



2nd December, 2020

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 on teleconference / webcast to analysts / group of investors at Jefferies India Internet Summit 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

REIMAGINING HUL

Zaved Akhtar

Vice President

Digital Transformation & Growth

Jefferies India Internet Summit

December 2020



INDIA DIGITAL LANDSCAPE

MOBILE USERS



1.2 bln

INTERNET USERS



687 mln
↑ 23%

DATA USAGE



8.3 GB

RACE TO THE FINISH LINE

DIGITAL INDIA



DIGITAL IN MEDIA

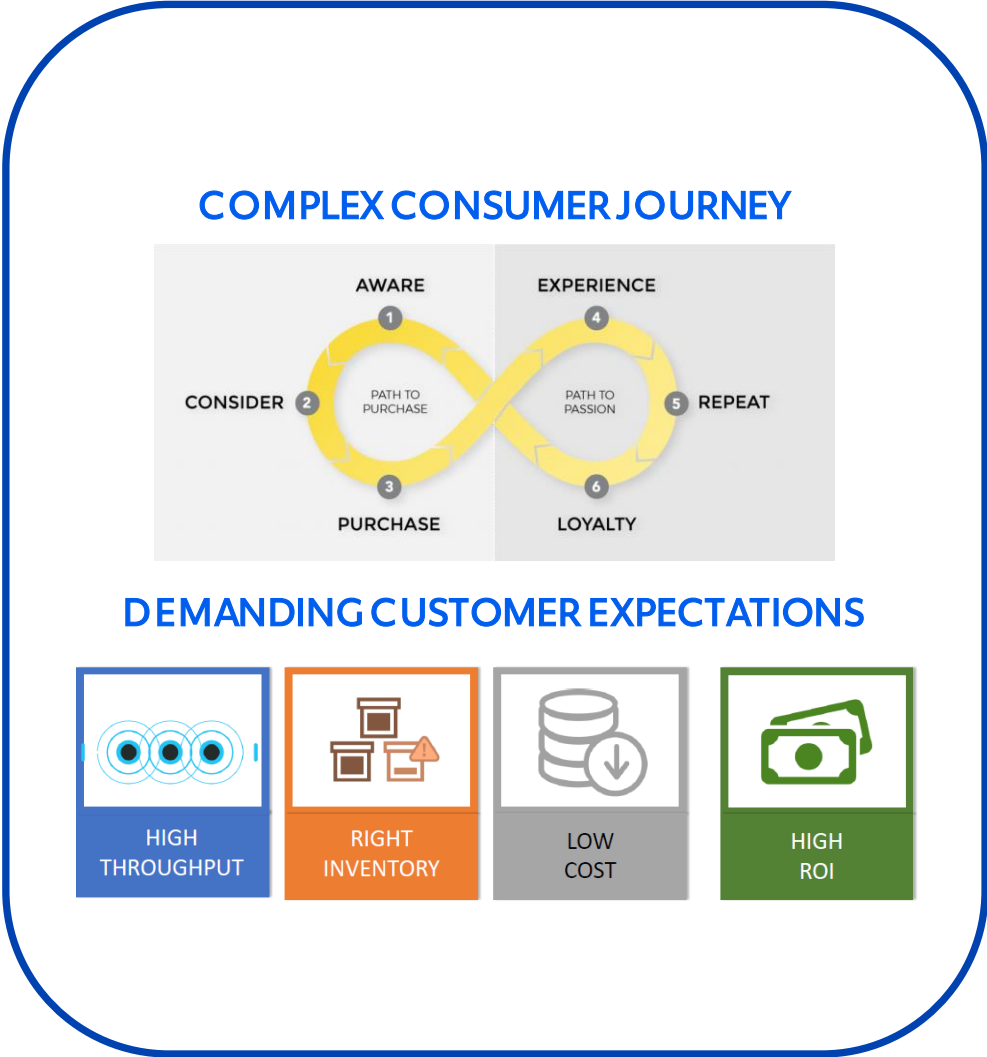


ECOMM & OMNI

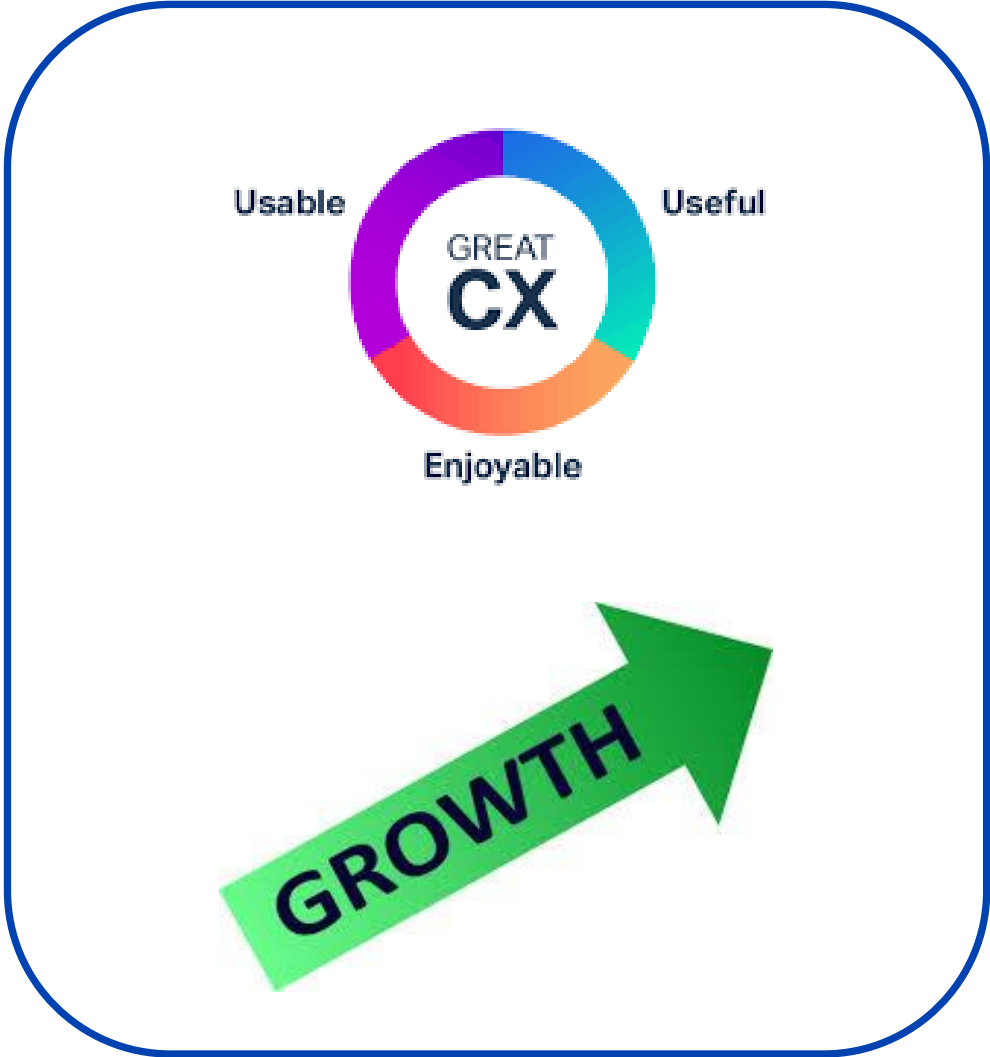


CHANGING ECOSYSTEM

DIGITAL INDIA



DIGITAL INDIA

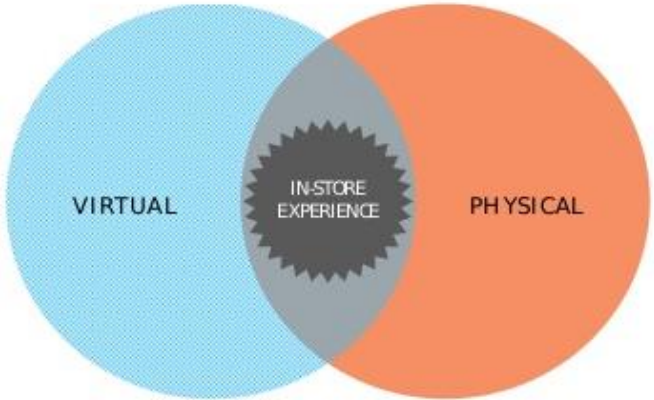


DELIVERED THROUGH MOATS ACROSS THE VALUE CHAIN



Connected Consumers

+



Connected Retailer

+

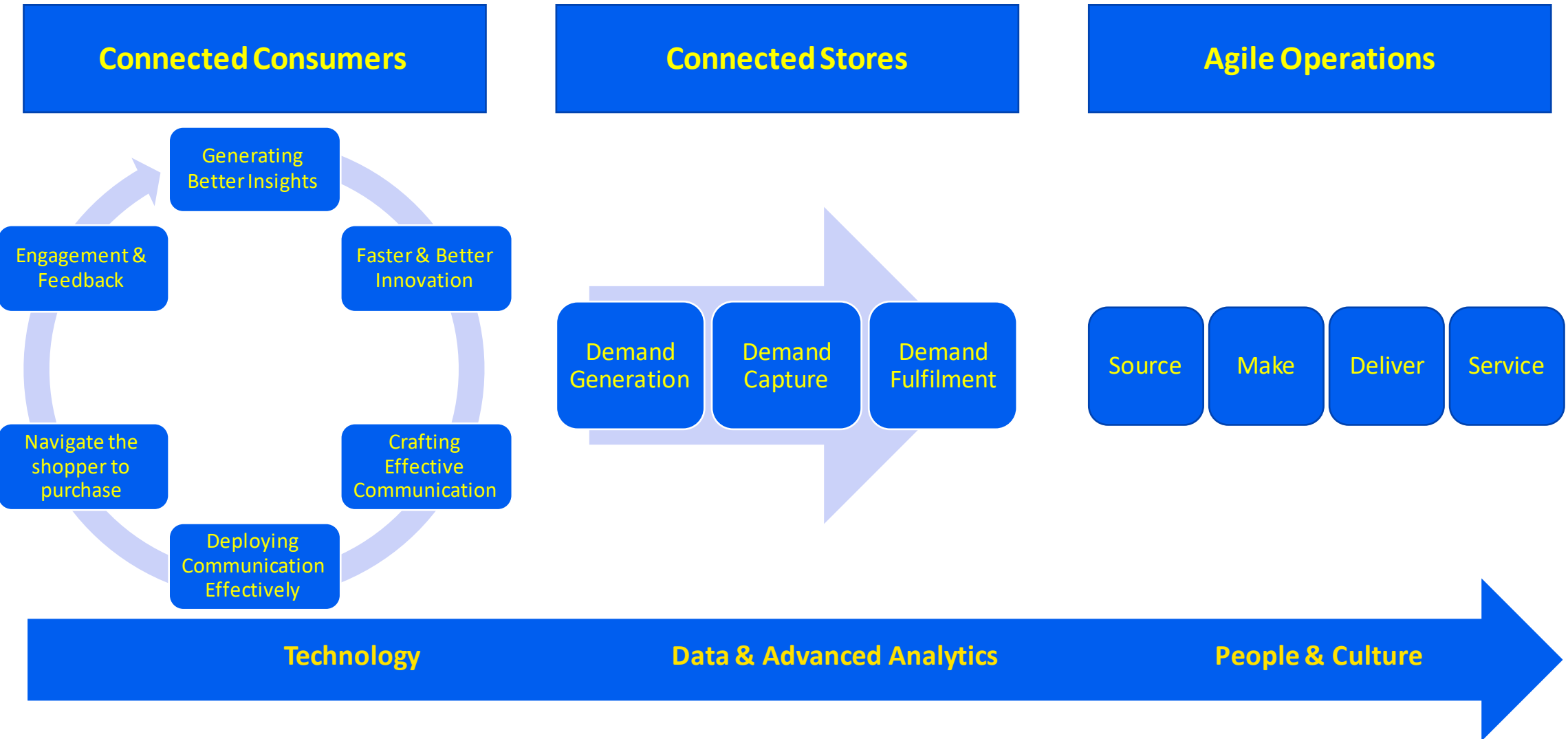


Agile Operations

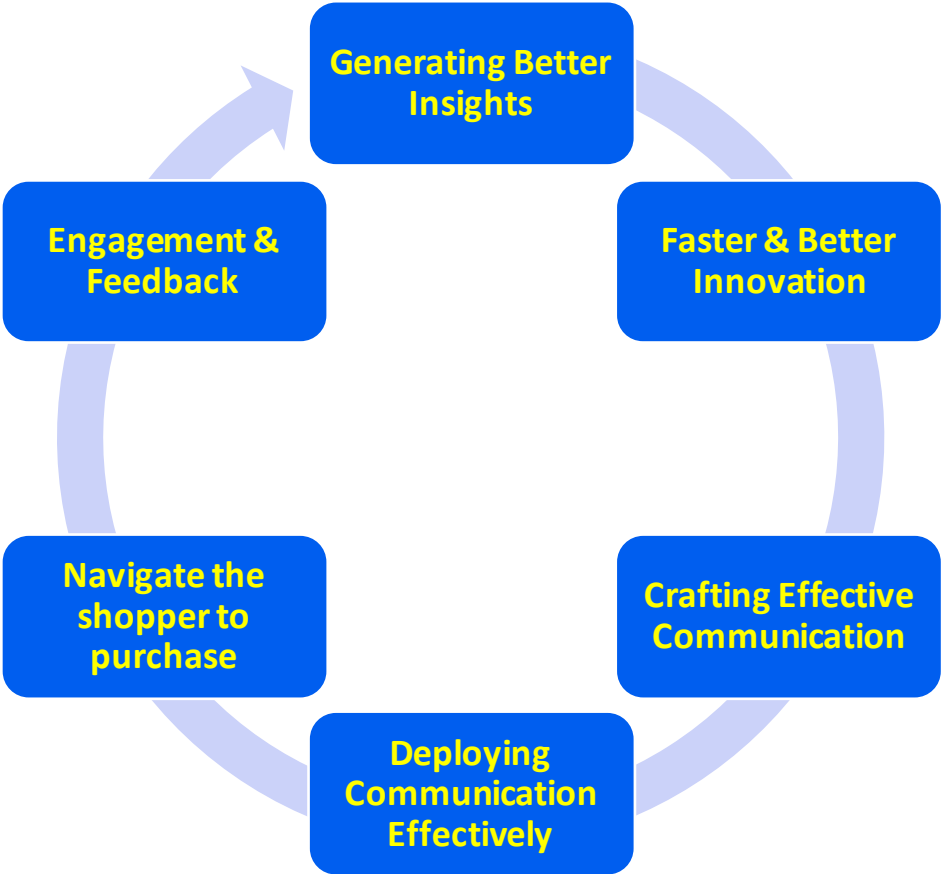
Data and Analytics

People, Capability & Culture

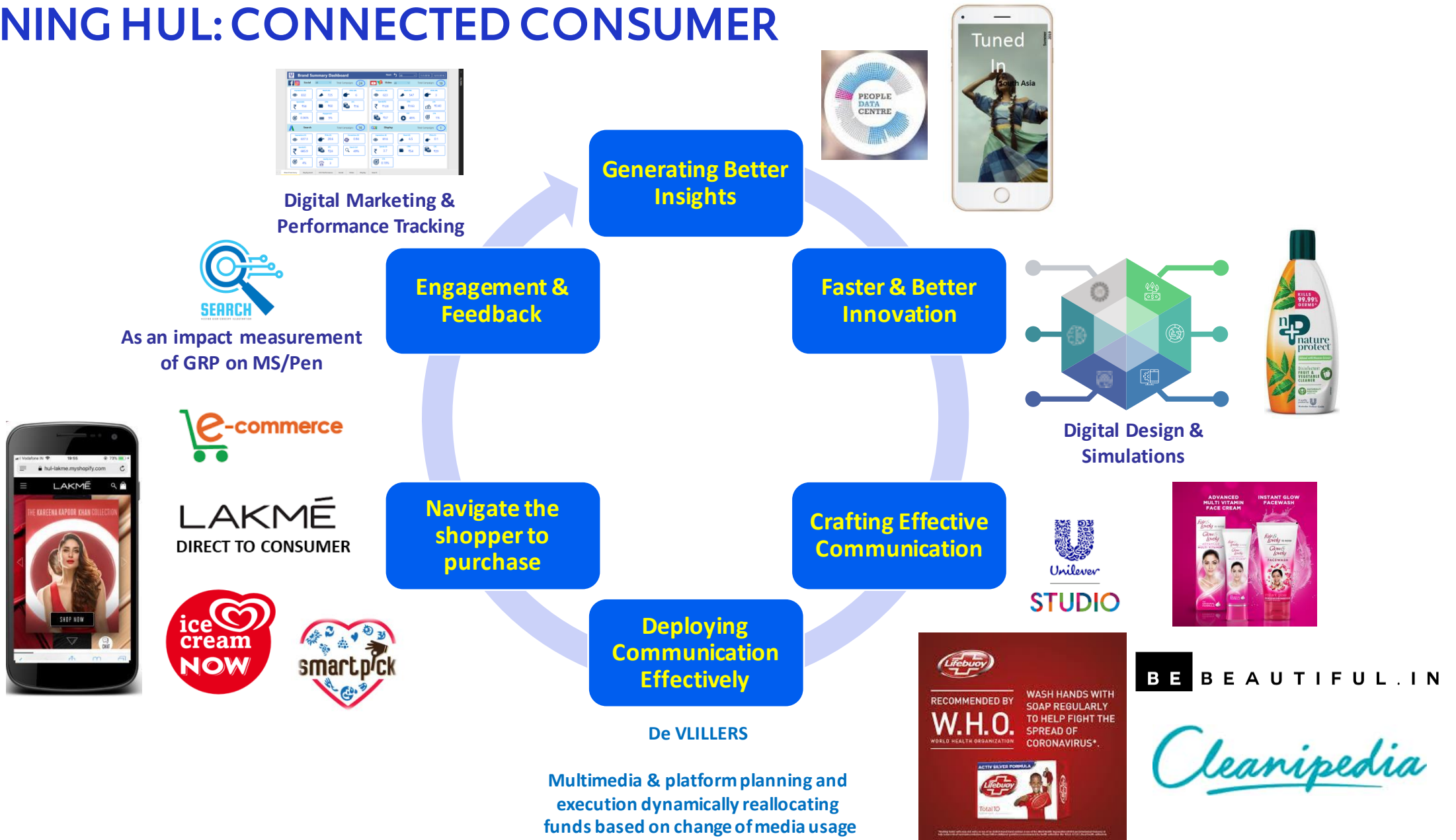
REIMAGINING HUL: AN INTEGRATED MOATS ACROSS BUSINESS



REIMAGINING HUL: CONNECTED CONSUMER



REIMAGINING HUL: CONNECTED CONSUMER



CREATIVITY IS THE BIGGEST FACTOR IN DRIVING ROI

Creative = 50-80% of ROI

EXAMPLE = VASELINE - AV

Beauty/Make-up



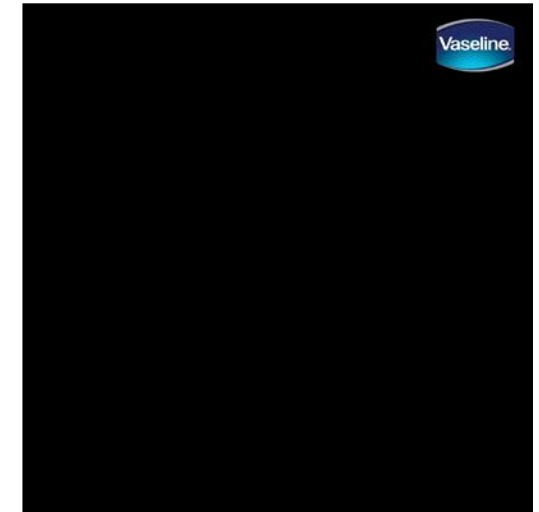
Fitness/Yoga



Professional/Work



Lifestyle/Party



EXAMPLE = LOVE, BEAUTY & PLANET - AV

Health-conscious



Eco-conscious



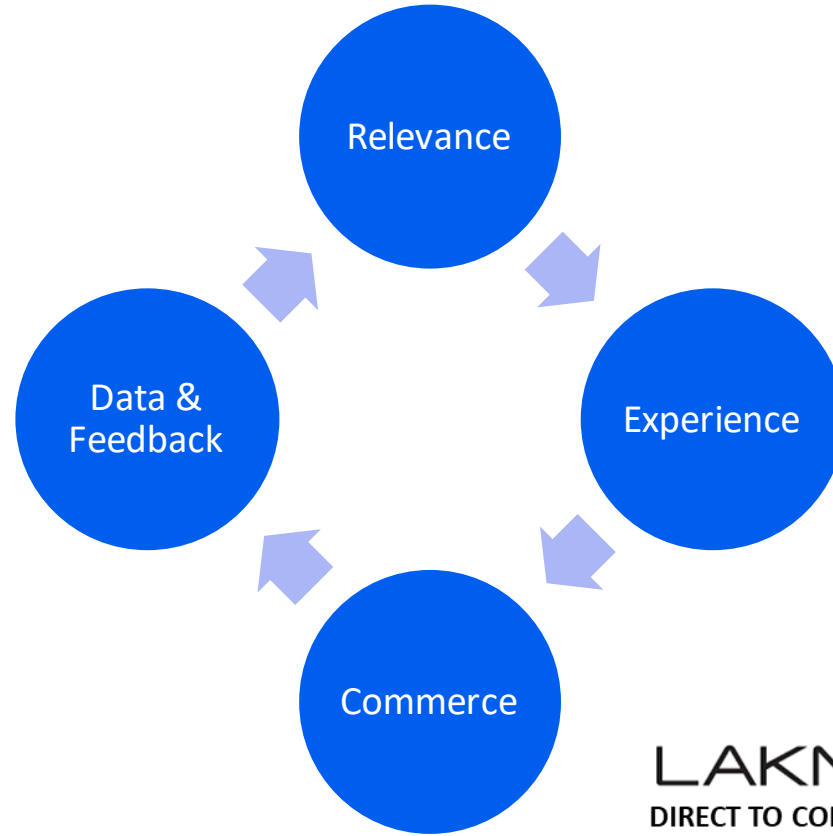
Vegan



FULL ECOSYSTEM

B E B E A U T I F U L . I N

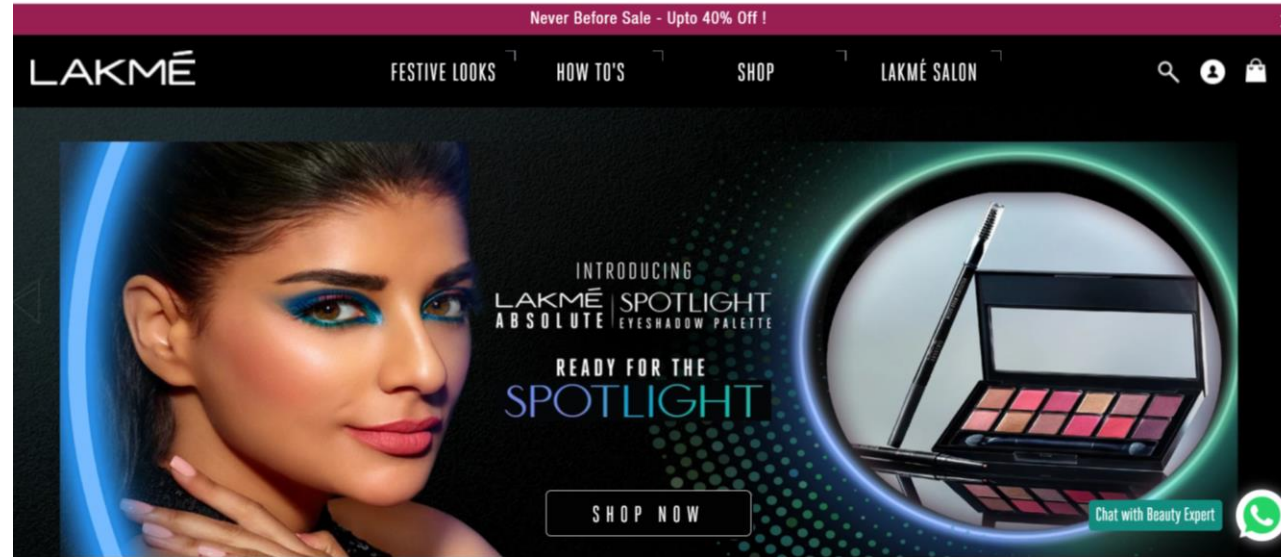
LAKMĒ SALON
Lakme BA
Counters



LAKMĒ
DIRECT TO CONSUMER

An integrated ecosystem that engages the consumer throughout the consumer journey

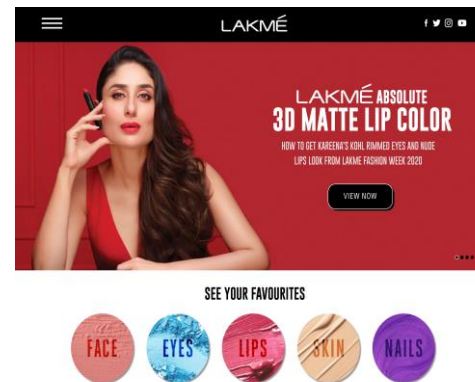
LAKME DTC



PERFORMANCE MARKETING

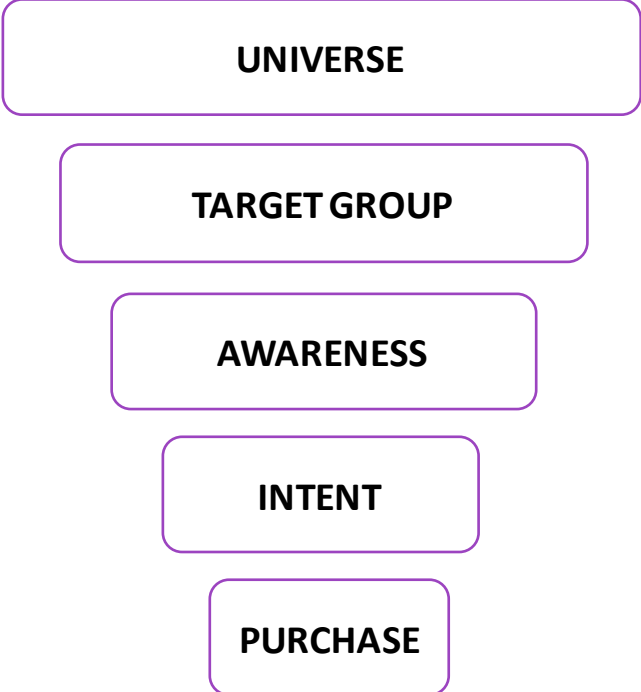
CONSUMER EXPERIENCE

DEMAND FULFILMENT

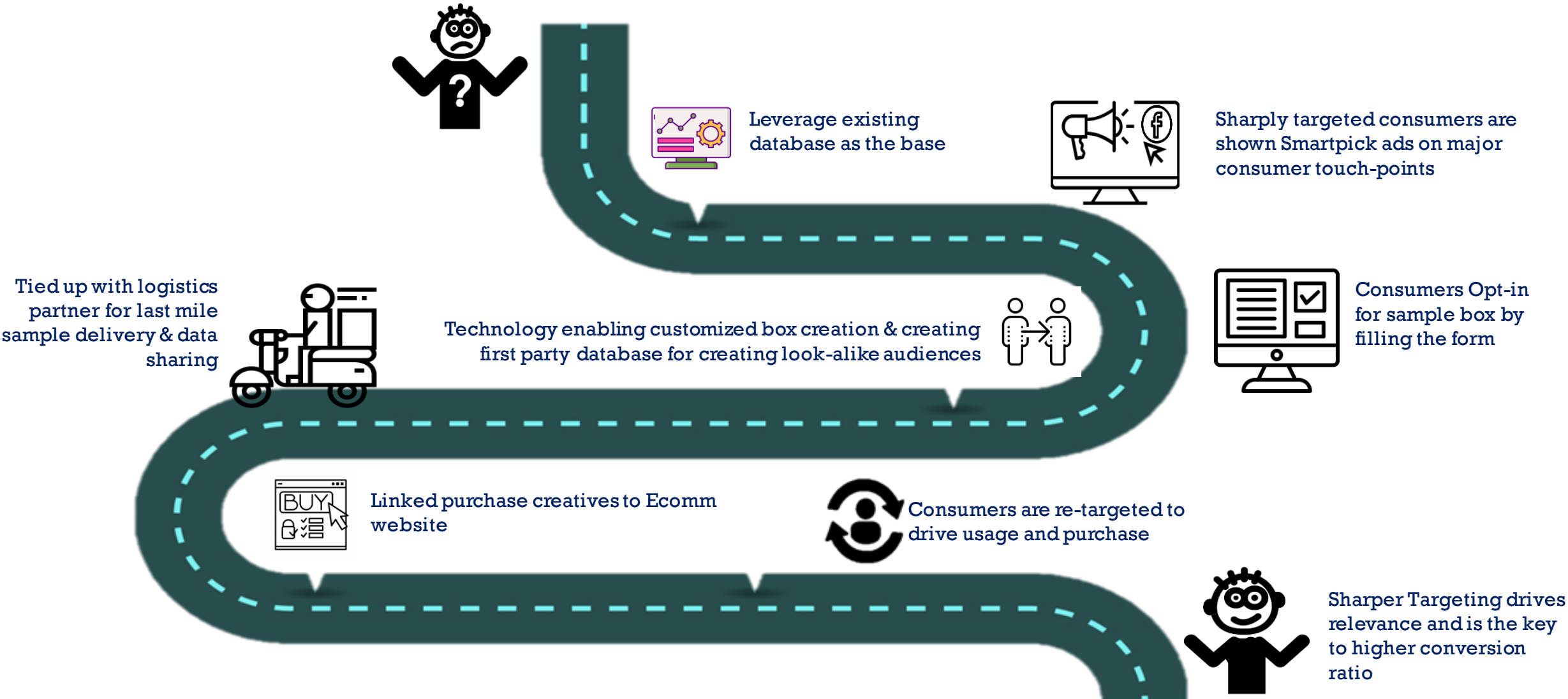


AV: Lakme Fashion Week

SMARTPICK



DATA DRIVE MARKETING



REIMAGINING HUL: CONNECTED STORE



My Kirana



Shikhar eB2B



POS (Drachma)



Fin Inclusion



Unipay

AV: Shikhar App

REIMAGINING HUL: AGILE OPERATIONS

Source



Chemical Hub

Centralised hub for quick demand sensing and adapting

Make



Multicategory Mfg. network

Big Data Analytics to optimise & improve processes, quality & reliability

Deliver



Future-fit distribution infrastructure delivered thru segmented automation

Service



Demand fulfilment by last mile optimisation



Big data analytics to improve availability at RS

Integrated Planning

ML based multi-variate forecasting models

SMART ROBOTICS



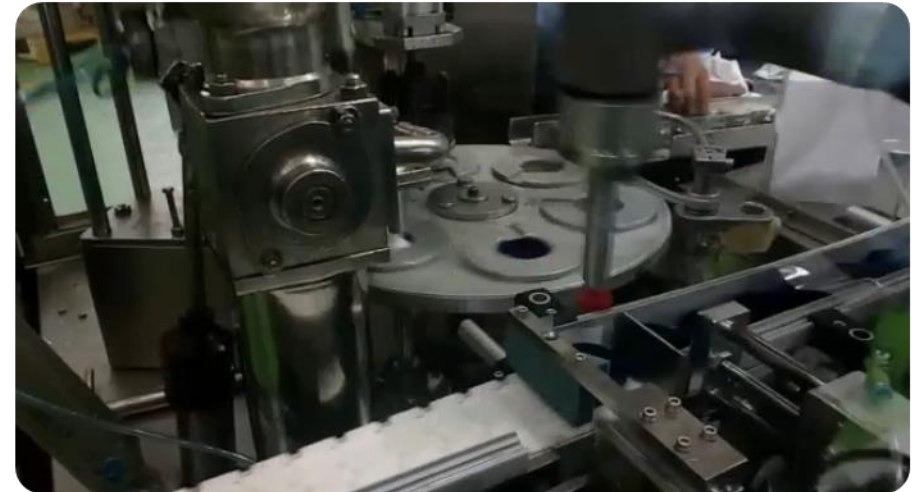
No-Touch Sachet Cluster



Automated Bottle Packing



Automated Bottle Packing



Automated Jar Infeed

REIMAGINING HUL: TECHNOLOGY, DATA & ANALYTICS AND PEOPLE & CULTURE

Technology



Cloud Computing, Robotic Process Automation, and ML for intelligent automation

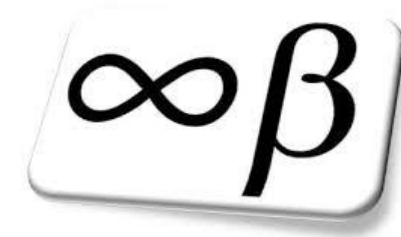


Leveraging IOT for data signal and automation for factory and warehouses

Data & Analytics



People & Culture



NLP / ML ANALYTICS & DATA EXPERTISE KDB

Creating a Culture of Experimentation

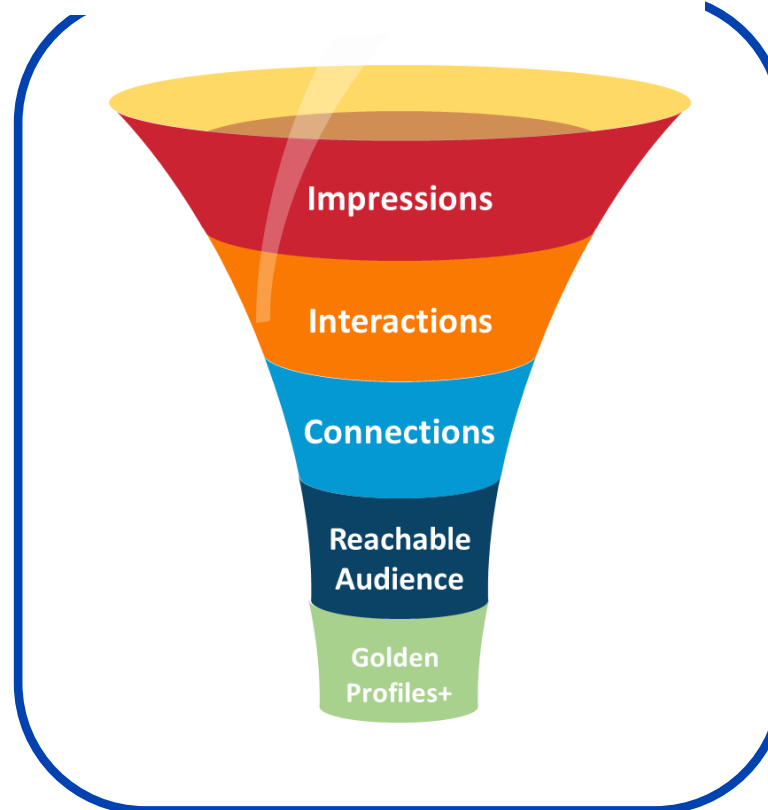
A Data first Mindset

Data & Analytics

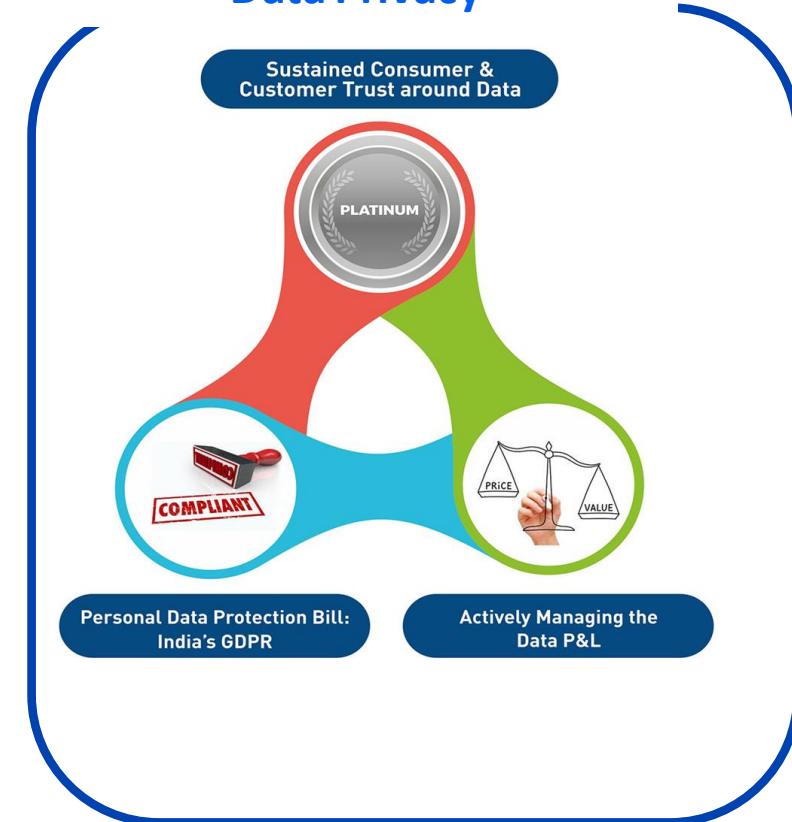
Data Strategy



Data Score Card



Data Privacy



Data at the Centre of Strategy

REIMAGINING HUL: AN INTEGRATED MOATS ACROSS BUSINESS

