



7th June, 2021

Stock Code BSE: 500696

NSE: HINDUNILVR

ISIN: INE030A01027

BSE Limited,
Corporate Relationship Department,
2nd Floor, New Trading Wing,
Rotunda Building, P.J. Towers,
Dalal Street,
Mumbai – 400 001

National Stock Exchange of India Ltd
Exchange Plaza, 5th Floor,
Plot No. C/1, G Block,
Bandra – Kurla Complex,
Bandra (E),
Mumbai – 400 051

Dear Sir,

Sub: Investor Presentation

Pursuant to the Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith a copy of the presentation to be made by Mr. Sanjiv Mehta, Chairman and Managing Director of the Company, on teleconference / webcast to analysts / group of investors at a Conference organized by Deutsche Bank today.

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

Thanking You.

Yours faithfully,

For Hindustan Unilever Limited

Dev Bajpai

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

DIN:00050516 / FCS No.: 3354

Encl: As above

Deutsche Bank Global Consumer Conference 2021

Sanjiv Mehta, Chairman & Managing Director

Hindustan Unilever Limited

7th June 2021



Hindustan Unilever Limited



Safe harbour statement

This Release / Communication, except for the historical information, may contain statements, including the words or phrases such as 'expects, anticipates, intends, will, would, undertakes, aims, estimates, contemplates, seeks to, objective, goal, projects, should' and similar expressions or variations of these expressions or negatives of these terms indicating future performance or results, financial or otherwise, which are forward looking statements. These forward looking statements are based on certain expectations, assumptions, anticipated developments and other factors which are not limited to, risk and uncertainties regarding fluctuations in earnings, market growth, intense competition and the pricing environment in the market, consumption level, ability to maintain and manage key customer relationship and supply chain sources and those factors which may affect our ability to implement business strategies successfully, namely changes in regulatory environments, political instability, change in international oil prices and input costs and new or changed priorities of the trade. The Company, therefore, cannot guarantee that the forward-looking statements made herein shall be realized. The Company, based on changes as stated above, may alter, amend, modify or make necessary corrective changes in any manner to any such forward looking statement contained herein or make written or oral forward looking statements as may be required from time to time on the basis of subsequent developments and events. The Company does not undertake any obligation to update forward looking statements that may be made from time to time by or on behalf of the Company to reflect the events or circumstances after the date hereof.



HUL: India's largest FMCG Company

India

€5 bn

Turnover

+ €3 bn

In last decade

25%

Operating margin

+1000bps

In last decade

9 out of 10

Households use one or more of our brands

5th Largest

Indian company by market capitalisation of

€ 66 bn

c. 90%

Of our business has category leadership



Hindustan Unilever Limited

Brands in

8m+

Stores



Largest M&A

in FMCG in India



Employer of choice

Across industries

+2200bps

Gender balance in last decade

136k

Shakti women micro entrepreneurs

Plastic neutral

By 2021

>1.3 tn litres

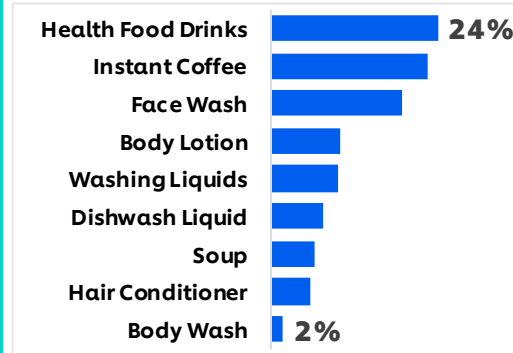
Water conservation potential created

India is reforming

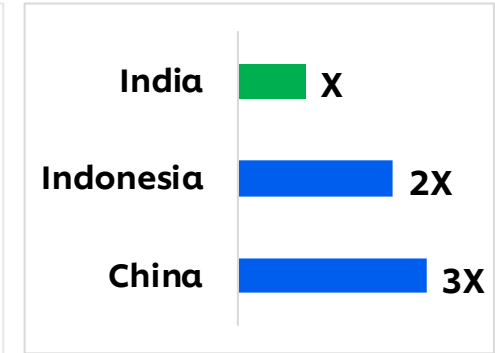


Ease of doing business rank improved
+79

FMCG has huge headroom to grow



Low category penetration



FMCG per capita consumption

Demographics dividend

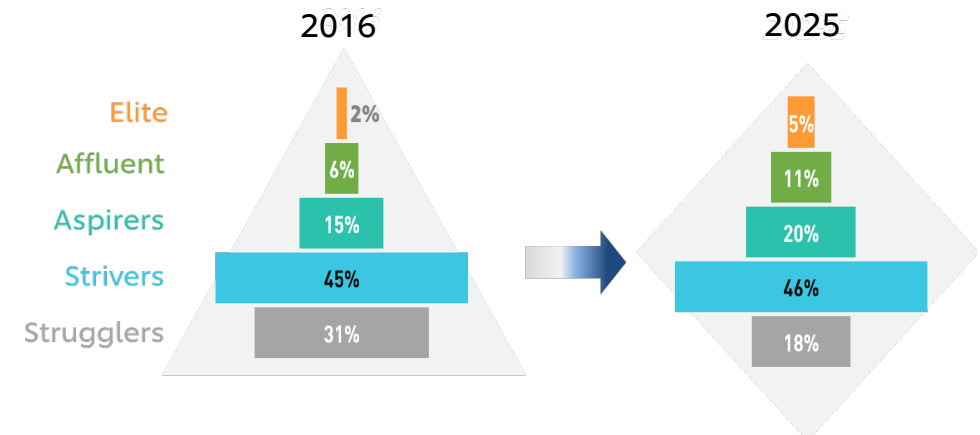
1.05 bn working class population

1/3rd are millennials

80% nuclear households by 2030



Income pyramid moving towards a diamond





Hair care

CAGR 11%



Relative Market Share
3X



Straddling price - benefit pyramid



Portfolio transformation





Fabric Wash

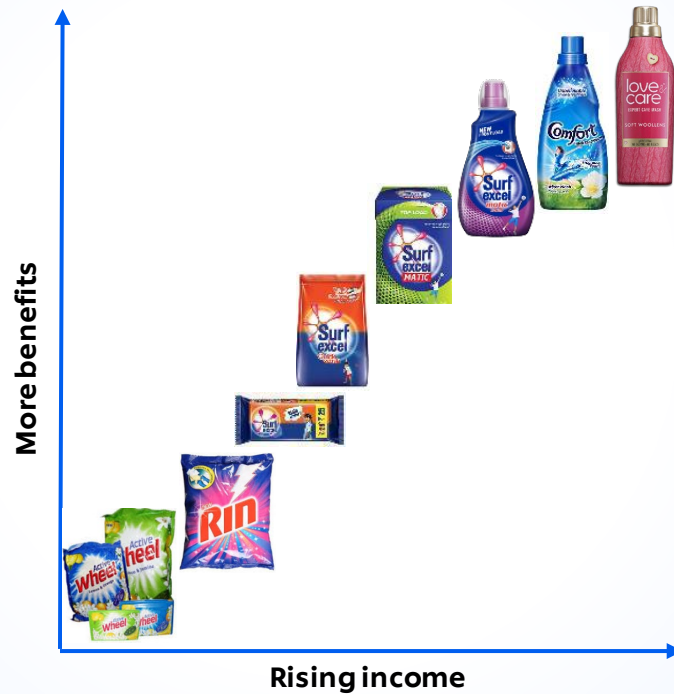


**Profitability
8X**

**Relative
Market Share
2X**



Upgrading with new benefits



Impactful Innovations

POWER OF 10 HANDS

*Get dazzling brightness
in half the water.**

Rin

Keep Shining

**FIGHT GERMS
WITH NATURE'S
SUPERPOWER.**

nature protect

SUPERCHARGED FORMULA WITH NEEM EXTRACT.

SMART SPRAY

REMOVES STAINS
IN FRONT OF YOUR EYES



Tea



Secured market leadership in Tea



Winning in many Indias'



Recognising Heterogeneity

Punjab & Karnataka

Same brand designed for different preferences



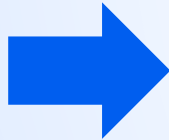
Market Development



Internet penetration



2015
302 m

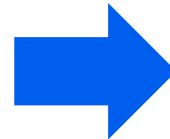


2021
761m

Cost of 1 GB data



2015
US\$ 4

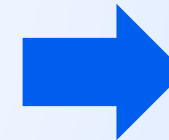


2021
US\$ 10c

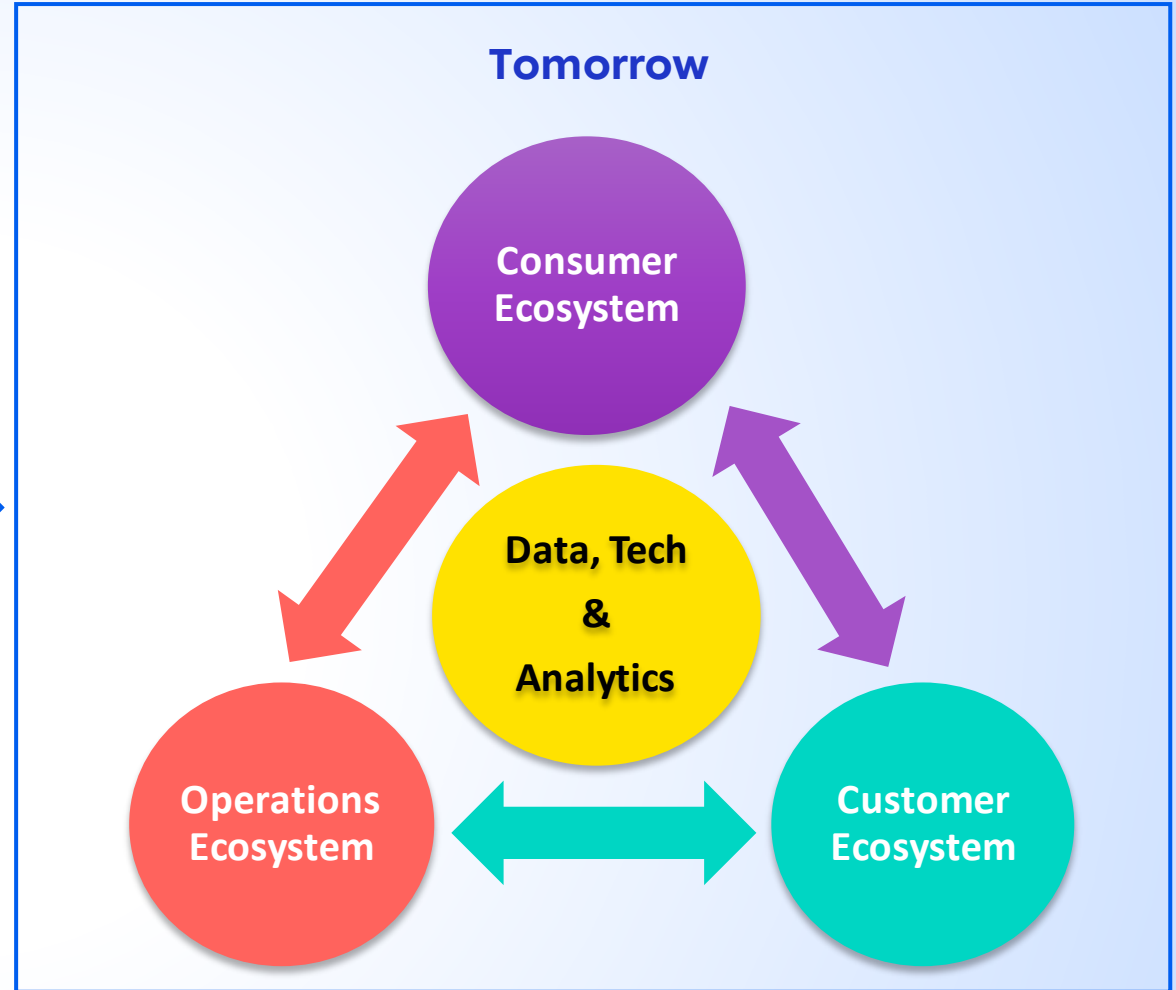
Average monthly data consumption per user



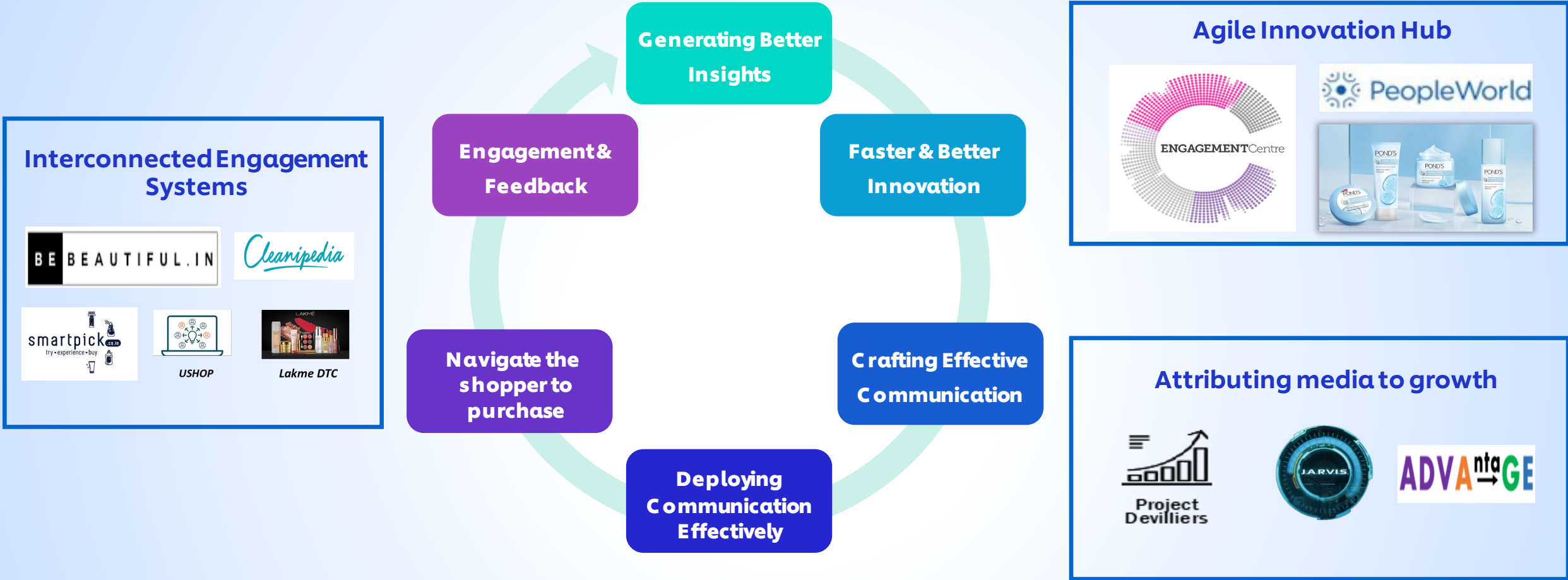
2015
0.8 GB



2021
13 GB



Transforming from linear value chain to non linear and interconnected ecosystems



Consumer signal to launch in half the time



<p>Capability</p>	<p>eComm, USHOP (DTC) & MyKirana (B2C)</p>	<p>Shikhar (eB2B ordering)</p>	<p>Digi Payment</p>	<p>Data & Analytics</p>	<p>Last mile Delivery</p>
<p>Impact</p>	<p>Ambition to double contribution</p>	<p>App based call & personalised recommendation</p>	<p>Retailer credit</p>	<p>Route optimisation, assortment recommendation</p>	<p>Next day delivery</p>

> 500k Kiranas (traditional grocers) connected; 2 Year plan folded in 6 months

Plan & Source

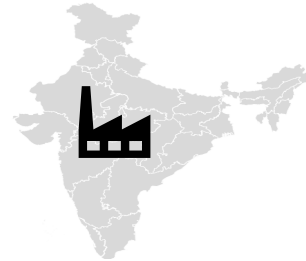


Artificial Intelligence led commodity and demand forecasting



Machine Learning powered intelligent planning for distributors

Make



Manufacturing & distribution network transformation



Digitally enabled agile manufacturing

Deliver & Service

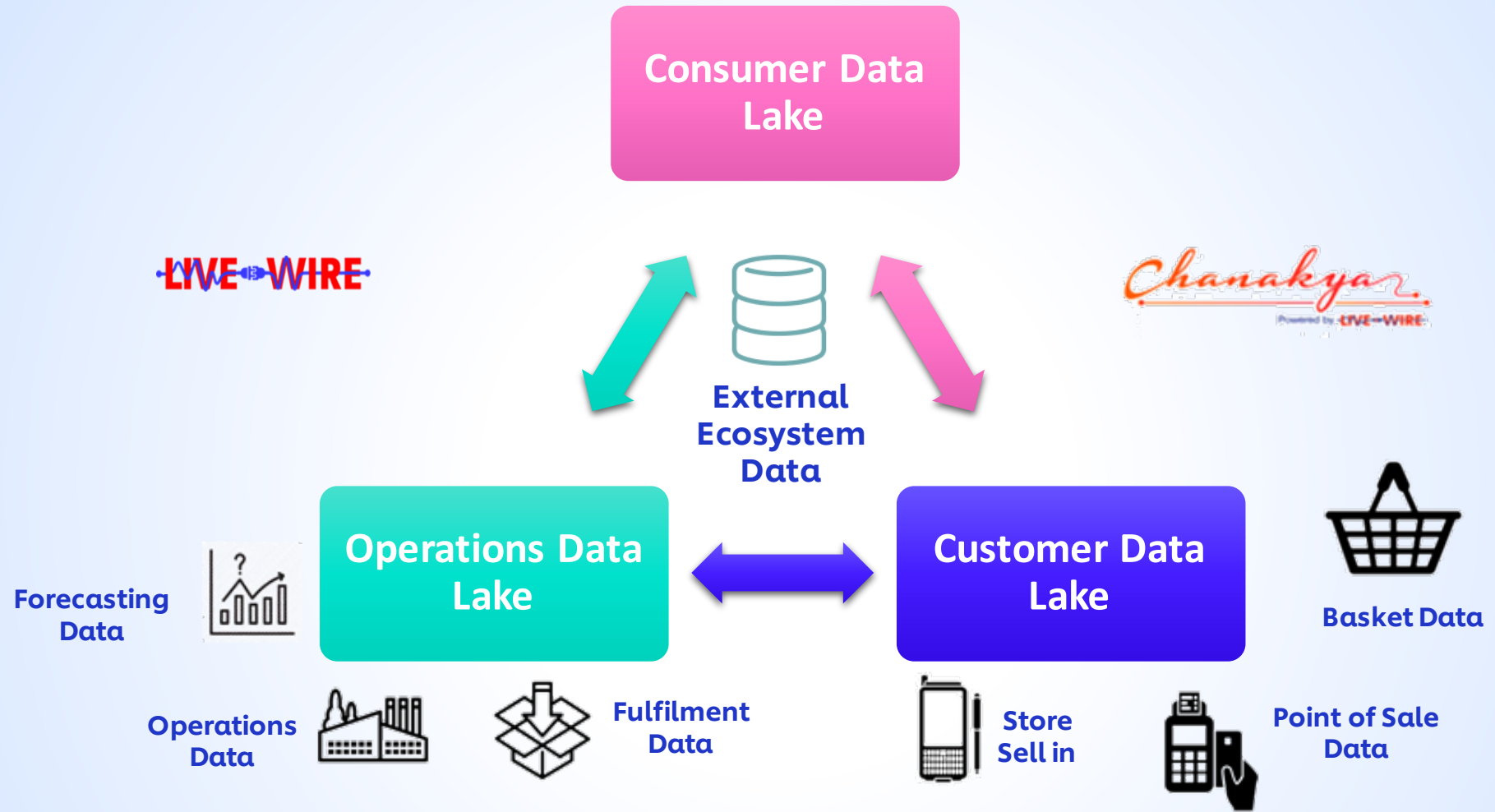


Automated storage & picking



Integrated routing & delivery

Moving towards a Hi-Tech and Intelligent Supply Chain



Augmenting decision making

Thank You