



29th April, 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 14th April, 2021, 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, 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 Audited Standalone and Consolidated Financial Results of the Company for the quarter and year ended 31st March, 2021.

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

MQ'21 Results : 29th April 2021



Mahak was not pretty enough
for her would be in-laws.
To us, she is beautiful.



#StopTheBeautyTest



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 & Managing Director



Apno tak rang
pahuchane hai?

We'll get it **Dun!**

**THIS IS NOT AN AD
FOR LIFEBOUY.
THIS IS AN APPEAL
TO EVERY INDIAN.**

The key to defeating Coronavirus is **YOU.**



WEAR A MASK

Ensure mouth and nose are covered



VACCINATE

At your nearest vaccination center



KEEP SOCIAL DISTANCE

Maintain at least 2-meter distance



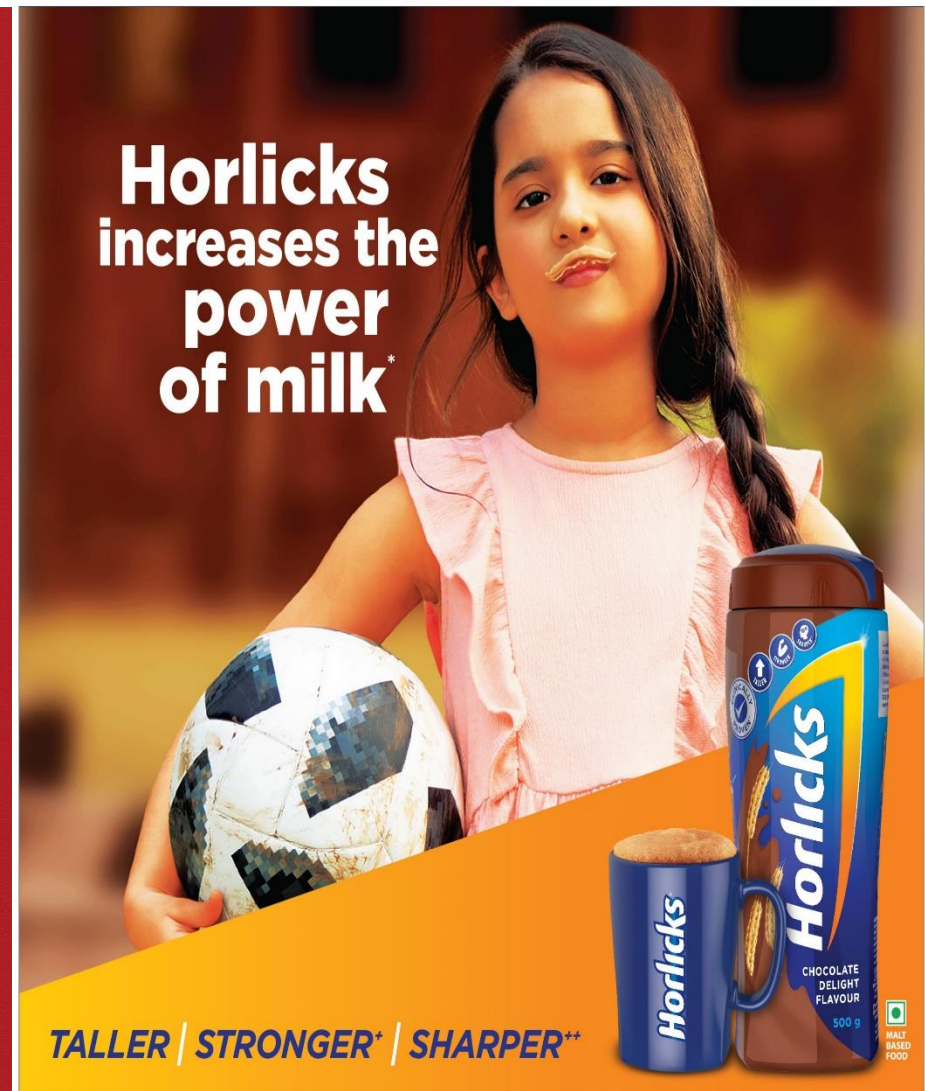
WASH HANDS WITH LIFEBOUY or ANY SOAP

Dettol, Godrej No. 1 or Lux, use any soap nearest to you

Protecting India from Coronavirus is now in
YOUR hands.

Issued in public interest by 

Horlicks
increases the
power
of milk*



TALLER | STRONGER* | SHARPER**

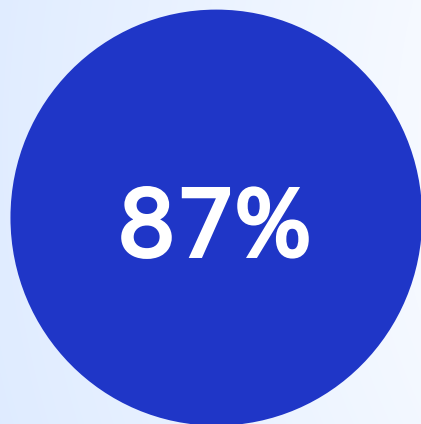
Horlicks
CHOCOLATE DELIGHT FLAVOUR
500 g
MALT BASED FOOD



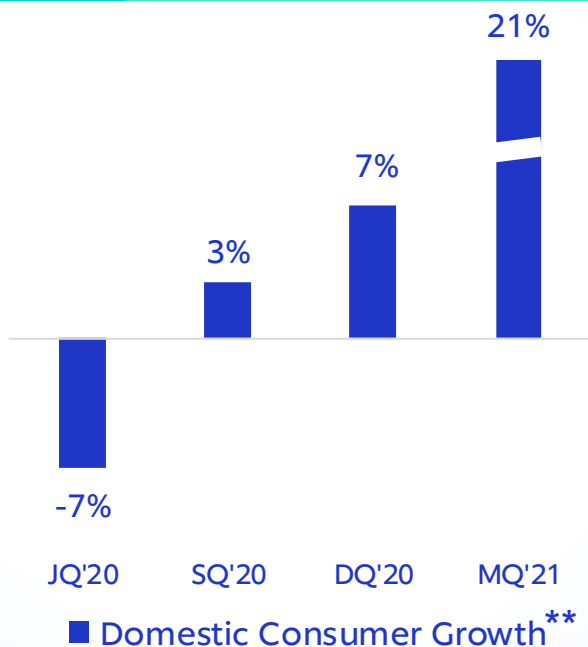
MQ'21 : Broad-based robust performance

Strong fundamentals

% Business Gaining Penetration*

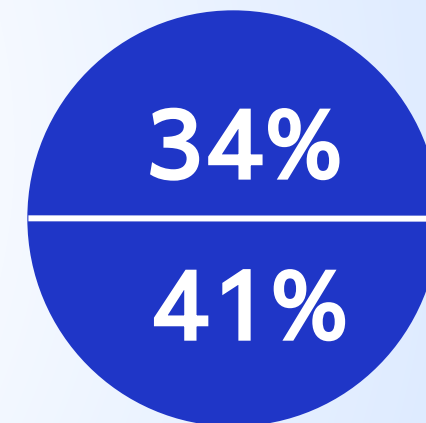


Accelerating momentum



Higher sales and profits

Reported TO Growth



PAT Growth

Growth Competitive and Profitable

* As per Kantar Worldpanel for L3M February 2021 on relative basis

** Domestic consumer growth excludes the impact of merger of GSK CH and acquisition of VWash



Nutrition : Best in class integration driving strong performance

1st Year of Nutrition

WHEN DID YOU GROW UP?



HOW IT STARTED



BOOST IS THE SECRET OF OUR ENERGY

HOW IT'S GOING



STAMINA NO LONGER A SECRET

MILK | WHEAT | VITAMINS

Horlicks is a nourishing beverage to be taken as part of a regular daily diet. Refer to pack for details.

Seamless Integration

People - 1 HUL Team
Systems & processes
Synergies

Expanding Portfolio



Penetration & Volumes



EBITDA Margins

Ahead of business case



Significant progress on sustainability in the year of pandemic

COVID-19 response



Strategic partnerships



~2 cr. soaps and sanitizers distributed

~15 cr. households reached via the #VirusKiKadiTodo campaign

+14 lacs individuals provided with healthcare and food support

Environmental impact



+400 bln litres of incremental water conservation potential created

+67% of plastics footprint is now recyclable

+58K tonnes of plastics recovered

Enhancing livelihoods



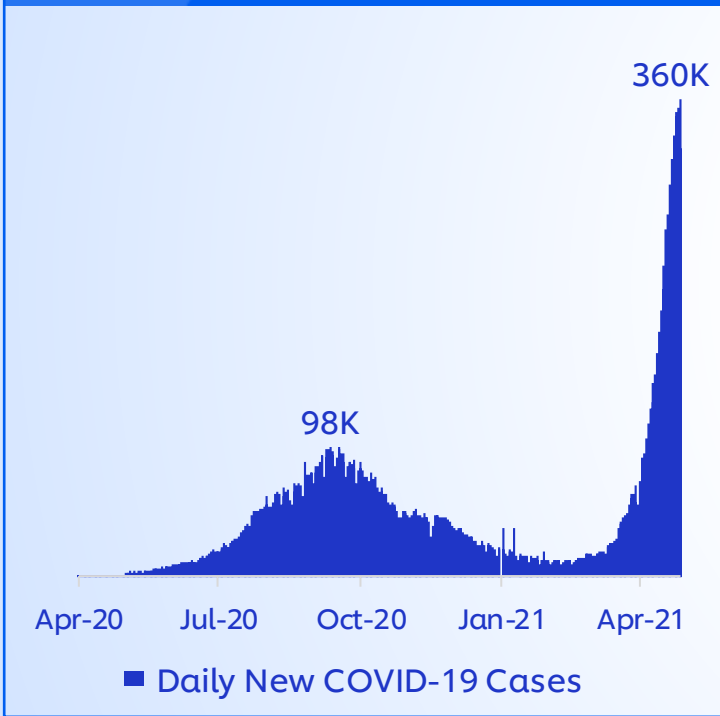
~2 cr. additional person days employment generated by HUF

~16K 'Shakti Entrepreneurs' added

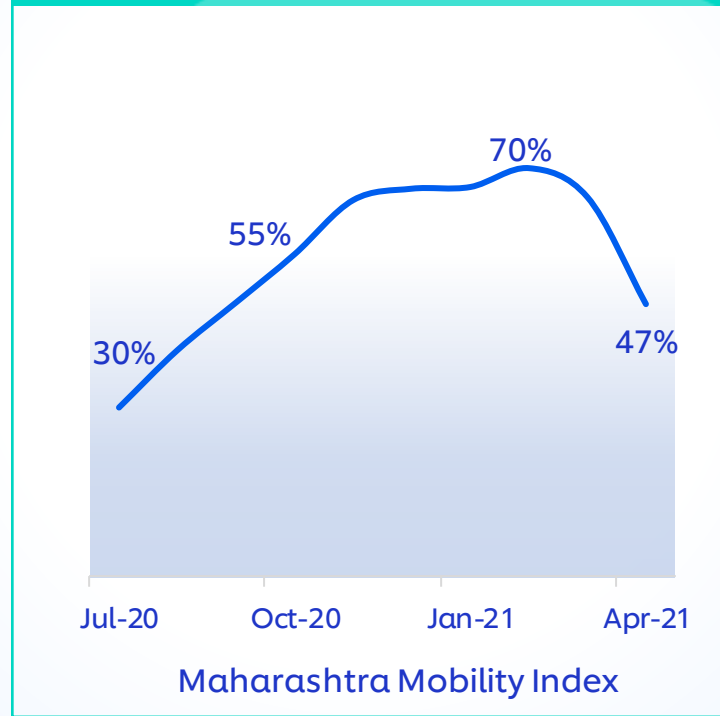


COVID Wave 2 : Brings a period of uncertainty

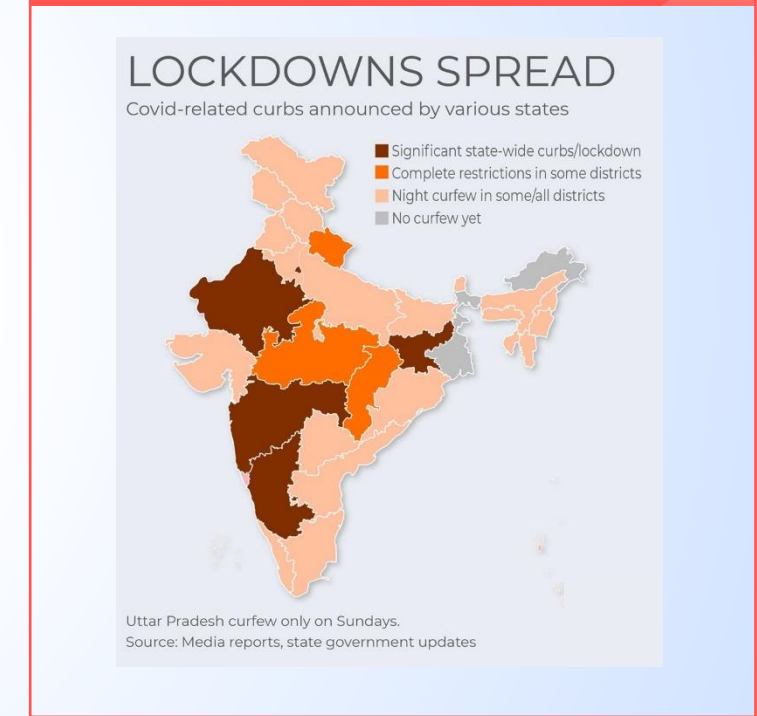
Increasing COVID-19 cases



Decreasing mobility



Localised restrictions

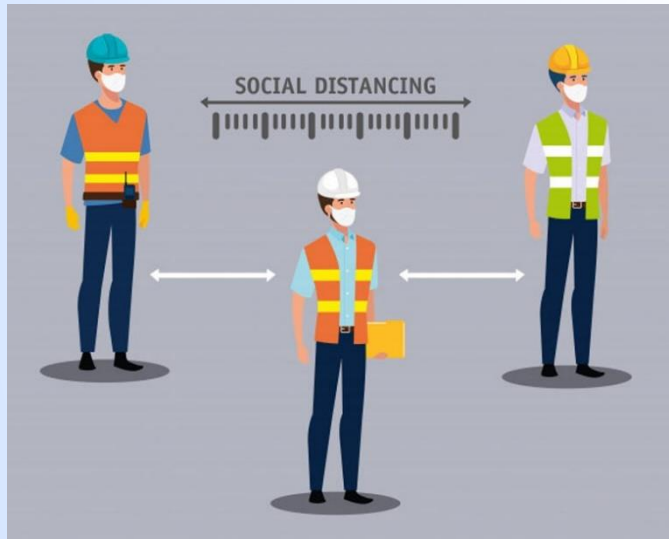


Sources:
 COVID Cases: Ourworldindata as of 27th April
 Mobility: Google LLC "Google COVID-19 Community Mobility Reports <https://www.google.com/covid19/mobility/> Accessed: 26th April 2021



We know how to win against the Virus

Social distancing



Safe hygiene practices



Vaccinations

>145 million vaccinations



COVID-19 VACCINATION
Phased Roll-Out of
COVID-19 Vaccine



HUL : Well positioned building on 2020 experiences

Fundamentals of growth

- 1 Purposeful brands
- 2 Improved Penetration
- 3 Impactful Innovations
- 4 Design 4 Channel
- 5 Fuel for growth

People



Supply



Demand



Cost & Cash



Underpinned by Technology



1. People : Our #1 priority



Tiered Operating Protocols



A Shot at Safety

90% of all eligible employees vaccinated with 1st dose



Flexible Models



Employer of Choice

12 years on a row



2. Supplies : Enhanced agility and responsiveness

Ensuring continuity of supplies



Agile & Resilient Supply Chain

1.3X capacity Vs pre COVID



Different Models

Stocks downstream
Liquidity support

5 lakh

Shikhar outlets :
rapid digitization



Focus E-comm, GT & Rural



3. Demand : Finger on the pulse of consumers

Core, Innovations, Market Development & Premiumisation



Innovation Intensity

+150 SKUs launched in FY'21

Big Brands Accelerate 

5X Growth rates vs FY'20

Market Development & Premiumisation

Grow 2X vs core; WiMI led opportunities

Health, Hygiene & Nutrition continued priority

12% Growth* in FY'21

Big brands = Annual Turnover >1000 cr. in FY'20

* Excludes the impact of merger of GSK CH and acquisition of VWash



4. Cost & Cash : Secure our business model

Manage headwinds, Strong Balance Sheet provides an edge



Ambitious Savings Agenda (>8%)

Net Revenue Management

The science of pricing

R&D Capabilities

Formulation flex, Resilience and Savings

Sustain Investments

ROI models enabled by analytics

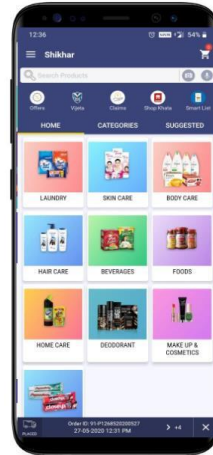
Re-Imagining HUL : Tech quotient significantly up in last 1 year

Consumers



People Data Centre |
Agile Innovation Hub

Customers



Shikhar App

Digital Order Capturing

Operations



Digital Factories and
Automated Warehouses

Powered by Intelligent Data Ecosystem



Strategy remains fit for purpose

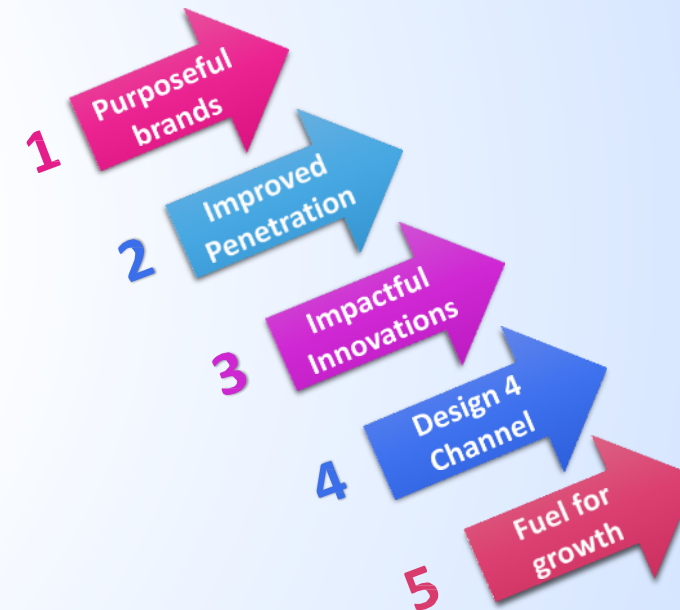
Purpose-led, Future-fit



Consistent, Competitive, Profitable, Responsible Growth



Fundamentals of growth



Srinivas Phatak Chief Financial Officer



Apno tak rang
pahuchane hai?
We'll get it *Dun!*

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Ensure mouth and nose are covered



VACCINATE

At your nearest vaccination center



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Issued in public interest by



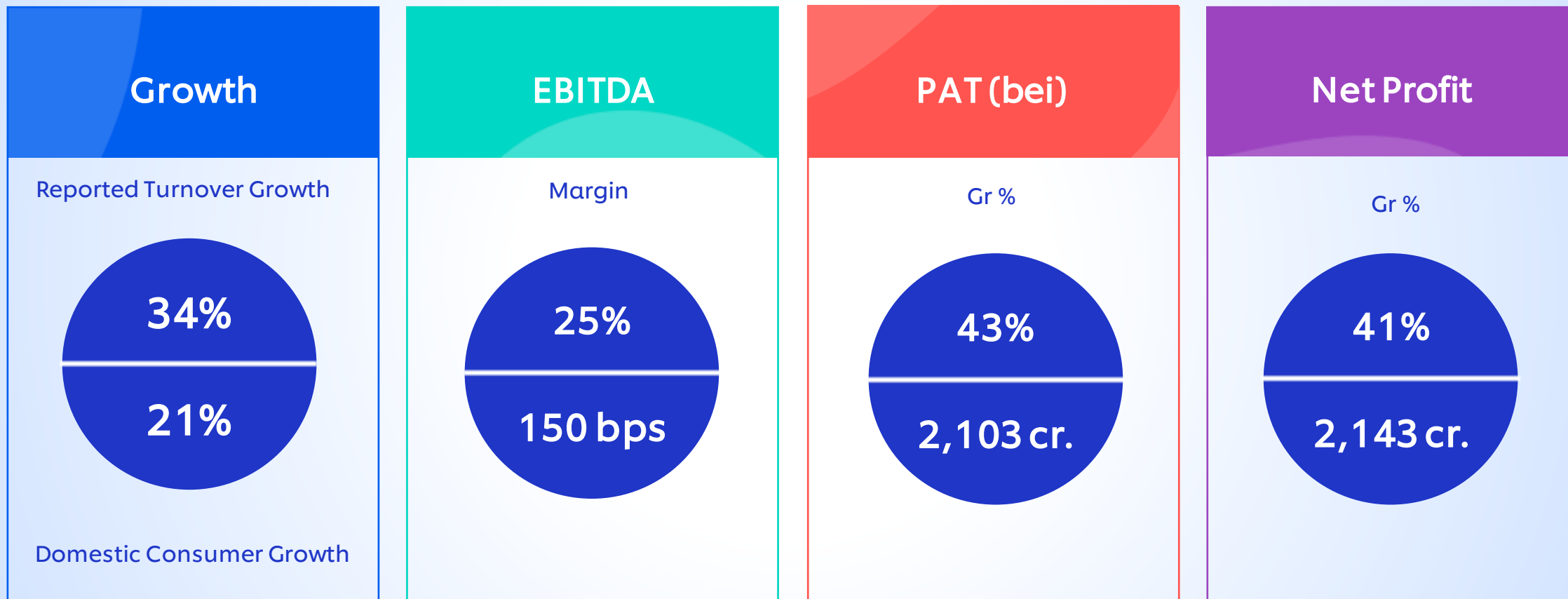
**Horlicks
increases the
power
of milk***



TALLER | STRONGER* | SHARPER**

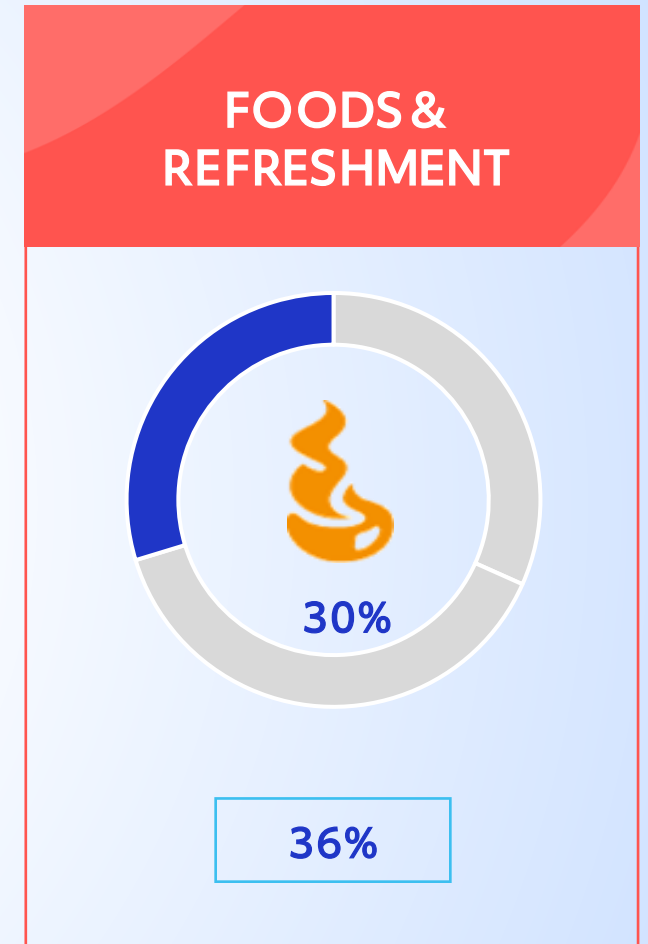
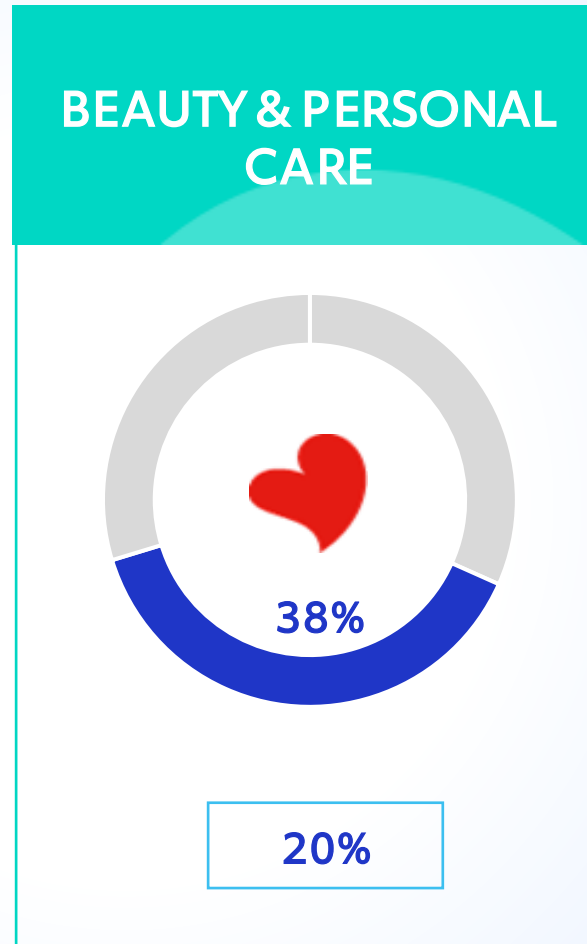
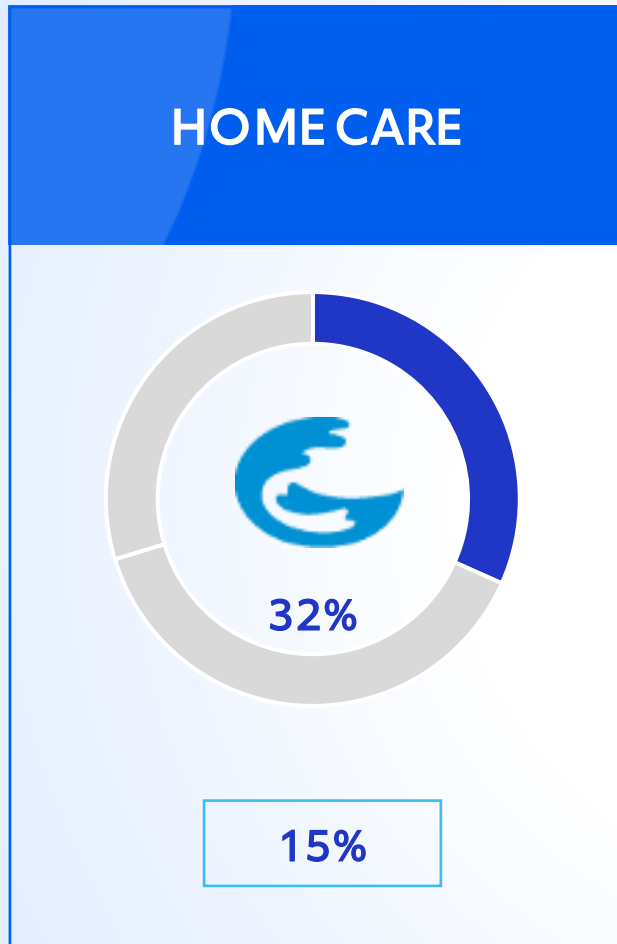


MQ'21 : Growth competitive and profitable





MQ'21 : Broad based performance across Divisions



Sales Growth*

*Sales growth excludes the impact of merger of GSK CH and acquisition of VWash



Home Care : Innovations & Activations in the quarter

DOMEX HELPS BRING MUMBAI'S LOCAL BACK ON TRACK, SAFELY!

Mumbai's Metro - the local train - is back in action and open to the public at large. While this comes as a relief to the common man, Domex has taken an initiative of decontaminating stations.

A daily service, with 117 stations of varying sizes, the Mumbai Metro is a lifeline for the city's 20 million people. The Metro is back in action, with thousands of people commuting daily.

Domex has been engaged to provide superior disinfection for the Mumbai Metro stations. This is the first time Mumbai Metro stations are being disinfected with Domex. The Metro is back in action, with thousands of people commuting daily.

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MUMBAI TRUSTS

Domex

TO BRING IT BACK ON TRACK

Domex has been entrusted with sanitizing CSMT and Dadar, Mumbai's busiest stations. Its Superior Hypochlorite-based formula destroys all germs, making it the perfect disinfectant to ensure the safety of a wide variety of germs.

HOW GET THE SAME SUPERIOR DISINFECTION FOR YOUR HOME

KILLS ALL GERMS - INCLUDING CORONAVIRUS DEAD.



CSMT STATION HAS BEEN SANITIZED 19 MINS AGO FOR YOUR SAFETY BY

Domex

CSMT BACK ON TRACK

GET DOMEX DISINFECTION FOR YOUR HOME.

BUY NOW

मुश्किल दाग निकालना आसान

₹10* में

90 ग्रा.

Surf excel

Easy Wash

₹ 10/-

Comfort Fabric Conditioner

For really soooooooffttt winter wear!

Comfort

nature protect

FIGHT VIRUSES WITH NATURE'S SUPERPOWER

nature protect

FLOOR CLEANER WITH NEEM EXTRACT

KILLS 99.99% GERMS

2+2=4 LITRES

Surf excel MATIC LIQUID

SUPER SAVER PACK

TOP LOAD

2+2=4 LITRES

Surf excel MATIC LIQUID

SUPER SAVER PACK

FRONT LOAD

Vim

REMOVES 99%* HARMFUL BACTERIAL GERMS FROM UTENSILS!

Challenge yourself to #BeatTheBacteria

Play Now

Vim

SUPER SAVER PACK

WITH POWER OF LEMONS

Surf excel

#rangachhain

HAPPY 7th

ORDER VIA **DUNZO**

मैल और बदबू निकाले, रस्ते कपड़े फ्रेश.

Wheel

Active Wheel 2in1



Beauty & Personal Care : Innovations & Activations in the quarter

Dove

Refresh. Repair. Revive.
NEW Dove Hair Mask

Halima, Law Student

#MeriBetiStrong

closeup

MOUTH SPRAY

FIGHTS GERMS. FRESHENS BREATH.

UP TO 200 SPRAYS

Dove

98%* तक कम हेयरफॉल
डव हेयर फॉल रेस्क्यू

LAKMÉ ABSOLUTE MATTE MELT MINI

MINI MATTES MEGA FUN

MOTI LUXURY SOAP

हल्का उदणं
सुद हल्कयुक्त

Dove CARE & PROTECT

WASHES AWAY 99% GERMS

REMOVES GERMS • MOISTURISES SKIN

AXE MEGA PACK

FRESHER FOR LONGER

BODYSPRAY DEODORANT

WASHES AWAY 99% GERMS

Lifebuoy

100% Stronger Germ Protection*

NEW SILVER SHIELD FORMULA

12 घंटे ताजगी

PROVEN TO PROTECT AGAINST COVID-19

4 UNITS X 50 ML

Lifbuoy SUPERHERO KIT

HAND SANITIZER

MANY LOOKS. ONE EYECONIC EYELINER.

LAKMÉ EYECONIC LIQUID EYELINER

NEW **cool breeze FLAVOUR**

PURIFYING GEL

CARDAMOM & MINT

ANTI-BACTERIAL MOUTHWASH

closeup TRIPLE FRESH FORMULA

Rexona 10X ODOUR PROTECTION*

NEW **LUX NATURAL GLOW**

SOFT GLOWING SKIN

ROSE EXTRACTS & VITAMIN E

VWash!

Expert Intimate Hygiene

pH 3.5*

DOCTOR PRESCRIBED*

Expert Intimate Hygiene. Clinically Tested.

Glow & Lovely

ADVANCED MULTI VITAMIN™

निखार को धूप से बचाओ.
दुपट्टा नहीं,
ग्लो एंड लवली लगाओ.

₹ 20/-



Foods & Refreshment : Innovations & Activations in the quarter

5 wale Horlicks mein kya hai?

20g = 1/2 cup doodh jitna calcium + 1 katori palak jitna iron + 1/2 santare jitna vitamin C

NEW Cornetto Chokissimo

DISC as soft as a KISS

NEW TRIXY CUP

3 LAYERS OF FUN.

NEW DESI KULFI

TRADITIONAL AFFAIR WITH ALMONDS

Knorr Make Restaurant like Pasta at home

Kissan KNOWLEDGE CORNER WITH KISSAN THE FARMER

PEANUT BUTTER Creamy

Deliciously Rich in Protein

PARTICIPATE NOW

Kissan CHOTU

FRESH TOMATO KETCHUP

BRU

BRU is a rich coffee beverage which consumed after breakfast and before or after dinner, contributes to a great tea and coffee experience. To be consumed as part of a balanced diet and as a source of energy. Bru is a rich coffee beverage which consumed after breakfast and before or after dinner, contributes to a great tea and coffee experience. To be consumed as part of a balanced diet and as a source of energy. Bru is a rich coffee beverage which consumed after breakfast and before or after dinner, contributes to a great tea and coffee experience. To be consumed as part of a balanced diet and as a source of energy.

LET'S STAY FIT

Lipton

AADAT DAAL LO!

अब फेड लाने के लिए, येज निपट ग्रीन टी की आदत डाल लो

Red Label

Taste Of Togetherness

स्वाद अपनेपन का



Home Care : Strong performance in HHC, Fabric Wash rebounds



- ❑ **Household Care:** Continues to perform well. Strong double-digit growth led by Vim
- ❑ **Fabric Wash:** Strong sequential growth aided by increased mobility; Performance competitive
 - *Liquids and premium portfolio growing ahead of the category*
- ❑ **Purifiers:** Improving sequentially led by acceleration in E-commerce



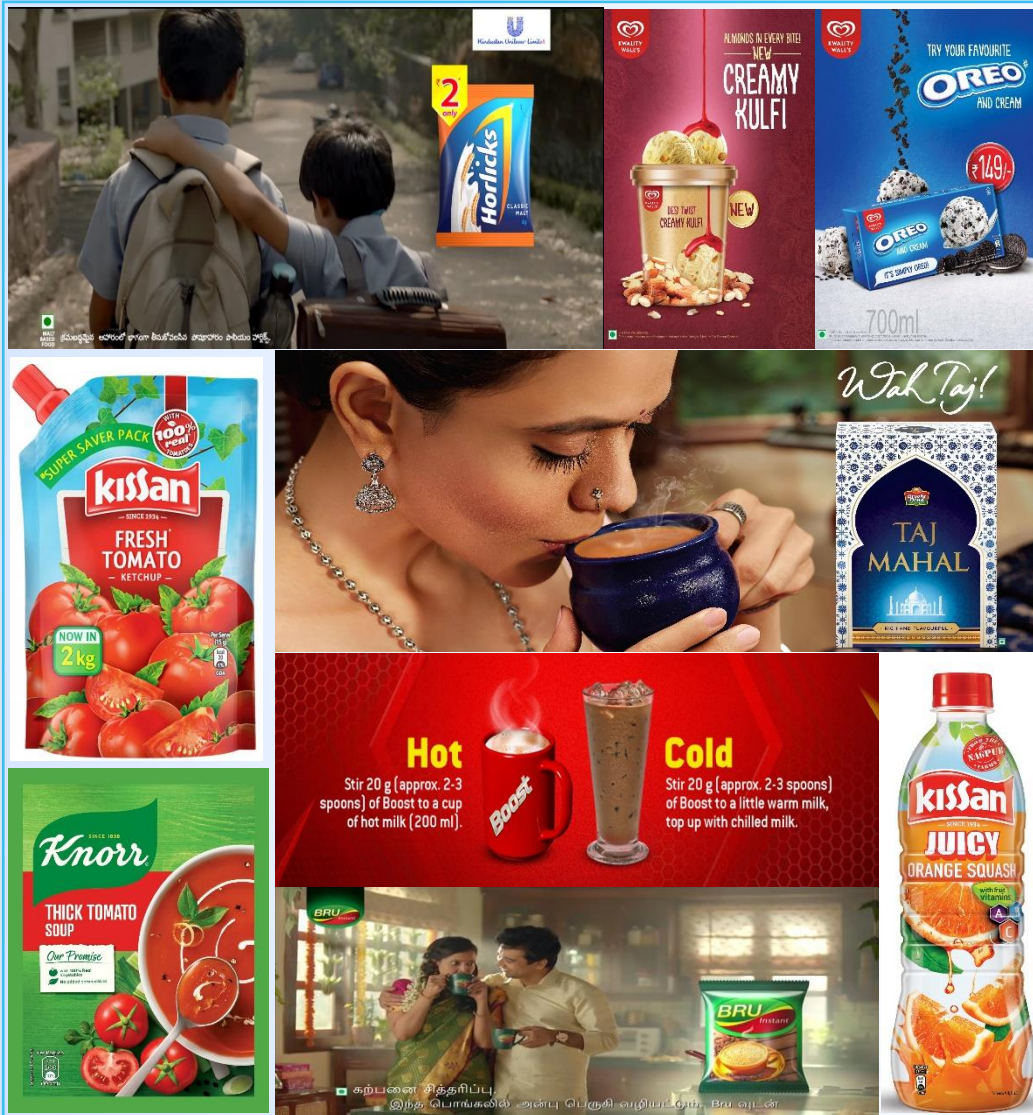
Beauty & Personal Care : Strong performance across Categories



- ❑ **Skin Cleansing:** Robust performance led by high double-digit growth in Lifebuoy. Premium Skin Cleansing continues to do well, Lux stable. Wash momentum accelerates
 - *Inflationary pressures remain elevated; calibrated pricing actions to continue*
- ❑ **Oral Care:** Growth momentum sustained, Closeup continues to deliver strong results
- ❑ **Hair Care:** High double-digit growth & broad-based across brands. Contextual communications and focussed innovations drive performance
- ❑ **Skin Care:** Strong performance in winter portfolio led by Vaseline. Face Cleansing & Talc segments continue to do well. GAL sequential momentum picking up coupled with penetration gains
- ❑ **Color Cosmetics:** Demand continues to improve sequentially; category well positioned



Foods & Refreshment : High growth momentum sustained

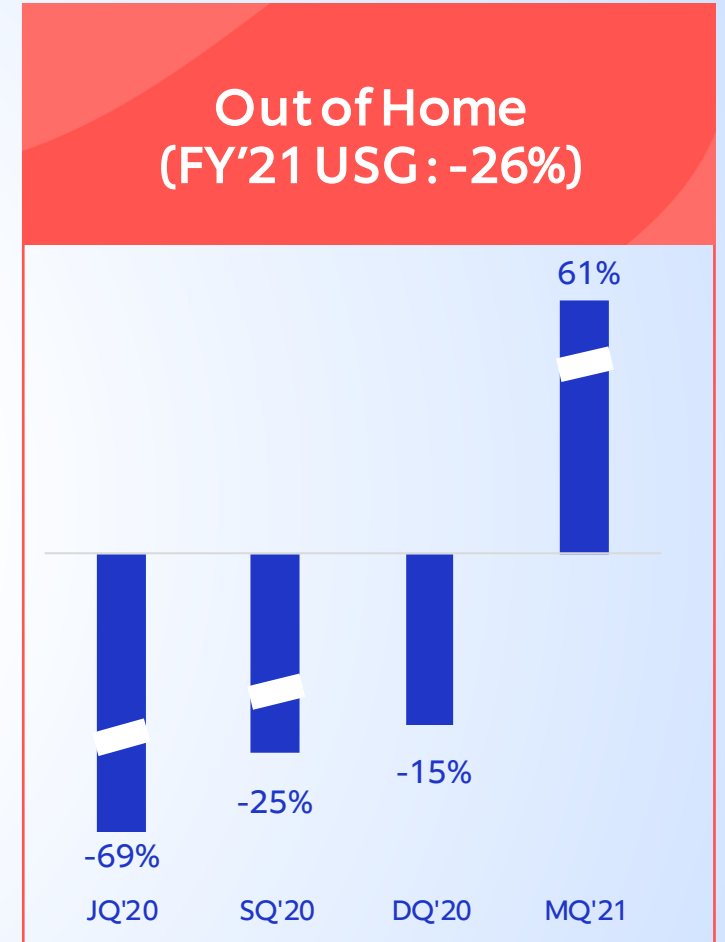
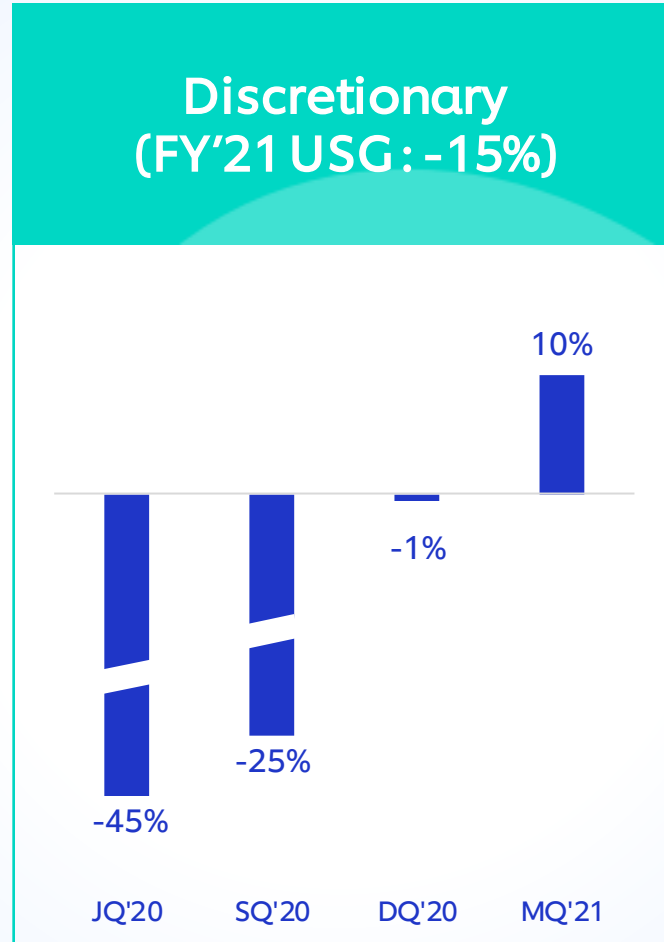
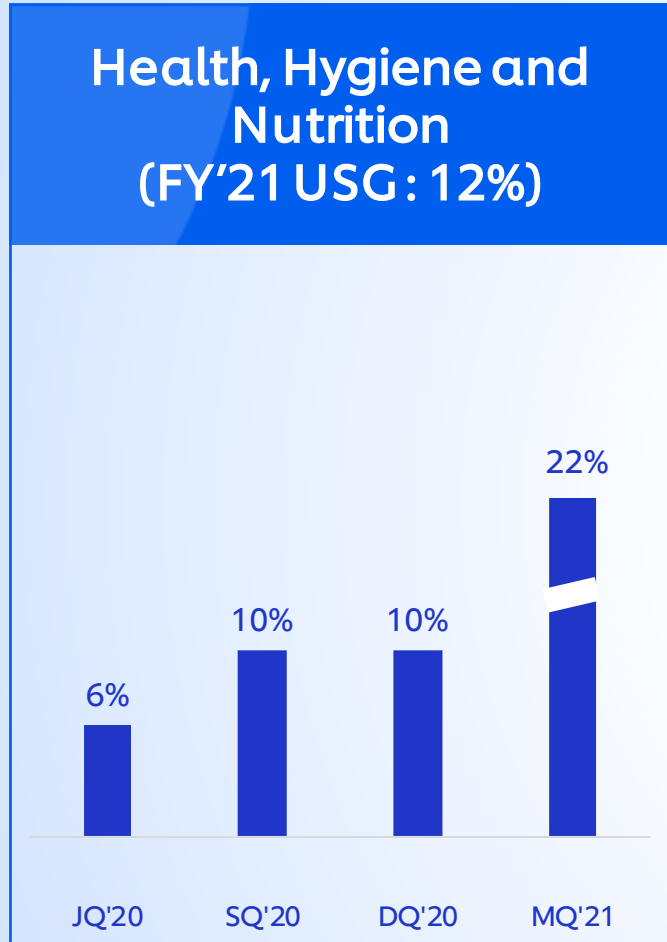


- ❑ **Foods:** Soups and Ketchups grow in high double-digits. With increased mobility we saw softening of 'In-home consumption' trend in the quarter
- ❑ **Beverages:** Tea share gain momentum continues. High double-digit growths across brands. Stable performance in Coffee
 - Horlicks and Boost Rs. 2 sachets launched to unlock penetration
 - ERP integration completed in current quarter; Sales systems go live in Quarter 2
- ❑ **Nutrition:** Focus on volume led growth continues to yield strong results; volumes grow in teens, penetration* gains continue
 - Innovation intensity dialled up with launch of Cornetto Chokissimo, Trixy Cup and premium Kulfis
- ❑ **Ice Cream, Food Solutions & Vending:** Strong recovery in Ice cream

*Penetration on relative basis as per Kantar Worldpanel MAT February 2021



HHN strong, Discretionary & OOH picking up





Playing all lines of P&L to deliver profitable growth

Margin headwinds



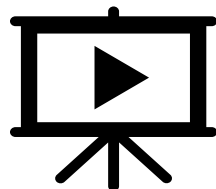
Palm Oil



Tea



Crude Oil



Competitive Intensity

+2%

Sequential step-up
in consumer prices

Savings



**Nutrition
Synergies**

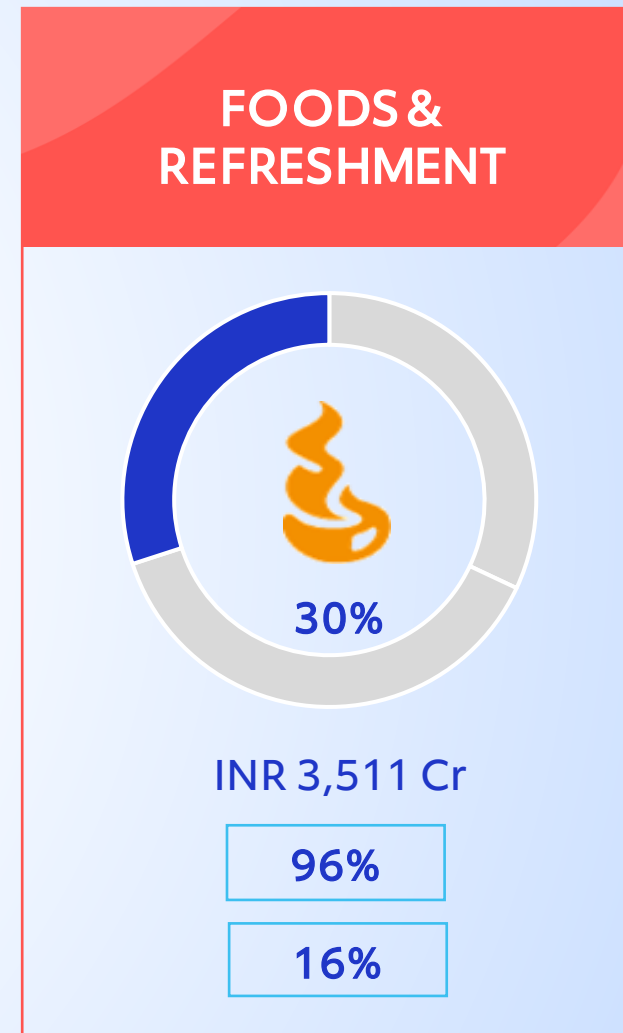
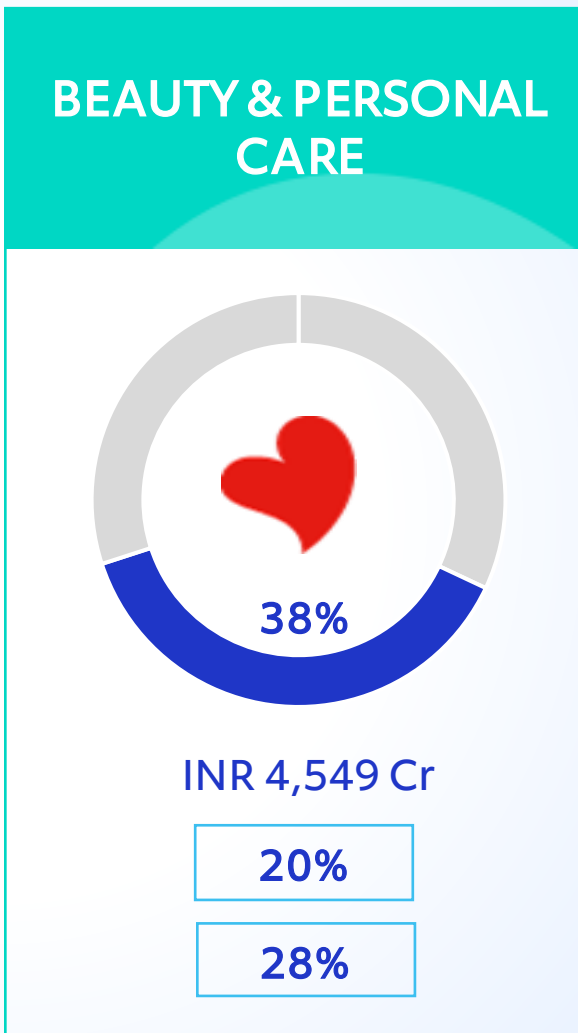
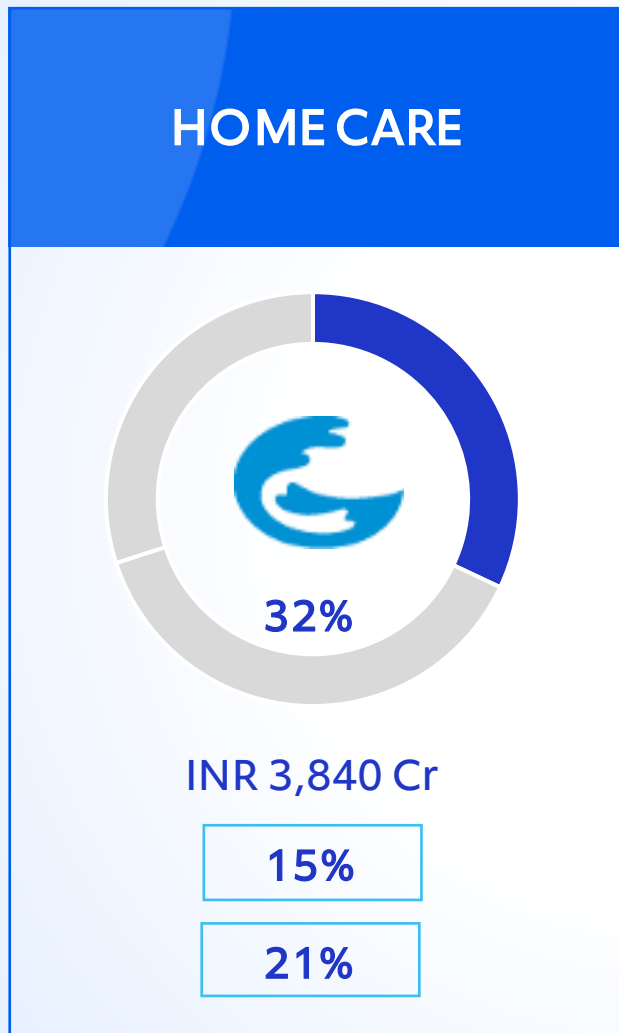
**24.8%
EBITDA**



MQ'21 : Segmental performance

Segmental Revenue Growth*

Segmental Margins**



*Segment Revenue Growth = Segment Turnover growth + Other Operating Income + Impact of merger of GSK CH + Acquisition of VWash

** Segment Margins (EBIT) excludes exceptional items



MQ'21 : Results summary

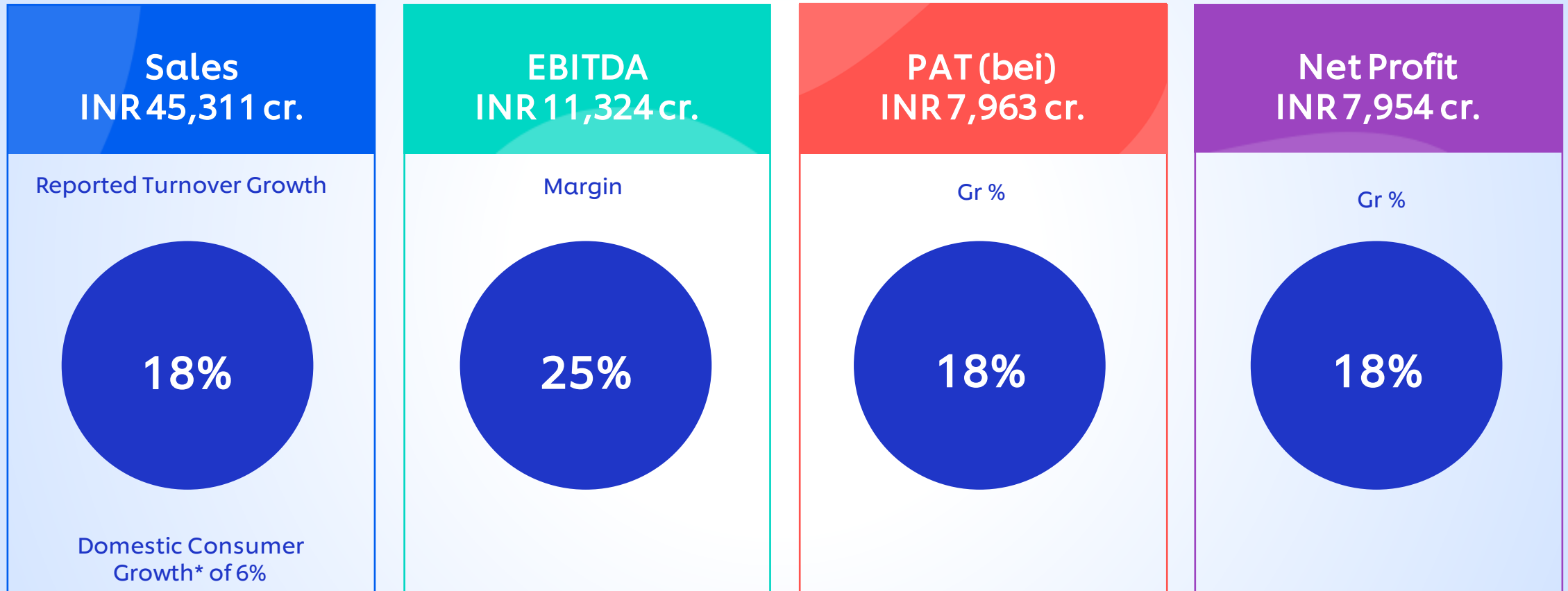
Rs. Crores

Particulars	MQ'21	MQ'20	Growth %
Sales	11,947	8,885	34%*
EBITDA	2,957	2,065	43%
Other Income (Net)	100	240	
Exceptional Items – Credit / (Charge)	14	(58)	
PBT	2,822	1,992	42%
Tax	679	473	
PAT bei	2,103	1,469	43%
Net Profit	2,143	1,519	41%

- *Domestic Consumer Growth at 21%
- Exceptional items include cost related to restructuring, integration of Nutrition business and profit from sale of property



FY'21 : Strong performance in a challenging year



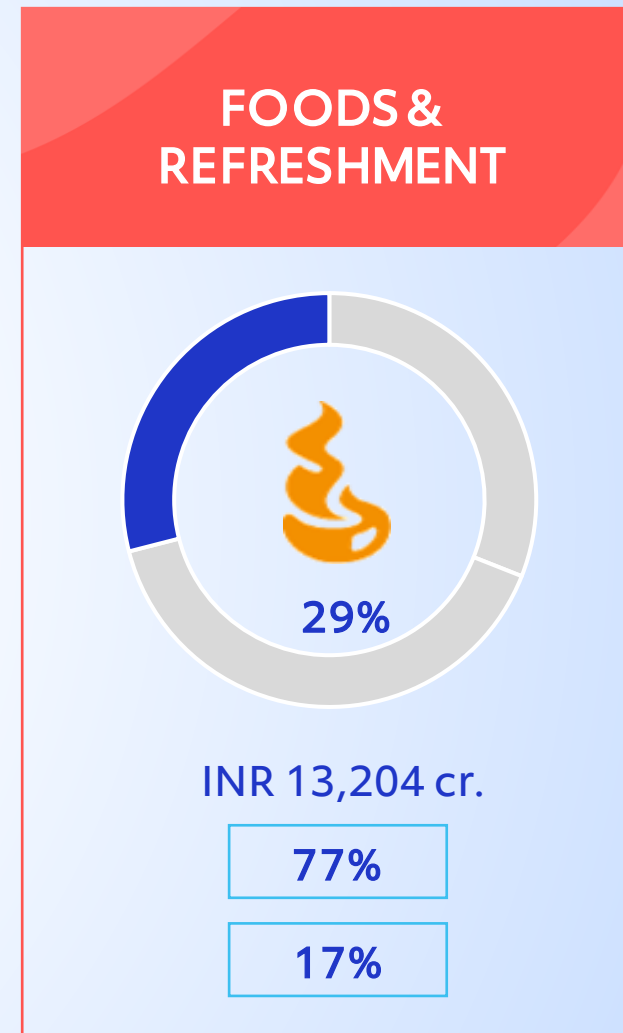
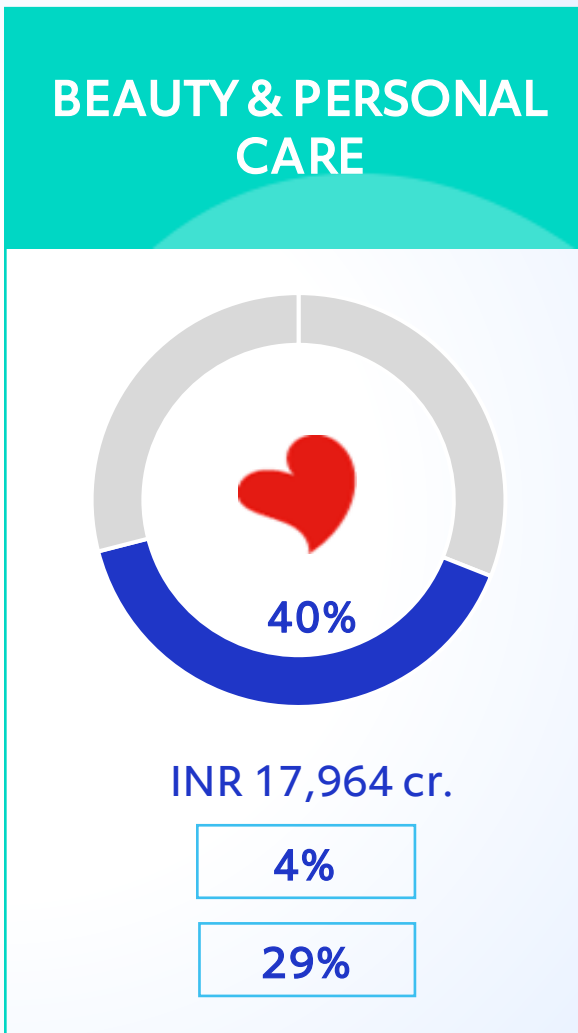
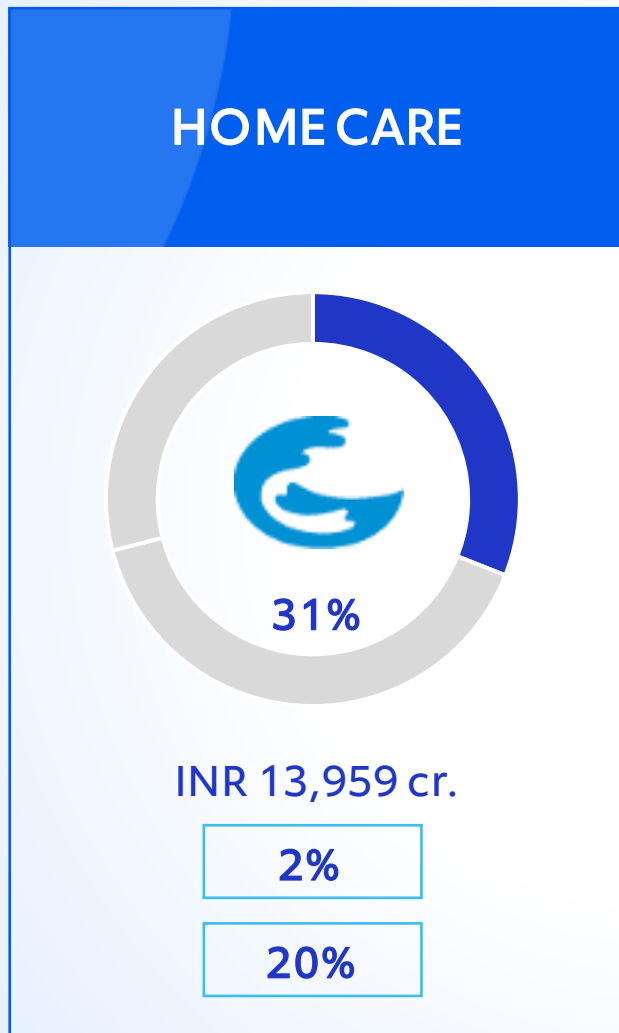
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Segmental Margins**



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** Segment Margins (EBIT) excludes exceptional items



FY'21 : Proposed Final Dividend

Particulars	FY 2020-21	FY 2019-20
Dividend per share	40.5	25
Special	9.5	-
Interim	14	11
Final*	17	14
Total Dividend (Rs. Crores)	9,516	5,671

*Final Dividend number for FY 2020-21 is subject to approval by the shareholders at the AGM



Near-term outlook

- ❑ COVID surge unprecedented; demand outlook difficult to predict
 - Our agility and responsiveness across the value chain significantly better than pre COVID
- ❑ Elevated inflationary pressure in select large categories
 - Judicious pricing actions coupled with cost agility and savings programmes

Our focus

- ❑ Deliver volume led competitive growth
- ❑ Consumer centric innovations, market development and digital transformation 'Re-imagining HUL'
- ❑ Win in high growth channels of E-commerce and General Trade



For more information and updates

Visit our website

March Quarter 2021 results

Hindustan Unilever will release its financial results for March Quarter 2021 on Thursday, 29th April, 2021.

[> March Quarter 2021 results](#)

Hindustan Unilever Limited MQ'21 Results : 29th April 2021



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for her would be in-laws.
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