



19th October, 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

This is further to our letter dated 4th October, 2021, intimating a presentation to be made to Analysts / Investors on Unaudited Standalone and Consolidated Financial Results of the Company for the quarter and half year ended 30th September, 2021 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 Unaudited Standalone and Consolidated Financial Results of the Company for the quarter and half year ended 30th September, 2021.

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

SQ'21 Results : 19th October 2021

Surf excel MATIC

TOUGH ON STAINS + ECO-FRIENDLY

WITH

100% BIODEGRADABLE ACTIVES
100% RECYCLABLE BOTTLE

100% BIODEGRADABLE ACTIVES
100% RECYCLABLE BOTTLE

Surf excel MATIC

Surf excel MATIC

daag achhe hain

TRESemmé
USED BY PROFESSIONALS

THICKER FULLER LOOKING HAIR

THICK & FULL
with BIOTIN & PROTEIN

TRESemmé
THICK & FULL SHAMPOO 340 ml

TRESemmé
THICK & FULL CONDITIONER 340 ml

High Fibre is proven to help manage diabetes*

Get **26%** of daily fibre[†] requirement

Horlicks Diabetes PLUS

Helps manage blood sugar**

Horlicks Diabetes PLUS

*Journal of Diabetes and Metabolism, 2020 Feb; 11(2): 841. **As per ICMR 2020 RDAs for adults. NUTRIGISE is a registered trademark of Roquette Frères. Nutriose® and FIBERISOL-2 are trade names for Wheat fibre dextrin & Corn fibre dextrin respectively. Horlicks Diabetes Plus is not intended to replace any existing medication. It is a nutritional beverage meant to be consumed as a part of balance daily diet and exercise. †Sucrose. ‡CONTAINS NATURALLY OCCURRING SUGARS. Creative Visualization.



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.

Sanjiv Mehta

Chairman and Managing Director

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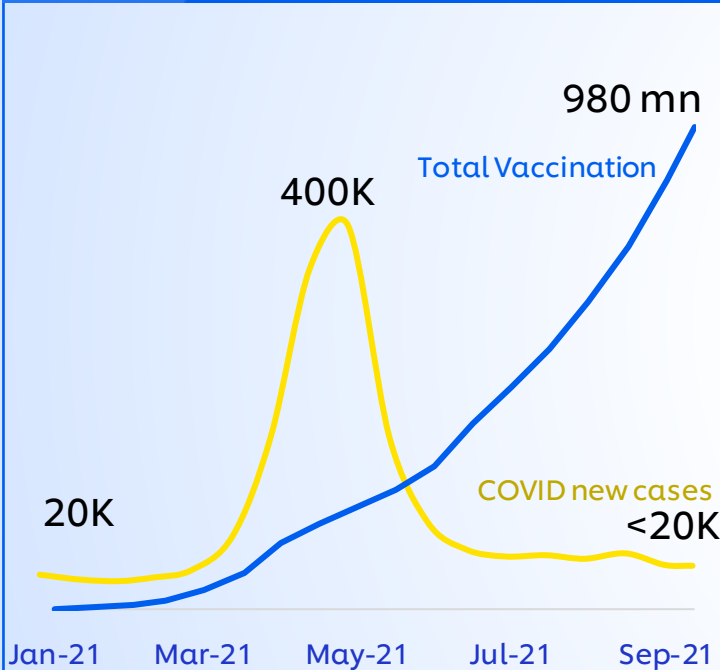
Horlicks Diabetes PLUS

*Journal of Diabetes and Metabolism, 2020 Feb; 11(2): 841. **As per ICMR 2020 RDAs for adults. NUTRIGOE is a registered trademark of Roquette Frères. Nutriose® and FIBERSOLO-2 are trade name for Wheat fibre dextrin & Corn fibre dextrin respectively. Horlicks Diabetes Plus is not intended to replace any existing medication. It is a nutritional beverage meant to be consumed as a part of balance daily diet and exercise. †Sucrose. ‡CONTAINS NATURALLY OCCURRING SUGARS. Creative Visualization.

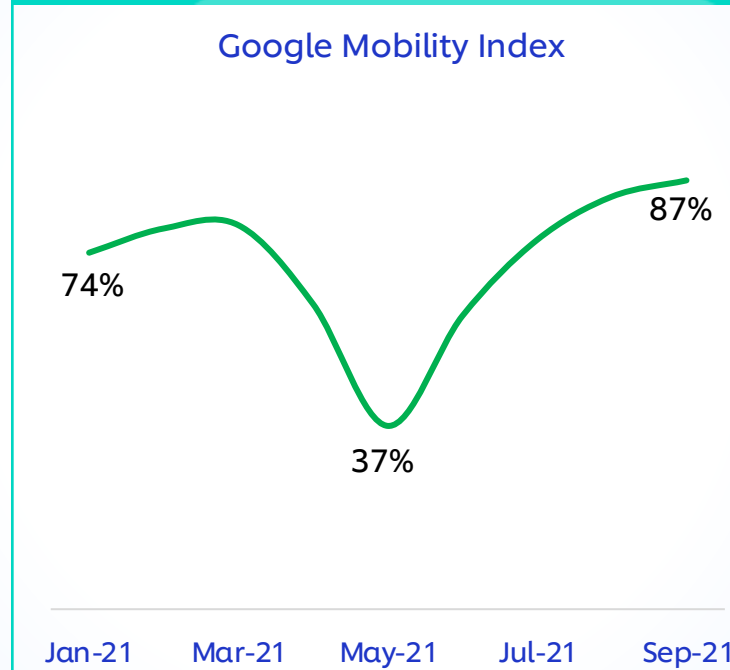


Operating environment has improved post Wave 2...

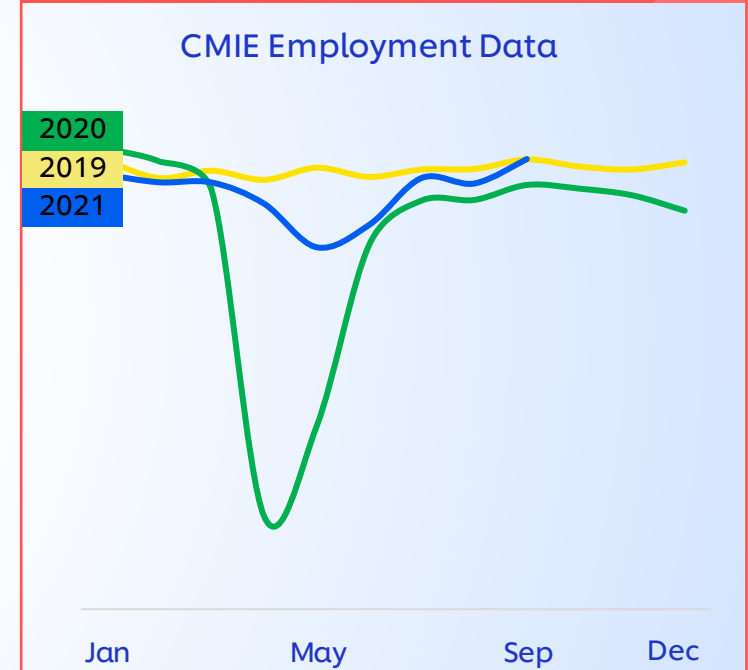
COVID cases receding; Vaccination gathers pace



Mobility improving post COVID Wave 2

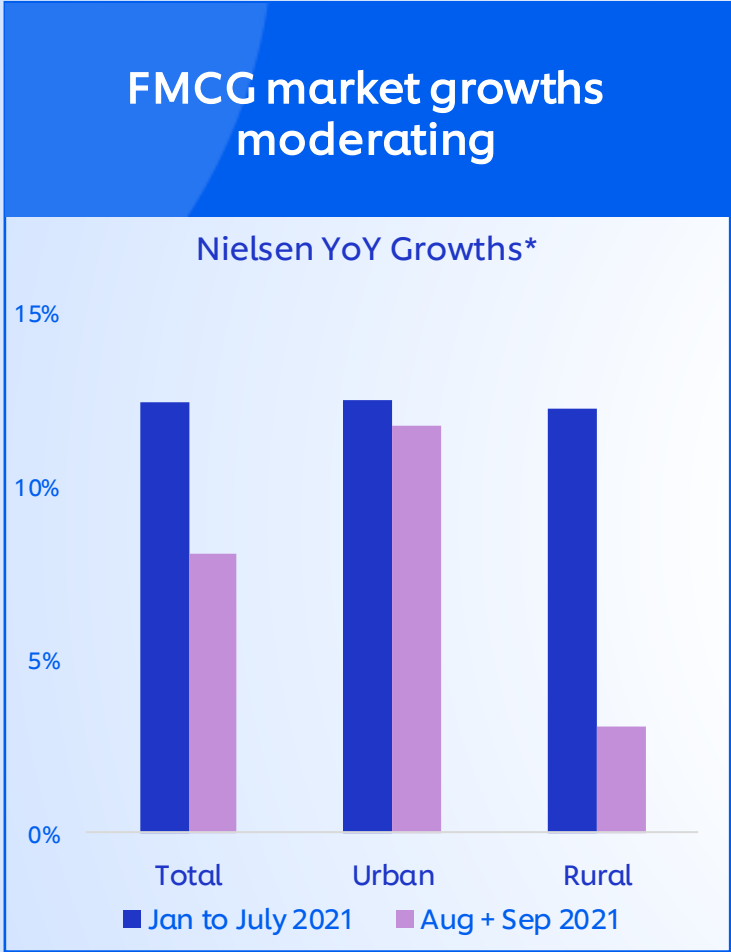


Employment heading towards a recovery

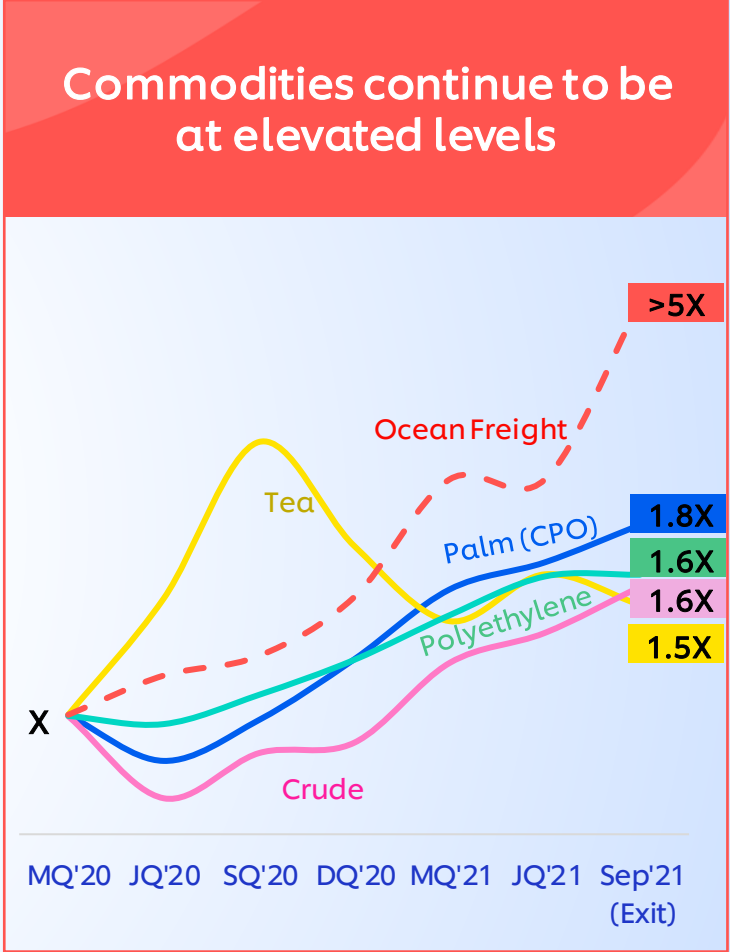
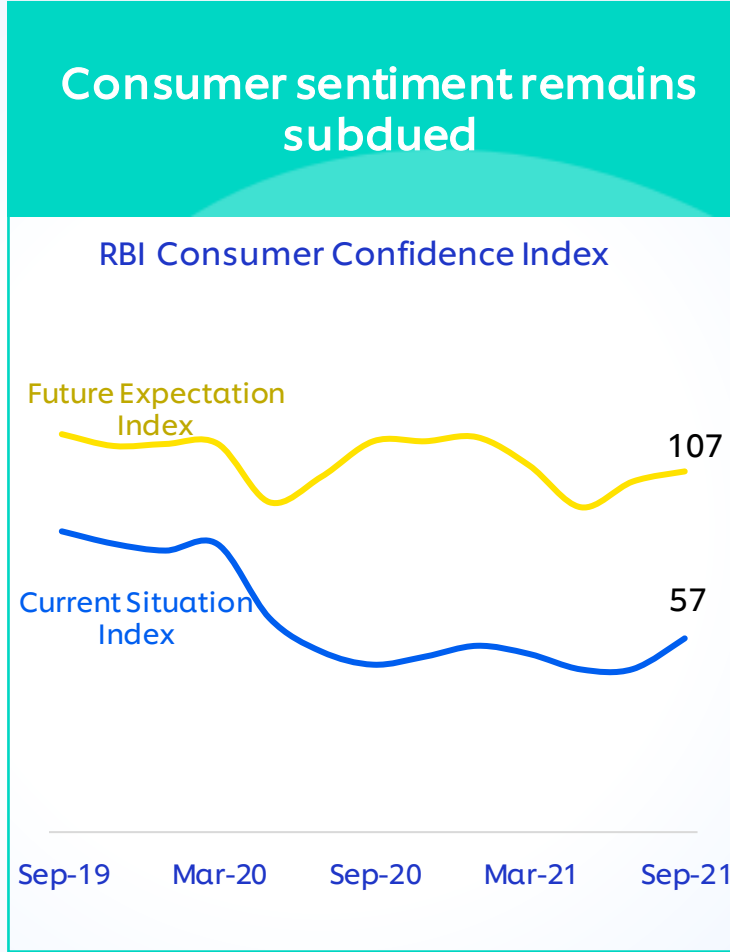




...however, remains challenging



*Nielsen FMCG Market Growths for relevant categories



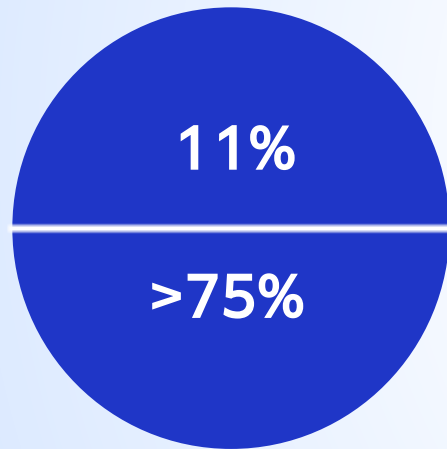
Ocean Freight – Drewry World Container Index (Not to Scale)



SQ'21 : Robust performance in a challenging environment

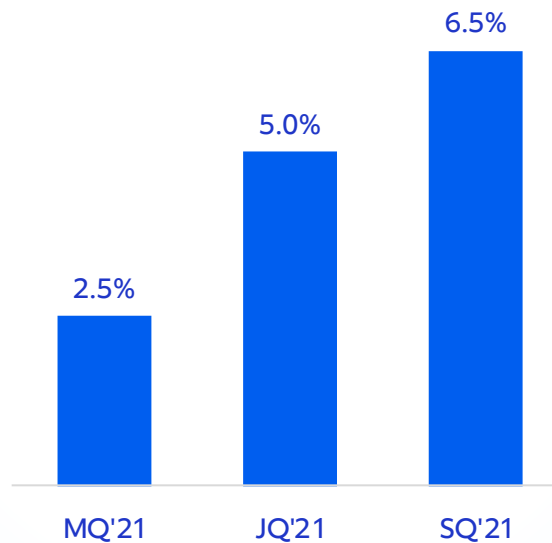
Double-digit growth, ahead of the market

Domestic Consumer Growth



Business Gaining Shares & Penetration

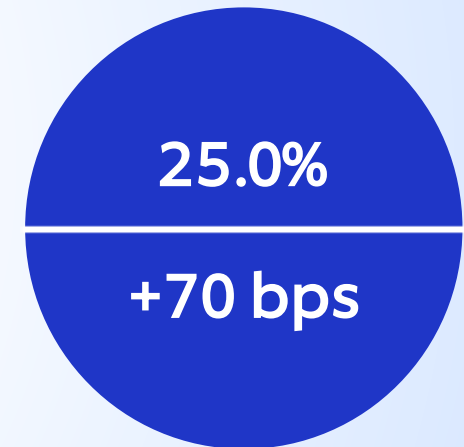
Pricing further stepped-up sequentially



Consumer Pricing*

Healthy EBITDA Margins; +70 bps QoQ

EBITDA Margins



Vs JQ'21

* Adjusted for trade spends

Market shares: Nielsen L3M August Value shares

Penetration: Kantar Worldpanel, L3M August



Clear and compelling strategy

1. Developing our portfolio

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

3. Lead in the channels of the future

4. Build differentiated structures and capabilities

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

Operational Excellence

Improve
penetration

Impactful
innovation

Design for
channel

Purposeful
brands

Fuel for
growth



Lakmé limited edition lip colours



Pond's Vitamin C Serum



Vaseline Lip Therapy



Pond's Gold Beauty



Lakmé Lumi Cream for a 3D glow



Glow and Lovely : Many Miss Indias





Tresemme Thick & Full



Dove Hair Mask



Pepsodent Relaunch



New Lifebuoy Silver+



Skin Friendly Dove Deodorants



Lux : Our Best Soap for Glow





HC : Impactful innovations and activations

Surf Excel Matic transitioned to recycled bottles



Domex fights upto 100 flushes



Sunlight Tantir Rong



New Rin Bar – Superior product | Clean future



Vim Bar – Breaking Stereotype



Comfort Fabric Conditioner





F&R : Impactful innovations and activations

Horlicks Diabetes Plus

High Fibre is proven to help manage diabetes*

Get **26%** of daily fibre* requirement

Horlicks Diabetes PLUS

*Based on clinical studies conducted in India. For more information on the benefits of Horlicks Diabetes Plus, please visit our website. © 2023 Unilever. All rights reserved. *Based on clinical studies conducted in India. For more information on the benefits of Horlicks Diabetes Plus, please visit our website. © 2023 Unilever. All rights reserved.

Knorr : Restaurant like Chinese at home

RESTAURANT-LIKE CHINESE AT HOME.

Kwality Walls : Best company to festive meals

KWALITY WALL'S AFTER SPICY PUJO MEALS!

MAHE KESAR PRETTY BUNNY

Caoberry crackle

Kissan Crunchy Peanut Butter

MEGA SAVER PACK

Kissan PEANUT BUTTER CRUNCHY

Kissan PEANUT BUTTER Creamy

100% PEANUT BUTTER

Creative Visualization Only.

Brooke Bond 3 Roses

Brooke Bond 3 Roses. Perfect colour, taste, strength

Boost breaking stereotypes

SECRET OF MY ENERGY



Nutrition : Market development at scale

Persuasive communication



Consumer connects (>5mln households)



Driving physical reach

| | | |
|---------------------------|--|--------------------------------------|
| <p>GTM Integration</p> | | <p>>85% complete</p> |
| <p>Effective Coverage</p> | | <p>1.9X vs Pre-integration (GTM)</p> |

Addressing key Triggers & Barriers for category adoption



Premium Beauty Business Unit



Building Digital First Beauty Brands with On Trend Innovations





Digital play in premium beauty brands

LAKMÉ

HOME YOUR ORDER TRENDING NOW BEST DEALS / SALE MAKEUP SKIN CARE COLLECTIONS FIND YOUR MATCH TRENDS GET THE LOOK JOIN THE CLUB

VIRTUAL TRY ON
TRY ON YOUR FAVOURITE MAKEUP
IN JUST 1 CLICK

FOUNDATION FINDER
FIND THE FOUNDATION SHADE YOU WILL LOVE
IN JUST 1 CLICK

Highest Instagram followers across beauty brands in India | 2 mln D2C website visits per month | 30% online sales

Free Shipping on All Orders.

Delivering to (Ex: 400001)

Simple

PRODUCTS SKINCARE TIPS SIMPLE PHILOSOPHY TRACK MY ORDER

choose kindness
choose simple

keep your skincare simple

LOVE beauty AND planet

Best Sellers Hair Care Bath & Body Collections About Us Track My Order

Enter Pincode Account

Body Lotions

Keep your skin feeling soft, smooth and most of all gorgeously moisturised 24/7

SHOP NOW

SHOP SERVICES ABOUT BLOG

dermalogica

skin brightening

acne and breakouts

signs of ageing

sun protection



Winning in all channels

Design for channel



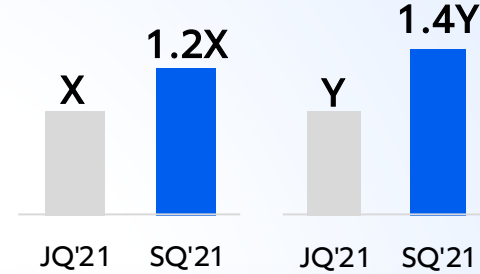
General Trade

Modern Trade

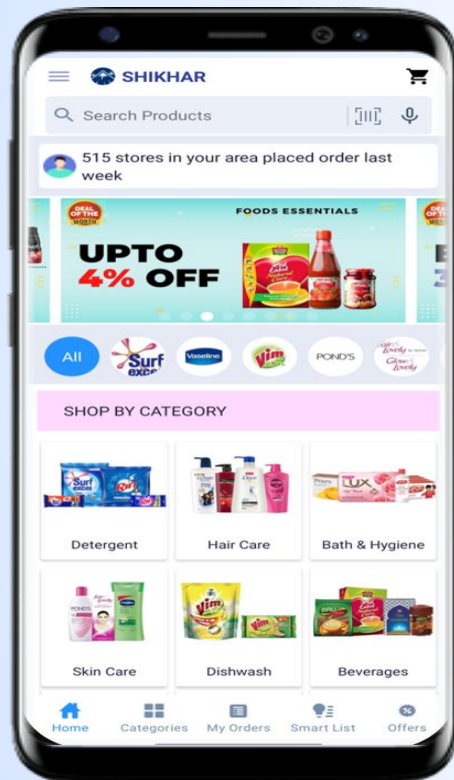
eComm

Flawless Execution

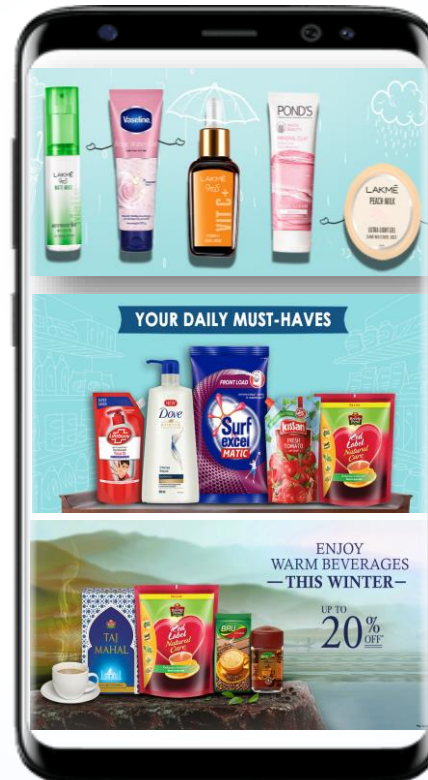
Effective Coverage Assortment



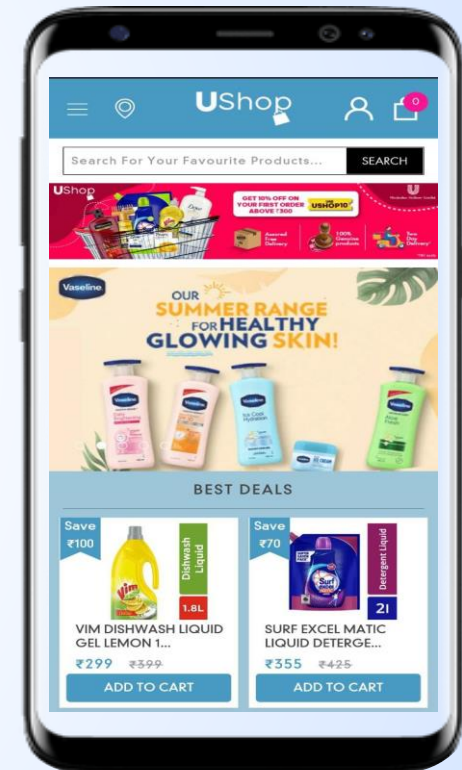
eRTM - Shikhar



Accelerating eCommerce



Direct to Consumer





Purpose drives growth : Key actions in this quarter

Making sustainable living commonplace



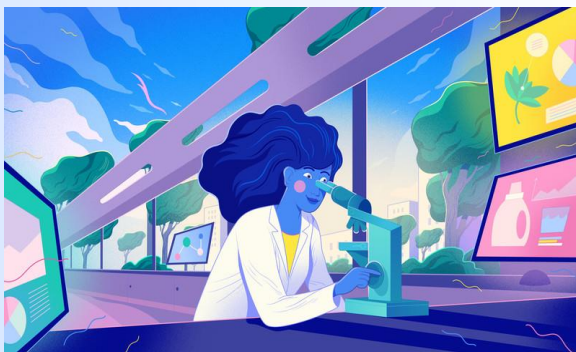
Eliminated coal usage across our factories



Clean Futures : Soda Ash from Carbon Capture



Reducing our plastic footprint : Bottles with recycled plastic



Partnering for research on COVID 19 vulnerability and vaccine efficacy



6th Suvidha Centre in Ghatkopar (Mumbai)



'Smart fill' machine : Empowering consumer to reduce plastic waste

Ritesh Tiwari

Chief Financial Officer



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TOUGH ON STAINS + ECO-FRIENDLY

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Surf excel MATIC

TOP LOAD

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daag achhe hain



TRESemmé
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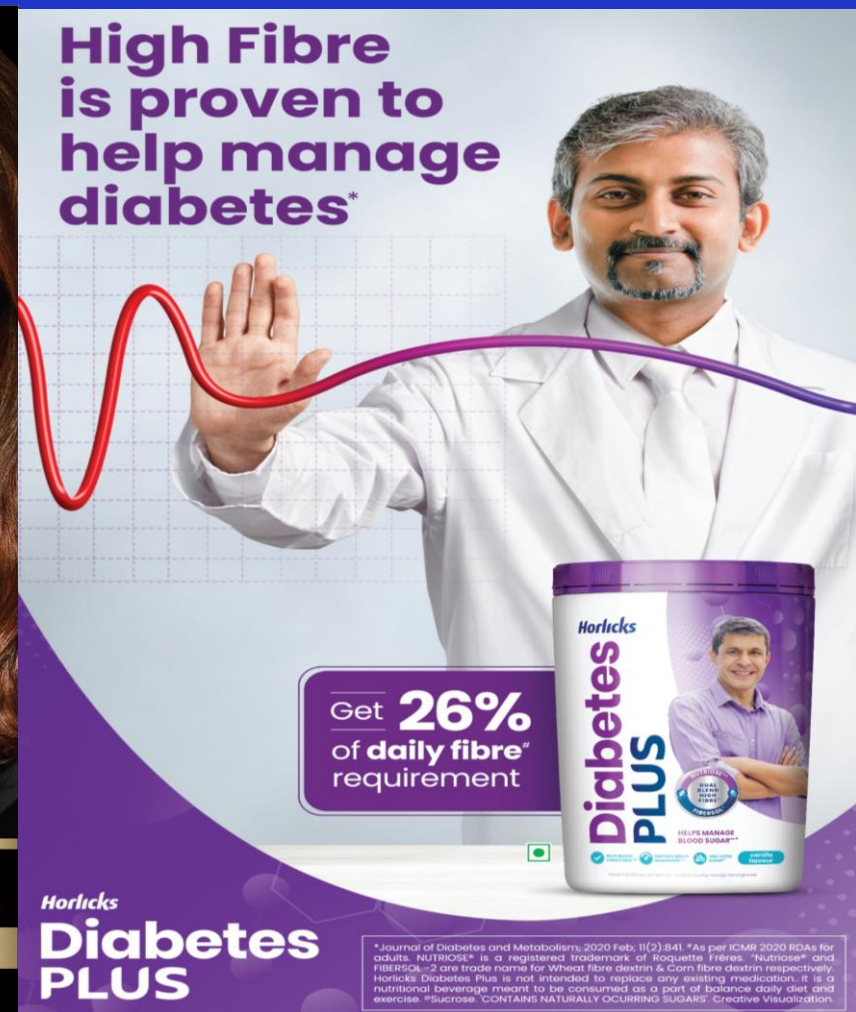
NEW

NEW

NEW

THICK & FULL SHAMPOO 340 ml

THICK & FULL CONDITIONER 340 ml



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Horlicks Diabetes PLUS

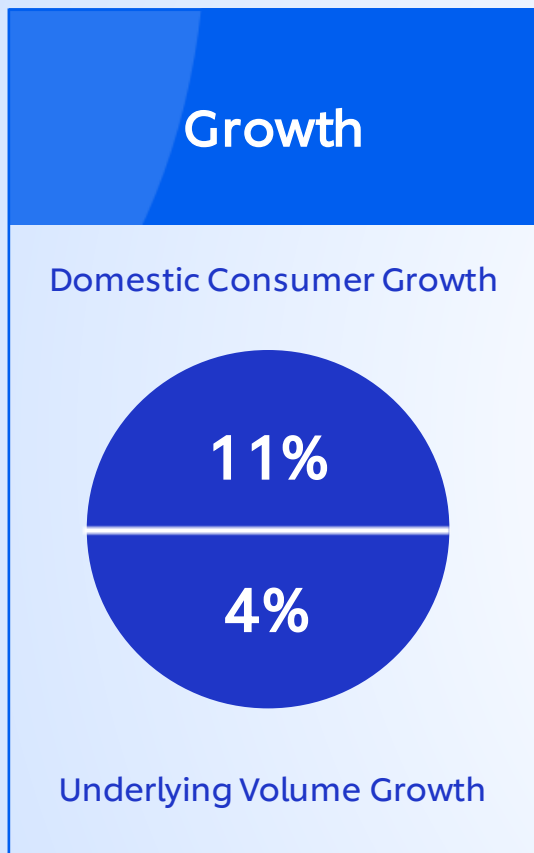
HELPS MANAGE BLOOD SUGAR**

Horlicks Diabetes PLUS

*Journal of Diabetes and Metabolism, 2020 Feb; 11(2): 841. **As per ICMR 2020 RDAs for adults. NUTRIGOE is a registered trademark of Roquette Frères. Nutriose and FIBERSOLO-2 are trade names for Wheat fibre dextrin & Corn fibre dextrin respectively. Horlicks Diabetes Plus is not intended to replace any existing medication. It is a nutritional beverage meant to be consumed as a part of balance daily diet and exercise. †Sucrose. ‡CONTAINS NATURALLY OCCURRING SUGARS. Creative Visualization.



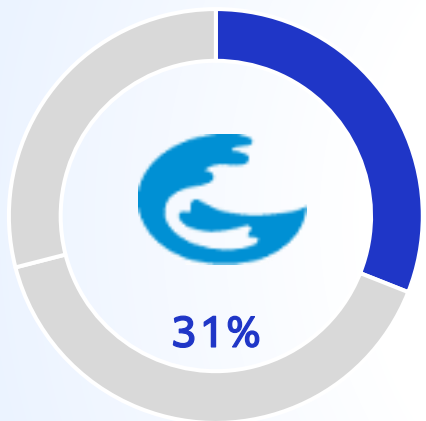
SQ'21 : Robust performance in a challenging environment





Broad based growth across Divisions

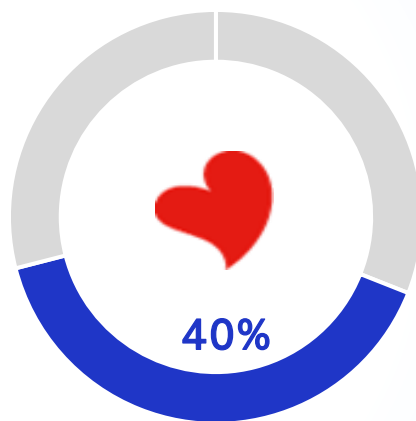
HOME CARE



31%

15%

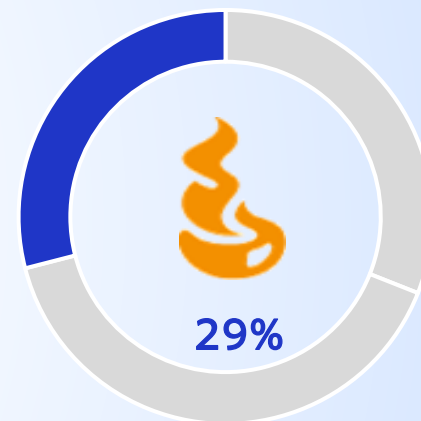
BEAUTY & PERSONAL CARE



40%

10%

FOODS & REFRESHMENT



29%

7%

Sales Growth



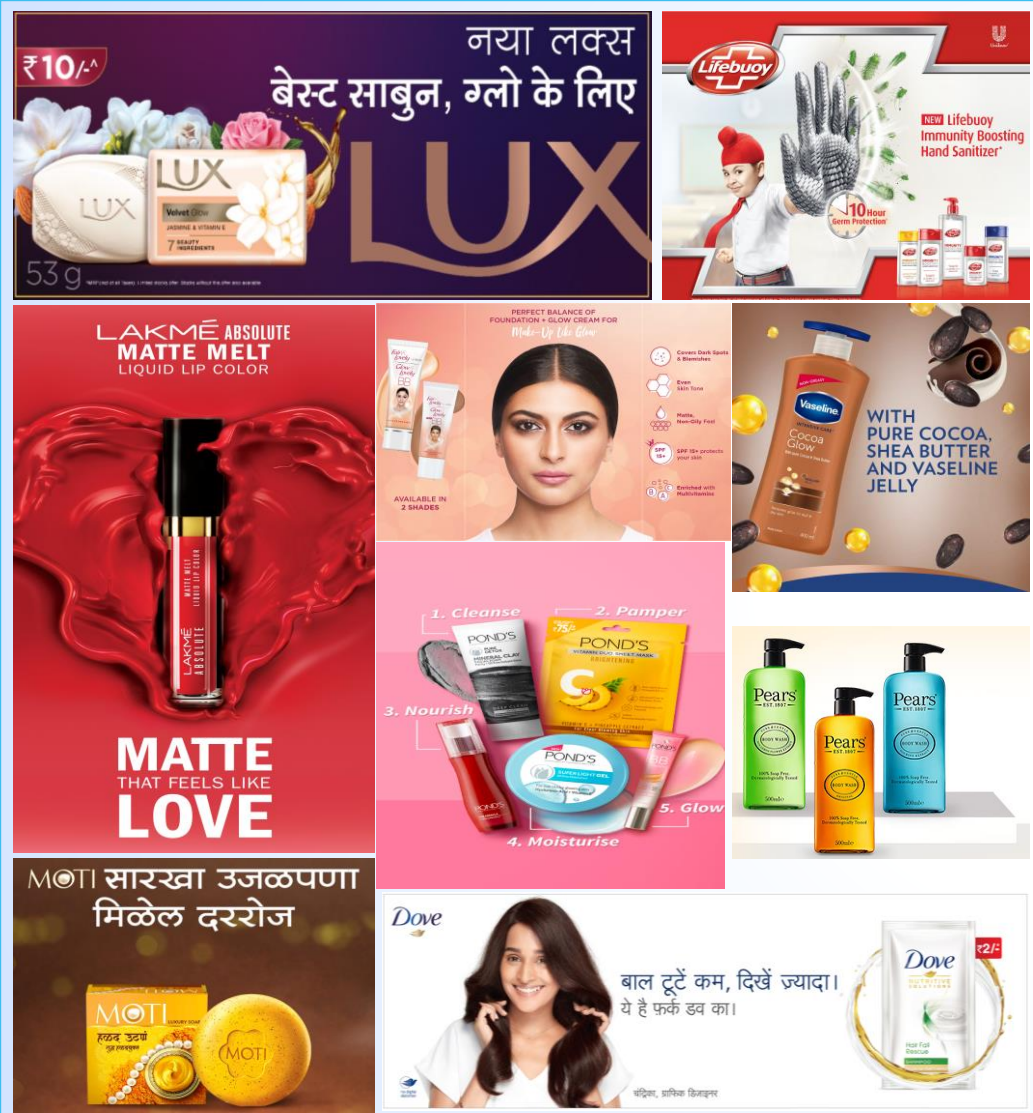
Home Care : Double-digit growth momentum sustained



- ❑ **Household Care:** Strong performance continues. Grew on a high base led by penetration and market share gains.
- ❑ **Fabric Wash:** High double-digit growth led by strong performance in premium portfolio
 - *Significant input cost inflation; calibrated pricing actions to continue*
- ❑ **Purifiers:** Double-digit growth led by acceleration in eCommerce



BPC : Double-digit growth led by Skin Care, Color Cosmetics and Hair Care



- ❑ **Skin Cleansing:** Soaps grew on a high base of SQ'20. Beauty and premium brands grew double-digit. Hand hygiene declined on an exceptionally high base. 'Vwash' continued its strong momentum
 - *Inflationary pressures remain elevated; calibrated pricing actions continue*
- ❑ **Hair Care:** Another quarter of strong performance as purposeful communications and impactful innovations continue to drive salience.
- ❑ **Skin Care:** High double-digit growth as mobility improved. Steady performance in 'Glow & Lovely', continues to gain penetration.
- ❑ **Color Cosmetics:** Strong YOY growth as mobility improved but slightly below pre-COVID levels.
- ❑ **Oral Care:** Performs well on a high base. 'Pepsodent' relaunched in this quarter with a superior product



Foods & Refreshment : Strong performance on a high base

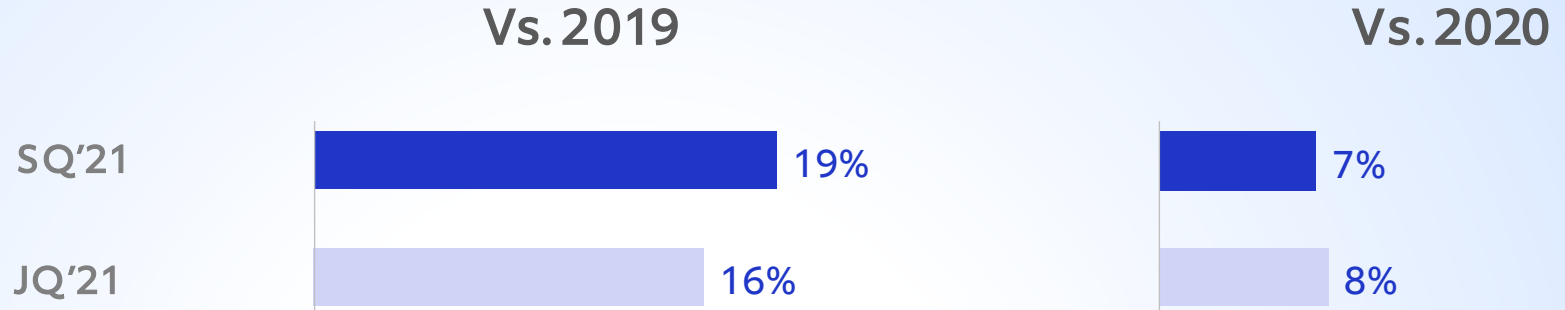


- ❑ **Beverages:** Tea grew on a very strong base and further strengthened its market leadership. Coffee performs well.
- ❑ **Nutrition:** Focus on market development yielding results, Health Food Drinks volumes grew in double-digit. Sequential penetration gains continue.
 - *Launched 'Horlicks Diabetes Plus'*
- ❑ **Foods:** Soft quarter on the back of double-digit growth in the base. 'Kissan Peanut Butter' and 'Hellman's Mayonnaise' innovations picking up momentum.
- ❑ **Ice Cream:** Strong recovery in Ice Creams led by effective communications and innovations. 'ICNow' gaining traction.

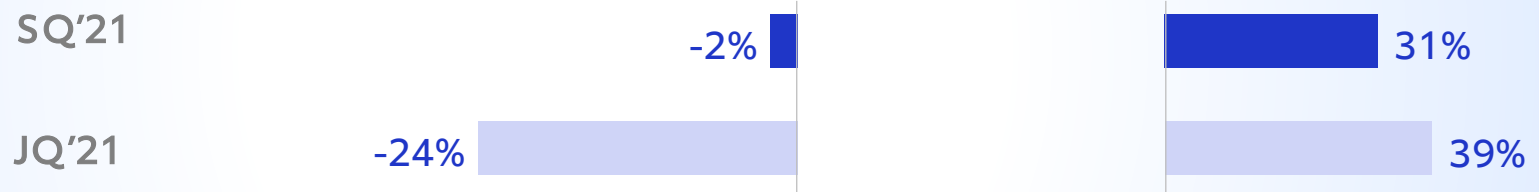


Accelerating growth across the portfolio

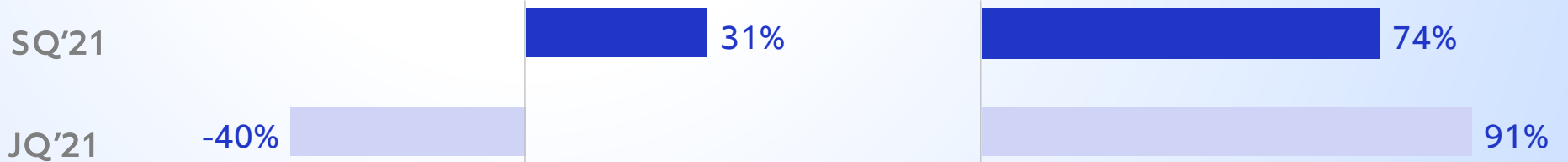
Health, Hygiene and Nutrition
c. 85%



Discretionary
c. 12%



Out of Home
c. 3%





Playing all lines of the P&L

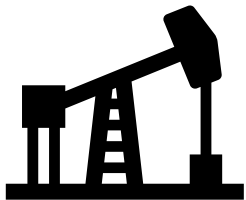
Margin headwinds likely to persist



Palm Oil



Packaging



Crude Oil



Freight

+7%

YOY Pricing in SQ'21

Savings Programme

Improving mix

25.0%
SQ'21 EBITDA

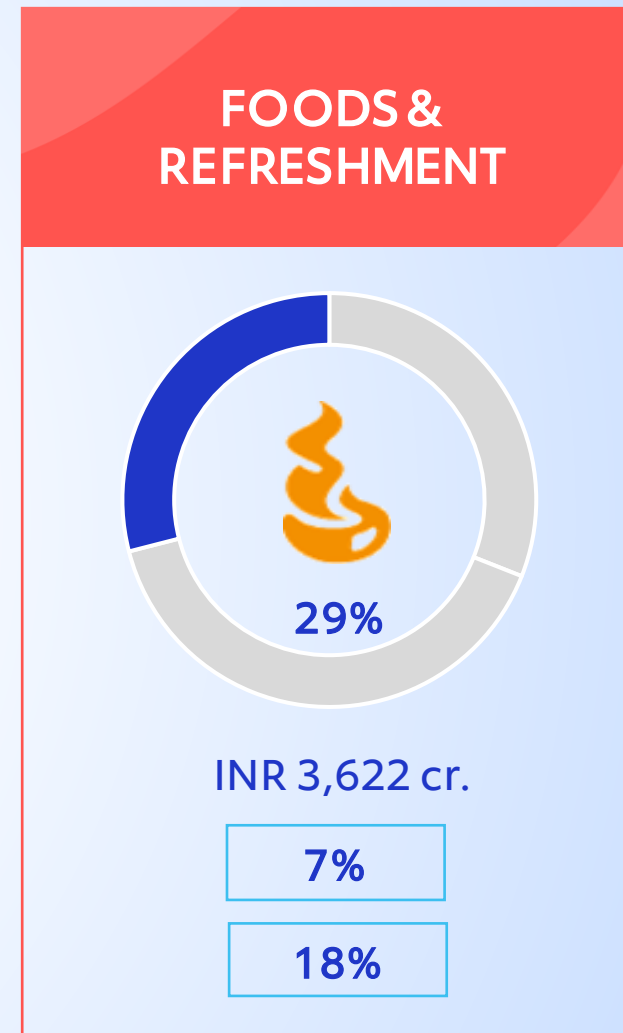
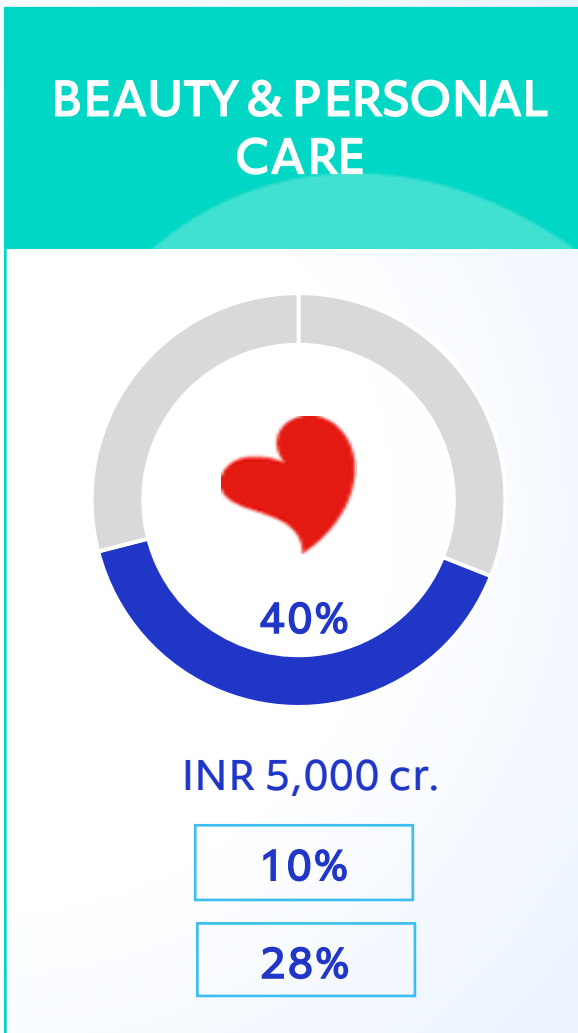
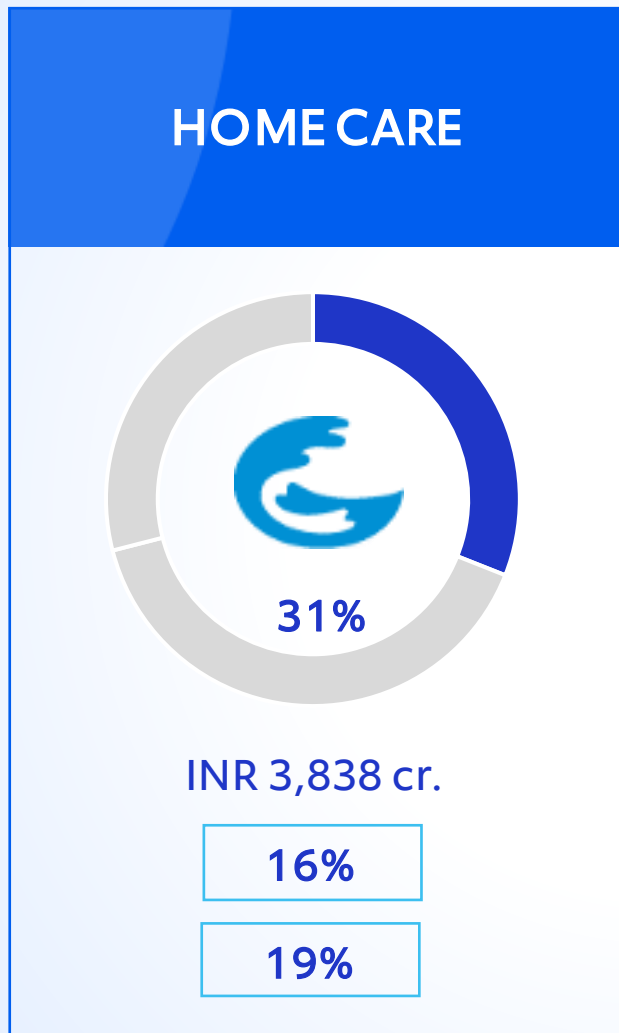
+70 bps
vs JQ'21



SQ'21 : Segmental performance

Segmental Revenue Growth*

Segmental Margins**



*Segment Revenue Growth = Segment Turnover growth + Other Operating Income

** Segment Margins (EBIT) excludes exceptional items



SQ'21 : Results summary

Rs. Crores

| Particulars | SQ'21 | SQ'20 | Growth |
|---------------------------------------|--------|--------|---------|
| Sales | 12,516 | 11,276 | 11% |
| EBITDA | 3,132 | 2,869 | 9% |
| EBITDA Margin | 25.0% | 25.4% | -40 bps |
| Other Income (Net) | 87 | 122 | |
| Exceptional Items – Credit / (Charge) | - | (81) | |
| PBT | 2,954 | 2,661 | 11% |
| Tax | 767 | 652 | |
| PAT bei | 2,187 | 2,035 | 7% |
| Net Profit | 2,187 | 2,009 | 9% |



H1'22 : Strong performance in a challenging environment





Interim Dividend

| Particulars | FY 2021-22 | FY 2020-21 |
|-----------------------------|------------|------------|
| Dividend per share (Rs.) | 15.0 | 14.0 |
| No. of shares (Crores) | 235 | 235 |
| Total Dividend (Rs. Crores) | 3,524 | 3,289 |



We remain cautiously optimistic in the near term

- ❑ Next few months critical to get better understanding of underlying demand
 - Normalisation of economic activities
 - Onset and intensity of winter
 - Impact of inflation

- ❑ Commodities remain volatile and elevated
 - Gross margin likely to remain under pressure; Judicious pricing actions coupled with cost agility and savings programmes to continue

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

For more information and updates

Visit our IR website

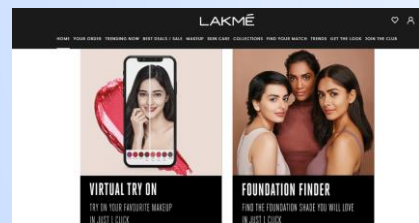


Hindustan Unilever Limited
SQ'21 Results : 19th October 2021

The screenshot shows three promotional banners:

- Surf Excel**: "TOUGH ON STAINS + ECO-FRIENDLY" with images of detergent bottles and a washing machine.
- TRE Semmè**: "THICKER FULLER LOOKING HAIR" with a woman's hair and product bottles.
- Horlicks Diabetes PLUS**: "High Fibre is proven to help manage diabetes" with a doctor and a product box.

Click to visit our D2C platforms



Lakme



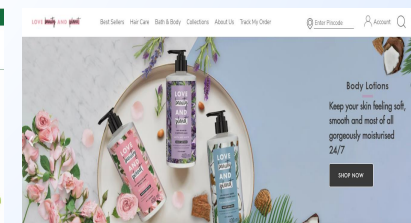
U Shop



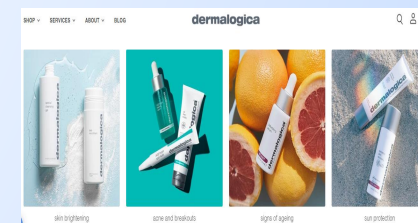
Indulekha



Simple



Love Beauty & Planet



Dermalogica