



27th April, 2022

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: Investor Presentation for the quarter and year ended 31st March, 2022

This is further to our letter dated 13th April, 2022, intimating a presentation to be made to Analysts / Investors on Audited Standalone and Consolidated Financial Results of the Company for the quarter and year ended 31st March, 2022 after the Board Meeting.

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 Analysts / Investors on Audited Standalone and Consolidated Financial Results of the Company for the quarter and year ended 31st March, 2022.

Please take the above information on record.

Thanking You.

Yours faithfully,
For Hindustan Unilever Limited

Dev Bajpai
Executive Director, Legal & Corporate Affairs
and Company Secretary
DIN:00050516 / FCS No: F3354

Hindustan Unilever Limited

MQ'22 Results : 27th April 2022



Surf excel

To rāng bachpan lautaye
Woh rāng achhe hain



Surf excel
EASY WASH

daag achhe hain

The advertisement features a vibrant background of a green field and a blue sky with soft clouds. At the top left is the Surf excel logo. The central text is in Hindi, with 'To rāng bachpan lautaye' in blue and 'Woh rāng achhe hain' in pink. Below the text is a large image of a Surf excel Easy Wash detergent packet, which shows a family of four and a colorful starburst logo. At the bottom left, there is a small logo and the text 'daag achhe hain'.



Dove hair therapy
care at hair's cellular level

breakage repair
conditioner

nutri-lock serum

Dove hair therapy
care at hair's cellular level

breakage repair
shampoo
sulphate-free

nutri-lock serum

Dove hair therapy
care at hair's cellular level

breakage repair
leave-on solution

nutri-lock serum

The image shows three Dove hair therapy products in a white, angular display stand. From left to right: a bottle of conditioner, a bottle of shampoo, and a spray bottle of leave-on solution. Each bottle has a white cap and a gold band near the bottom. The labels are white with black and gold text. The background is a solid light yellow color.



KWALITY WALL'S

NEW TRIXY CHEESECAKE

Blueberry Sauce

Creamy Cheesecake*

Cinnamon Cookies

AB PARLOUR, FREEZER MEIN.

TRIXY CHEESECAKE

The advertisement features a vibrant blue background. At the top left is the Kwality Wall's logo. Below it is the text 'NEW TRIXY CHEESECAKE'. The central image shows a stack of ingredients: a slice of creamy cheesecake, a layer of blueberry sauce, and cinnamon cookies. The stack is presented in a purple container. At the bottom right, there is a small image of a slice of cheesecake and the text 'AB PARLOUR, FREEZER MEIN.'.



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.

Sanjiv Mehta

Chief Executive Officer and Managing Director



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Dove hair therapy
care at hair's cellular level

breakage repair
conditioner

nutri-lock serum

Dove hair therapy
care at hair's cellular level

breakage repair
shampoo
sulphate-free

nutri-lock serum

Dove hair therapy
care at hair's cellular level

breakage repair
leave-on solution

nutri-lock serum

The image shows three white bottles of Dove hair therapy products with gold accents, displayed in a white hexagonal frame against a light beige background. The bottles are labeled 'breakage repair conditioner', 'breakage repair shampoo sulphate-free', and 'breakage repair leave-on solution', all featuring the 'nutri-lock serum' logo.



KWALITY WALL'S

NEW TRIXY CHEESECAKE

Blueberry Sauce

Creamy Cheesecake*

Cinnamon Cookies

AB PARLOUR, FREEZER MEIN.

TRIXY CHEESECAKE

The advertisement features a vibrant blue background with a dynamic splash of purple blueberry sauce and cinnamon cookies falling onto a purple container of Trixy Cheesecake. The container is labeled 'TRIXY CHEESECAKE'. A slice of the cheesecake is shown next to the container. The text 'AB PARLOUR, FREEZER MEIN.' is written in a bold, white font. The Kwality Wall's logo is in the top left corner.

FY'22 : Solid all-round performance in a challenging environment

Turnover
50,336 cr.

Turnover Growth YoY
11%

Earnings Per Share

11%

YoY Growth

Market Share

>75%

Business winning shares

Sustainability

116K tonnes

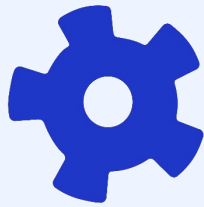
Plastic waste collected and disposed
Plastic Neutral in 2021

We are building a stronger business



1

**WINNING WITH
OUR PORTFOLIO**



2

**EXCELLENT
EXECUTION**



3

**STRENGTHENING
COMPETITIVENESS**



4

**DIGITAL
TRANSFORMATION**



5

**LEADING
SUSTAINABILITY**

We are building a stronger business



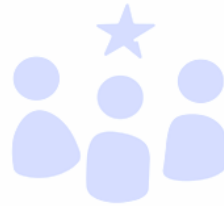
1

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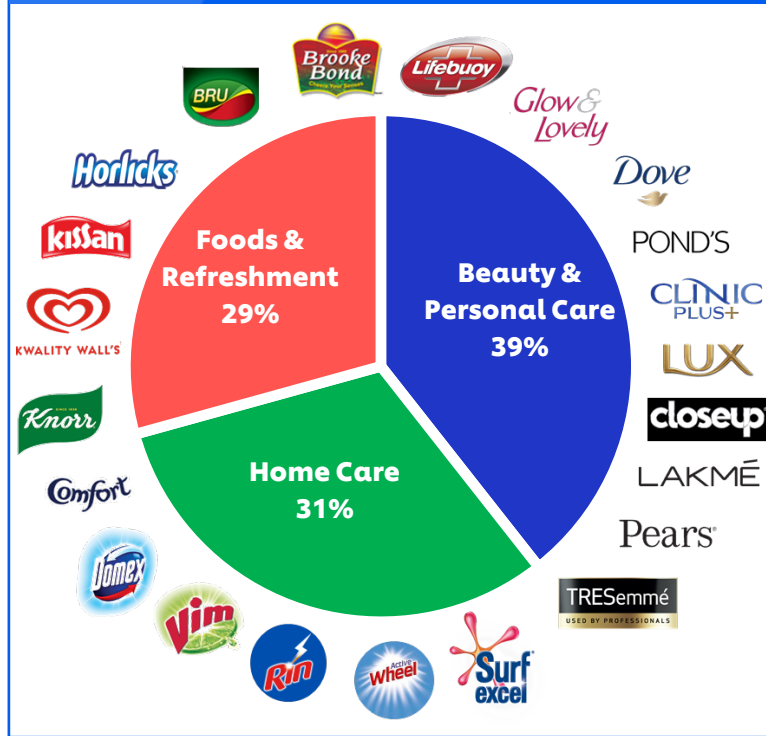
5

LEADING
SUSTAINABILITY



Winning with our portfolio

Wide and resilient portfolio of purposeful brands



Straddling price-benefit pyramid across categories



Playing in new demand spaces



Market Development at Scale



Our brands are getting bigger...

₹50 Bn+



₹20 Bn+



₹10 Bn+



₹50bn

Turnover added in FY'22

₹9bn

Turnover from innovations

3

New ₹20 bn Brands

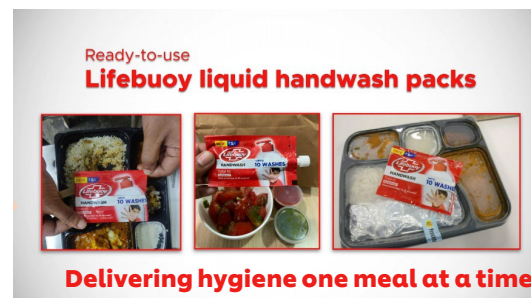
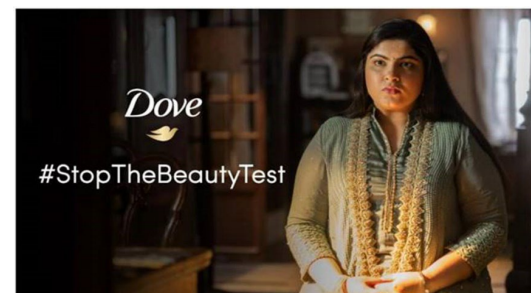


Product Superiority



2X more superior products vs 2019

Award winning marketing campaigns



Won Silver award



Most awarded advertiser



3 of world's most awarded campaigns



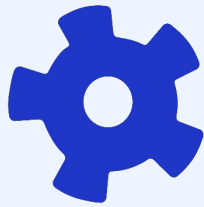
Won 7 awards

We are building a stronger business



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LEADING
SUSTAINABILITY



Excellent execution

Agile and resilient supply chain



8% YoY reduction in distance travelled



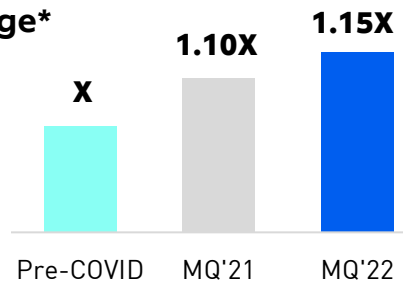
Production run every 3 days for 80% SKUs



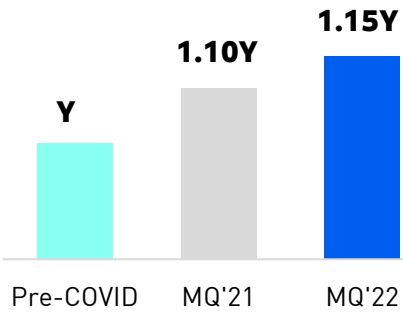
>99% of turnover produced locally

Expanding our reach

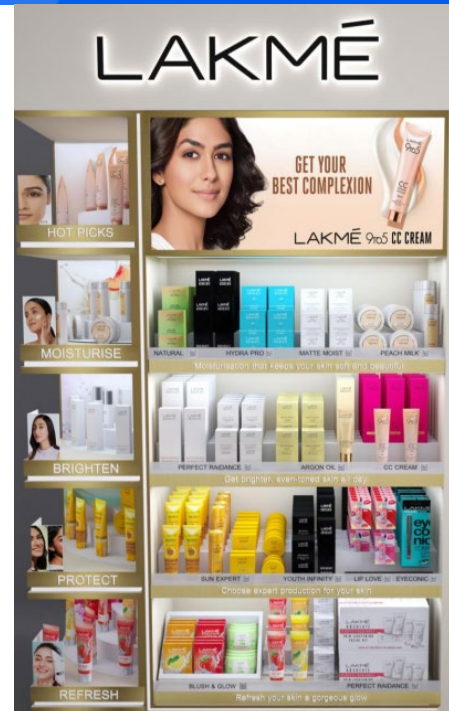
Effective Coverage*



Assortment



Perfect stores



We are building a stronger business



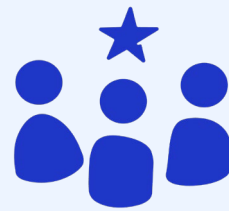
1

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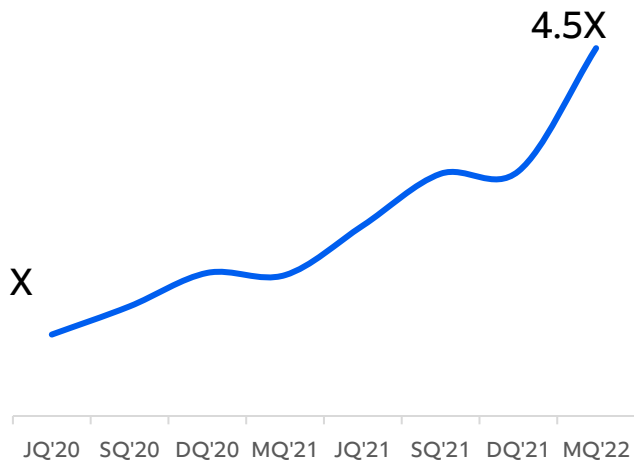


5

LEADING
SUSTAINABILITY

Growing consumer franchise, protecting our business model

Net Material Inflation*



MQ'22 vs PY

Crude	60%
Palm Oil	60%
Plastics	20%
Soda Ash	30%

Savings

7%

Gross Savings % TO
(FY'22)

Premiumisation

2X

Premium growth vs rest
of the portfolio (FY'22)

**Highest market
share gains**

In the last decade

Stepped-up Pricing

7%

Underlying Price Growth
(FY'22)

Investing in Brands

>1

SOV to SOM ratio
(FY'22)

**Healthy EBITDA
margin**

24.8%

*Net Material Inflation = Market Inflation post impacts of buying efficiencies, hedging, product design to value, etc.

We are building a stronger business



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**DIGITAL
TRANSFORMATION**

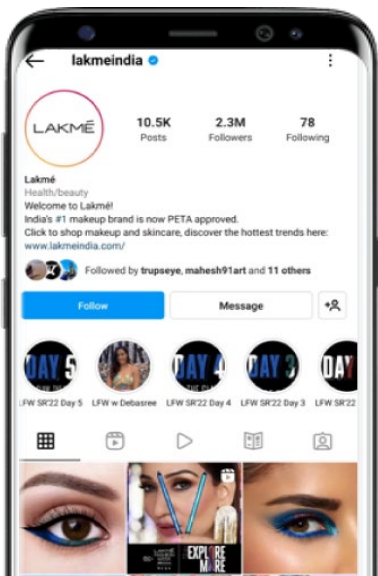


5

LEADING
SUSTAINABILITY



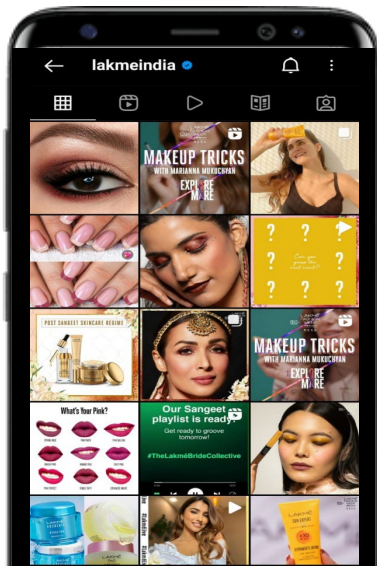
Digital-first Lakme



Hyper-connected consumer journey

2.3 mn

Instagram followers



Building brand across multiple touch-points

+160 mn

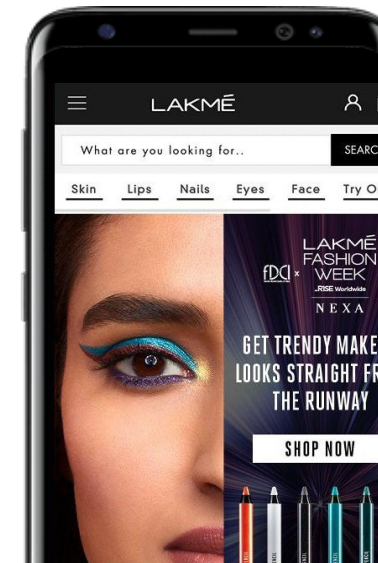
LFW impressions



Superior consumer experience led by technology

+2 mn

Beauty tech triers

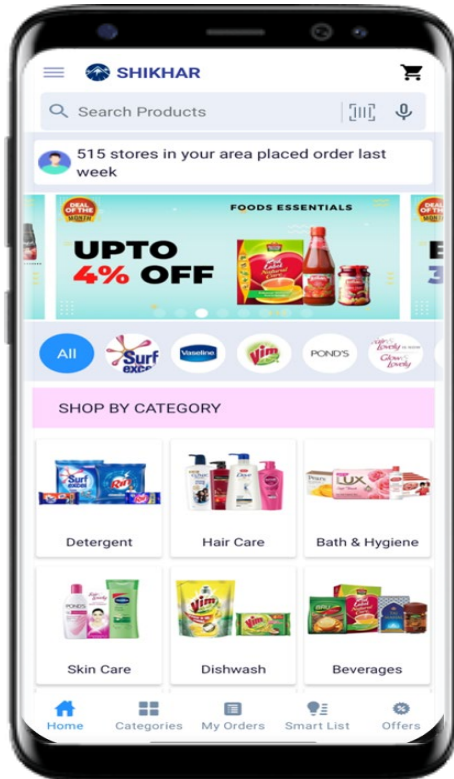


Scaling content and commerce

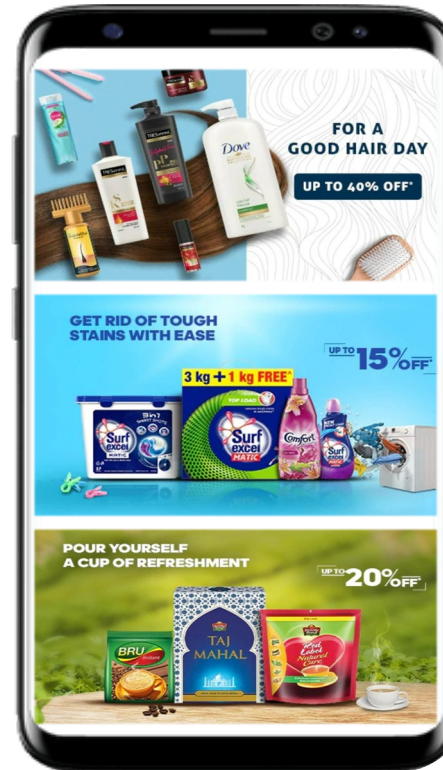
30%

Online sales

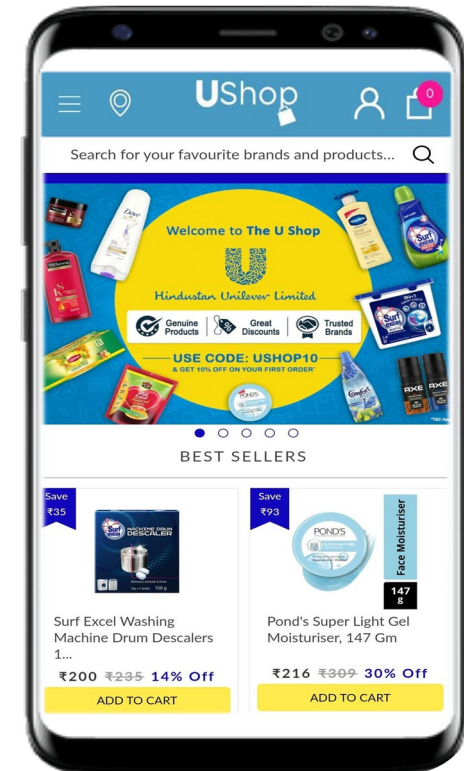
>800K Shikhar outlets



Accelerating eCommerce



Direct to Consumer





Digital operations

India's 1st FMCG Lighthouse Factory (World Economic Forum)



HUL's Dapada Home Care Factory

Nano Factories: Supply chain for smalls



3 Nano factories – manufacturing +100 SKUs

Samadhan : Automated Warehouse



Advanced fulfilment centre for N+1 delivery

We are building a stronger business



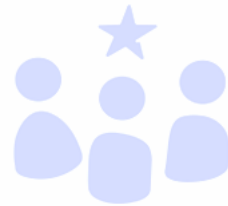
1

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LEADING
SUSTAINABILITY

Responsible growth : Doing well by doing good



94%

Reduction in CO₂ emissions
(kg/ tonne of production) against 2008 baseline



1.9 trillion litres
in 10K villages

Cumulative water potential
created by HUF and its partners (since 2010)



7th

Suvidha centre in Mumbai



>160K

Total Shakti entrepreneurs

Ritesh Tiwari

Chief Financial Officer



Surf excel

To rāng bachpan lautaye
Woh rāng achhe hain



Surf excel
EASY WASH

daag achhe hain

The advertisement features a vibrant background of a green field and a blue sky with soft clouds. At the top left is the Surf Excel logo. The central text is in Hindi, with 'To rāng bachpan lautaye' in blue and 'Woh rāng achhe hain' in pink. Below the text is a large image of a Surf Excel Easy Wash detergent packet, which shows a family of four and colorful hands. At the bottom left, there is a small Surf Excel logo and the text 'daag achhe hain'.



Dove hair therapy
care at hair's cellular level

breakage repair
conditioner

nutri-lock serum

Dove hair therapy
care at hair's cellular level

breakage repair
shampoo
sulphate-free

nutri-lock serum

Dove hair therapy
care at hair's cellular level

breakage repair
leave-on solution

nutri-lock serum

The image shows three Dove hair therapy products in a white, hexagonal-shaped display stand. From left to right: a bottle of conditioner, a bottle of shampoo, and a smaller bottle of leave-on solution. Each bottle has a white pump dispenser and a gold-colored band near the bottom. The labels are white with black and gold text. The background is a solid light beige color.



KWALITY WALL'S

NEW TRIXY CHEESECAKE

Blueberry Sauce

Creamy Cheesecake*

Cinnamon Cookies

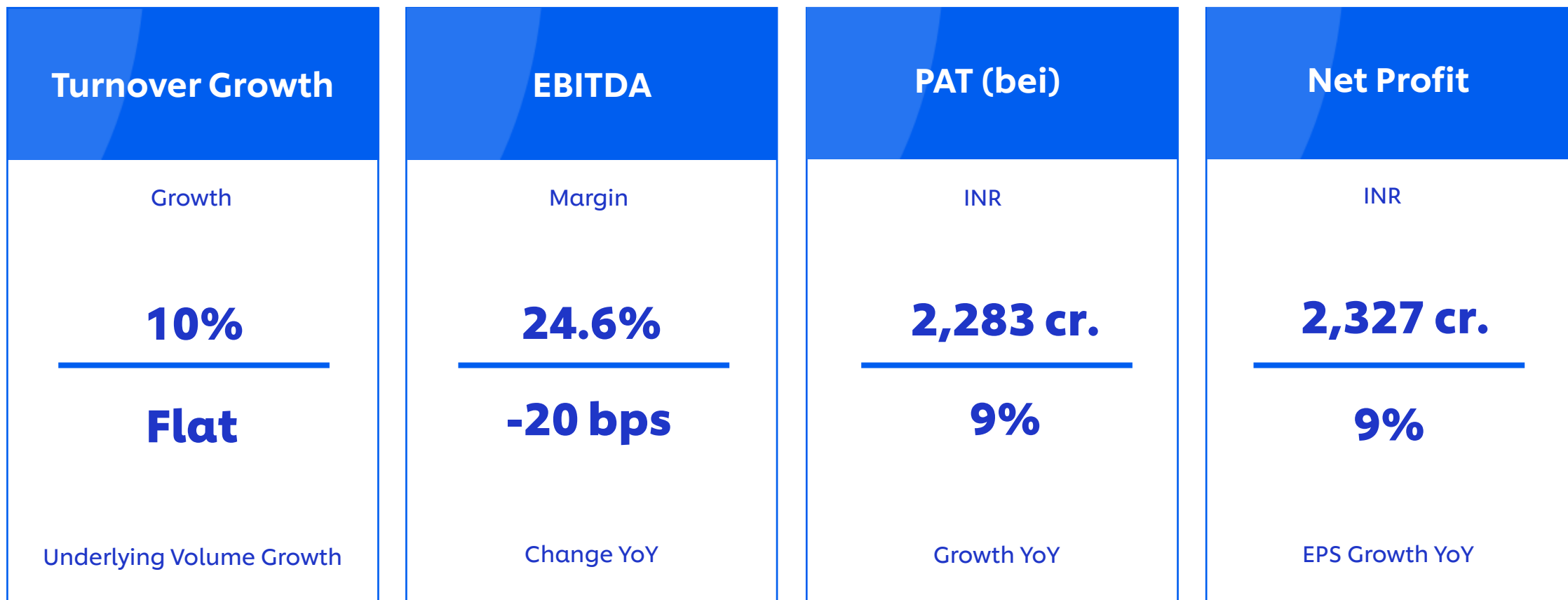
AB PARLOUR,
FREEZER MEIN.

TRIXY CHEESECAKE

The advertisement features a vibrant blue background. At the top left is the Kwality Wall's logo. The central text is in Hindi, with 'NEW TRIXY CHEESECAKE' in white and yellow. Below the text is a large image of a Trixy Cheesecake ice cream container, which is purple and white. The container is shown with a slice of ice cream being pulled out, revealing layers of blueberry sauce, creamy cheesecake, and cinnamon cookies. The background is a solid light blue color.



MQ'22 : Strong close to the year

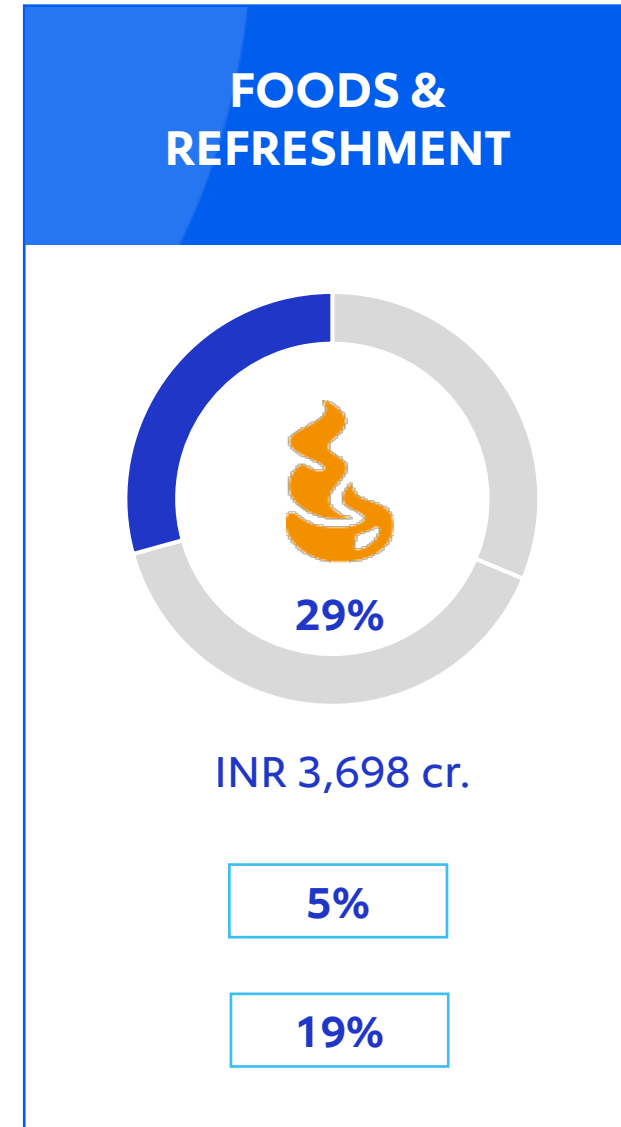
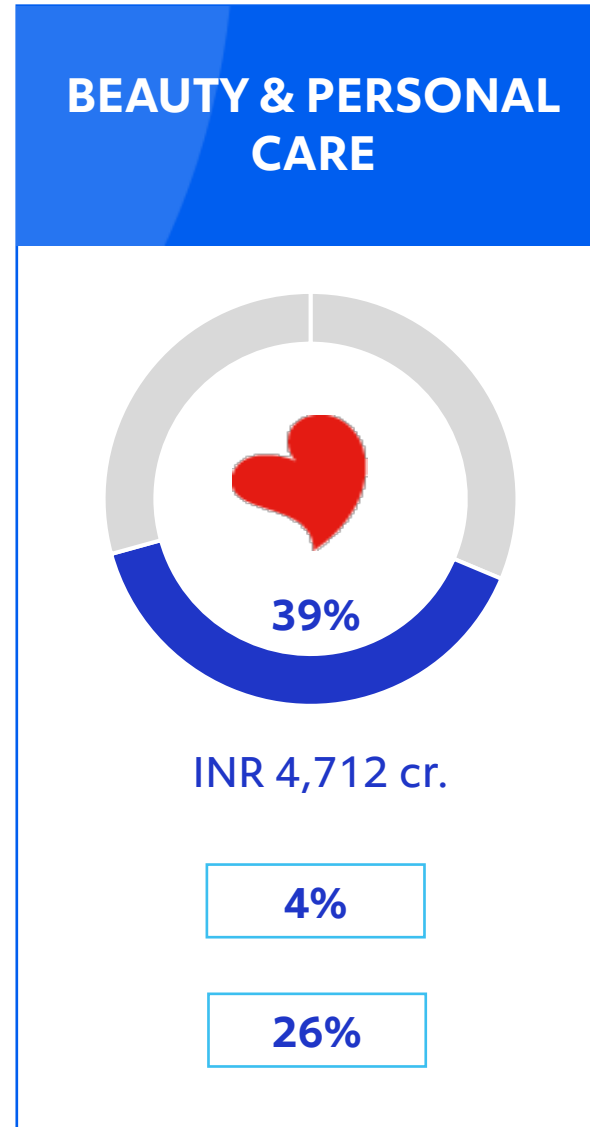
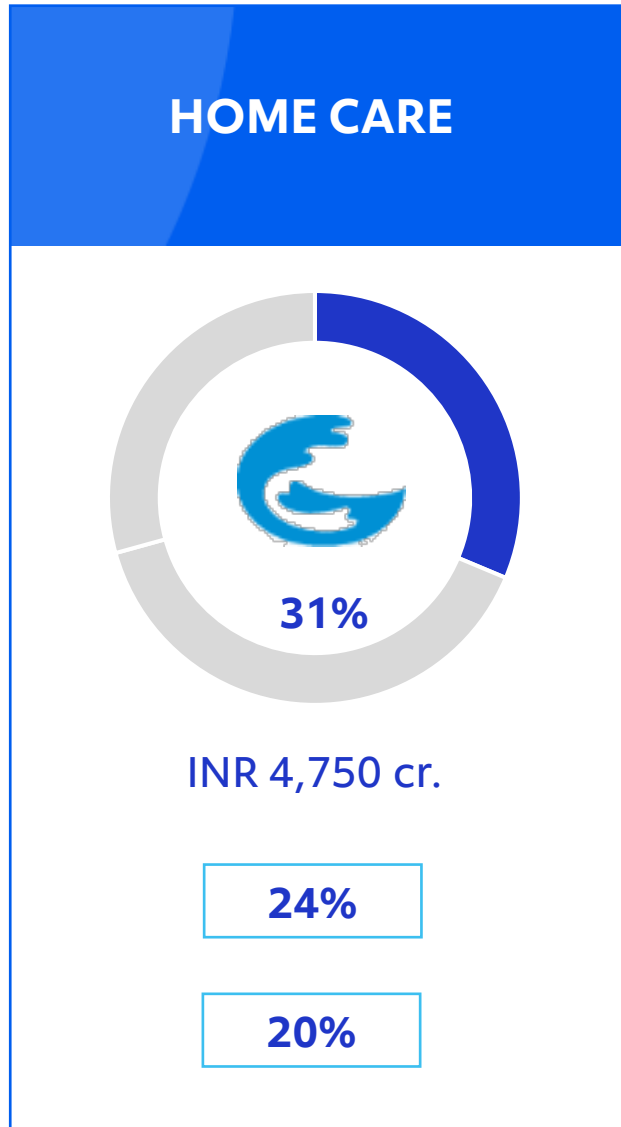




MQ'22 : Segmental performance

Segmental Revenue Growth

Segmental Margins



Segment Revenue Growth = Segment Turnover growth + Other Operating Income, Segment Margins (EBIT) excludes exceptional items.



MQ'22 : Innovations

Lifebuoy
WORLD'S NO. 1 SELLING GERM PROTECTION SOAP™

POWDER TO LIQUID HAND WASH
99.9% GERM PROTECTION

ADD 1 HOUR SHAKE

₹10

NEW

FIGHTS 99.9% VIRUSES & BACTERIA

LASTS LONGER THAN A SOAP BAR

PROVEN AGAINST COVID-19 CORONAVIRUS EFFECTIVE

sunsilk

No tootna. Only badhna.

WITH ONION & JOJOBA OIL

NEW

sunsilk
SHAMPOO

NEW

Cornetto

Royal Kulfi

QUALITY WALL'S

NEW

TRIXY CHEESECAKE

Blueberry Sauce
Creamy Cheesecake*
Cinnamon Cookies

AB PARLOUR. FREEZER MEIN.

QUALITY WALL'S

LAKMÉ ABSOLUTE EXPLORE

LIQUID EYESHADOW DUOS

LAKMÉ ABSOLUTE

New Dove Hair Therapy

Repairs deeply at cellular level
For up to **98%*** less hair fall

Dove hair therapy
breakage repair conditioner
breakage repair shampoo sulphate-free
breakage repair nutri-lock serum

LAKMÉ

LAKMÉ ABSOLUTE EXPLORE EYE PENCILS

VIBRANT GEL LINERS

LORE EYE PENCIL
EXPLORE EYE PENCIL
EYE PENCIL
EXPLORE EYE PENCIL
EYE PENCIL

TRY NEW

BLACK FOREST FEAST

CAKE-TASTIC

QUALITY WALL'S

CASSATTA CAKE

IT'S TIME FOR CASSATTA CAKE PARTY!

1000ML JUST ₹ 399

QUALITY WALL'S



Hindustan Unilever Limited

MQ'22 : Activations and communications

Surf excel

To rang bachpan lautaye
Woh rang achhe hain

Surf excel
EASY WASH

daag achhe hain

Horlicks

CLASSIC MALT FOOD

कैल्शियम
विटामिन सी
आयरन

Malt based food

रचनाविक प्रस्तुतिकरण. हॉर्लिक्स कुदरती या विशिष तापमान खाएप जानेवाले खाद्य पदार्थों का विकल्प नहीं है. हॉर्लिक्स एक पोष्टिक बीवरेज है जिसका सेवन रोजाना के आहार के हिस्से के रूप में किया जाना चाहिए.

Glow & Lovely

3 IN 1 TREATMENT FOR HD GLOW

Original Formula

Horlicks Mother's PLUS

NO ADDED SUGAR*

100% VEGETARIAN DRINK

NO.1 Gynaecologist[#] Recommended Brand

*Sucrose. इसमें कुदरती रूप से उभरनेवाले शुगरस है. #संदर्भ: गायनेकोलाजिस्ट ब्रांड ट्रेक (जुलाई-अगस्त 2021) हॉर्लिक्स मदर्स प्लस एक पोष्टिक पेय पदार्थ है जिसका सेवन दैनिक आहार के हिस्से के रूप में किया जाना चाहिए.

Boost IS THE SECRET OF MY ENERGY.

Will YOU Be My Cornetto?

विल यू बी माय कॉर्नेटो?

Frozen Dessert. To be consumed as part of a balanced diet and active lifestyle. Creative visualisation.

LUX

NEW LUX BODY WASH

SKIN DETOX
FRESH SCENT & ALOE VERA

FRAGRANT SKIN
BLACK ORCHID SCENT & JASMINE OIL

LIGHT SKIN
FRENCH ROSE & BALSAM OIL

100% PURE

इनी ओल्लि लिननल इल्लेकल.
अल्लुत्तियाक त्तेरियुम
मुक्क मल्लुत्ते.

दूध त्तेणुर् लुपुलु ओरुत्तुत्तु.

Dove

NEW! Hair Foam

RESCUE

REPAIR

Comfort

14

రోజుల తాజాదనం



Home Care : Stellar performance continues



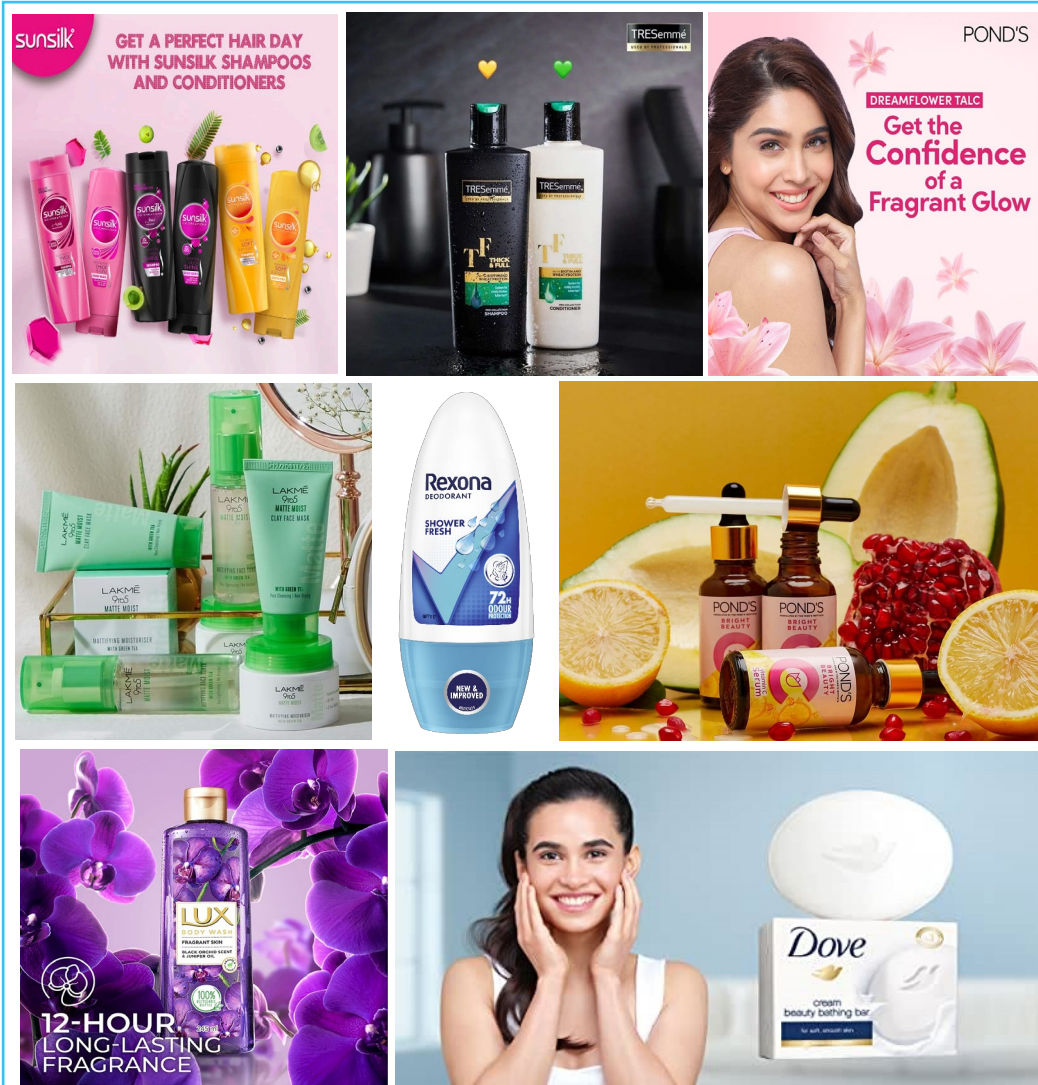
- ❑ **Fabric Wash:** High double-digit growth driven by robust performance across the portfolio; volumes grew mid single-digit
 - Liquids continue to outperform led by market development actions

- ❑ **Household Care:** High double-digit growth with both dishwash and surface cleaners performing well

- ❑ Significant input cost inflation across Fabric Wash and Household Care; calibrated pricing actions continue



BPC : Steady performance, growing ahead of the market



- ❑ **Skin Cleansing:** Strong quarter with double-digit growth driven by pricing. Beauty and premium soaps continue to perform well
- ❑ **Hair Care:** Strong competitive performance; all our brands continue to gain shares
- ❑ **Skin Care:** Double-digit growth in premium portfolio. Glow & Lovely and Talc impacted by market slowdown
- ❑ **Color Cosmetics:** Soft quarter impacted by COVID Wave-3 and market slowdown in discretionary categories
- ❑ **Oral Care:** Soft quarter lapping a high base comparator



F&R : Strong performance on a high-base comparator



- ❑ **Beverages:** Tea continued its strong outperformance growing on an exceptionally high base. Coffee delivered double-digit growth
- ❑ **Health Food Drinks:** Market share and penetration gains continue on the back of focused market development actions and new communications
- ❑ **Foods:** High double-digit growth led by Ketchup, Jams and Soups
- ❑ **Ice Cream:** High double-digit growth, broad based across brands and formats. ICNow continues to gain traction with consumers
 - Exciting range of innovations launched ahead of season

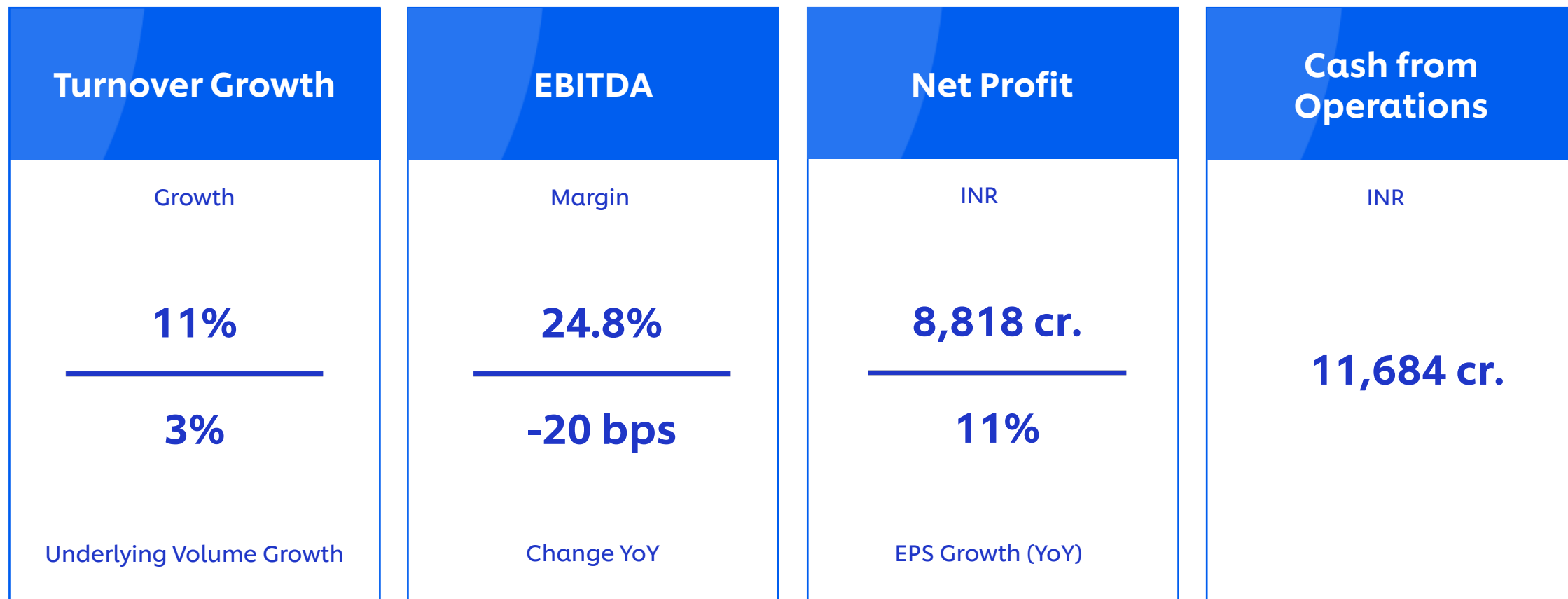


MQ'22 : Results summary

Rs. Crores

Particulars	MQ'22	MQ'21	Growth
Sales	13,190	11,947	10%
EBITDA	3,245	2,957	10%
EBITDA Margin	24.6%	24.8%	-20 bps
Other Income (Net)	86	100	
Exceptional Items – Credit / (Charge)	58	14	
PBT	3,128	2,822	11%
Tax	801	679	
PAT bei	2,283	2,103	9%
Net Profit	2,327	2,143	9%

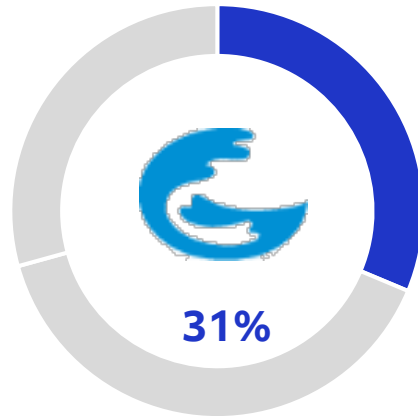
FY'22 : Solid all-round performance





FY'22 : Segmental performance

HOME CARE



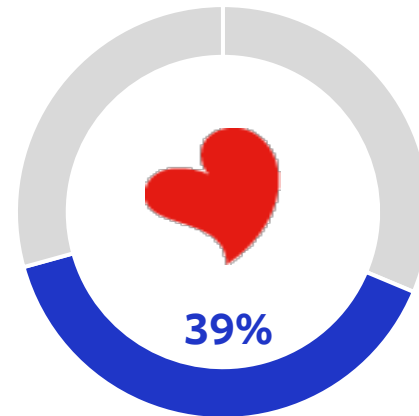
31%

INR 16,578 cr.

19%

19%

BEAUTY & PERSONAL CARE



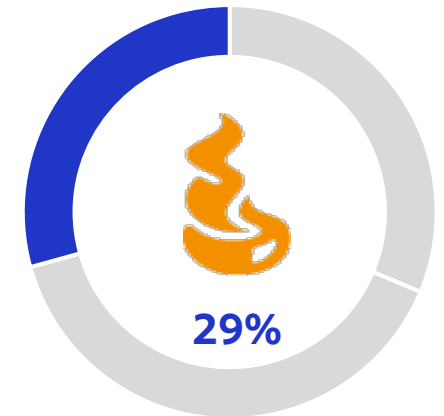
39%

INR 19,460 cr.

8%

28%

FOODS & REFRESHMENT



29%

INR 14,105 cr.

7%

19%

Segmental Revenue Growth

Segmental Margins

Segment Revenue Growth = Segment Turnover growth + Other Operating Income, Segment Margins (EBIT) excludes exceptional items.

FY'22 : Proposed Final Dividend

Particulars	FY'22	FY'21
Dividend per share	34	40.5
Special	-	9.5
Interim	15	14
Final*	19	17
Total Dividend (Rs. Crores)	7,989	9,516

*Final Dividend number for FY 2021-22 is subject to approval by shareholders at the AGM



In summary

- ❑ **FY'22 : Robust all-round performance in very challenging circumstances**
 - ₹50,336 cr. turnover, double digit topline growth - ahead of the market
 - EBITDA margin at 24.8% remains healthy; 11% EPS growth

- ❑ **Strengthened our market leadership position**
 - Highest market share gains in a decade
 - Comprehensive market share gains in all 3 divisions, price segments and regions

- ❑ **Strong momentum on ESG and Digital transformation**

- ❑ **Proposed final dividend ₹ 19 per share; Total dividend for the year ₹ 34 per share**

Outlook

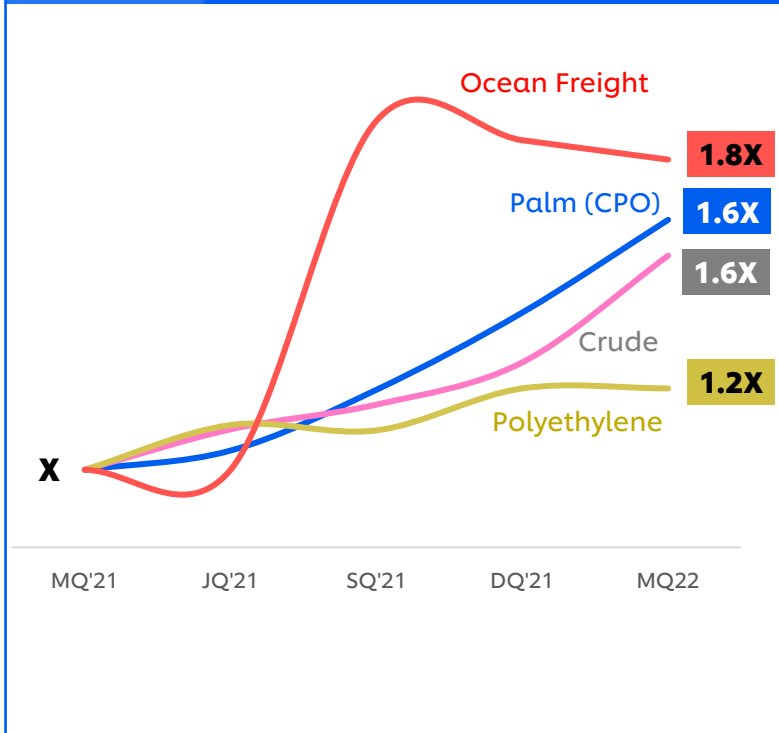


Hindustan Unilever Limited

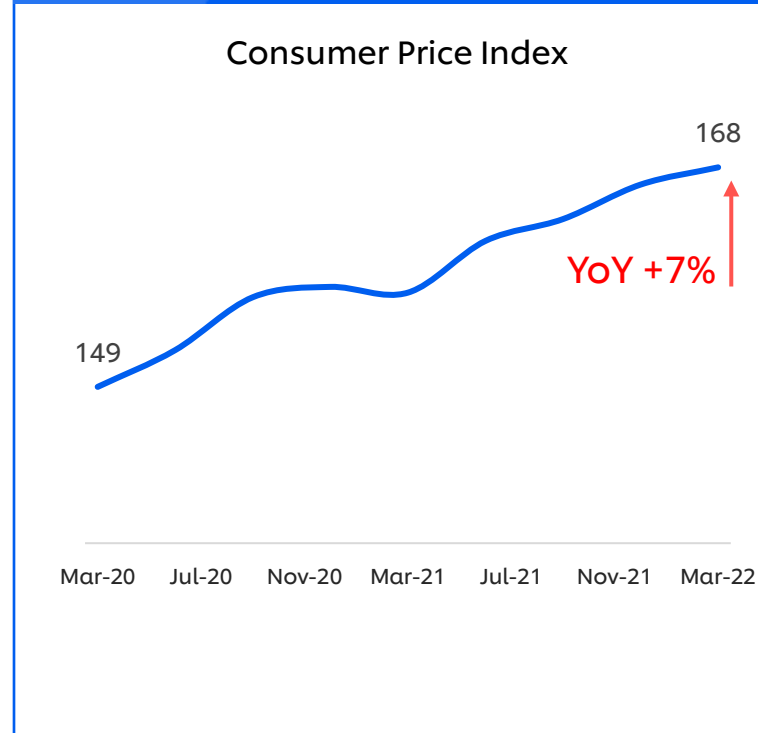


Operating environment remains challenging

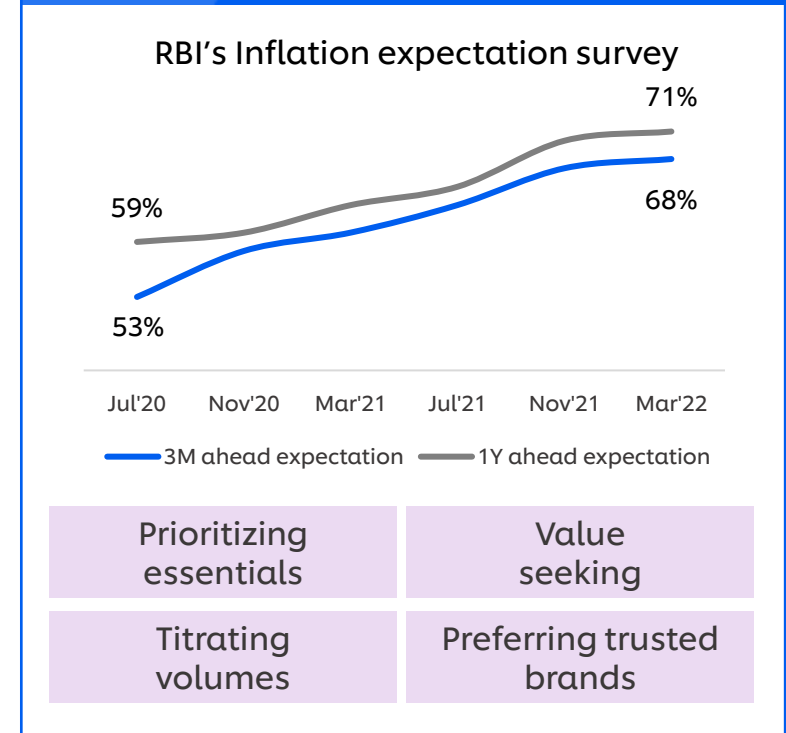
Significant increase in input costs



CPI above RBI's threshold



Households anticipating higher inflation

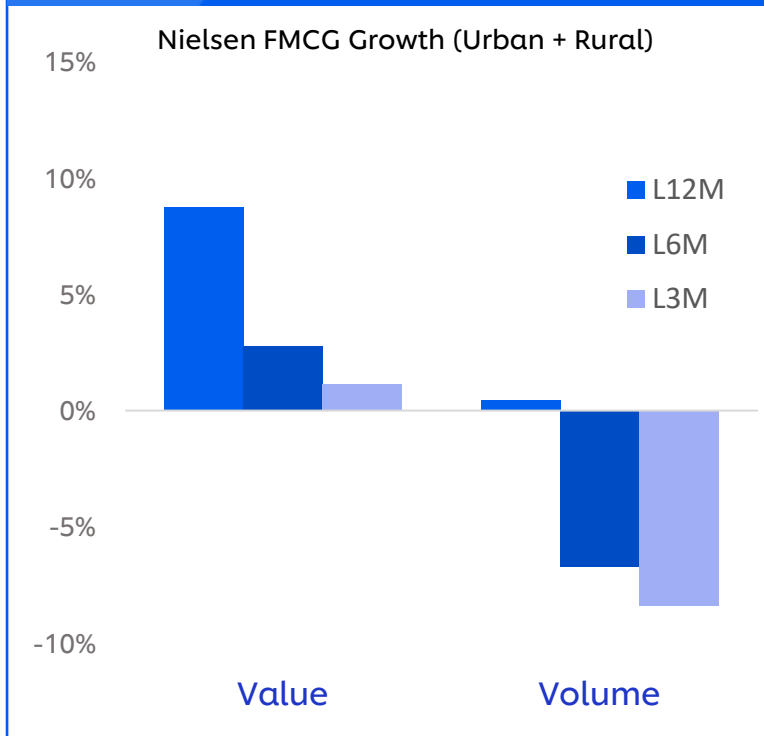


- Prioritizing essentials
- Value seeking
- Titratizing volumes
- Preferring trusted brands

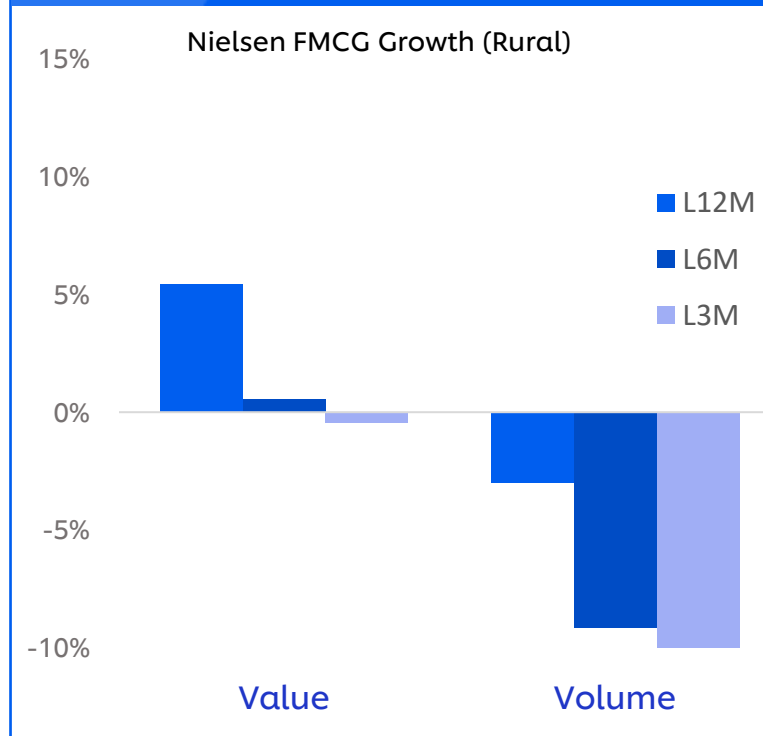


Slowdown in FMCG market growth

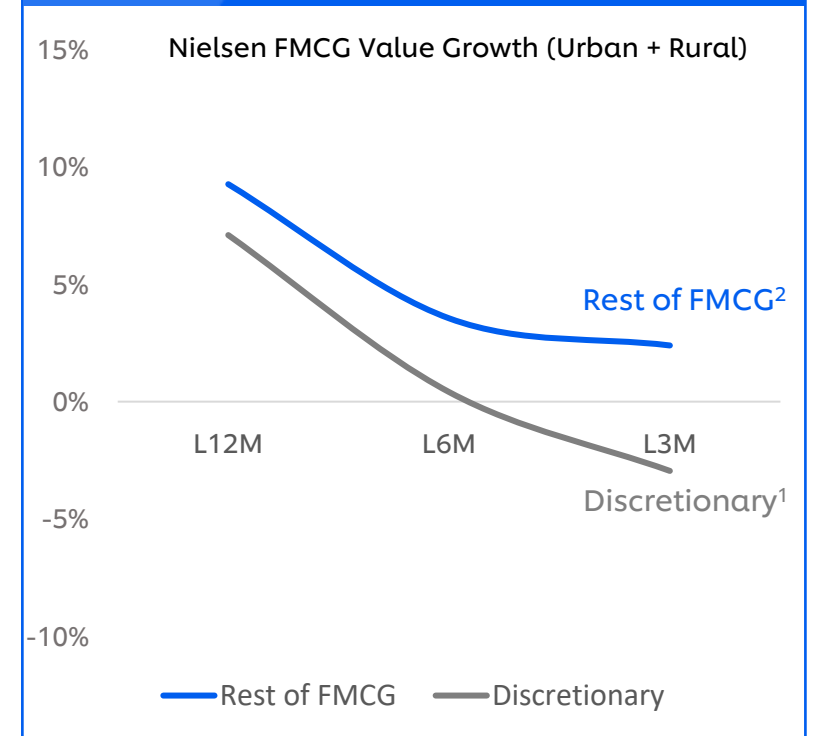
FMCG market volumes declining, flat value growth



Rural slowdown continues



Discretionary categories more impacted

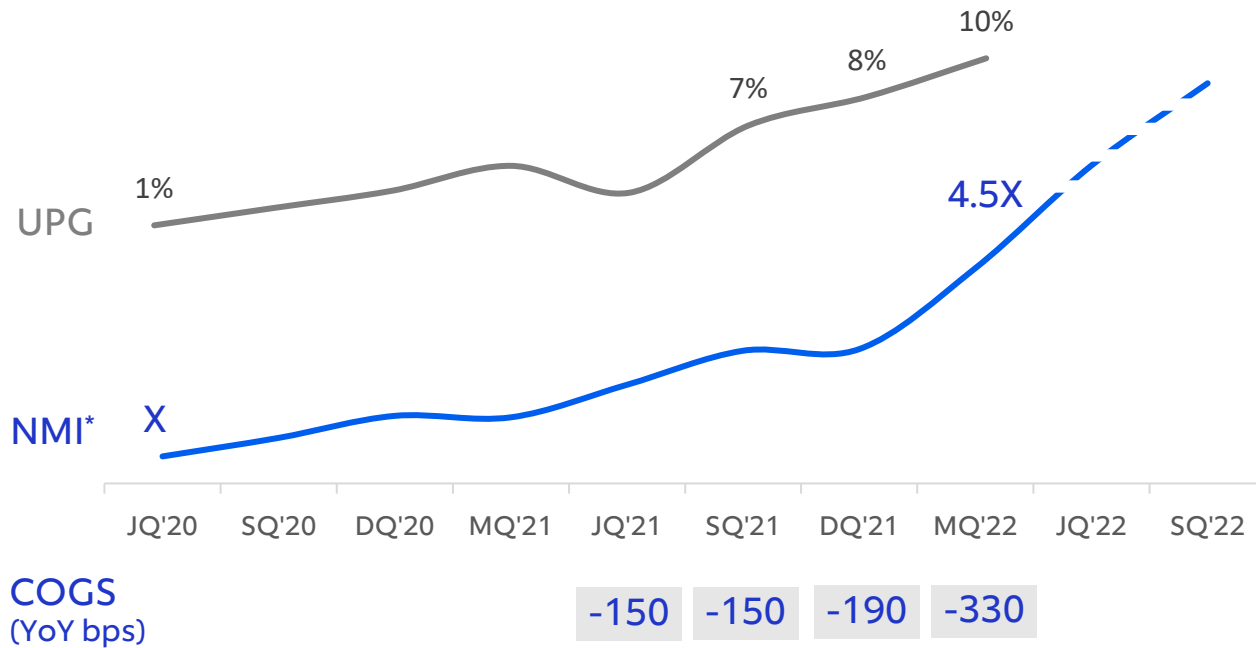


Market growths as per Nielsen Mar'22 update for HUL relevant categories

1. Discretionary = Skin Care, Hair Care and HFD categories
2. Rest of FMCG = HUL relevant categories - Discretionary (refer 1 above)



Sequentially more inflation expected in JQ and SQ 2022



- **Productivity improvement**
 - Buying efficiencies
 - Sharper choice on investments
 - Sweating our assets more
 - Operating leverage
 - Design to value

- **Calibrated pricing actions**
 - Bridge packs

- **Premiumisation opportunities using WiMI principles**

*Net Material Inflation = Market Inflation post impacts of buying efficiencies, hedging, product design to value, etc.
Sensitivity: Public



Looking ahead: Near-term

❑ **Challenging operating environment**

- Inflation impacting volumes; growth predominantly to be price-led
- Expect more inflation sequentially
 - Savings and calibrated pricing actions to continue
 - Consumer franchise to be protected and strengthened
 - Margins to decline in near-term with increasing price vs cost gap

❑ **Strength of our brands and a robust business model will hold us in good stead**

- Consistently outperform FMCG market growth
- Confident of margin recovery in a phased manner

Our focus remains on delivering Consistent, Competitive, Profitable and Responsible Growth



Looking ahead: Mid-long term

❑ Indian FMCG sector continues to remain very attractive

- Favorable demographics and rising affluence
- Low per capita FMCG consumption and penetration

❑ Our drivers of value creation

- Topline growth driven by growing the core ahead of market, premiumisation and market development
- Modest margin expansion
- Capital discipline

❑ Creating a Purpose-led, Future-fit HUL

- Delivering ESG Compass Commitments
- Digital Transformation through Re-imagine HUL

Our focus remains on delivering Consistent, Competitive, Profitable and Responsible Growth

For more information and updates

Visit our IR website



Awards & Felicitations



Outstanding company of the year by CNBC



Sustainable factory of the year award by Frost & Sullivan



People first HR Excellence award



No. 1 Dream company to work for - 2021