market Development opportunity in the Penetration Continuum →

100%

Shampoo

Brightening

Body Lotions

Face Cleanser

Moisturization

Serums & Treatments

Sun Care



0%



02 Disproportionate Investments to Build 6 High Growth Segments



FACE CLEANSING



LIGHT MOISTURIZER



SERUMS & TREATMENTS



SUN CARE



DESEASONALISE BODY



MASSTIGE

With a Portfolio to meet needs of all Consumer Cohorts



Hindustan Unilever Limited

Affluent India

Premiumize with Elevated Demand Spaces

Aspiring India

Market Development through Access & Education



And Differentiated Market Making Playbooks

Affluent

With Authority, Advocacy & Specialized Channel Focus



Aspirers

With Persuasive Communication, Access made Available & Sampling at Scale



03 Newest Addition to our Portfolio | Masstige+ Brands addressing Opportunities with the Affluent+ Consumer



Clean Beauty



Professional Hair Care



Therapeutic/Derma Care



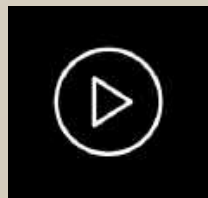
Wellbeing



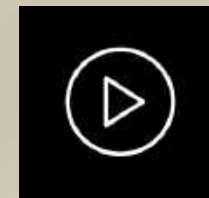
Prestige



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Nexus AV



Novology AV

Enviably Portfolio designed to Win In Beauty



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dermalogica

NEXXUS
NEW YORK

NOVOLOGY
CO-CREATED WITH DERMATOLOGISTS

LIQUID IV.

Affluent

Simple

LOVE beauty AND planet

oZIVA
Clean, Plant Based

LAKMĒ

TRESemmé
USED BY PROFESSIONALS

indulekha

Aspirers

POND'S
SKIN INSTITUTE

Vaseline

Dove

Glow & Lovely

CLINIC
PLUS+

sunsilk

Across

01

Price Tiers

02

Demand Spaces

03

Formats

Leading the Curve on Media for Beauty



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Focus PORTFOLIO FOR BEAUTY

Portfolio and formats meeting the needs of all consumer cohorts



Excel MENTAL REACH FOR BEAUTY

Distinctive and leading-edge capability in Media for Beauty



Realize PHYSICAL REACH FOR BEAUTY

Stepping up desire and flawless execution at point of sale

Pivoting to Media Models of the Future



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*Content that
Converts*



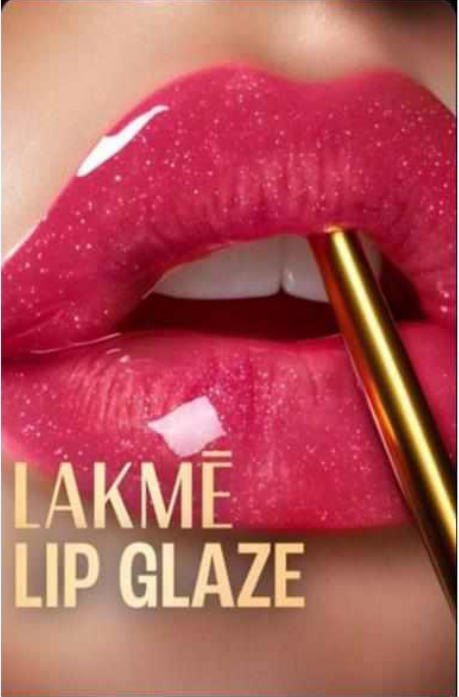
*Social Rich
Media Mix*



*Beauty
Advocacy*



*Ad & Tech
Enabled*



Building Long-Term Equities in Beauty with Content that Converts





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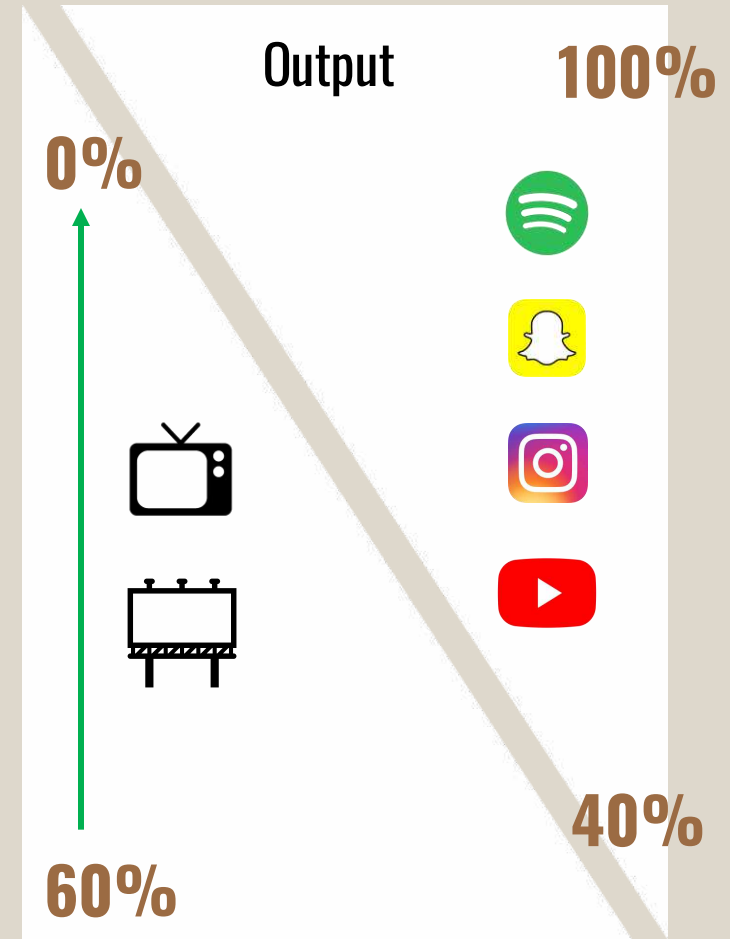


Dove AV

Pivoting to a Social Rich Media Mix | Digital > TV



Hindustan Unilever Limited



And a Strong Ecosystem for Beauty with Advocacy & Authority

#1

Beauty Influencer ecosystem in India



Partnership with Voices of

Authority





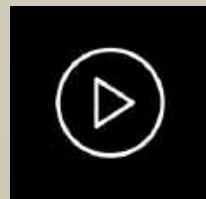
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Enabled by AI & Beauty Tech to enhance the Consumer Experience





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TY AV

76/270

Building Competitive Moats on Channels for Beauty



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Focus PORTFOLIO FOR BEAUTY

Portfolio and formats meeting the needs of all consumer cohorts



Scale DIGITAL REACH FOR BEAUTY

Active and leading digital capability in Media for Beauty



Accelerate PHYSICAL REACH FOR BEAUTY

Stepping up desire and flawless execution at point of sale

Affluent Shopper in Specialized Channels seeking Regime



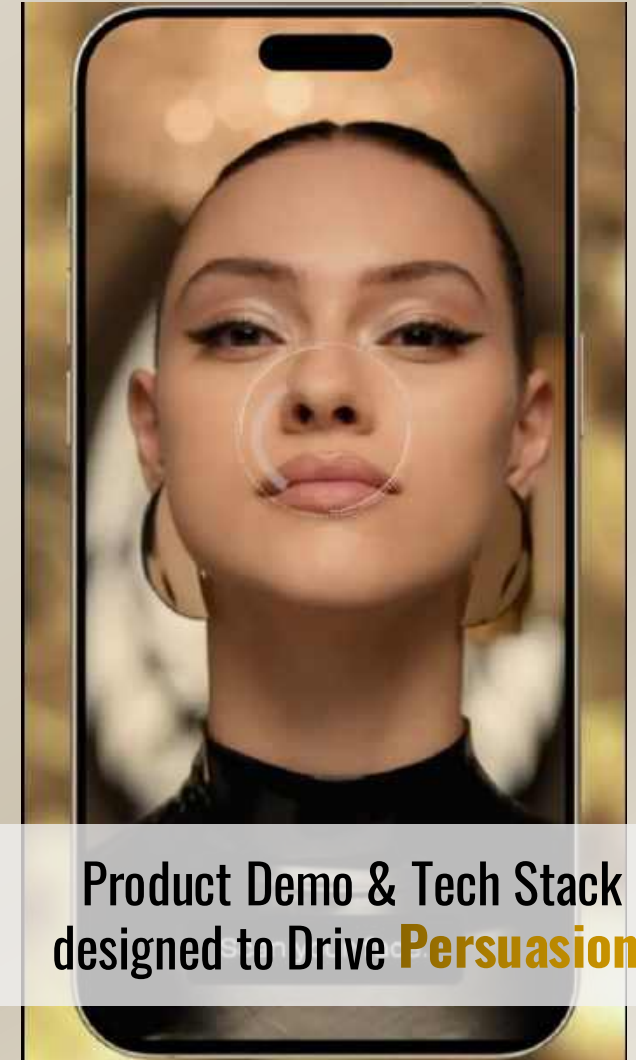
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Increasing **Assortment**



Building Brands in **Specialist Stores**



Product Demo & Tech Stack designed to Drive **Persuasion**

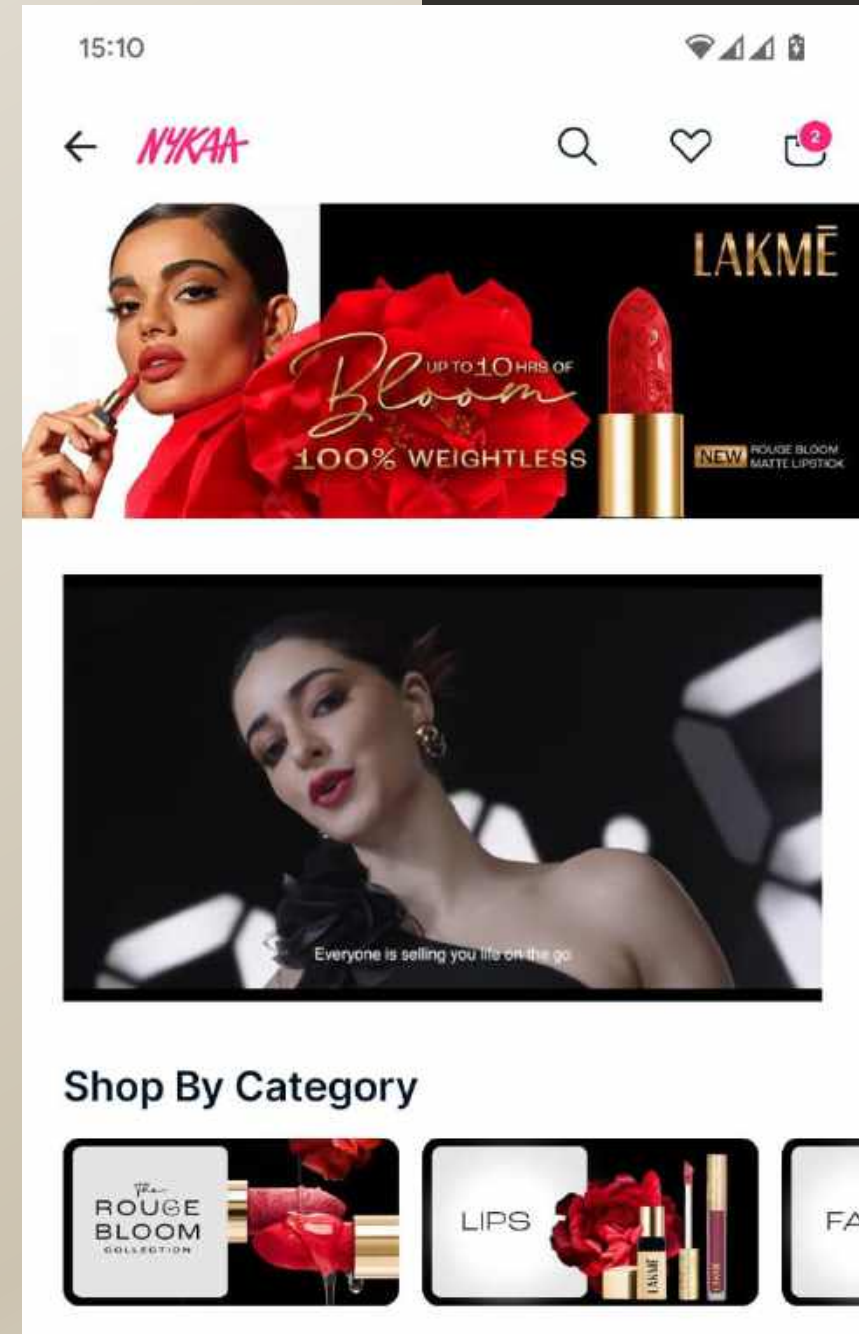
Building Curated Route to Market for Beauty

Offline

c. 70% Affluent+ Households in Top 88 Towns

Online

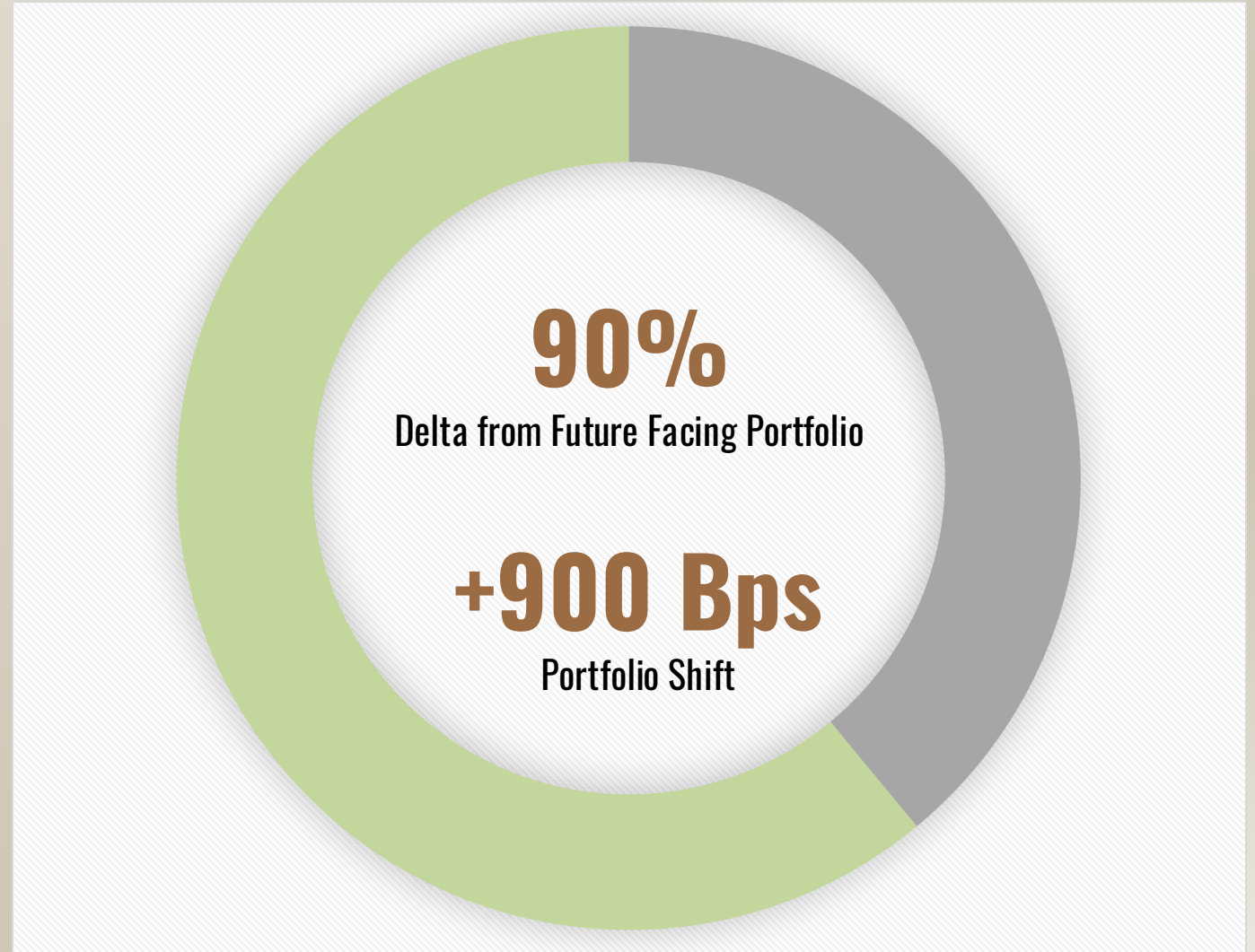
100% Specialist Beauty Business in eCommerce






Hindustan Unilever Limited

Leading to a Future Facing Portfolio in High Growth Spaces





HUL: India's #1 Beauty Company and Our Best is yet to Come



#1 PORTFOLIO FOR BEAUTY

Portfolio and formats meeting the needs of all consumer cohorts



#1 MENTAL REACH FOR BEAUTY

Distinctive and leading-edge capability in Media for Beauty



#1 PHYSICAL REACH FOR BEAUTY

Stepping up desire and flawless execution at point of sale



Hindustan Unilever Limited

THE BEAUTY SHAPERS FOR INDIA

THANK YOU





Hindustan Unilever Limited

PERSONAL CARE...

VIPUL MATHUR

Executive Director, Personal Care

84/270



SAFE HARBOUR STATEMENT

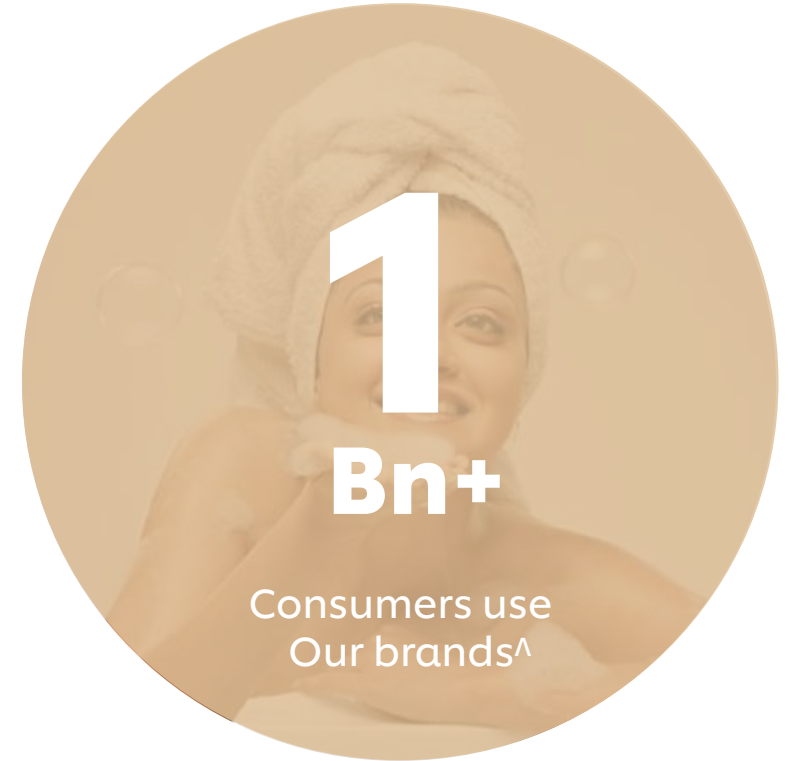
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PC AV



We are a Powerhouse Franchise and #1 PC business in the country

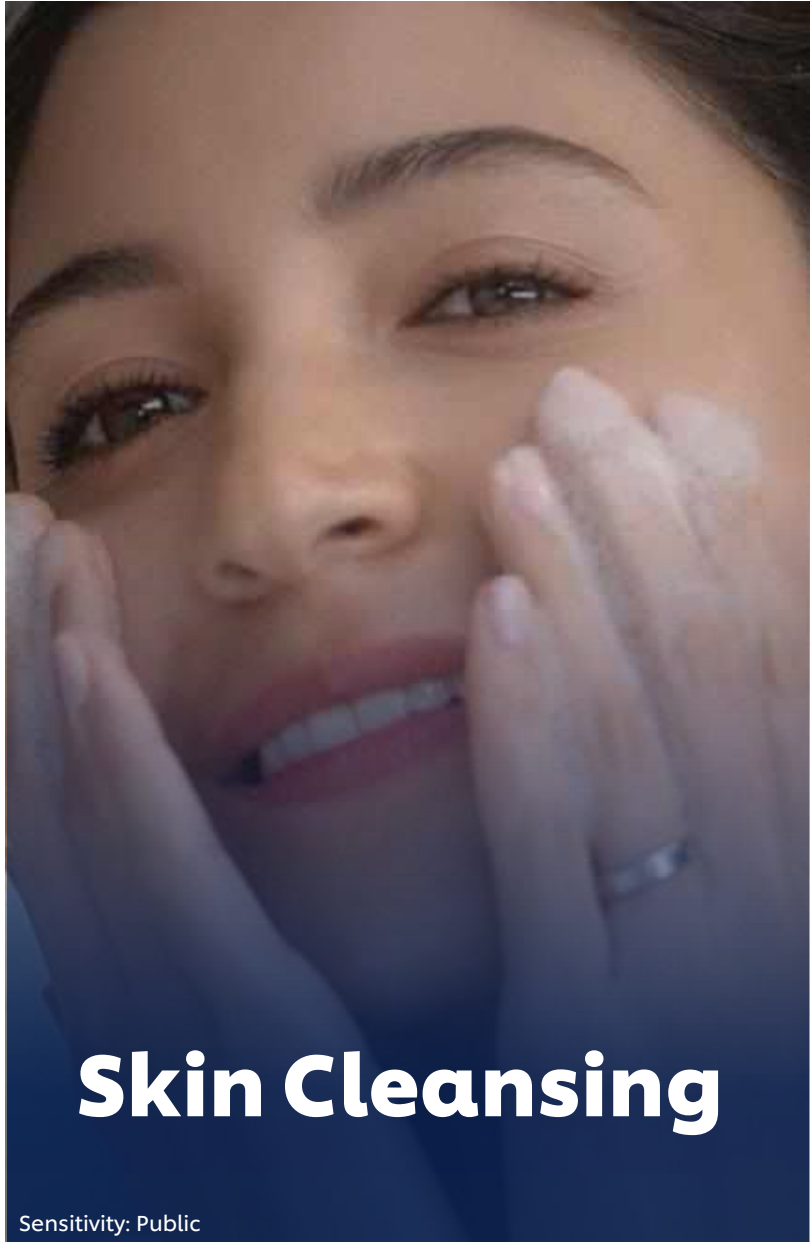


Source:
Business size as per FY'24 Turnover
Market leadership as per Nielsen Retail Market Value Share
Consumer usage as per Kantar Penetration, MAT Sep '24

Sensitivity: Public



With presence across key and sizeable Personal Care categories





With Unparalleled Scale of our Unmissable Brands



4
**OF OUR
BRANDS
ARE**
₹1000
CRORE+

India's Income Distribution is changing

Growing incomes | Pyramid to Diamond

of households

219 MILLION

2005

293 MILLION

2018

386 MILLION

2030 PROJECTED

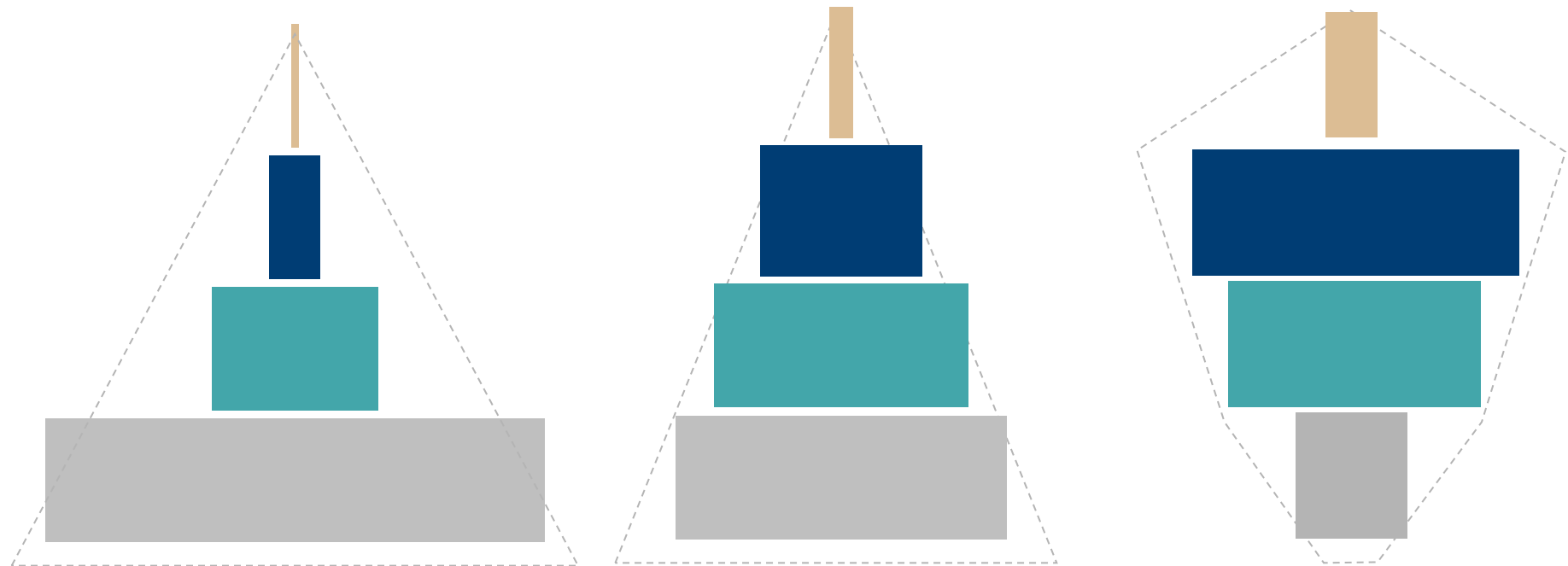
> \$ 40,000

\$ 8,500-40,000

\$ 4,000-8,500

< \$ 4,000

Annual income per household





This Affluence will bring higher spending power in PC

Per capita spends in Personal Care

PC Spends/HH/ Year

HUL Share of segment in body cleansing

Affluent +



2.2X

>120 API

Affluent



1.9X

1.2X

Aspirer



1.5X

<120 API

Striver



X

X

Leading Personal Care Disruption in India



01 Breakthrough Technology

02 Unmissable Brand Superiority

03 Market Making

1. We have a legacy of Pioneering Technology



Hindustan Unilever Limited



1A. Stratos Technology lead innovation unlock on Bars

Formulation Flex



**Brighter Soap
visuals**

Supply Chain Resilience



**Creamy
Lather**

Demonstrable Superiority



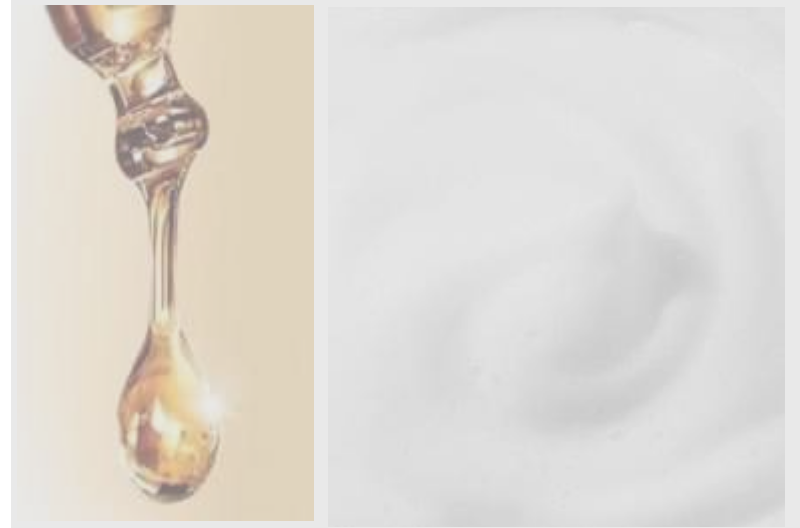
**Lower rate
of wear**

1B. Breakthrough Technology to meet Unique Consumer Needs

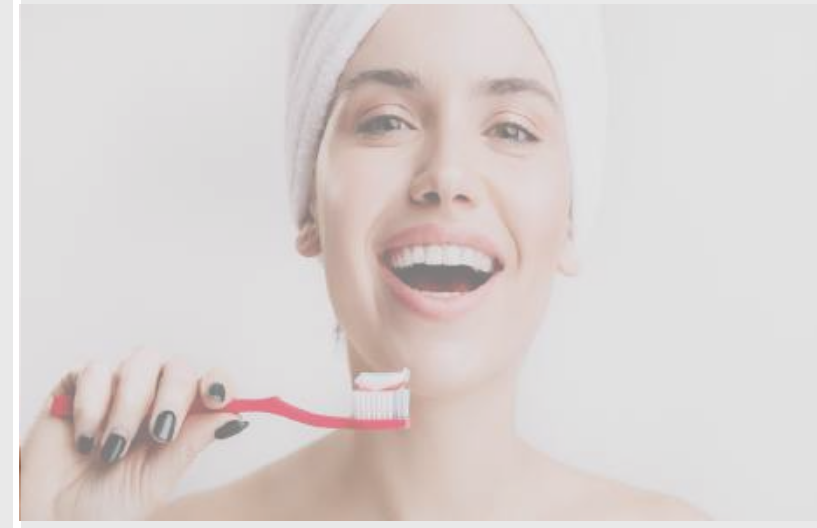
Mood Engineering



Advanced Shower



Potent Freshness





**CAN A BODY WASH MAKE
YOU FEEL MORE CONFIDENT
AND ATTRACTIVE?**



Lux Tech AV

96/270

2A. Unmissable Brand Superiority - Lux Beauty Masterbrand



Hindustan Unilever Limited

NEW

ENHANCES YOUR SKIN FOR AN
EVEN-TONED GLOW*

VITAMIN C VITAMIN E



LUX

NEW

UNVEIL
VISIBLY CLEAR
GLOWING SKIN*

100% PURE SANDALWOOD OIL VITAMIN C



LUX

EXPERIENCE
LONG LASTING
FRAGRANCE

UP TO 12 HRS*



LUX

INDULGE.
EXFOLIATE.
GLOW.

WITH 100% NATURAL HIMALAYAN OIL



LUX
ESSENCE OF HIMALAYAS

2B. Unmissable Brand Superiority - Designed for Channel

Traditional Trade

Modern Trade

E-Commerce



2C. Unmissable Brand Superiority - WIMI Product solutions



Hindustan Unilever Limited

Product solutions
in our portfolio
across
preferences



Skin type

-Dry / Sensitive Skin



Habit and Tradition

Ingredient Preference -Neem/Sandal



External aggressors

Climate and Pollution



Economics

Affordability and Premium



closeup®

LUX



2D. Unmissable Brand Superiority - WIMI in communication

Rooted in culture



Festival Activation



Category X WIMI insight



Regional Celebrities



Pop culture





Lifebuoy AV



Lux Soap AV





Moti AV



3. Market Making| Via Body Washes and Roll-ons

A. Bodywash : 5X Growth | 2x Profitability

B. Roll-Ons



Market Making using HUL capabilities

Wide media

Bodywash>>



Roll-On>>

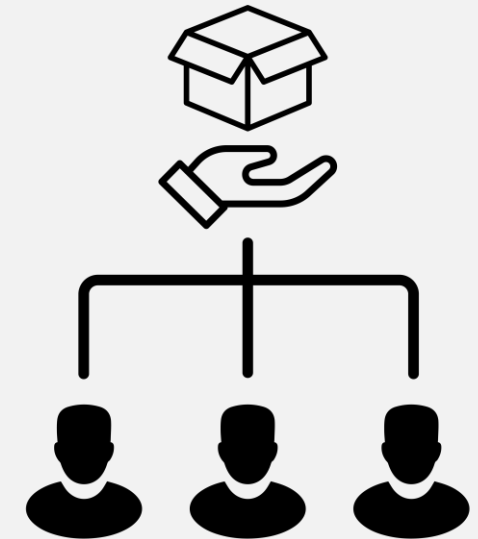


Sampling



- Residential Complexes
- Colleges
- In-store

Build Distribution





Lux Suhana AV

106/270

Premium Portfolio also plays across variety of Benefit Spaces

Fragrance



Clean Beauty



Moisture



Sensitive



Indulgent Sensorials



Advanced Skin Care benefits



Leading Personal Care Disruption in India



01 Breakthrough Technology

02 Unmissable Brand Superiority

03 Market Making



Hindustan Unilever Limited

Capital Markets Day
29th November 2024

PERSONAL CARE...

THANK YOU

Horlicks Women's PLUS

Improves Bone Strength in 6 Months

100% RDA OF VITAMIN D

BOOST

SECRET OF MY ENERGY

Horlicks

TALLER

STRONGER

SHARPER

HELLMANN'S

WORLD'S NO. 1 MAYONNAISE BRAND

REAL MAYONNAISE

pukka

Chamomile
Helps calm down and unwind

Lavender
Helps in soothing sore throats

Ashwagandha
Helps in managing stress

pukka Chamomile and Lavender for Night Time Sleep

Hindustan Unilever Limited

Foods and Refreshment

Kissan

ONLY MY FINEST TOMATOES FOR YOU

Knorr

CREAM OF BROCCOLI

Restaurant-like Soup at Home

स्वाद अपनेपन का

Red Label

Lipton

Reduce your belly fat with Green Tea

Shiva Krishnamurthy
Executive Director
Foods and Refreshment

Capital Markets Day 2024

Taj Mahal

Wah Taj!

NIRALI KARTIK
Mewali Gharana

மணதை தொடும் மணம்

BRU
Instant

SPICY K-DRAMA IN A BOWL

Knorr K-POT

KOREAN RAMEN SPICY JULIANNEDYON

KOREAN RAMEN SPICY KIMCHI

SAFE HARBOUR STATEMENT

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Today's menu

1. Our business
2. India Foods opportunity
3. Our strategy
4. Picture of success



Today's menu

1. Our business

2. India Foods opportunity

3. Our strategy

4. Picture of success



A formidable Foods and Refreshment business

Revenue

₹15,292 Cr

FY24

Segment Profitability

19%

FY24

Contribution to HUL

17% → 25%

FY14

FY24

Profitability

1.1x

Avg. of Top 6
listed foods companies[^]



Hindustan Unilever Limited

With leading category positions



Tea



Lifestyle Nutrition



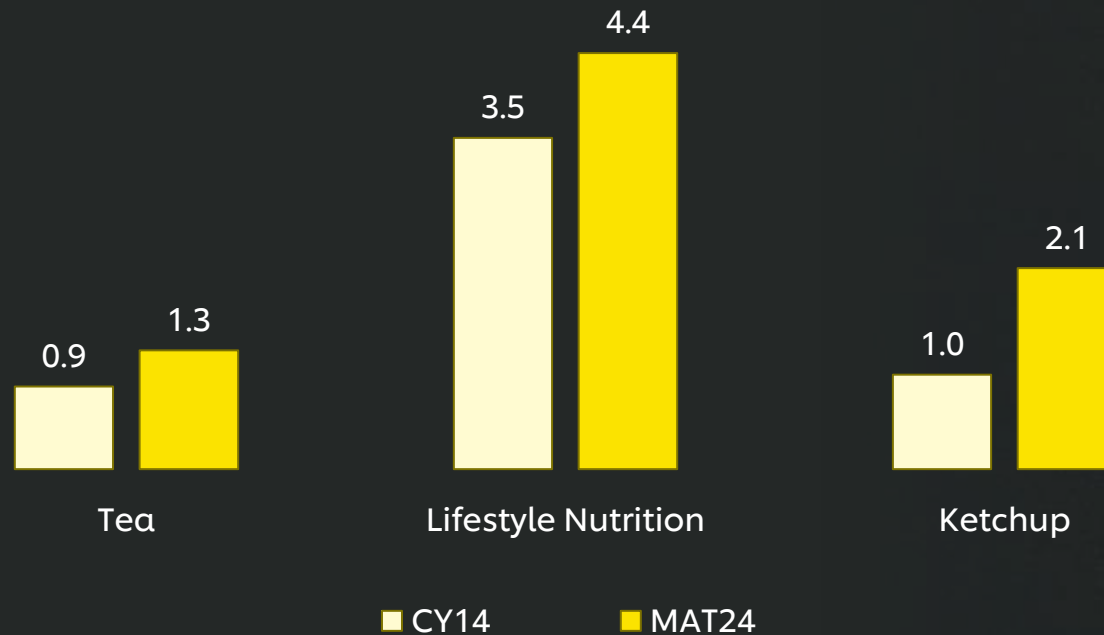
Coffee



Condiments

And strengthening competitiveness

Relative Market Share vs nearest competitor



A buffet of competitive moats

Brands



Technology



Enterprise capabilities





Unmissably superior brands



1.9x



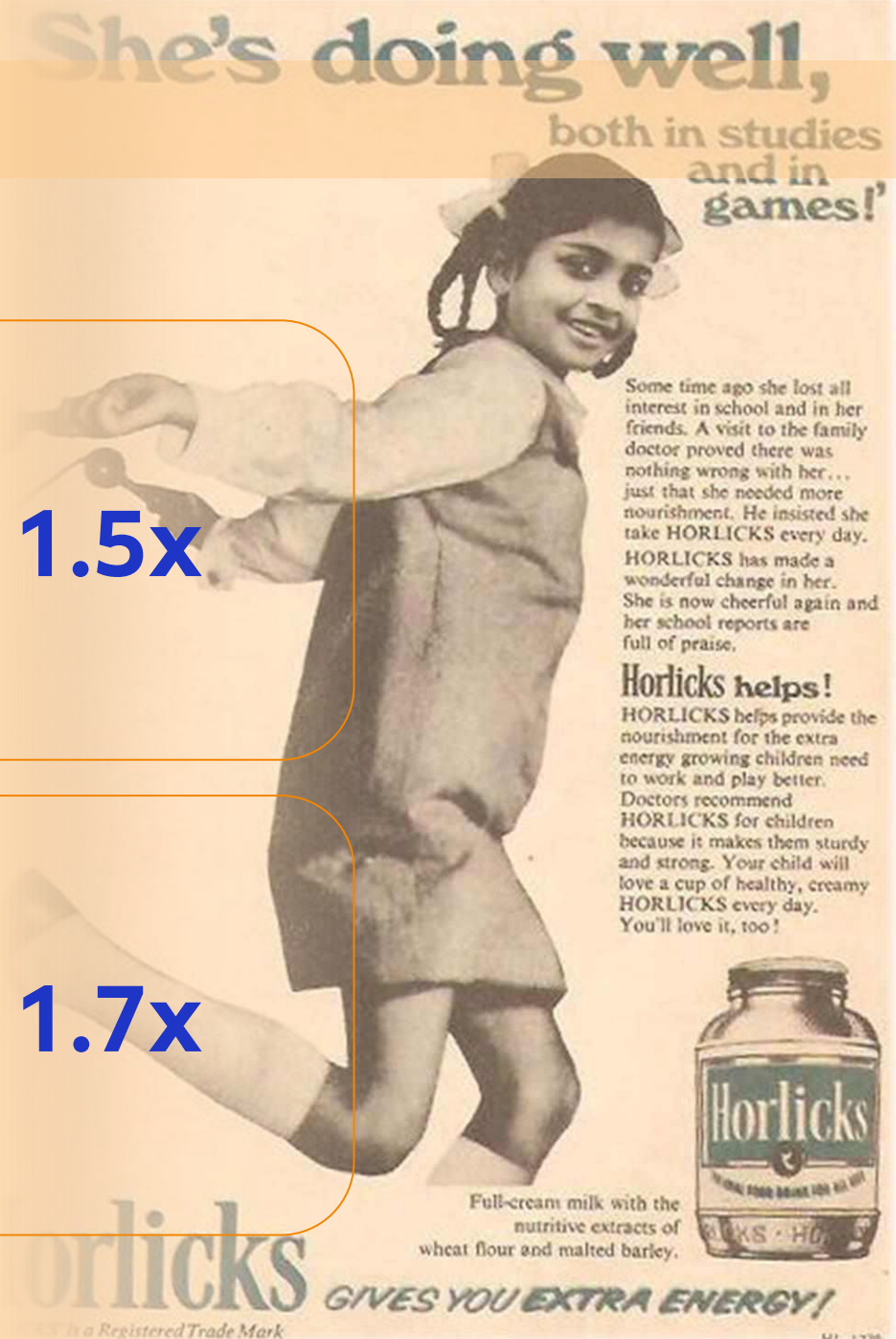
1.5x



1.4x



1.7x



Horlicks GIVES YOU EXTRA ENERGY!
is a Registered Trade Mark
HL 1379



Hindustan Unilever Limited



AV

Technology led product superiority

Enhanced Flavor



Enzyme technology and fortification

Rich Aroma



Micro emulsion and coating

Nutrition



Prebiotic technology for clinically proven remission



The best of focus AND scale



Dedicated resourcing



HUL Research Centre
World class facility in Bangalore



Tea Excellence Centre
in Kolkata



Custom GTM
Restaurants, Tea shops, Doctors

Might of HUL



1.8 million
F&R monthly direct coverage



30 million
Market development contacts



16 clusters
WiMI Localized mix



Today's menu

1. Our business

2. India Foods opportunity

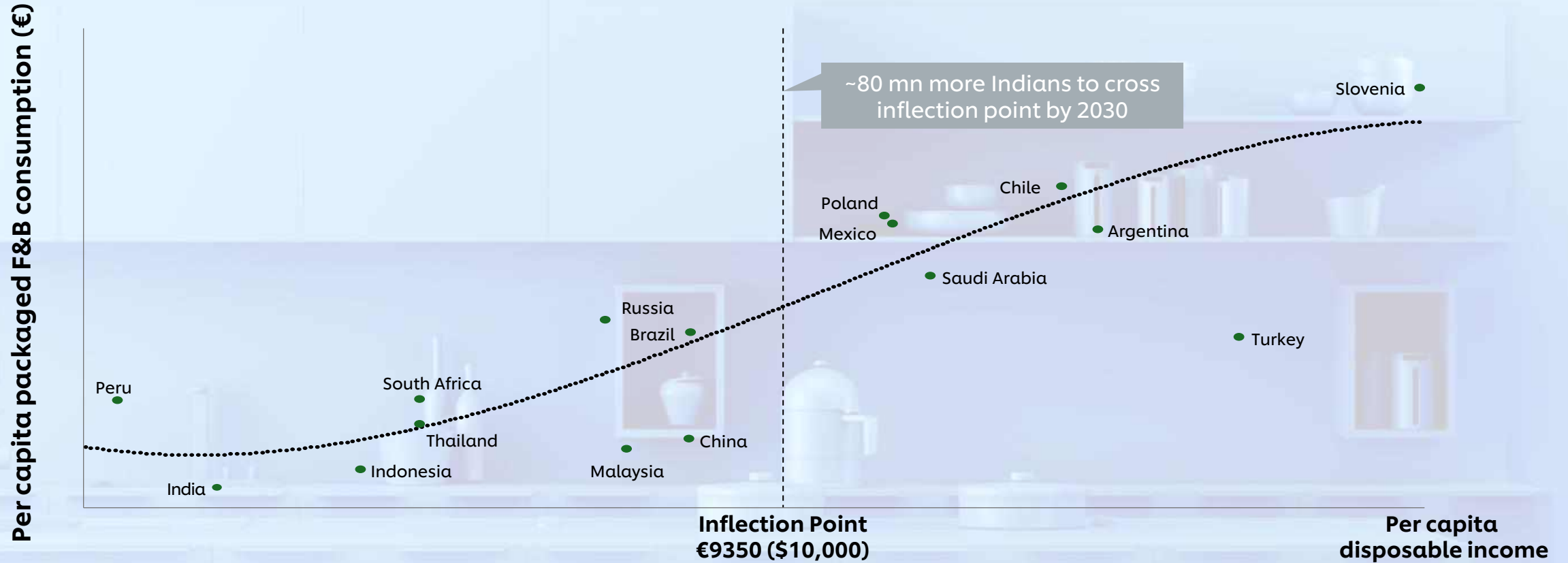
3. Our strategy

4. Vision



70 mn Indians have already crossed F&B inflection point

Packaged F&B inflects at per capita disposable income of €9350



Coffee inflects at €5k, condiments at €6k

What's cooking in Foods?



Hindustan Unilever Limited

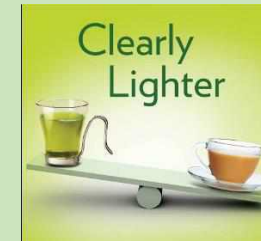
Unpackaged to packaged



Convenience



"Healthier than"



Cuisine experimentation



Premiumization



Functional nutrition



Today's menu

1. Our business

2. India Foods opportunity

3. Our strategy

4. Picture of success



India for India

Retaining Tea in India



Acquiring GSK-CH India



Designing for Indian taste



Our where-to-play choices



Hindustan Unilever Limited

Tea



Formalization tailwind

Coffee



Higher share of throat in affluent India

Lifestyle Nutrition



Market premiumising by specializing

Condiments



Low penetration, high market share

Cooking aids and mini meals



Convenience, experimentation trends

Unilever Food Solutions (UFS)



Global scale and might

Beverages: The winning blend

Upgradation

A lot of headroom to grow

c. 25%

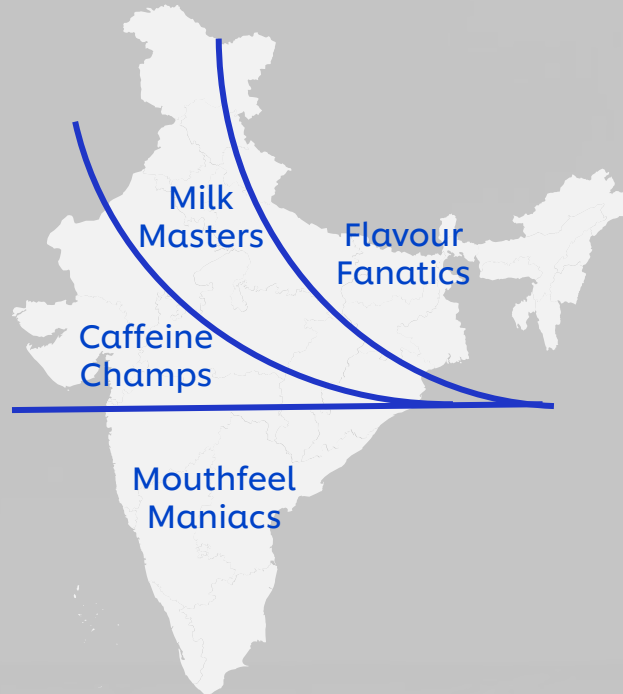
Unpackaged tea volume of overall market

c. 50%

Conventional coffee volume of overall market

Customization

Technology to address WiMI tastes



Premiumization

Formats and benefits



Hindustan Unilever Limited

Lifestyle Nutrition: A deaveraged look

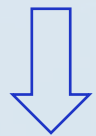
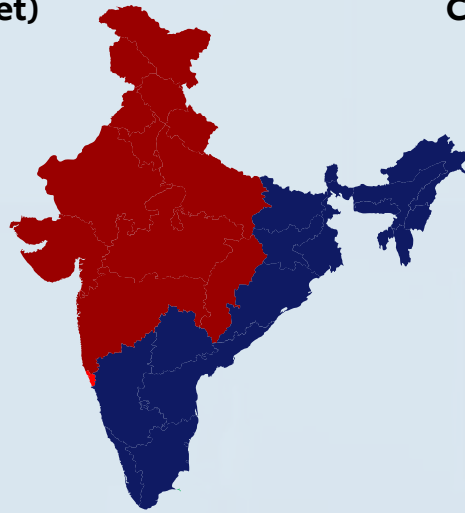
Geography

Whitespaces (<30% of market)

Citadels (>70% of market)

Category penetration	HUL share
Low	#2

Category penetration	HUL position
High	#1



Gain share



Increase consumption

Benefits



2x
CAGR
Specialist nutrition vs overall category
(2019-23)

Specialize to Premiumize



Horlicks: Need to increase consumption

Stronger in the category

	L3Y	MAT	L3M
Value share	+	+	+
Volume share	+	+	+
Penetration	+	+	+
Brand Power (Horlicks)	+	+	NA

Incentivize consumption packs



Even Tastier Horlicks

#1 driver

Brand my child asks for

49%

Trigger Tastes good

26%

Barrier Didn't like taste



Boost: New energy



Hindustan Unilever Limited

Geography expansion



	South	Non south
Brand power share	3x	x
Market share	49x	x

Format innovations

₹2000 cr. milk based RTD market growing at 17%



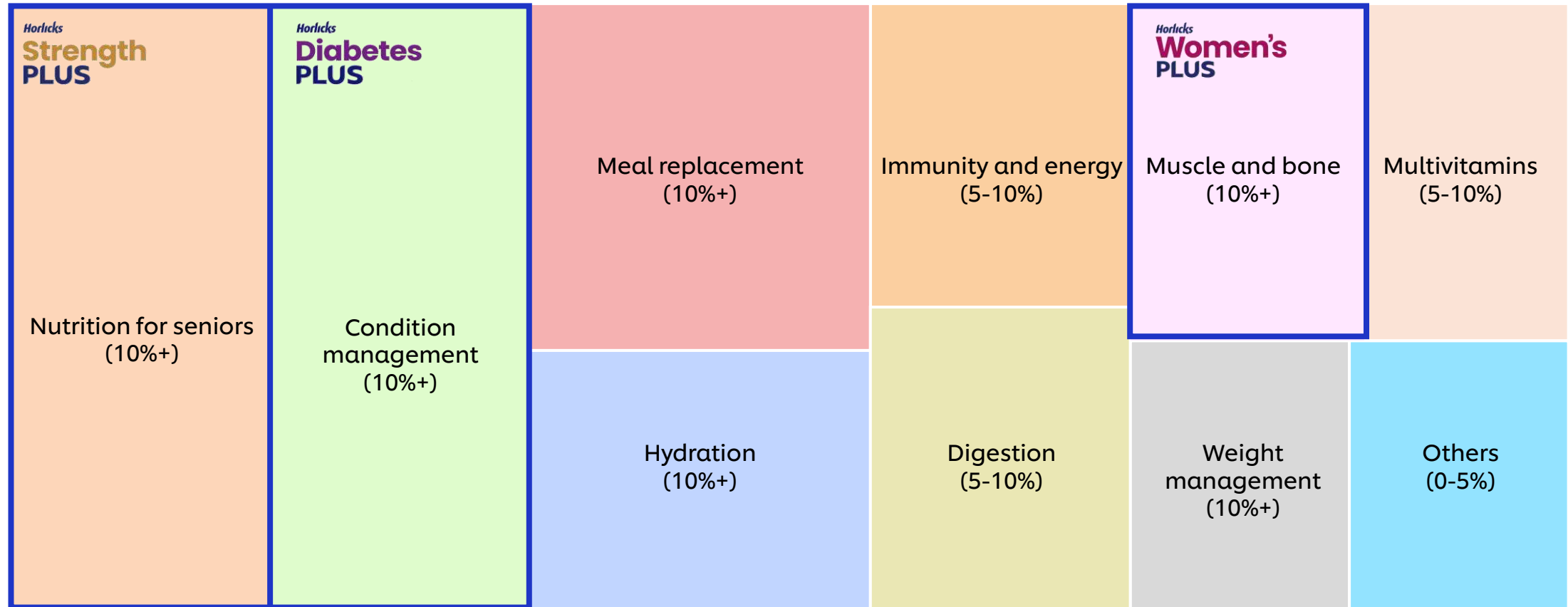
Successful pilot in 2024

Scale up in 2025

Excludes coffee-based milk drinks

Specialist nutrition opportunity

c. ₹50k cr specialist nutrition market: Opportunity to enter new spaces



(xx%) - Projected segment CAGR 23-30

Existing HUL play



Catering to the specialist nutrition opportunity

Proof of principle

>500 cr

Critical mass with current portfolio

c. 1.2x

More profitable vs category

#1 MS

Market leader in the segment

Superior products and claims



Custom capabilities

Medical marketing



In silico clinicals



Horlicks PLUS

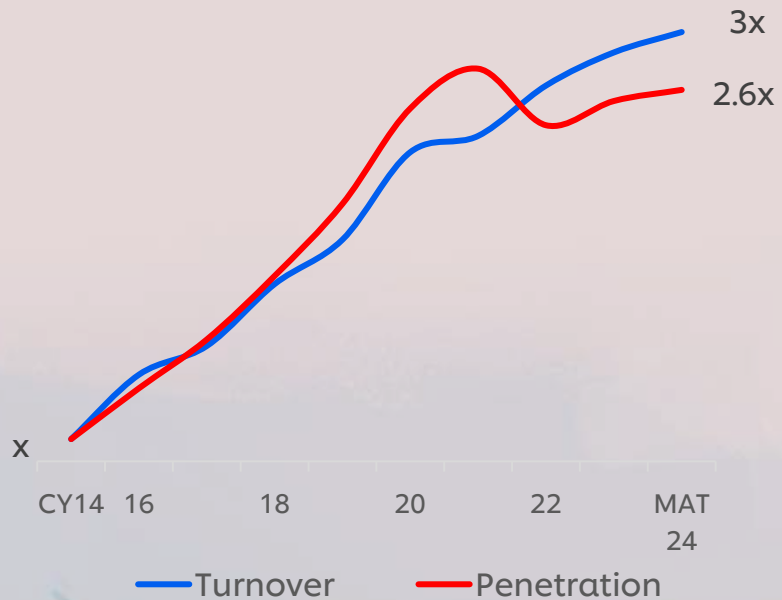
Ambition: 3x by 2030



Ketchup: Continue market making

Proven track record

Double digit CAGR, 3x penetration vs #2



Big headroom to grow

Low per capita consumption



Per capita consumption of ketchup 2023 (g)



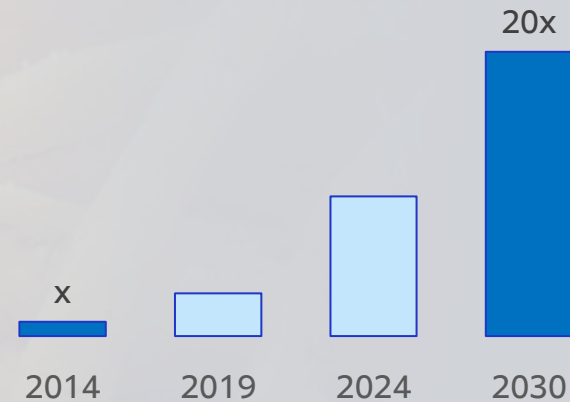
Hindustan Unilever Limited

Mayonnaise: Bringing the World's No 1 to India



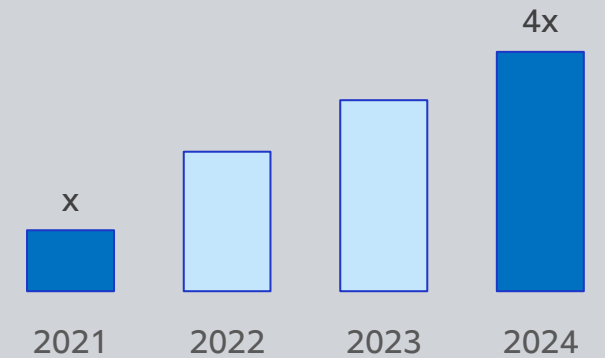
Big Opportunity

c.3000 cr market by 2030



Early wins

Sequential scale up



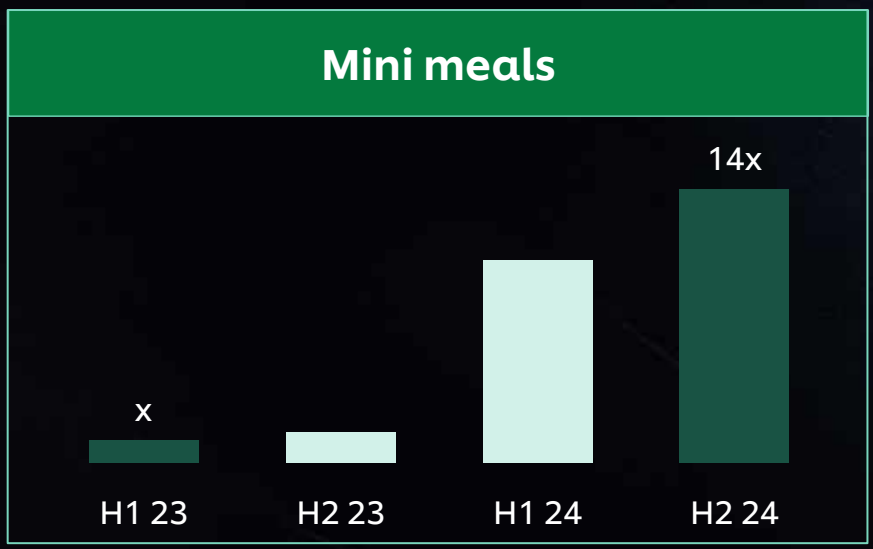
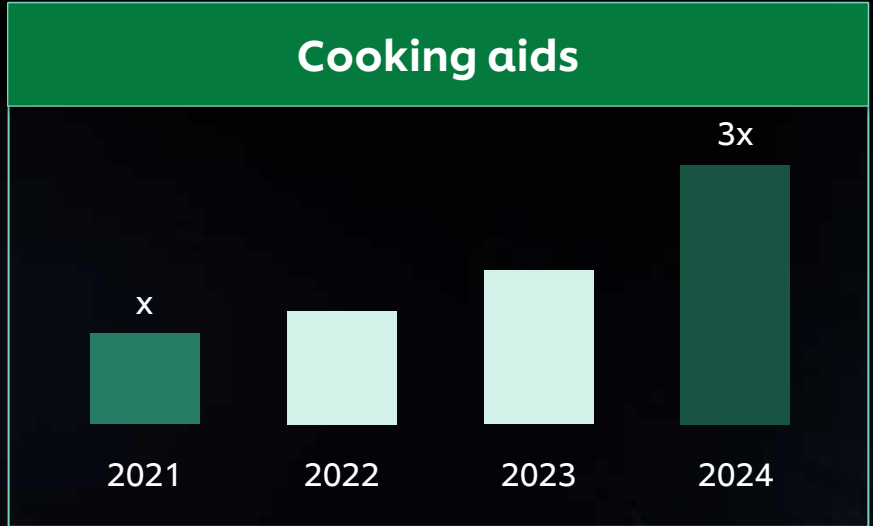
NEW RESTAURANT LIKE RESTAURANT LIKE

Knorr: Restaurant-like international food at home



Knorr SCHEZWAN SAUCE

Restaurant-like Chinese at Home



Calendar period turnover



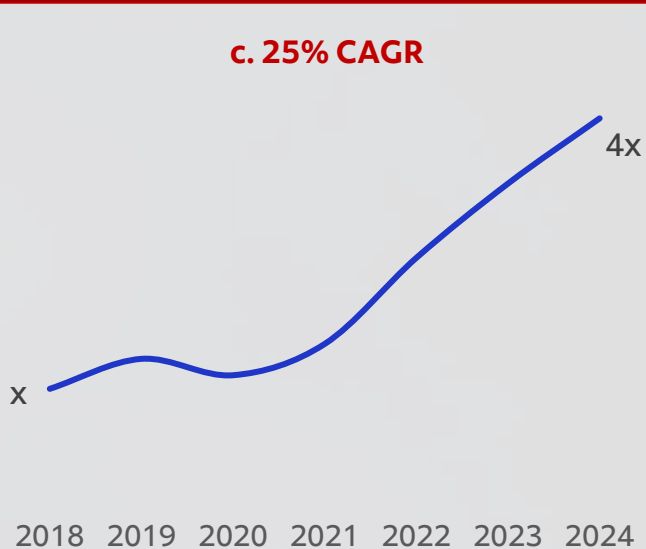
SPICY K-DRAMA IN A BOWL



Hindustan Unilever Limited

Unilever Food Solutions: The secret sauce

Strong track record



All numbers are CY TO

Ambition: 4x by 2030



3x
restaurant coverage



Best selling
global portfolio



Digital selling



**We give you
the spell,
you create
the magic.**



Today's menu

1. Our business

2. India Foods opportunity

3. Our strategy

4. Picture of success





Best-in-class Foods company

High single digit growth

More profitable

Accelerate share gain



Hindustan Unilever Limited

Bon Appetit

THANK YOU





Hindustan Unilever Limited

HOME CARE

Srinandan Sundaram

Executive Director, Home Care

SAFE HARBOUR STATEMENT

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Hindustan Unilever Limited

A DECADE OF VALUE CREATION





**STRONG TRACK RECORD
2013-23**

**2.8x
Turnover**

**10x
Profit**

**+580BPS
MS VAL**

FULL PORTFOLIO PLAY

 Capsule	 Liquid	 Powder	 Bar
--	---	---	--



 Liquid	 Powder	 Bar
---	---	--



 Powder	 Bar
--	---



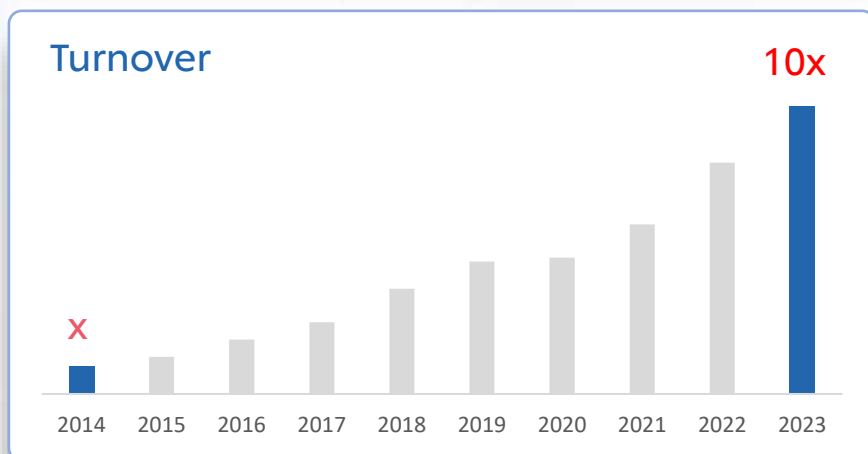
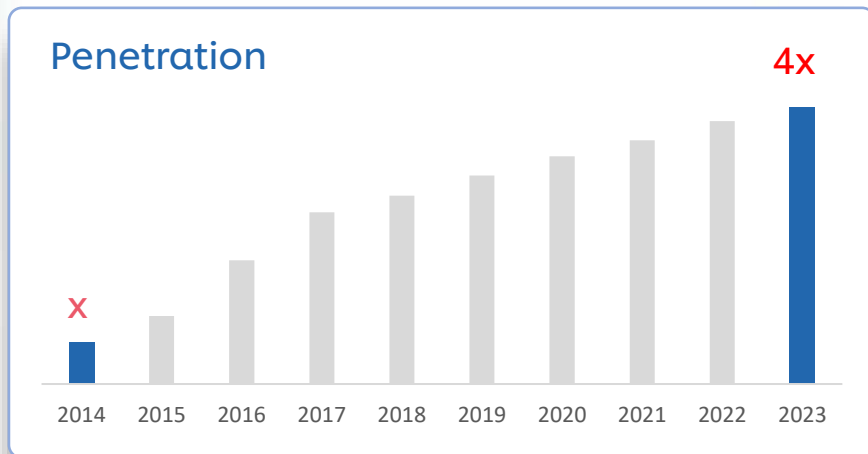
	2013	2023
Liquid Contribution	X	3x
145/270		



Hindustan Unilever Limited

BUILT PREMIUM POWDER

IN FABRIC CLEANING WITH \$1Bn



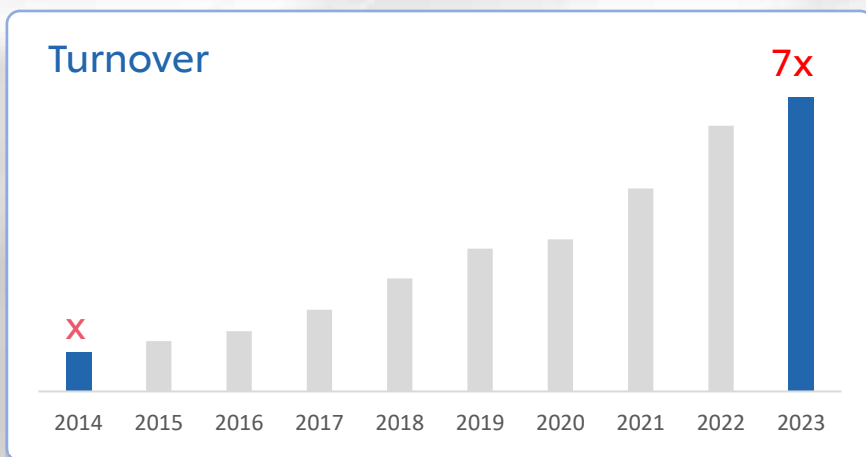
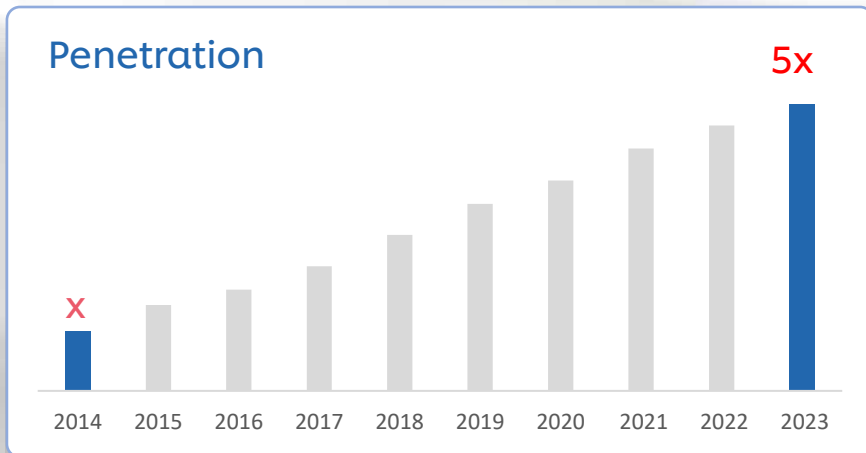
Source:
 Penetration as per Kantar , MAT Dec'23 (All India Urban)
 Data for Surf Excel Easy Wash Powders for Calendar Year
 Sensitivity: Public



PIONEERED NEW CATEGORY

OF FABRIC ENHANCERS WITH

Comfort



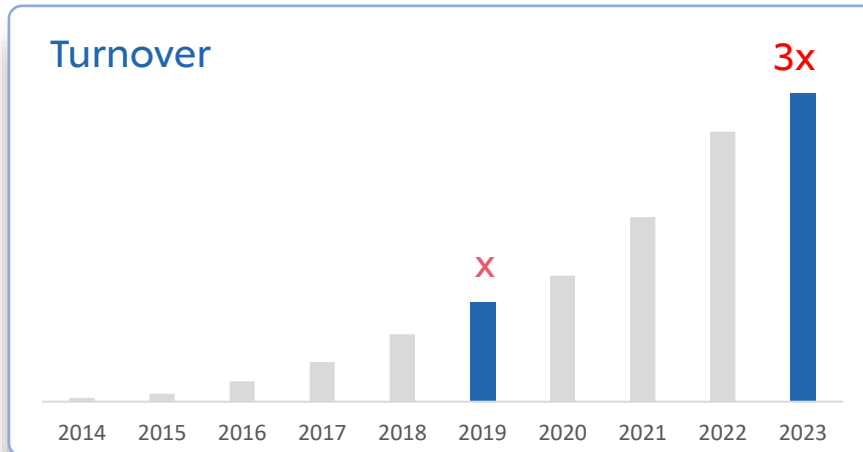
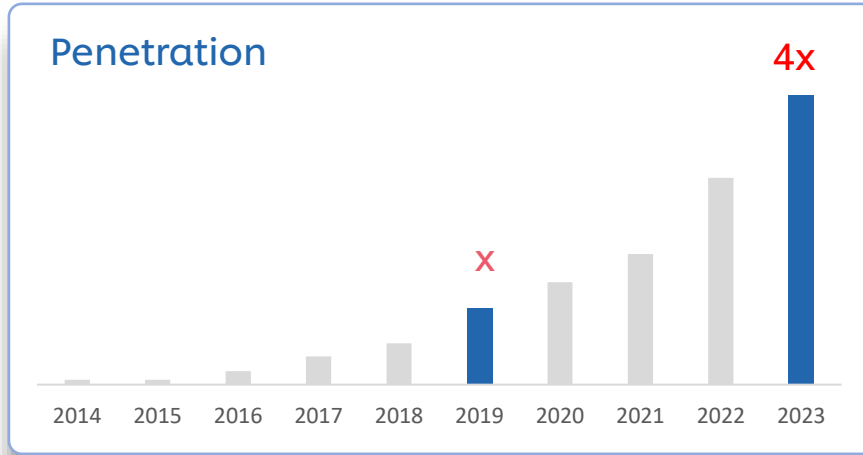
Source: Penetration as per Kantar , MAT Dec'23 (All India Urban)
Data for Calendar Year
Sensitivity: Public

BUILT LIQUIDS FORMAT

IN FABRIC CLEANING WITH



Hindustan Unilever Limited



Source:
Penetration as per Kantar , MAT Dec'23 (All India Urban)
Data for Surf Excel Liquids for Calendar Year

Sensitivity: Public



LEARNINGS FROM THE LAST DECADE



Hindustan Unilever Limited



**CREATE
PORTFOLIO**



**PIONEER
PREMIUMIZATION**



**EXCELLENCE
IN EXECUTION**

UNMISSABLE BRAND SUPERIORITY



Hindustan Unilever Limited



Hindustan Unilever Limited

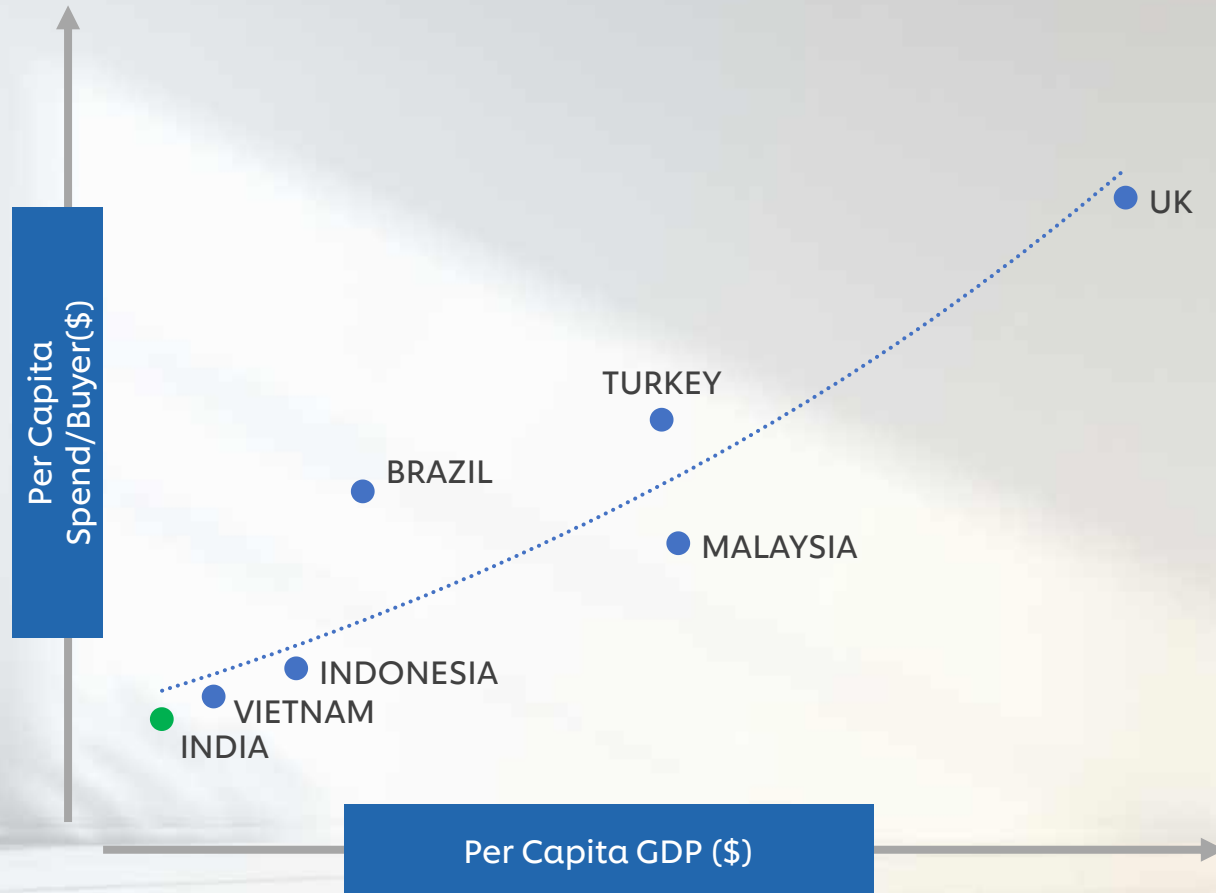
HOME CARE

THE NEXT DECADE

INDIA POISED FOR ACCELERATED GROWTH



Hindustan Unilever Limited



HUGE HEADROOM FOR GROWTH

AS CONSUMERS INCOMES GROW



Hindustan Unilever Limited

Consumer Pyramid will transform to Diamond as income grows

of households

2005 / 219m

2018 / 293m

2030e / 386m

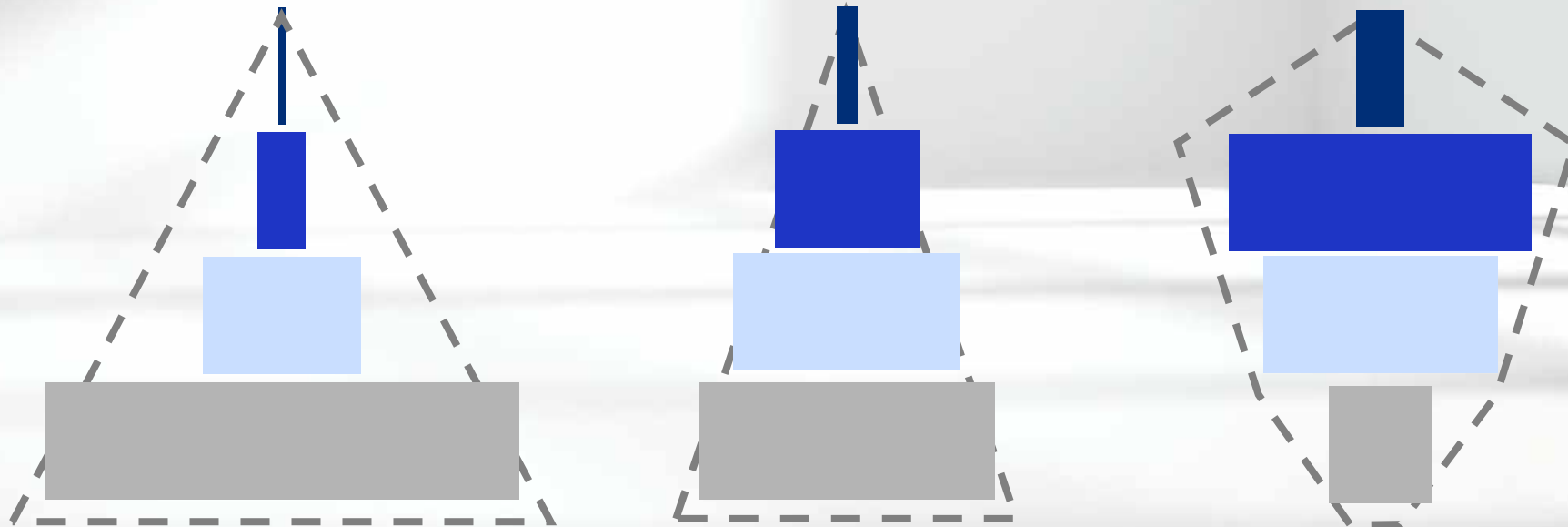
> \$ 40,000

\$ 8,500-40,000

\$ 4,000-8,500

< \$ 4,000

Annual income per household



AND BRING WITH THEM HIGHER SPENDING POWER OUR PORTFOLIO IS WELL-POSITIONED TO WIN

RISING AFFLUENCE -
HIGHER SPENDS

PREMIUMIZATION -
HIGHER SHARE GAIN

SPENDS ON HC
/YEAR/HH

SEGEMENTAL
VAL SHARE

AFFLUENT+

2.0x



3.1x

AFFLUENT

1.6x



1.4x

ASPIRER

1.3x

STRIVER

x



x

X TO 2X PER HH SPENDS

153/270

IT'S A TAILWIND



Hindustan Unilever Limited



Hindustan Unilever Limited

HOME CARE

**NEXT DECADE IS ABOUT
MARKET MAKING IN LIQUIDS**

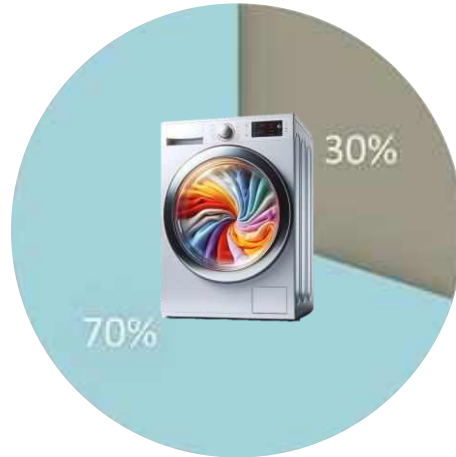
CONSUMER'S LAUNDRY EXPECTATIONS ARE EVOLVING



Hindustan Unilever Limited



WIDER
WARDROBES



Washing machine Households
predominantly use Machine

MORE LOADS
WASHED IN WM



CONVENIENCE
IS KEY



Body, Food &
Outdoor Stains
leading

HIGH STAIN
INCIDENCE



JOB TO BE DONE: GETTING MACHINE HOUSEHOLDS TO USE LIQUIDS



304 Mn
Households
in India

68 Mn
Households
with Machine

17 Mn
Households
using Liquids in Machine

WITH OUR MARKET MAKING PORTFOLIO TO WIN ACROSS INDIA'S EVOLVING NEEDS...



Hindustan Unilever Limited

Price Index



A Multi-Year
MARKET-MAKING PLATFORM
of premium benefits





Hindustan Unilever Limited

Why?

Multiple washes in a machine leads to fading of clothes

What?

Superior product with Bright Lock Technology Keeps clothes "Bright like new"

How?

NEW RIN MATIC
BRIGHT LIKE NEW



Strong Assets



Brought alive through daily serials

MULTI YEAR MARKET MAKING VIA EXCELLENCE IN EXECUTION




Hindustan Unilever Limited



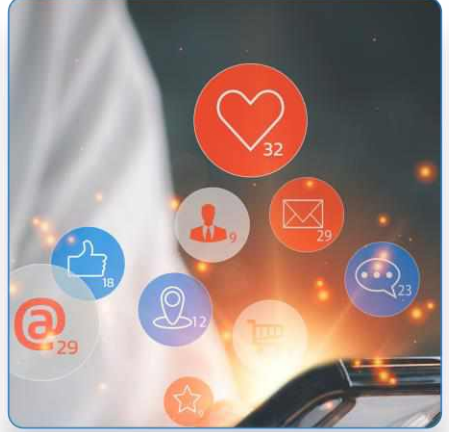
Large Scale Sampling



Partnerships



Design for Channel



Social First



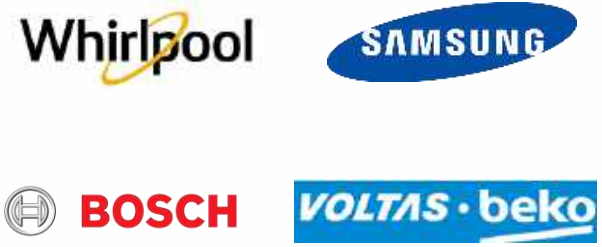
Want to understand the **secret recipe**
that makes this happen?



Sampling AV

FIRST MOVER ADVANTAGE: ESTABLISHING EXPERTISE VIA MACHINE MANUFACTURE TIE-UPS

PARTNERING WITH MFG & RETAILERS



vijay sales

RECO FROM PARTNERS

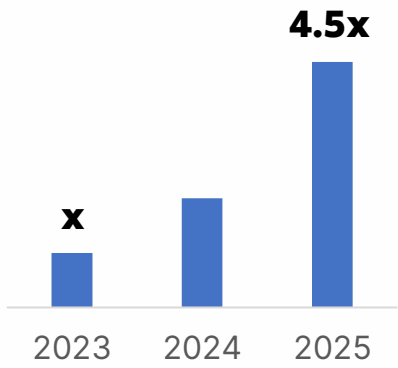


Joint TVC and Digital Comms



Sticker Branding on Machine

SAMPLING





Surf Excel - Whirlpool AV

DESIGNED FOR CHANNEL: SURF EXCEL LIQUID

← Trial Packs → ← Consumption building Packs →

General Trade | Neighborhood Independents | Modern Trade (Brick & mortar) | E-Commerce



Rs.10 Sachet



1Ltr Pouch



1.8Ltr



2Ltr



4Ltr



2Ltr



3.2Ltr



163/270

SOCIAL FIRST DEMAND GENERATION WITH 2X DIGITAL SPEND LEVERAGING CRICKET

360° Activation



irfanpathan_... Irfan Pathan (Mega)
Reel
These stains
SAHARA INDIA
Agar desh ki mitti ke liye daag lage toh daag...
06 Jun 2024 Show Post
441.3K 805 97.4M 442.1K
8.29 77.9M 1.8K

sureshraina3 Suresh Raina (Mega)
Reel
all the best
Agar desh ki mitti ke liye daag lage toh daag...
10 Jun 2024 Show Post
180.1K 712 15.8M 180.8K
0.66 12.6M 57.52





Hindustan Unilever Limited

The advertisement features a group of people, including a man in a blue vest and several women in patterned saris, walking on a dirt path. A large bottle of Surf Excel Top Load detergent is prominently displayed on the right. The text 'Surf excel MATIC' is overlaid on the image, along with the slogan 'DAAG ACHHE HAIN'. Below the slogan, the text reads: 'चुनिंदा सूखे दागों और कपड़ों पर किए गए लैब परीक्षण पर आधारित' and 'If we get stained for this soil, then dirt is good.' A small logo for Hindustan Unilever Limited is visible in the top left corner of the advertisement.



Surf Excel – Dravid World Cup AV



Hindustan Unilever Limited



Surf Excel – Gambhir World Cup AV

166/270



Hindustan Unilever Limited

HOME CARE

**BUILDING THE
VIM MASTERBRAND**

VIM PREMIUMIZING ACROSS DISHWASH FORMATS



Hindustan Unilever Limited



AND EXTENDING ITS EQUITY



Hindustan Unilever Limited



**REMOVES
TOUGH
FLOOR STAINS
100%**

NEW



WINNING IN NEXT DECADE BY EXPANDING MARKET LEADERSHIP IN SEGMENTS OF THE FUTURE



Hindustan Unilever Limited

Price Index





Hindustan Unilever Limited

HOME CARE

THANK YOU



RESEARCH & DEVELOPMENT

Dr. Vibhav Sanzgiri
Executive Director, R&D

SAFE HARBOUR STATEMENT

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R&D



Innovating Boldly for a Billion Aspirations



Unilever

R&D

KEY MESSAGES



MUMBAI



BENGALURU

1

60 years of category creating science, technology & innovations for HUL & Unilever. 820+ Experts, **100% Gender Balanced**.

2

Designing for winning in many Indias while **designing for Aspiring India**

3

Big Technology Platforms: Biosciences, Next-gen materials, Premium mixes & Food

4

Investing to build a new world-leading, digital-first **fragrance creation house**

5

Investing in **transformational AI and Digital/in-silico capabilities** for driving speed & agility



AV - Digital Transformation in Action

HUL & Unilever R&D : Designing for Winning in India



Bringing Unilever's Global R&D Might in the Service of HUL

5000+ Scientists
20,000+ Patents



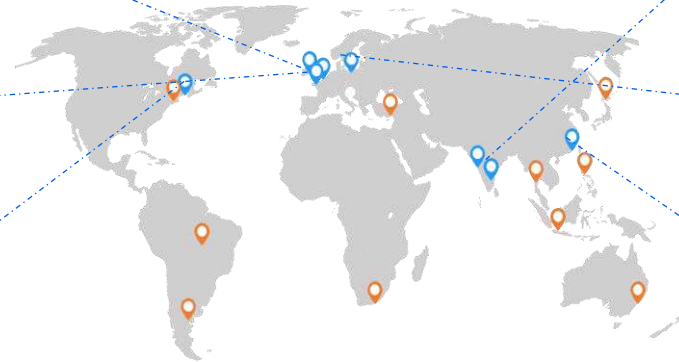
Port Sunlight, UK



Colworth, UK



Trumbull, US



Mumbai & Bengaluru, IN



Wageningen, NL



Shanghai, CH



Our R&D Strategy : Innovating Boldly for People & Planet

Business Imperative



FOCUS



EXCEL



ACCELERATE

Next-Gen Technology Platforms



MICROBIOME

MICROBIOME & BIOTECHNOLOGY



BIOTECHNOLOGY

HARNESSING NATURE'S POWER



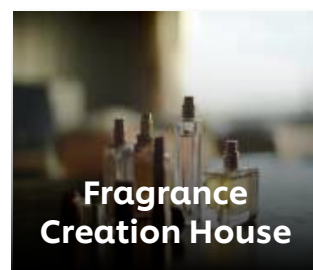
NEXT-GEN MATERIALS

SUPERIOR & SUSTAINABLE MATERIALS

Future-Fit R&D Capabilities



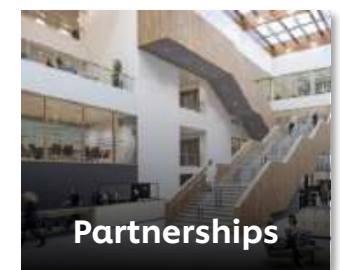
Digital-first R&D



Fragrance Creation House



Premium Packaging



Partnerships

ASPIRE



FOCUS



EXCEL



ACCELERATE



10,000 more hair strands in 8 weeks
CLINICALLY PROVEN

NIACINAMIDE + ZINC-PEPTIDES

vanilla flavour

Horlicks Diabetes PLUS

HELPS MANAGE BLOOD SUGAR**
FOR MEN & WOMEN

Vital Nutrients** to help
WEIGHT MANAGEMENT**
REDUCE CHOLESTEROL**
ZERO ADDED SUGAR**

CLINICALLY PROVEN
LOW GI

DUAL BLEND HIGH FIBRE-NUTRIOSIS FIBRESOOL®
FOOD FOR SPECIAL DIETARY USE | Food for helping manage blood glucose

SMART FIBER

100% REMOVAL OF TOUGH STAINS.*
COMPLETE CLEAN FLOOR

Vim ULTRA PRO

FLOOR CLEANER

100% TOUGH STAIN REMOVAL

LUX

ADVANCED
Clear Glow

SANDALWOOD
VITAMIN C

STRATOS

LOCAL INSIGHTS + GLOBAL TECHNOLOGIES = BLOCKBUSTER INNOVATIONS



R&D

IDENTIFYING THE ROOT CAUSE OF HAIR LOSS

KEY INSIGHTS



R&D

**HOT & HUMID
WEATHER WEAKENS
HAIR ANCHORAGE,
DISRUPTS SCALP
BARRIER**

**80% OF HAIR LOSS
OCCURS AT THE
ROOT, NOT AT THE
FIBER**

**ORDINARY
SHAMPOOS & OILS
WORK ONLY ON
THE FIBER, NOT ON
THE ROOT**

NEED FOR A HAIR THERAPY REGIME TARGETED AT ROOT

NIACINAMIDE & ZINC PEPTIDES

blockbuster technology



**NIACINAMIDE
FOR REVITALIZING SCALP**



**ZINC PEPTIDES
FOR FORTIFYING ROOTS**



**CO-CREATED WITH
DERMATOLOGISTS**



BLOCKBUSTER TECHNOLOGY AV



Niacinamide
+
Zinc-Peptides



scalp+hair therapy



[10,000 more hair strands in 8 weeks*]
Clinically Proven

10X Deeper **Active Penetration in Scalp**

92% Consumers Observed **Improved Hair Density**

98% Consumers Observed **Healthier Scalp in 8 Weeks**

*Basis independent clinical study on scalp serum vs baseline, 2024.



R&D

INDIA VS DIABETES

KEY INSIGHTS



R&D

1 IN 7 INDIANS IS DIABETIC¹, AND OVER 44 MILLION DIABETICS ARE UNDIAGNOSED²

SCIENTIFIC EVIDENCE SUGGESTS POOR GUT HEALTH IS LINKED TO DIABETES

7 OUT OF 10 INDIANS CONSUME LOWER FIBER THAN RDA LEADING TO POOR GUT HEALTH³

RDA = Recommended Dietary Allowance

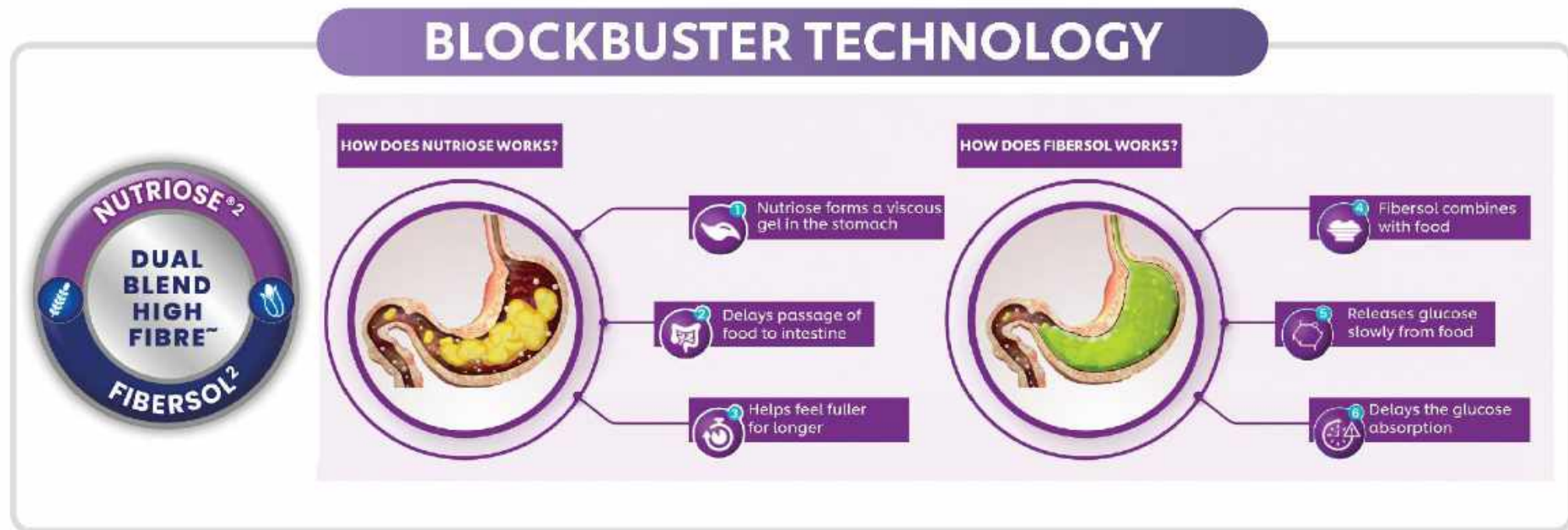
URGENT NEED FOR CLINICALLY PROVEN SOLUTIONS FOR MANAGING DIABETES

1. Source: NCD Risk Factor Collaboration (NCD-RisC). Worldwide trends in diabetes prevalence and treatment from 1990 to 2022.

2. Source: IDF (International Diabetes Federation) DIABETES ATLAS 9th edition

3. Source: Happy Tummy - Taking Care of Digestive Health (PFNDAI)

HORLICKS SMART FIBER

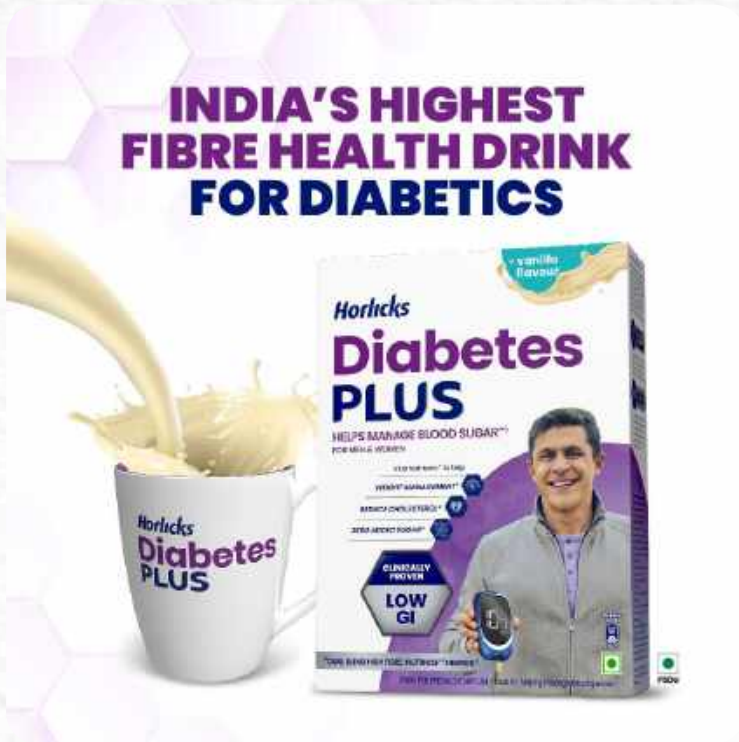


BLOCKBUSTER TECHNOLOGY AV

CLINICALLY PROVEN RESULTS



Madras Diabetes Research Foundation



Blood Glucose (FBG + PPG) Reduction^{\$\$}



Weight Reduction



Cholesterol Reduction



Improved Satiety



Improved Energy



Horlicks **Diabetes PLUS**

22g Highest Fiber

20g High Protein

ZERO Added Sugar & Maltodextrin

34 Low Glycemic Index

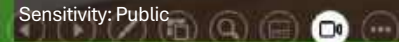
FBG: Fasting blood glucose; PPG: Postprandial glucose.
*Blood Sugar, Weight, Cholesterol, Satiety and Energy.
¹Not intended to prevent, control, diagnose, or cure any disease. \$\$Refers to post-prandial reduction.



R&D

WHAT MAKES A FLOOR 100% CLEAN?

KEY INSIGHTS





R&D

**80%
CONSUMERS
ENCOUNTER
TOUGH STAINS
ON FLOOR
DAILY¹**

**DIRT REMAINS IN
HARD-TO REACH
SPACES**

**ORDINARY FLOOR
CLEANERS LEAVE
BEHIND MARKS**

NEED FOR A FLOOR CLEANER THAT DELIVERS 100% CLEAN FLOORS

1. Source: Quantitative Consumer Research_2024

SURFACE MODIFICATION & PROBIOTICS

BLOCKBUSTER TECHNOLOGY



REVOLUTIONARY DUAL-ACTION TECHNOLOGY



BLOCKBUSTER TECHNOLOGY



ULTRA-PRO FLOOR CLEANERS



ULTRAPRO TECHNOLOGY

100% REMOVAL OF TOUGH STAINS!
COMPLETE CLEAN FLOOR



100% Removal of Tough Stains



Removes Germs



Long Lasting Fragrance





LUX



R&D

DELIVERING REAL SKIN CARE FROM A SOAP

KEY INSIGHTS



R&D

**HIGH TFM
≠
BETTER QUALITY**

ernate materials

**ONLY 25% OF TFM
IS REQUIRED FOR
LATHERING &
CLEANSING**

Insoluble fraction

**NEED TO CREATE
SPACE FOR SKIN
CARE ACTIVES**

LET'S REINVENT THE HUMBLE SOAP BAR

HIGH TFM ≠ BETTER QUALITY

IS 13498:2017 – Bathing Bar Specifications



This Indian Standard (Second Revision) was first published in 1992 and based on the feedback received from the users; it was further revised in 1997. The concerned technical Committee felt that the present Indian Standard on Toilet soap IS 2888, which is mainly based on composition, does not necessarily correspond to performance of toilet soaps. The performance of soap depends more on the type of fatty matter present rather than the total fatty matter of the soap. For example, the solubility of soap depends on the characteristics of fatty acids, namely chain length or saturation and on the cation. Further, the use of acceptable non-soap Surface Active Agents would result in the substitution of oils and fats which are scarce resource. It had therefore been felt desirable to formulate a separate specification for a bathing bar which may contain soaps of fatty acid and non-soapy surfactants, but ensure the performance and safety of the product to the consumer on use.

“The performance of soap depends more on the type of fatty matter present rather than the total fatty matter of the soap.”

GRADE 1 TOILET SOAP



TFM: 76%+

BATHING BARS



TFM: 40%+

BODYWASH



TFM: ~15%

SELF-FOAMER

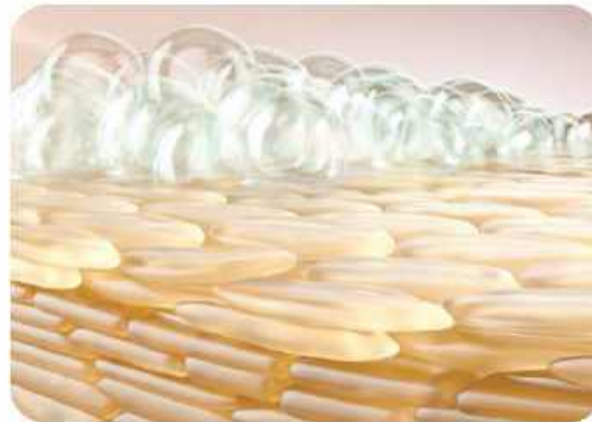


TFM: ~10%



STRATOS SOAPS

BLOCKBUSTER TECHNOLOGY



BOOSTS MOISTURISATION & BARRIER PROPERTIES



CLINICALLY PROVEN SUPERIOR GLOW



BLOCKBUSTER TECHNOLOGY AV

STRATOS

A truly breakthrough technology



NEW LUX WITH VITAMIN C
**FOR YOUR
FLAW-LESS GLOW***

 VITAMIN C  JASMINE ESSENCE



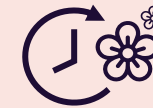
LUX

*Actual results based on independent clinical research. © 2022 Unilever

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SUPERIOR VALUE.
LESS SOG-MUSH & LONG-
LASTING



LONG LASTING,
IMPACTFUL FRAGRANCE



SUPERIOR CREAMY LATHER
EVEN IN HARD-WATER



SUPERIOR SKIN BENEFITS,
SKIN FEEL AND MILDNESS



ASPIRE



FOCUS



EXCEL



ACCELERATE



10,000 more hair strands in 8 weeks
CLINICALLY PROVEN

NIACINAMIDE + ZINC-PEPTIDES

vanilla flavour

Horlicks Diabetes PLUS

HELPS MANAGE BLOOD SUGAR**
FOR MEN & WOMEN

Vital Nutrients** to help
WEIGHT MANAGEMENT**
REDUCE CHOLESTEROL**
ZERO ADDED SUGAR**

CLINICALLY PROVEN
LOW GI

DUAL BLEND HIGH FIBRE-NUTRIOSIS FIBRESOOL®
FOOD FOR SPECIAL DIETARY USE | Food for helping manage blood glucose

SMART FIBER

100% REMOVAL OF TOUGH STAINS*
COMPLETE CLEAN FLOOR

Vim ULTRA PRO FLOOR CLEANER

100% TOUGH STAIN REMOVAL

ULTRA PRO

LUX

ADVANCED
Clear Glow
SANDALWOOD
VITAMIN C

STRATOS

LOCAL INSIGHTS + GLOBAL TECHNOLOGIES = BLOCKBUSTER INNOVATIONS



RESEARCH & DEVELOPMENT

THANK YOU



Hindustan Unilever Limited

SUPPLY CHAIN

YOGESH MISHRA

EXECUTIVE DIRECTOR, SUPPLY CHAIN

SAFE HARBOUR STATEMENT

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1100+
Suppliers

28/50+
Own Factories/Strategic
sourcing Units

35
Distribution
Centers

3500+
Redistributors

Available in
> 9 Million
Outlets

3000+
SKUs

10,000+
Trucks/day

11k+
Employees in our
factories

1300+
Women employees on
shopfloor

~10 million
Prabhat Beneficiary

75+
Billion units/year

~3 Days
DBNR for A class

7 Nano factories
250+ SKUs

3
Lighthouse Awards

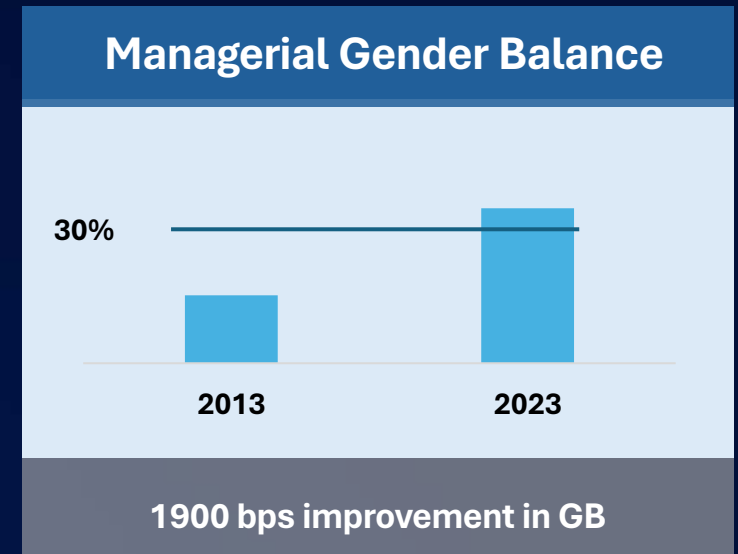
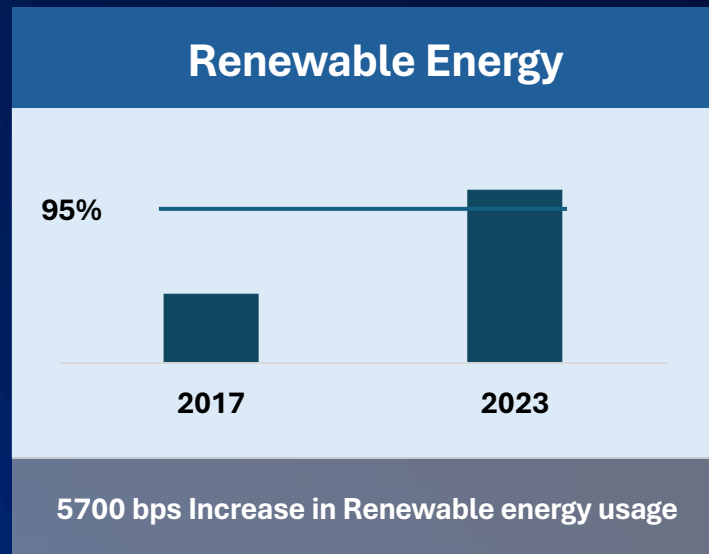
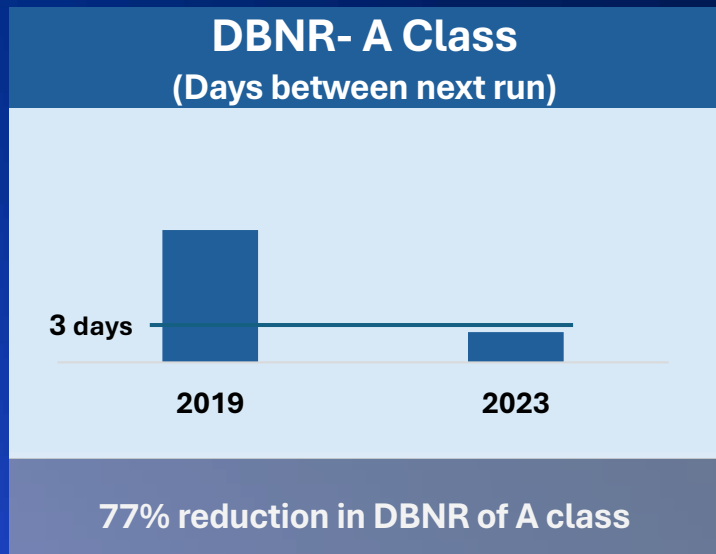
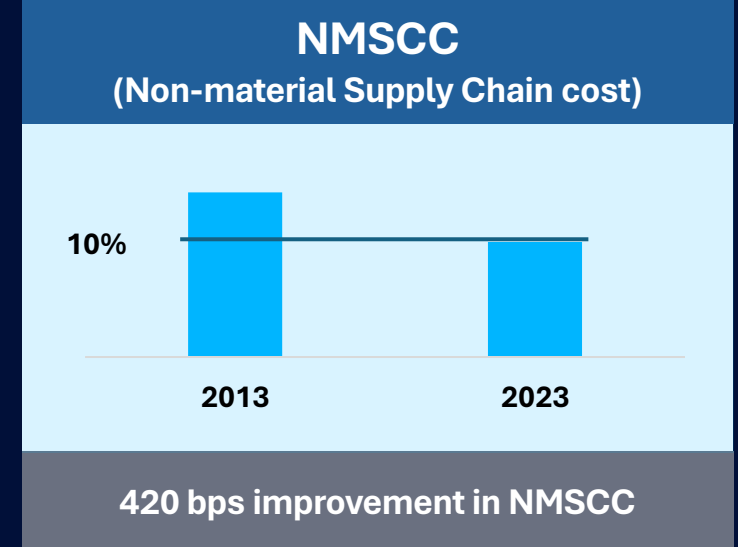
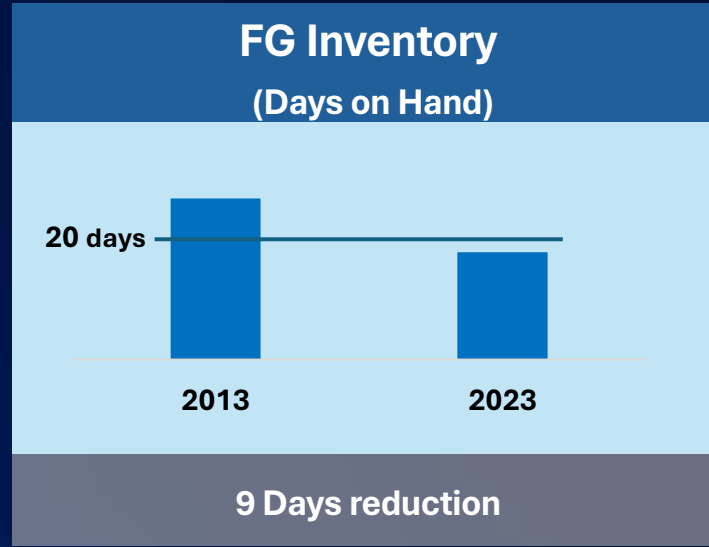
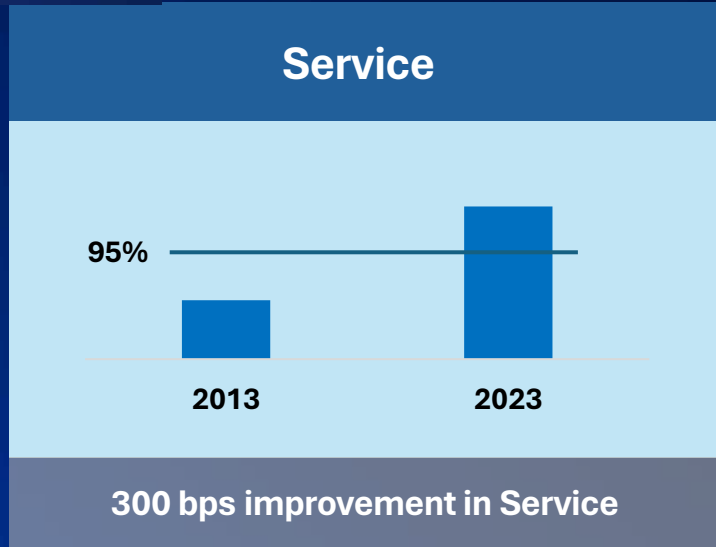
Best in Class
NMSCC %TO

79%
Efficiency

Plastic Neutral
Since 2021

96%
Renewable Energy in own
operations

SUPPLY CHAIN : Source Of Competitive Advantage Over The Decade



SUPPLY CHAIN STRATEGY

STRATEGIC PILLARS



Enabled by



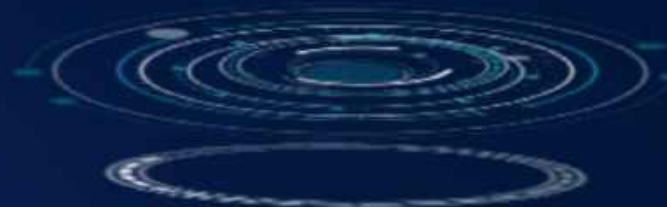


Hindustan Unilever Limited

SUPERIOR VALUE



DARK OPERATIONS



FUTURE-FIT NETWORK

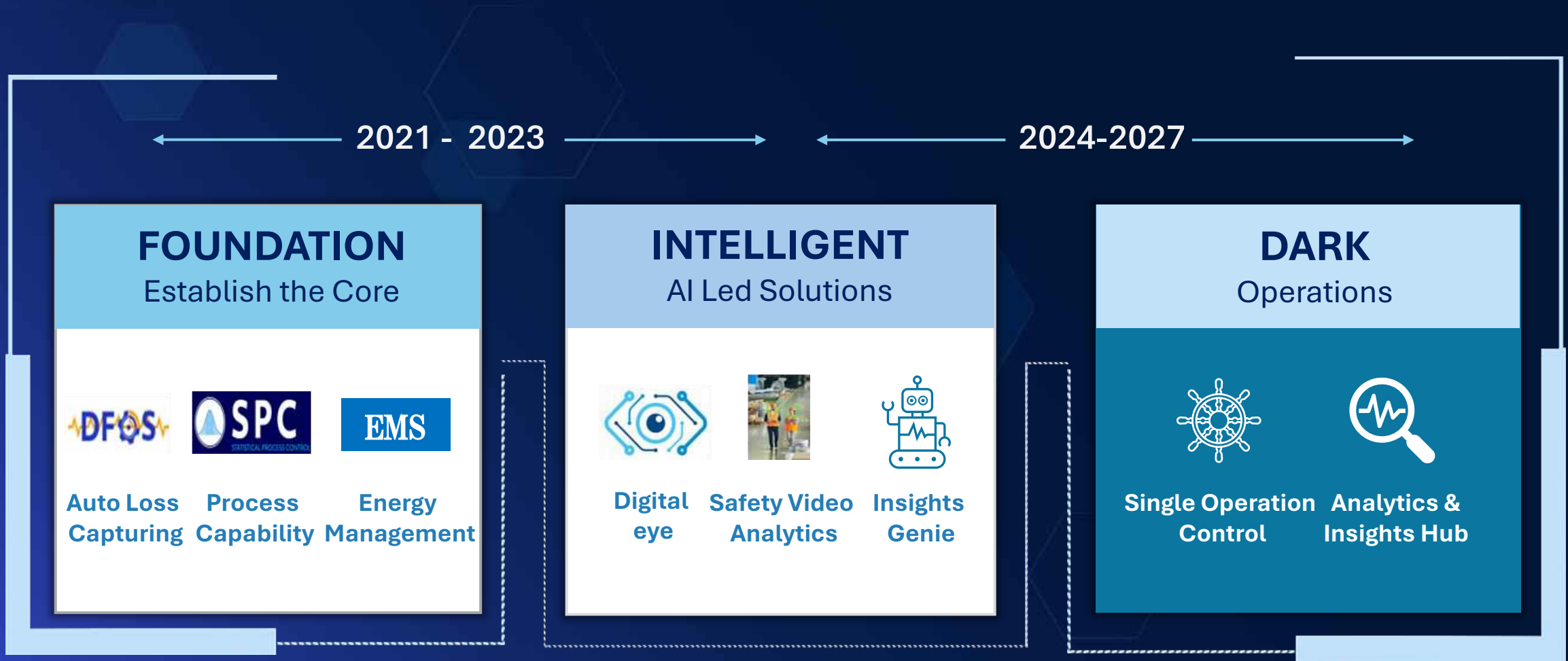


DARK OPERATIONS

SUPERIOR VALUE: JOURNEY TOWARDS DARK OPERATIONS



Hindustan Unilever Limited





Hindustan Unilever Limited

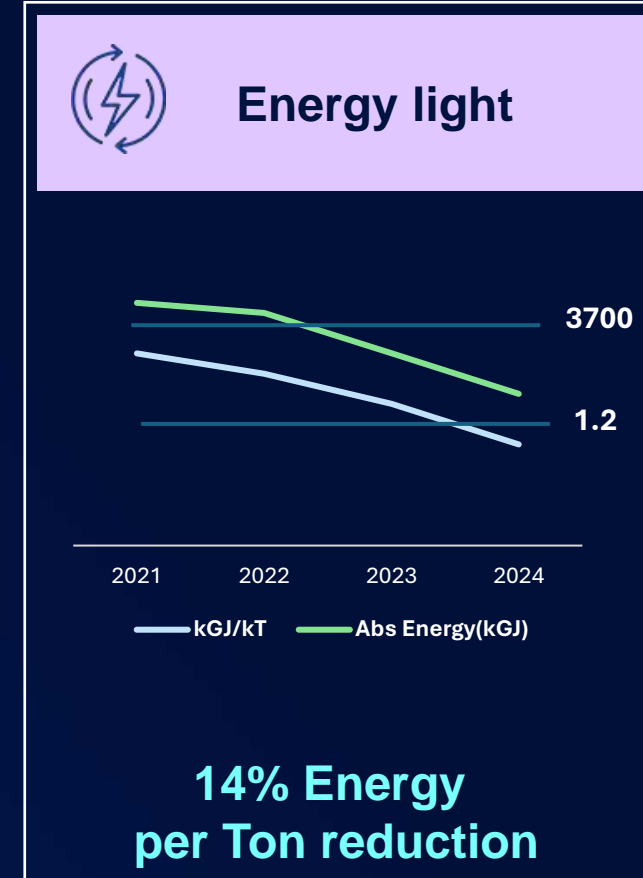
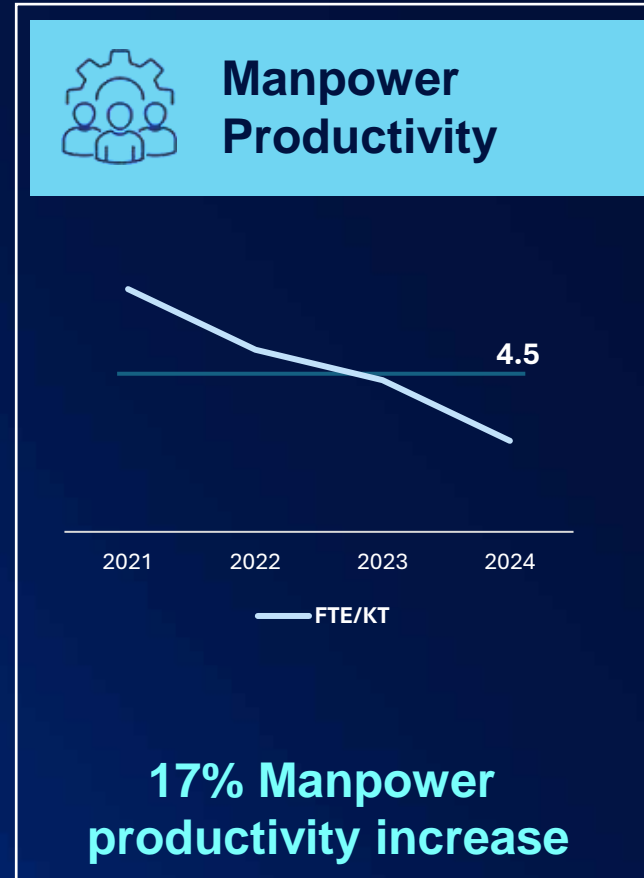
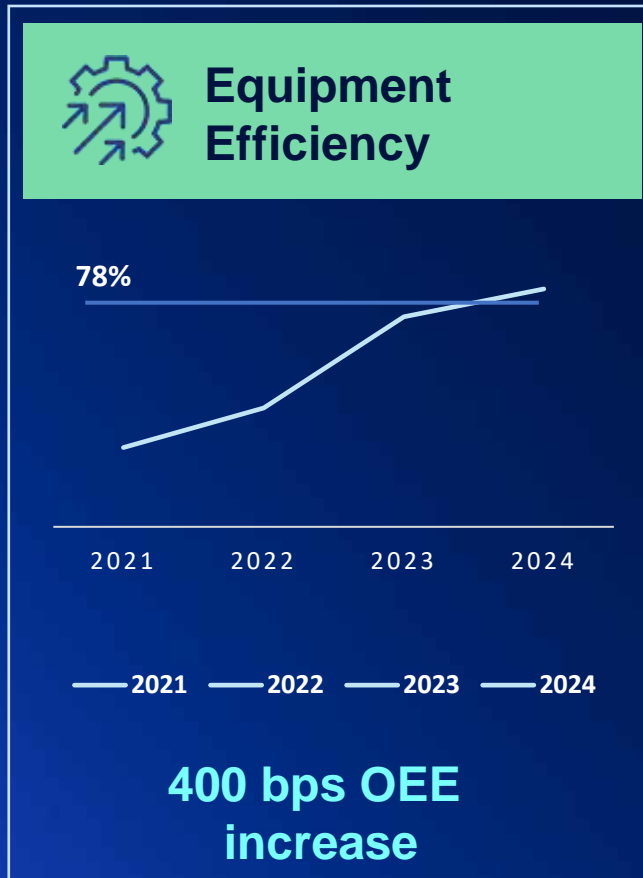


DIGITAL FACTORY AV

SUPERIOR VALUE: CONSISTENT PERFORMANCE ACROSS ALL PILLARS



Hindustan Unilever Limited





Hindustan Unilever Limited



FUTURE-FIT NETWORK

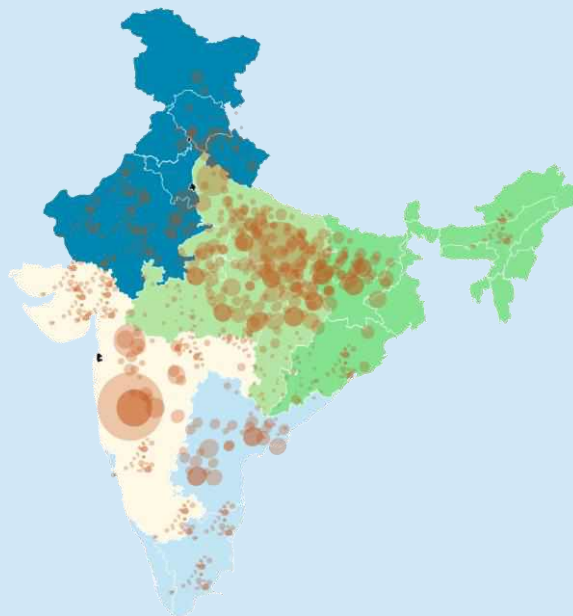
SUPERIOR VALUE: FUTURE FIT NETWORK (NAKSHATRA)



Hindustan Unilever Limited



**MULTI-CATEGORY
FACTORY**



CLOSER TO DEMAND



**NEXT-GEN
MANUFACTURING**

SUPERIOR VALUE: SUMERPUR FACTORY | NAKSHATRA BIGGEST NODE



Hindustan Unilever Limited

MULTI-CATEGORY FACTORY

Pre-Nakshatra
Single category



Post-Nakshatra
Multi-Category



2X increase in formats

FULLY AUTOMATED WAREHOUSE



**23% Reduction in FG
distance travelled**

GENDER BALANCED WORKFORCE



> 40% Women in shopfloor

SUPERIOR VALUE: NAKSHATRA TRANSFORMATION JOURNEY



Hindustan Unilever Limited

+30%
Formats per Site

108%
Improvement In
Direct Dispatch

21%
Reduction In KM
travelled

>600 KT
Additional Capacity

Unlocking >2000 Cr Value over a decade



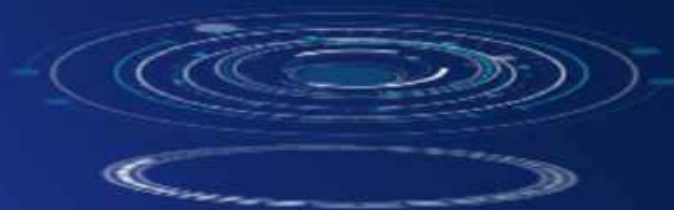
Hindustan Unilever Limited

SUPERIOR AVAILABILITY

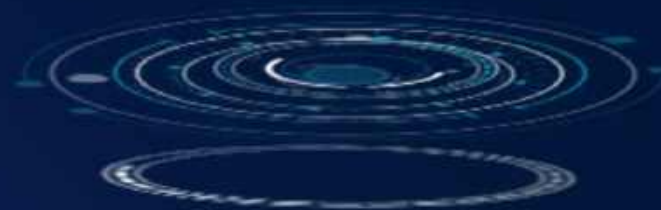


SUPERIOR AVAILABILITY

**NANO
3.0**



NANO



SAMADHAN



Hindustan Unilever Limited


NANO
3.0

NANO

SUPERIOR AVAILABILITY: NANO MANUFACTURING : HUL JOURNEY



Hindustan Unilever Limited



2021
First Ever
Nano for B&W



2022-2024
Nano for Skin
Cleansing, Nutrition &
Homecare



2024-2025
Nano 3.0
Adaptive
manufacturing

BENEFITS:

600 bps eCom DR
improvement

500+ SKU's
150+ innovations

1000 bps OLA
improvement

5 Premium Beauty
Brands



Hindustan Unilever Limited



NANO AV



Hindustan Unilever Limited



SAMADHAN

Need for direct-to-store : Samadhan



EVOLVING RETAILER NEEDS

**Any time and
Frequent
ordering**

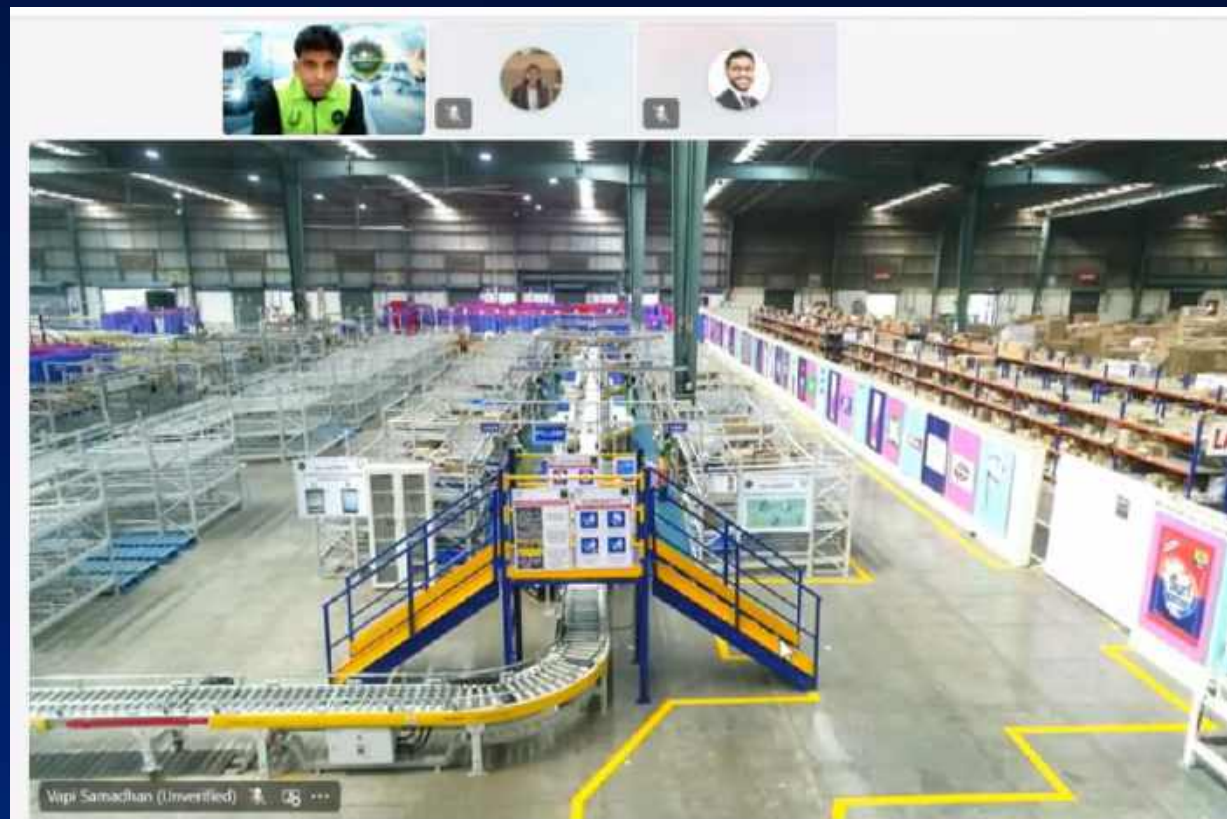
**Next day
Delivery**

High Fill rate

**Larger and
relevant
Assortment**



Hindustan Unilever Limited



SAMADHAN TOUR



END-TO-END DIGITAL TRANSFORMATION

PROJECT SAMARTH



PLAN:

Intelligent &
Autonomous Planning

MAKE:

Autonomous &
Dark Factories

SOURCE:

Partnerships &
competitive buying

DELIVER:

Direct to Store with
Next Day Delivery



Hindustan Unilever Limited



SAMARTH AV

224/270



Hindustan Unilever Limited

THANK YOU



Hindustan Unilever Limited

CUSTOMER DEVELOPMENT

ARUN NEELAKANTAN

Executive Director, Customer Development



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UNMATCHED SCALE BUILT BY THOUGHT LEADERSHIP

3500+ Distributors
2000+ towns

50+ Brands
3000 SKUs

3.0 Mn Stores
(Directly Covered)

75Bn+ Units

9 Mn+ Retail Outlets
(95% VWD)

c. 35% Digital Demand
Capture

Dedicated Systems

MT System – 2004
Ecom System – 2013

Unlocking Bharat

Rural Shakti Set Up – 2003
Winning In Many Indias - 2014

Digitizing Sales

Distributor Systems – 2005
Front End Salesrep HHT – 2008
Shikhar – 2019



TRANSFORMING INDIA, TRANSFORMING CHANNELS

Rising Affluence



Premium Consumers Seeking New Categories

Digitization



Content + Commerce Convergence

More Connected India



Enhanced Physical & Mental Reach

Rise Of Organised Trade



Modern Trade Consolidation



Evolving Ecom Models

Specialty Retail



Evolving Channels To Meet Customized Requirements

Transforming Kirana



More Digital



More Assortment



STRENGTHEN
Traditional Trade

CUSTOMIZE
Specialty Channels

LEAD
MT & E-com



TRANSFORMATION OF TRADITIONAL TRADE

KIRANA CENTRIC
DISTRIBUTOR INCLUSIVE





STRENGTHENING TRADITIONAL TRADE MOATS

More Stores



56% → 65% → 70%
FY'22 FY'24 FY'27

Direct Weighted Distribution

Better Served



30% More Frequent

Enhanced Tech & Analytics, More Distributors, More Feet on Street

Digitally Transformed



Shikhar eRTM

Buy Smarter, Sell More



eRTM: TRANSFORMING TRADITIONAL TRADE

Kirana Centric, Distributor Inclusive

BUY SMARTER



Wide Assortment



Anytime ordering



Fast & Full Delivery



Attractive Pricing



Guaranteed Credit

SELL MORE



Go Online



Enable Home Delivery



Demand Gen In-Store

Creating Sustained Advantage



Enhance Distributive Capacity



Reach More Stores



More Orders, More Assortment



Cost Efficiency

1.4 Mn Outlets

70% MAU

80%+ NPS Score



POWERED BY DIGITAL SELLING HUB

Advanced Technology Solutioning



Shopper Coupon Activation



Influencer Campaigns



AI Led Customized Ads

Integrated 360° Product Suite



SHIKHAR



SalesEDGE



IQ Neo

1.SHIKHAR ORDERS

2.SHIKHAR INTELLIGENCE



3.SHIKHAR CARE



4.SHIKHAR DELIVERY



SHIKHAR AV



CUSTOMIZED RTMs

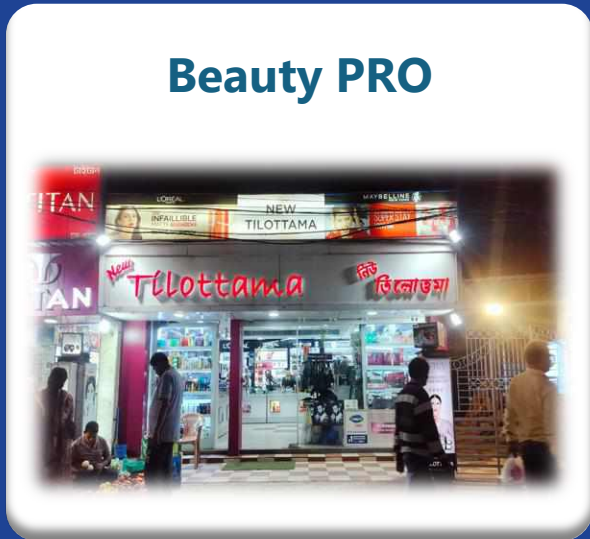
SPECIALTY CHANNELS





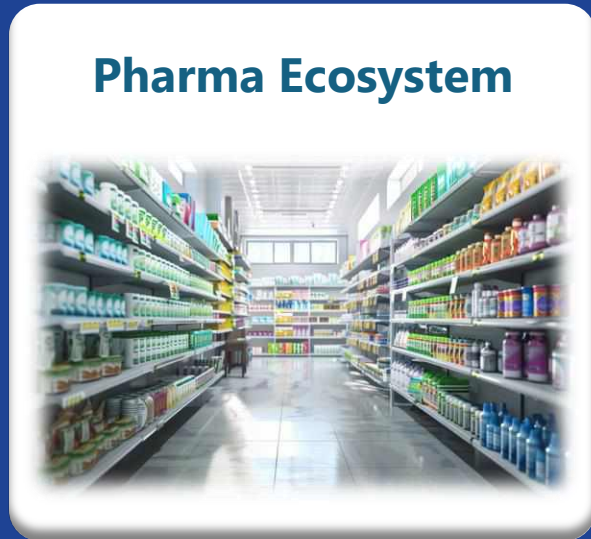
LAUNCHING NEW RTMs FOR EMERGING SEGMENTS

Beauty PRO



~80k Outlets, **90** Towns
70% Premium Beauty Market

Pharma Ecosystem



~200k Pharmacists
71% Direct Reach

Foods Specialty



~45k Outlets
~70% Premium Food Business



WINNING IN CHANNELS OF THE FUTURE

AMPLIFYING
MODERN TRADE





MODERN TRADE AN EDGE FOR HUL

Scaled Channel



15 Categories
#1 (80% Categories)

MT Tailwind



1.1 x
Market Share in MT vs GT

In Store Presence



60% VWD
in 90 days

30%
Share of In-store Manning*

*basis internal survey for B&W top stores



SUPERIOR EXECUTION & PARTNERSHIP

Category Captaincy



Building Segments Of The Future



Unmissable Brands In Store

Enabled by technology



Global Tech Stack – Customized For India



New Age Technology

Customer Partnership



Events & Festival Activation



Customer Immersions



WINNING IN CHANNELS OF THE FUTURE

ACCELERATING
ECOMMERCE



HUL ECOMMERCE: SIZEABLE, GROWING, UNIQUE



7%
E-com Contribution

14%
E-com Contribution in
B&W

30%+
3-year CAGR

48%
D4C Portfolio

90%*
Automated

56%
Industry Experience



WINNING VIA PERSONALIZATION AT SCALE

Platform Centricity

Quick/slotted Delivery



Beauty-verse

Marketplace

Shopper First Design
Differentiated Portfolio

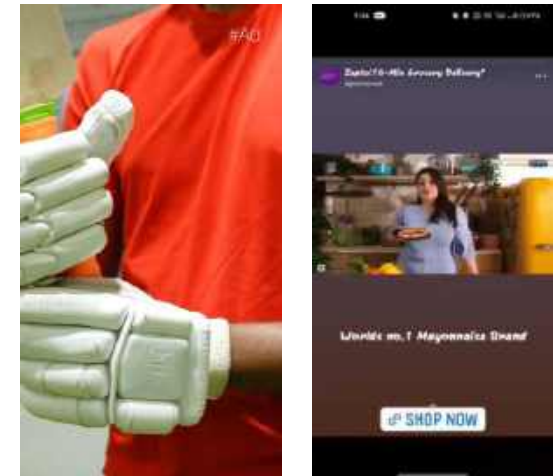
AI Enabled

Logo Payoff Texture New Callout

#Copy, #Rows, Words Model Open Pack Product, Range

Content Supply Chain
Performance Automation

Customer Engagement



Marketing Partnership
Superior Availability



ECOMMERCE SHOPPER JOURNEY



ECOMMERCE AV





Hindustan Unilever Limited

CUSTOMER DEVELOPMENT

THANK YOU

RITESH TIWARI

CHIEF FINANCIAL OFFICER



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 [12/18/2010](#).



WHAT YOU HAVE HEARD SO FAR

THE INEVITABLE INDIA OPPORTUNITY



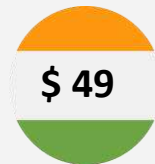
Hindustan Unilever Limited

FAST GROWING ECONOMY

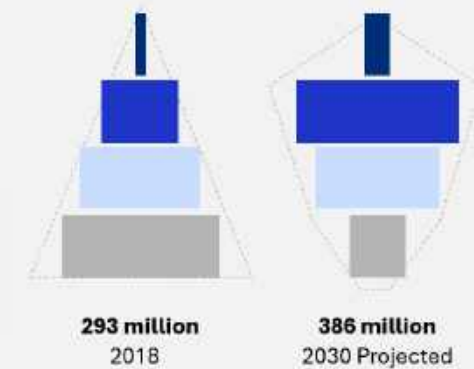
India's GDP Ranking



UNDER INDEXED FMCG SPENDS



RISING HOUSEHOLD INCOMES



Segmentation by Annual Household Income

- < \$4000
- \$4000-8500
- \$8500-40000
- > \$40000

OUR TEN-YEAR TRACK RECORD

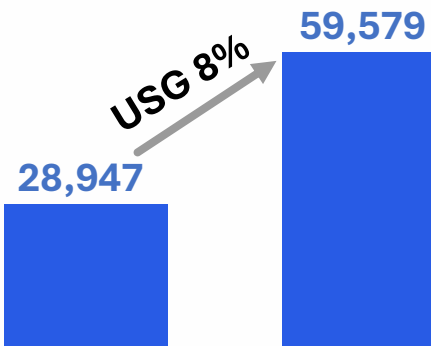


Hindustan Unilever Limited



TURNOVER

2X



FY'14

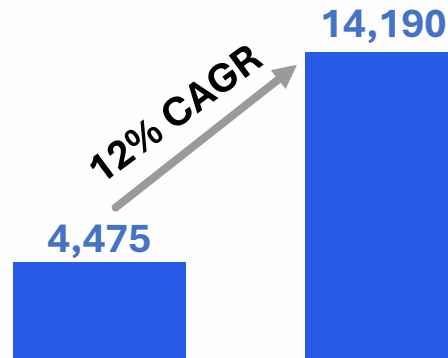
FY'24

Rs. Crs



EBITDA

3X



FY'14

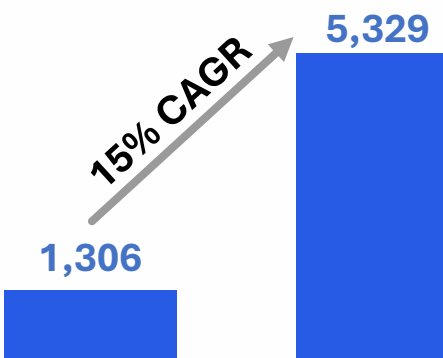
FY'24

Rs. Crs



MARKET CAP

4X



FY'14

FY'24

Rs. Bn

10 YEARS CUMULATIVE DIVIDEND PAYOUT RATIO > 90% : c.65,000 Crs

EACH BUSINESS GROUP PLAYS A DISTINCTIVE ROLE



Hindustan Unilever Limited

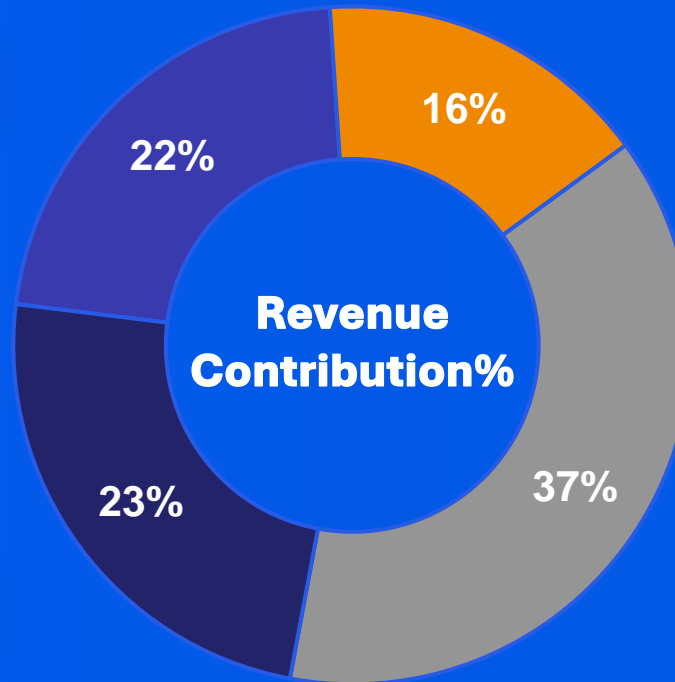
BEAUTY & WELLBEING

Shape the beauty market in the country



FOODS & REFRESHMENT

Sharper portfolio choices with India for India Strategy



PERSONAL CARE

Pioneer category development and market-making

HEMOCARE

Accelerated market-making & Premiumisation



ICE CREAM SEPARATION



WHAT I WILL COVER IN THIS SESSION

01

**DELIVERING THE
SHORT TERM**

02

**DELIVERING THE
LONG TERM**



01

DELIVERING THE SHORT TERM

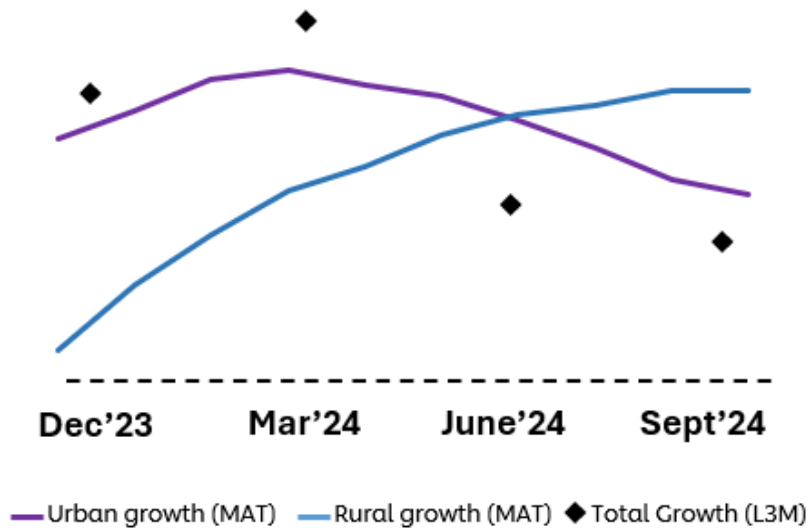
CURRENT OPERATING ENVIRONMENT



Hindustan Unilever Limited

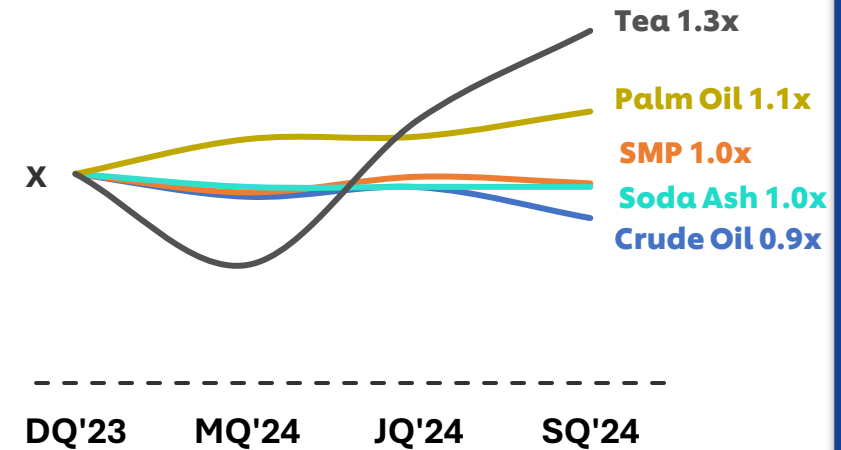
URBAN GROWTH MODERATING, RURAL RECOVERY GRADUAL

**FMCG Volume
Growth Trends (Nielsen)**



COMMODITY PRICES LARGELY BENIGN TEA AND PALM OIL INCREASES IN SQ'24

**Key raw materials
~70% of the commodity footprint**





OUTLOOK



Demand trends expected to be stable



Low-single digit price growth, if commodity prices remain where they are



EBITDA to be maintained at current healthy levels

KEY FOCUS AREAS

1

Competitive volume led growth

2

Generating fuel for growth

3

Sharper portfolio choices

DRIVING COMPETITIVE VOLUME LED GROWTH



Hindustan Unilever Limited

Market leadership

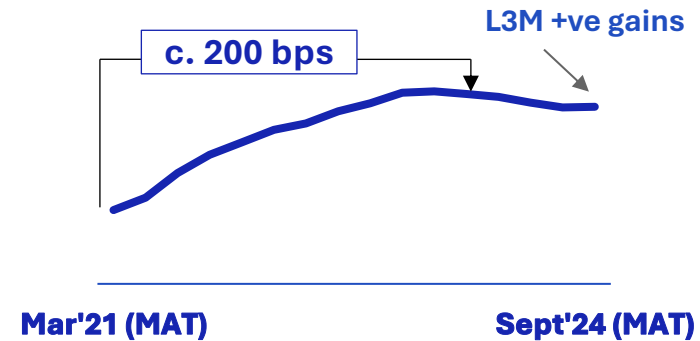
Market leadership in >85% of the business

Scale compared to the second largest player

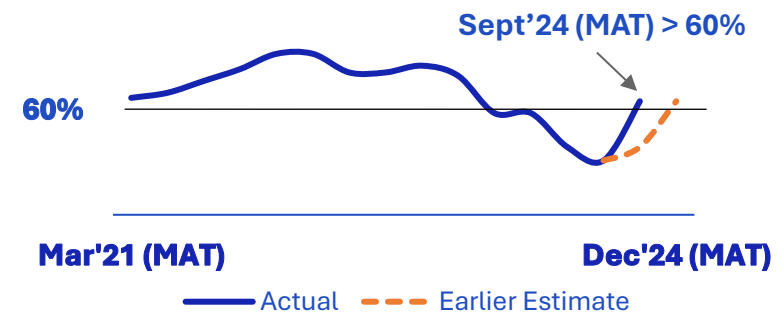


Relative market share period MAT Sep'24 Nielsen Market research

Market share



Business winning





SAVINGS ACROSS ALL THE LINES OF P&L

RESTORING GROSS MARGINS

50.7%

BEST IN CLASS OVERHEADS

Employee cost and other expenses vs. peers
% Turnover



INVESTING IN OUR BRANDS & CAPABILITIES

DEPLOYING A&P SPENDS

10.2%

SOV > SOM

c.40% of media spends are digital

DELIVERING SUPERIOR VALUE TO CONSUMERS

PRODUCT SUPERIORITY

PRODUCT INNOVATION

CUSTOMER INVESTMENTS

CAPABILITY BUILDING

SHARPER PORTFOLIO CHOICES



Hindustan Unilever Limited

PUREIT DIVESTMENT



ICE CREAM SEPARATION



LIMITED BUSINESS MODEL SYNERGIES



SIGNIFICANT HEADROOM FOR GROWTH

- Category projected to grow in double-digits
- Favourable demographics and climate
- Premiumisation opportunity
- Low penetration and per capita consumption

ROBUST BUSINESS FUNDAMENTALS

- Double-digit growth in the last decade
- #2 player nationally with iconic brands
- Superior manufacturing and distribution
- Over-indexed¹ in channels of the future vs. the competition

LOW COMPLIMENTARITY WITH HUL



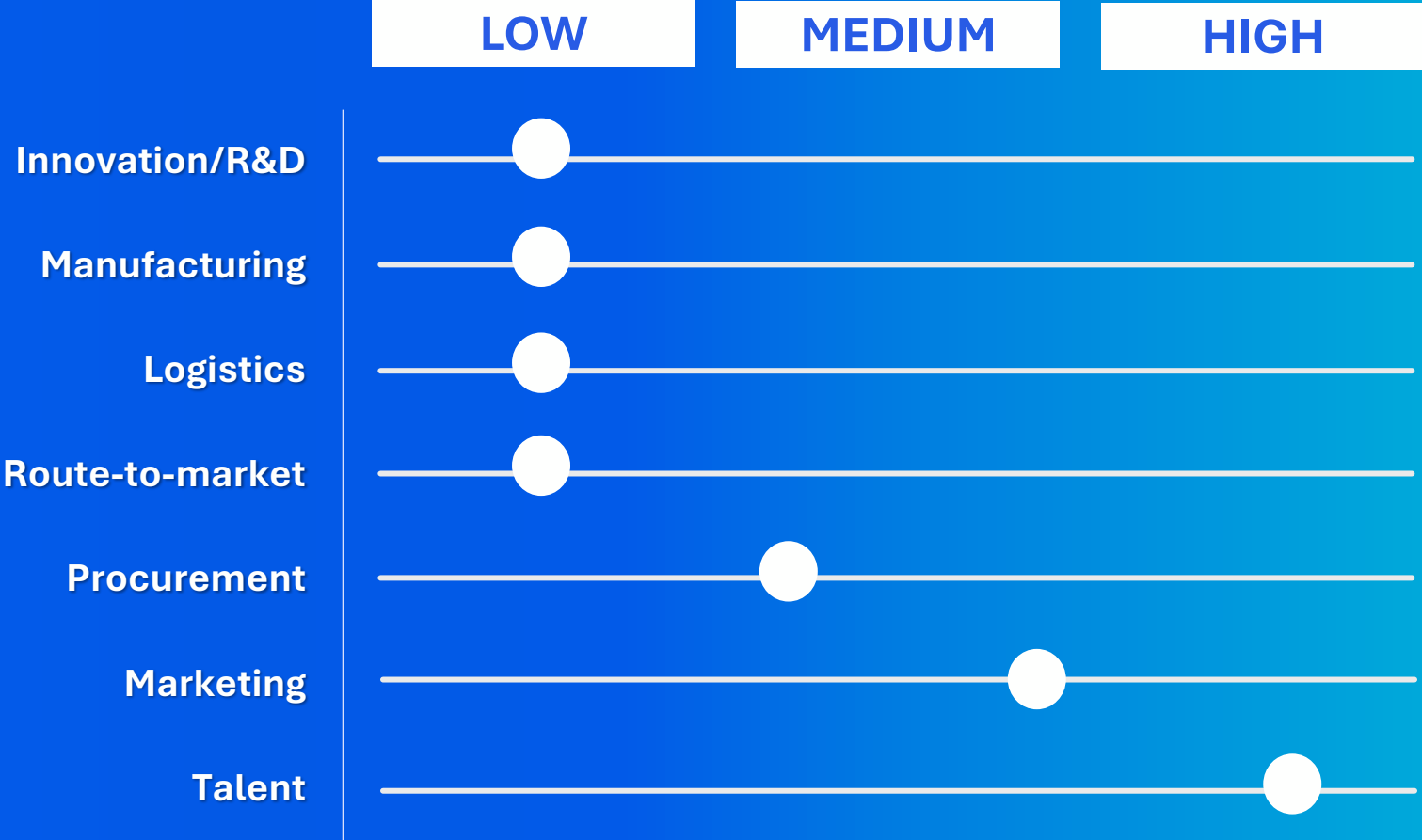
Hindustan Unilever Limited

A **distinct operating model** including cold chain infrastructure

High **seasonality** and **capital intensity**

Unilever's **decision to separate** the Ice Cream business

SYNERGIES WITH HUL



Synergy levels based on management estimates

Sensitivity: Public

DEMERGER WILL CREATE A FOCUSED AGILE ENTITY



Hindustan Unilever Limited

- 1 **Great business with significant growth potential**
- 2 **Opportunity for shareholders to participate in future value creation**
- 3 **Focused management with greater flexibility to deploy strategies suited to Ice Cream's distinctive business model**
- 4 **Equipped with the portfolio, brand and innovation expertise from the largest global Ice Cream business**
- 5 **Smoother transition for business as well as our people while securing a better talent outcome**



02

DELIVERING THE LONG TERM

OUR VALUE CREATION MODEL



Hindustan Unilever Limited

**COMPETITIVE
TURNOVER
GROWTH**

**MODERATE
MARGIN
EXPANSION**

**c.100%
CASH
CONVERSION**

**FOCUSED
CAPITAL
ALLOCATION**

DOUBLE-DIGIT EPS GROWTH

THE GROWTH ALGORITHM



Hindustan Unilever Limited

CORE

FUTURE
CORE

MARKET
MAKERS

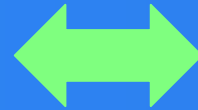
Vs. Market
Growth

1.0x

1.25x

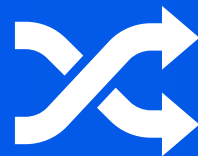
1.5x

Investment



VOLUME GROWTH

100 Bps > Market



MIX GROWTH

Favourable



PRICE GROWTH

In line with Market



NET PRODUCTIVITY

+100 Bps

Ahead of average savings

SC controlled cost



Buying negotiations



Smart product



Net revenue management



Media ROI



Overheads



PREMIUMISATION & MIX

From

Market makers



Future core



Core



To

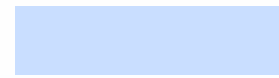
Market makers



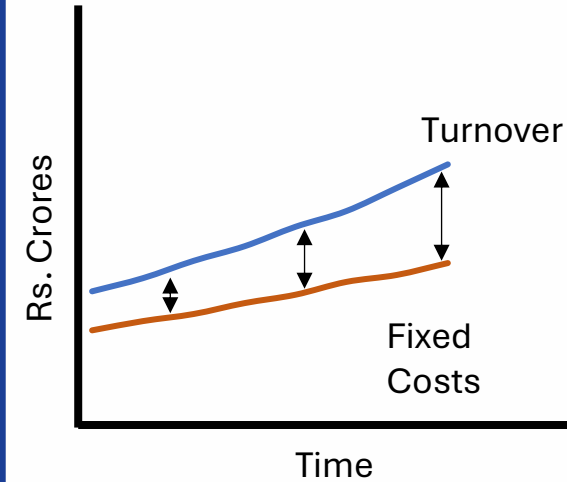
Future core



Core



TURNOVER LEVERAGE



**USG >
Fixed costs CAGR**

CONVERTING PROFITS INTO CASH AND FUEL INVESTMENTS



Hindustan Unilever Limited

NET PROFIT TO
CASH CONVERSION

c.100%

TRADE WORKING
CAPITAL DAYS

Negative
WC

CAPEX FOR
GROWTH & PRODUCTIVITY

2%



c.3%

GUIDED BY OUR CAPITAL ALLOCATION PRINCIPLES



Hindustan Unilever Limited

INVEST IN BUSINESS

Brands & innovations

Capex for growth & productivity

Capabilities & sustainability

HIGH GROWTH M&A

Bolt-on acquisitions

Strategic fit

Value accretive

RETURN TO SHAREHOLDERS

Steady stream of dividends

High payout ratio

RETURN ON CAPITAL EMPLOYED 95%+

OUR LONG-TERM VALUE CREATION FRAMEWORK



Hindustan Unilever Limited



**TURNOVER
GROWTH**

COMPETITIVE

Volume growth of
100 Bps > Market

Premiumisation

Portfolio
Transformation in
B&W and Foods



**MARGIN
EXPANSION**

MODERATE

Net productivity

Favourable mix

Turnover leverage



**CASH
CONVERSION**

c.100%

Effective working
capital management

Invest in growth &
productivity capex



**CAPITAL
ALLOCATION**

ROCE >95%

Business investments

High growth M&A

High dividend payout

DOUBLE-DIGIT EPS GROWTH

THANK YOU

