



27th January, 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 January, 2021, intimating a presentation to be made to Analysts / Investors on Unaudited Standalone and Consolidated Financial Results of the Company for the quarter ended 31st December, 2020 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 ended 31st December, 2020.

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

## DQ'20 Results: 27<sup>th</sup> January 2021

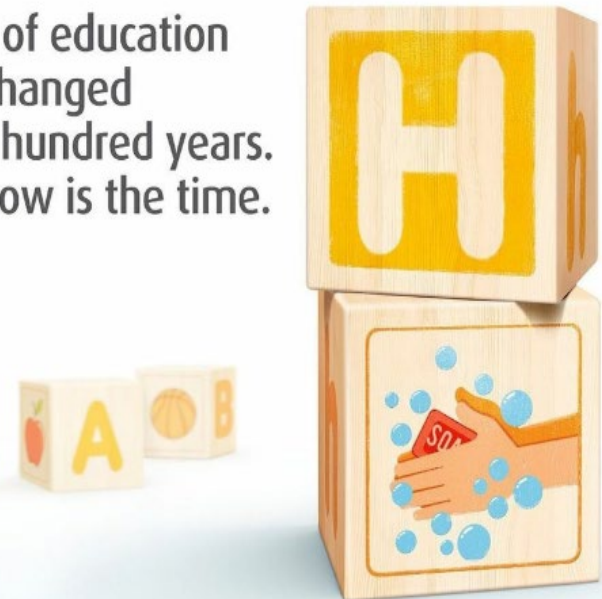



**Accept your child's meeting invite too.**



Global Handwashing Day 2020 

The ABCs of education haven't changed in over a hundred years. Maybe, now is the time.

**H for HAT HANDWASHING**

After 30 bone density starts declining\*



Get 100% daily Calcium and Vitamin D.#



**Horlicks Women's PLUS**  
NUTRIENTS FOR STRONG BONES  
caramel flavour

Horlicks Women's Plus is a nourishing beverage to be consumed as part of a daily diet. \*IJMR 127, Mar 2008, pp 263-268. #As per ICMR 2010 guidelines for women. This contains Acesulfame potassium. Not recommended for children. No Sugar added in the product.

# Safe Harbor 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


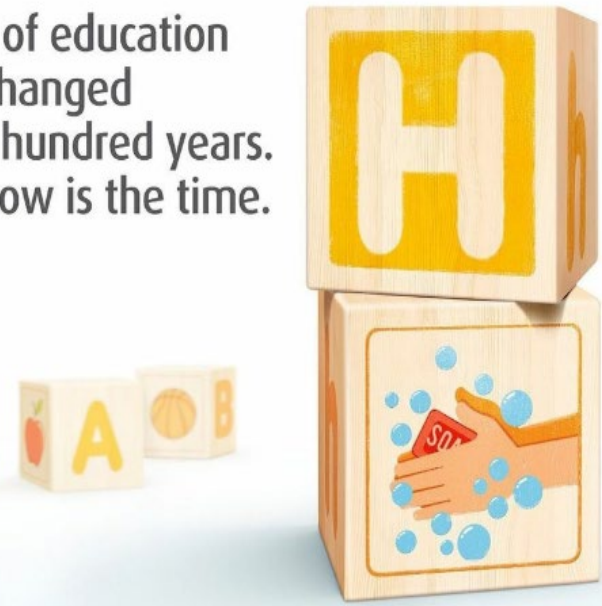


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# Our strategy is serving us well

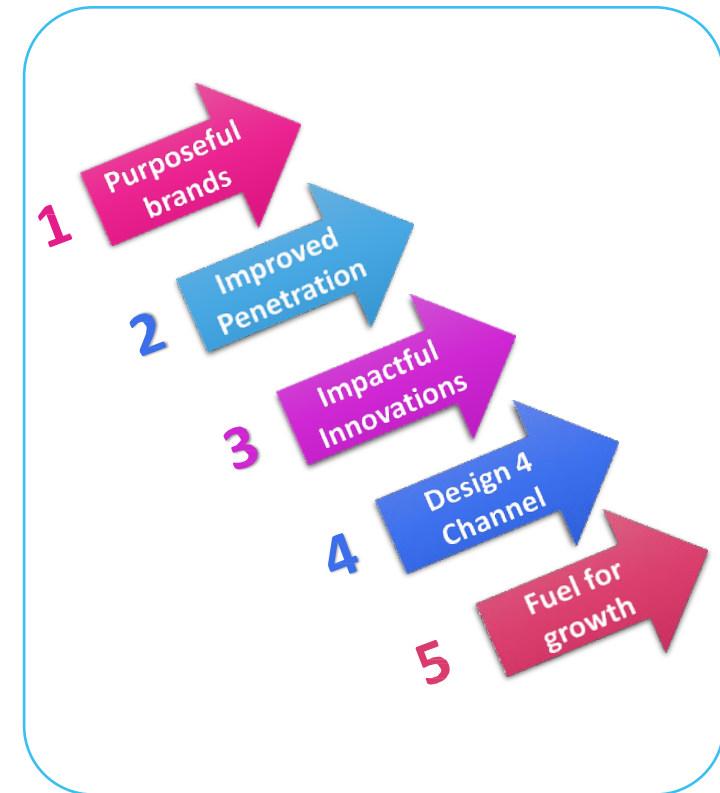
Purpose-led, Future-fit



Consistent, Competitive,  
Profitable, Responsible Growth

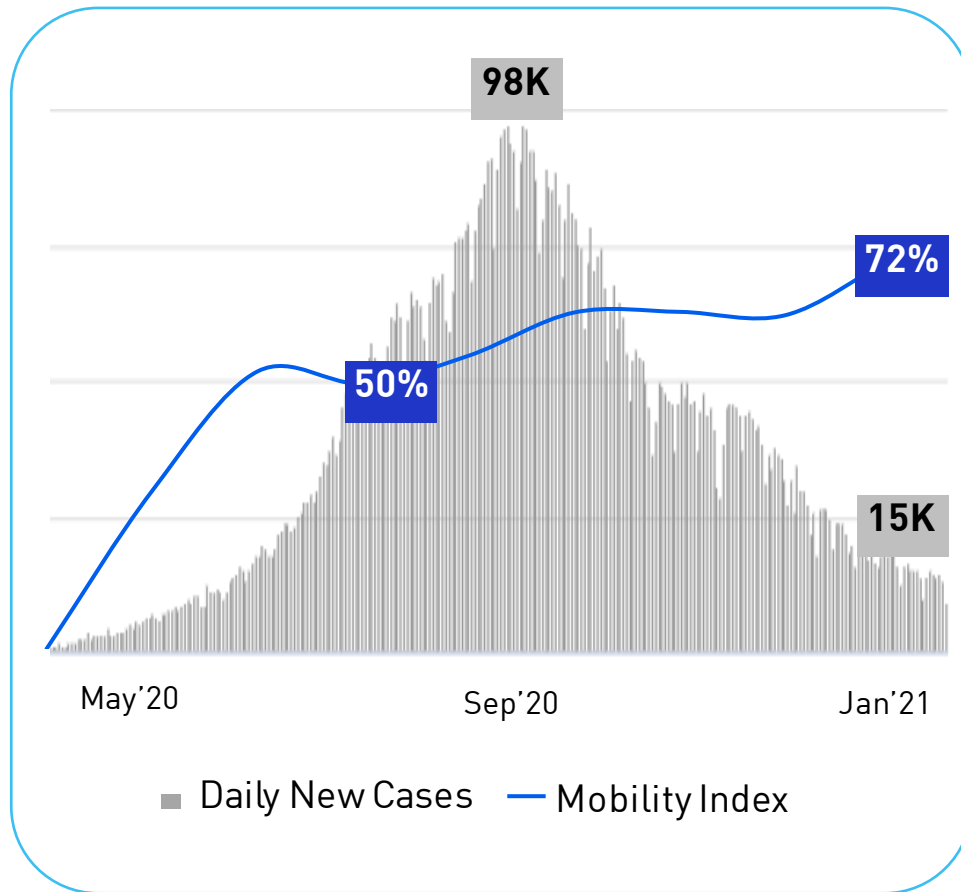


Fundamentals of growth

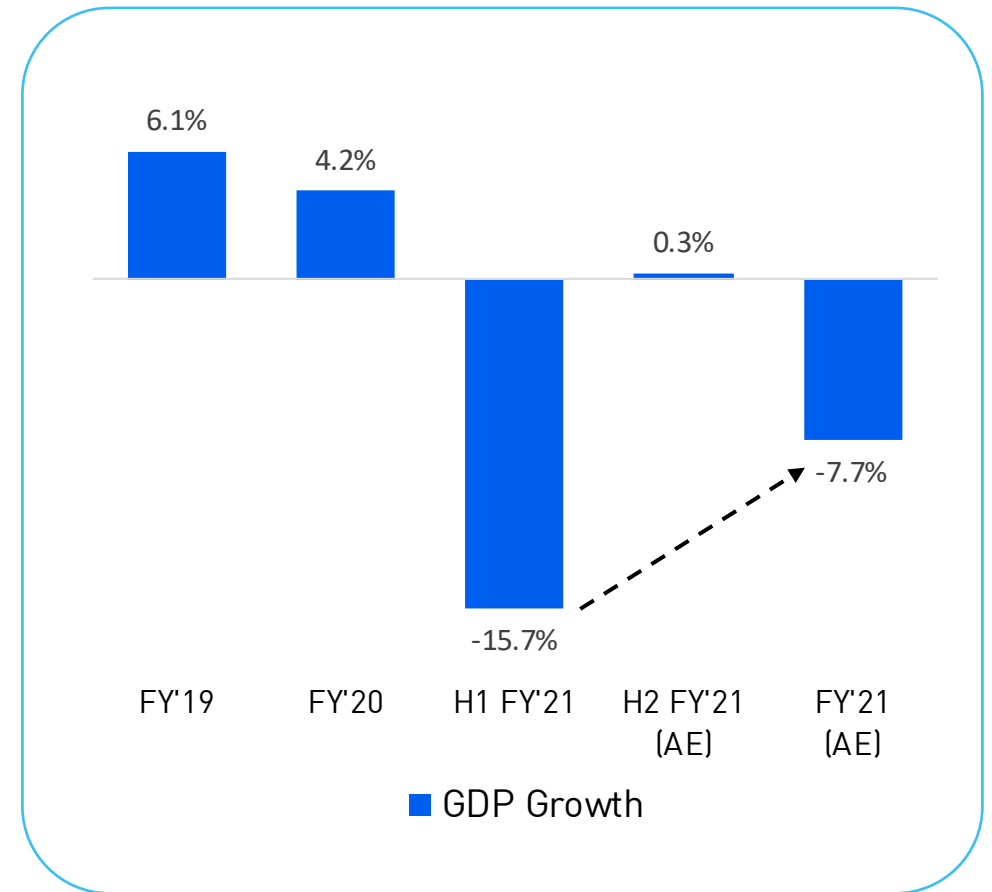


# India : On the road to recovery

## COVID cases decline; mobility on the rise



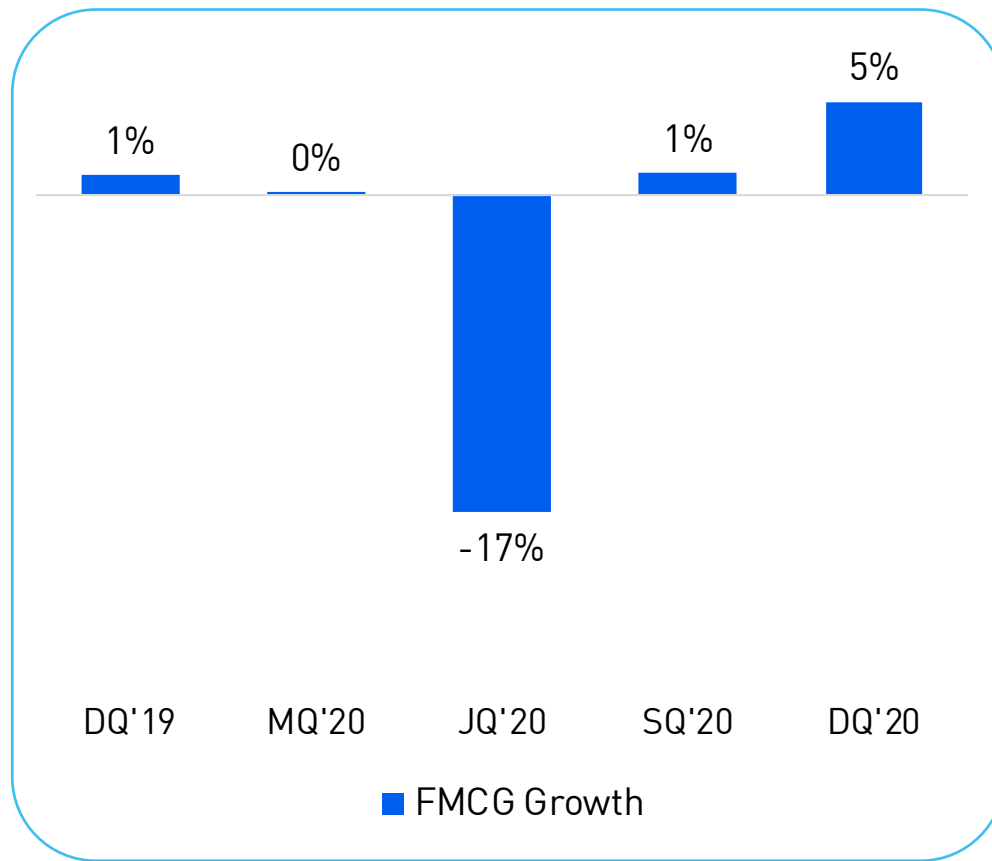
## Economic activity picking up



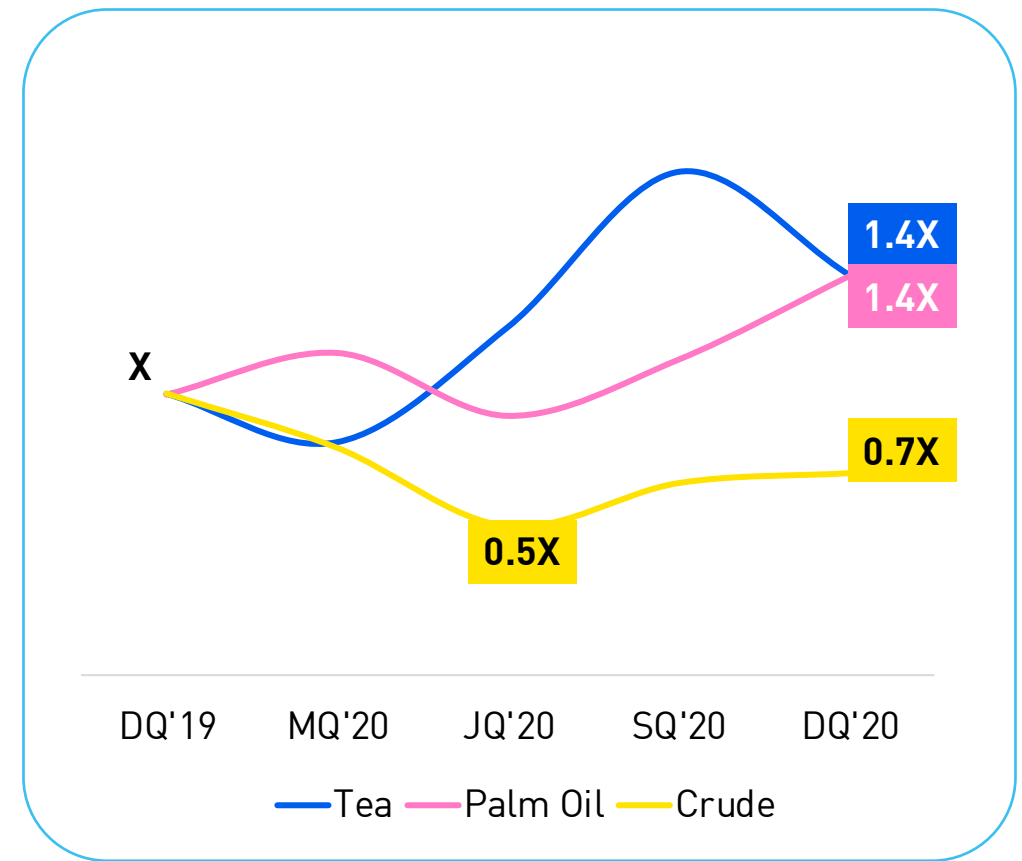
Sources:  
 COVID Cases – Worldometer  
 Google COVID-19 Community Mobility Reports  
 Real GDP growth – National Statistical Office (NSO), Govt. of India

# Operating context

## FMCG growths reviving



## Inflationary pressures elevated in select commodities



# Our growth drivers

## Impactful innovations



## Accelerating e-commerce



## Execution excellence





# Hygiene: Needs & Benefits



## Nature Protect Hygiene range

A multi-category hygiene mix powered by plant based actives



## Domex Toilet Cleaner

Contains power of sodium hypochlorite, kills all germs dead



## Surf Excel Active Hygiene

Remove 99.9% Coronavirus along with tough stains

# Hygiene: Needs & Benefits



## Lifebuoy Laundry Sanitizer

Anti-germ post wash liquid proven to remove 99.9% germs post wash



## Vim Matic Dishwash

Specially designed to remove tough Indian grease



## Lifebuoy Germ Kill Spray

Instant germ kill spray

# Hygiene: Formats



**Surf Excel Smart Spray**  
Fabric stain remover

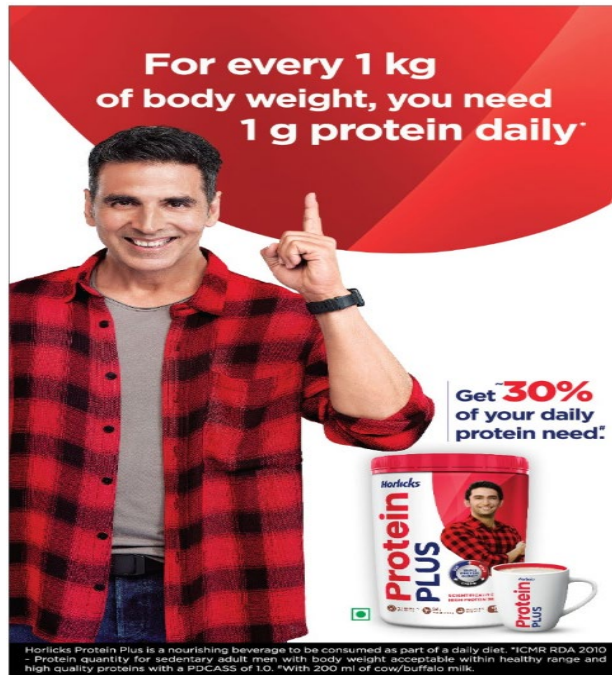


**Lifebuoy Wet Wipes**  
Multi-purpose germ protection  
wet wipes



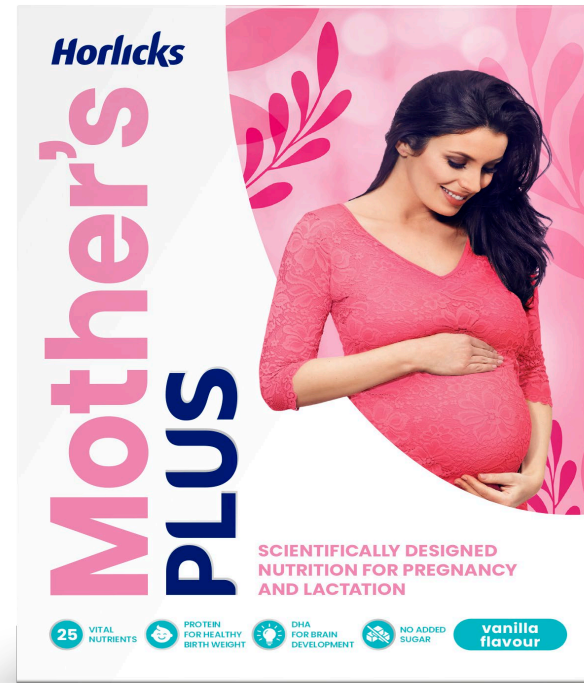
**Domex Disinfectant Spray**  
Multi-purpose spray, kills  
99.9% germs

# Nutrition



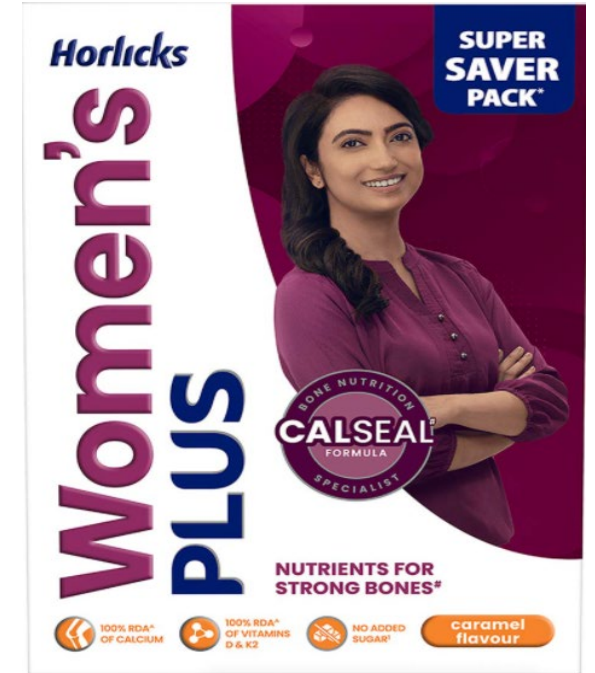
## Horlicks Protein Plus

High protein nutritional beverage for adults



## Horlicks Mother's Plus

Your baby's nourishment partner from pregnancy to lactation



## Horlicks Women's Plus

Specialized nutrition for women

# In-home



## Kissan Peanut Butter

Rich in protein from 100% real peanuts



## Bru Veda – Instant Coffee

With goodness of ayurveda



## Knorr Chicken Cube

Flavour of slow cooked chicken in a cube

# Care



**Vaseline Anti- Bacterial Hand Cream**  
2 in 1 skin moisturization and germ protection



**Clinic Plus Strength & Shine with Egg Protein**  
Makes hair strong & shiny



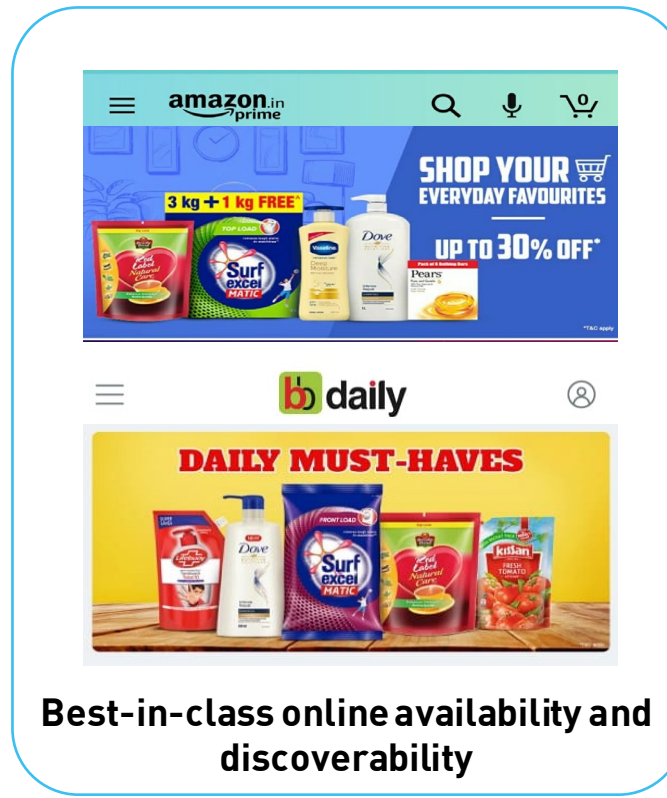
**Tresemme Keratin Smooth Deep Smoothing Serum & Mask**  
For frizz controlled smooth hair

# Accelerating E-commerce

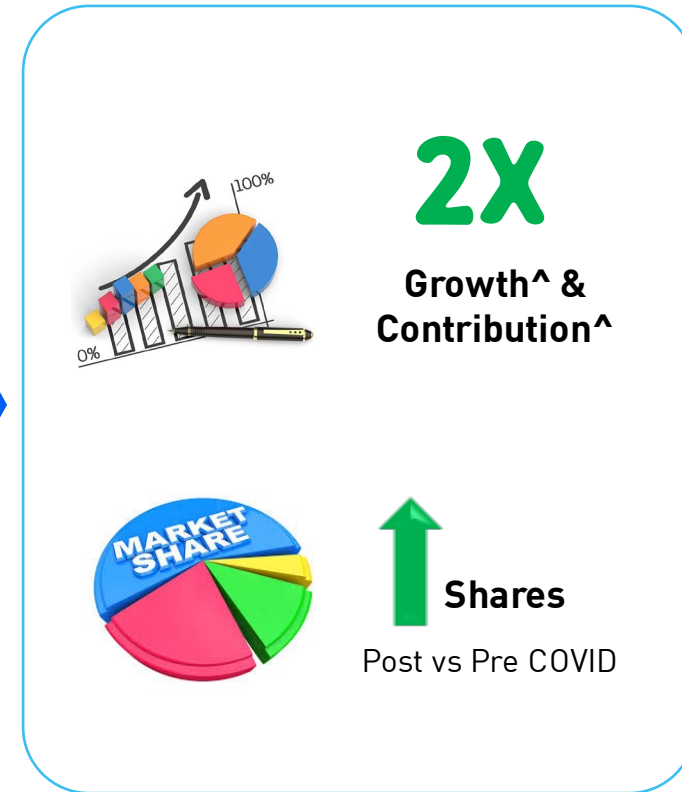
## Portfolio designed for channel



## Everyday great execution



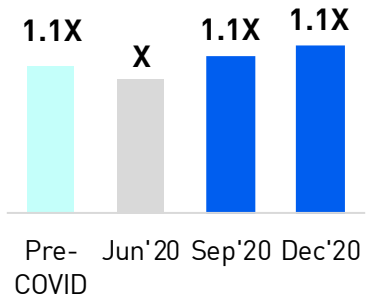
## Strong performance



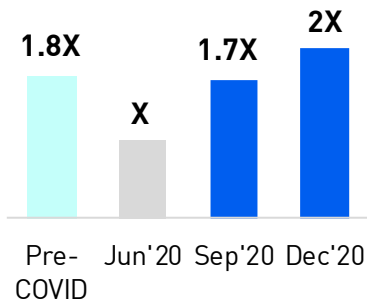
# Execution excellence

## Strengthening our coverage

### Effective Coverage\*



### Assortment



## Expanding rural reach

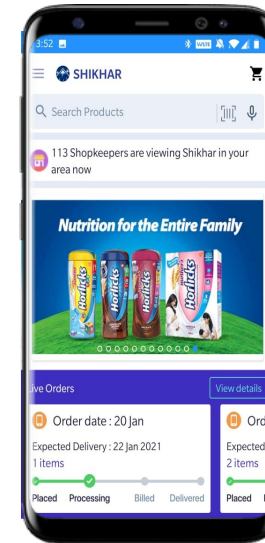


**2X** Growths  
2020 vs 2019  
**Entrepreneurs**  
2020 vs 2016



**>8 LAKH** Assets deployed in DQ'20

## E-route to market



**3.4 LAKH**  
Outlets onboarded

**6X**  
Avg. orders per month<sup>^</sup>





# Strong progress on our 5 COVID priorities

Safety & wellbeing of our people



Ensuring continuity of supplies



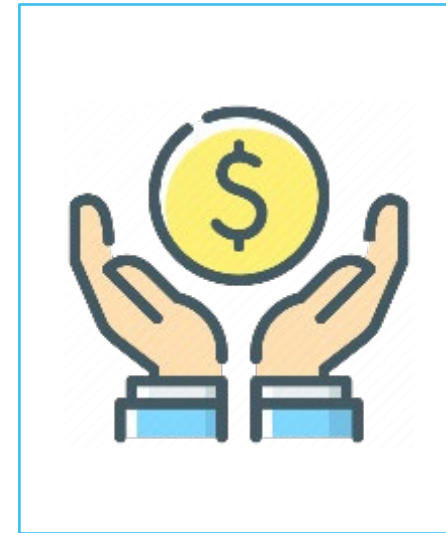
Keeping our fingers on the pulse of consumers



Helping the communities



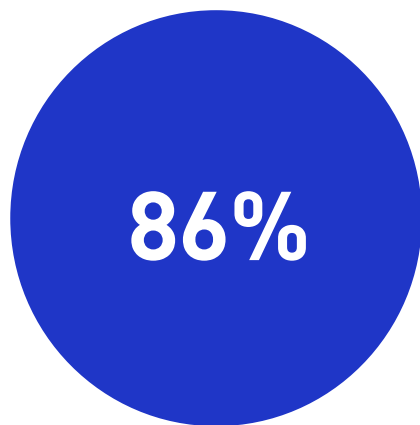
Heightened focus on cost & cash



# DQ'20: Strong performance sustained

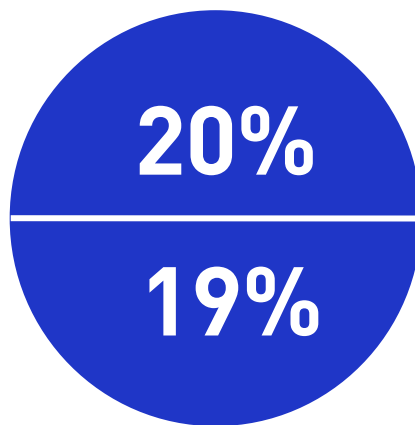
## Strong fundamentals

% Business Gaining Penetration\*



## Growth competitive & profitable

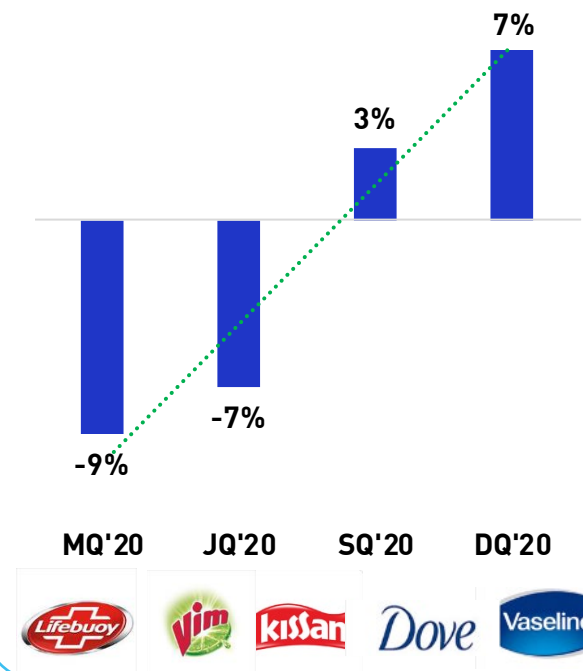
Reported TO Growth



PAT Growth

## Business gaining momentum

Domestic Consumer Growth



# Making sustainable living commonplace

## Water



**Hindustan Unilever Foundation (HUF)**

**>1,300 billion litres** of water conservation potential created^

## Sustainable sourcing



**76% Tomatoes\*\***  
**78% Tea\*\***  
sourced sustainably

## Becoming plastic neutral



**>67% Plastic recyclable\***  
**58.5K tonnes**  
**(60%)** of plastic collected and processed in 2020

## Health and well-being



**>150 million** people impacted till date

**5 Suvidha centers** operational in Mumbai

## Enhancing livelihoods



**>30 million** person days employment generated by HUF^

**~4.5 million** people benefited under Prabhat^

**136K** Shakti entrepreneurs\*

## Environment

## Society



# Srinivas Phatak Chief Financial Officer



Accept  
your  
child's  
meeting  
invite  
too.



The ABCs of education  
haven't changed  
in over a hundred years.  
Maybe, now is the time.

Global  
Handwashing Day 2020



**H** for **HAT**  
**HANDWASHING**



After **30**  
bone density  
starts  
declining\*

Get **100%** daily  
Calcium and  
Vitamin D.#



Horlicks  
**Women's  
PLUS**  
NUTRIENTS FOR  
STRONG BONES  
caramel  
flavour

Horlicks Women's Plus is a nourishing beverage to be consumed as part of a daily diet.  
\*IJMR 127, Mar 2006, pp 263-268. #As per ICMR 2010 guidelines for women.

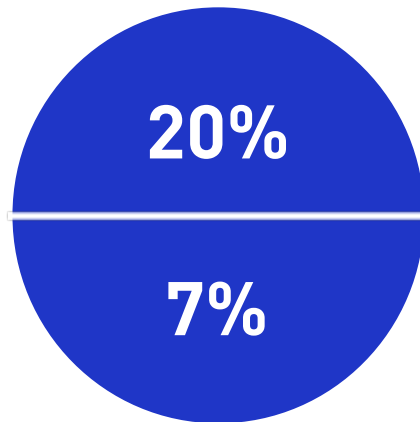
WOMEN HORLICKS PLUS CONTAINS ARTIFICIAL SWEETENER AND IS CALORIE CONSCIOUS.

This contains Acesulfame potassium. Not recommended for children. No Sugar added in the product.

# DQ'20: Growth competitive and profitable

## Growth

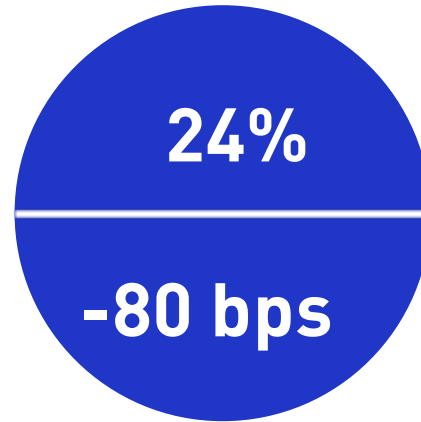
Reported Turnover Growth



Domestic Consumer Growth

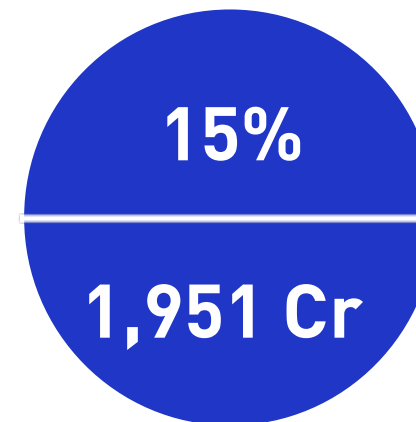
## EBITDA

Margin



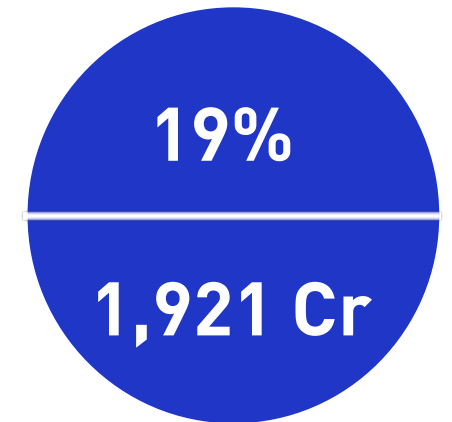
## PAT (bei)

Gr %



## Net Profit

Gr %

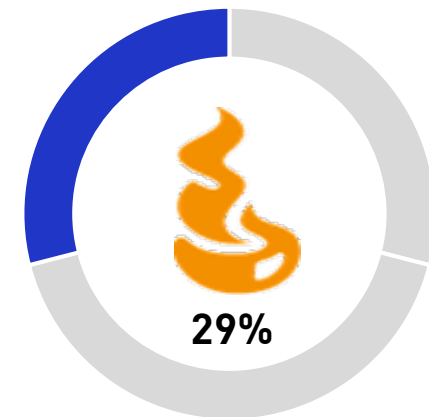
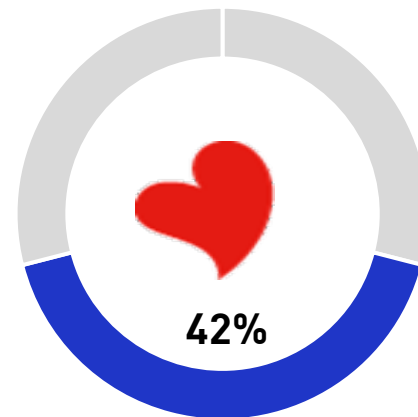
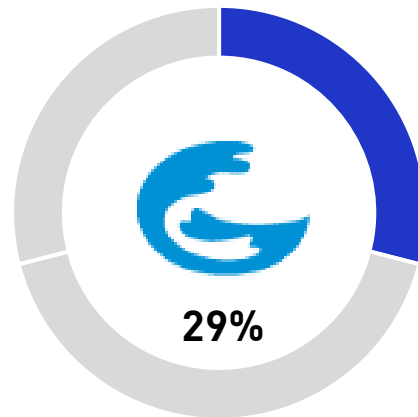


# BPC and F&R lead strong performance; HC stable

HOME CARE

BEAUTY & PERSONAL CARE

FOODS & REFRESHMENT



**Sales Growth\***

**-2%**

**9%**

**19%**



# Home Care

Double digit growth in HHC; Fabric wash improves sequentially

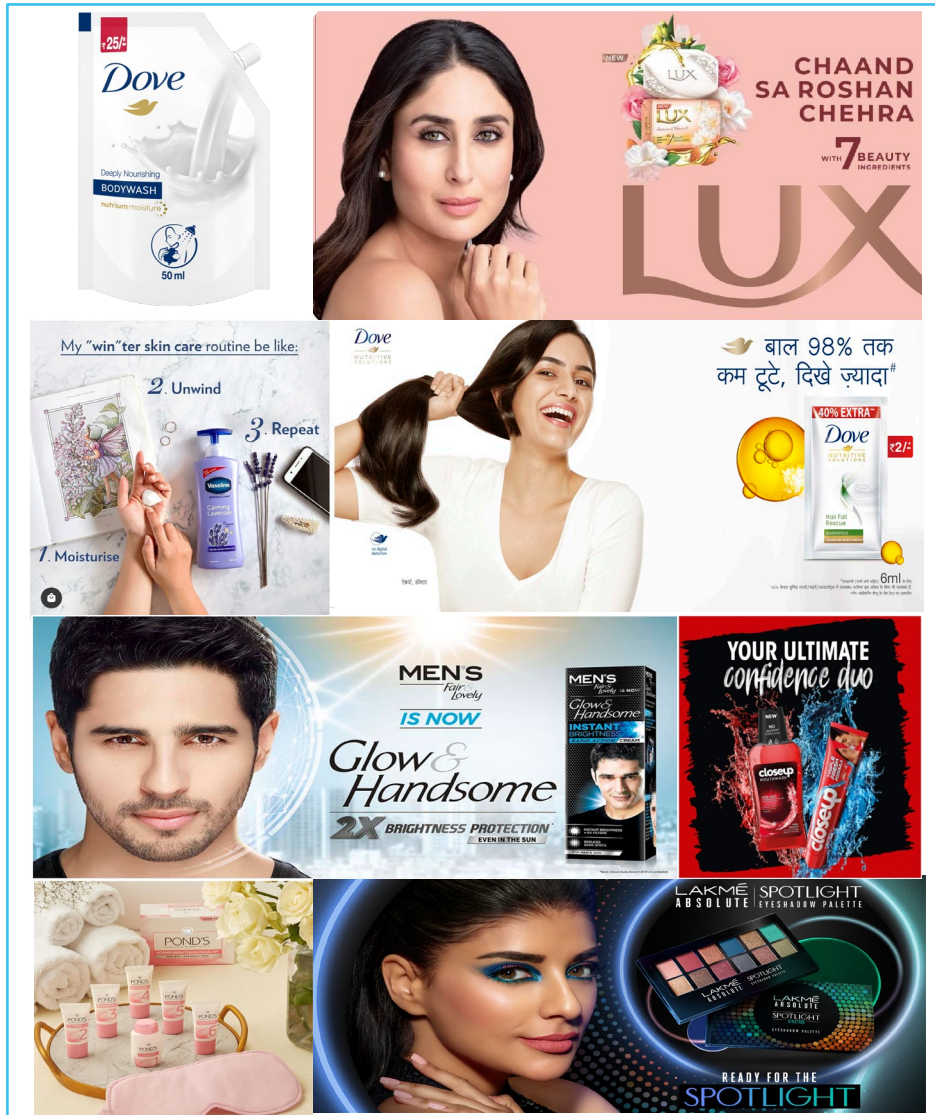


- ❑ **Household Care:** Consecutive quarters of double-digit growth across segments led by penetration gains
  - *Launched Nature Protect and Vim Matic*
- ❑ **Fabric Wash:** Competitiveness sustained, performance improving sequentially with increased mobility
  - *Liquids market development continues to yield good results;*
  - *Surf Excel Smart Spray and Active Hygiene launched*
- ❑ **Purifiers:** Stable performance led by strong execution in e-commerce



# Beauty & Personal Care

Strong broad based performance across all categories



- ❑ **Skin Cleansing:** High double-digit growths led by Lifebuoy. Premium Skin Cleansing (Dove & Pears) revives; grows double-digit. Lux growth momentum sustained
  - *Judicious pricing to manage commodity inflation*
- ❑ **Oral Care:** Strong double-digit growth led by Close Up; Pepsodent performs well
- ❑ **Hair Care:** Robust double-digit growths, broad-based performance across brands. Consumer focussed innovations yield good results
- ❑ **Skin Care:** Winter portfolio picks up momentum with strong performance in Vaseline; Facial Cleansing & Talc continue to do well
- ❑ **Color Cosmetics:** Improving sequentially



# Foods & Refreshment

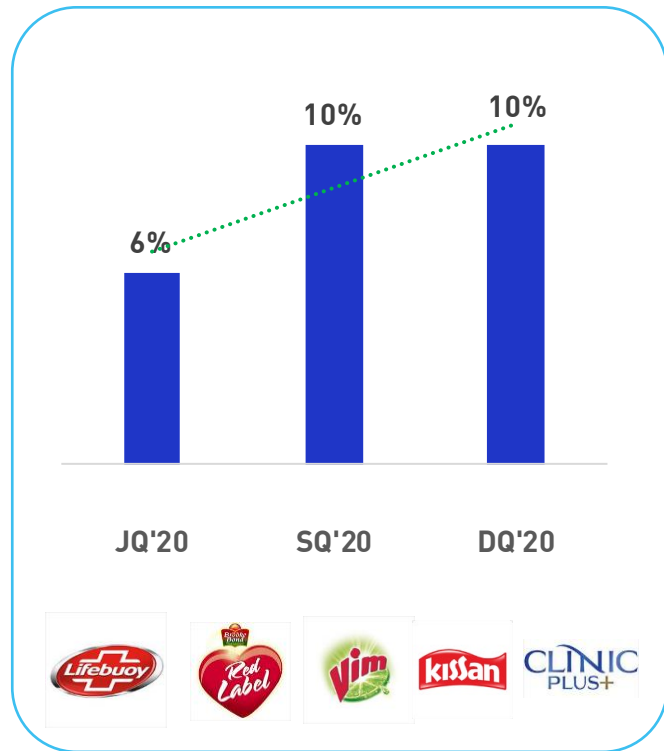
High growth momentum sustained



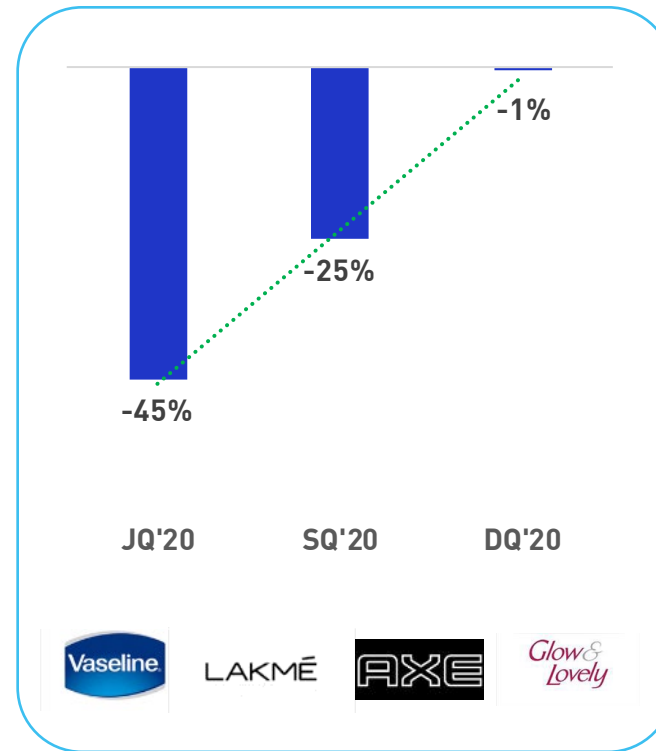
- ❑ **Foods:** 'In-home consumption' trend continues to support portfolio growth; double-digit growth in Ketchups & Soups
- ❑ **Beverages:** Tea continues to outperform with strong double-digit growth across brands; Coffee delivers well on a high base
  - *Bru Veda with goodness of Ayurveda launched in South*
- ❑ **Nutrition:** Double-digit growth\* as business returns to normalcy post restoration of disrupted supply lines
  - *Horlicks targets adult nutrition with the relaunch of its Plus range*
- ❑ **Ice Cream, Food Solutions & Vending:** Improving progressively as Out-of-home consumption occasions increase

# Health, Hygiene and Nutrition strong; Discretionary recovering

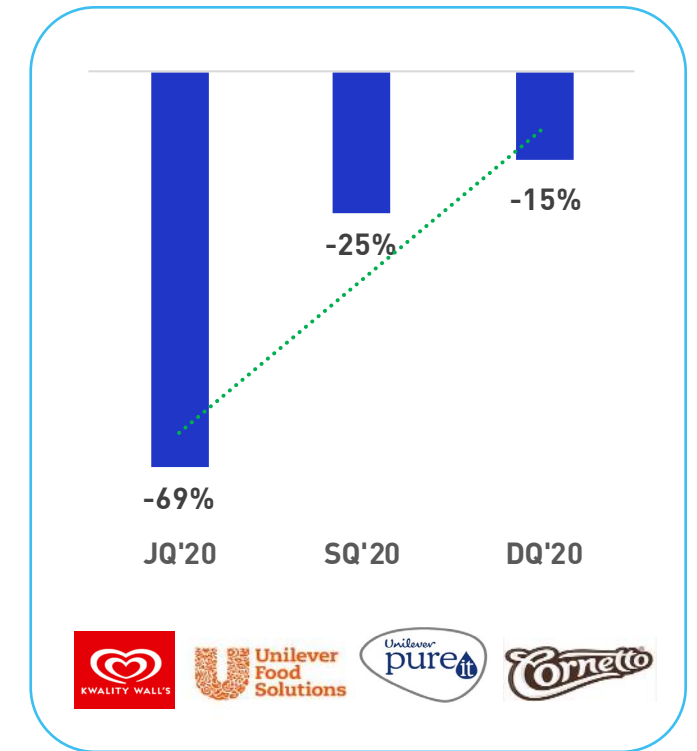
## Health, Hygiene and Nutrition



## Discretionary



## Out of Home



# Profitable volume growth remains our focus

## Dial-up investments



Innovations



Market Development



E-commerce



Go to Market



Competitive Spends (overall)

## Fuel growth



Accretive Mix



Net Revenue Management



Savings across value chain



Nutrition Synergies

**Inflationary pressures weigh on margins in the short term**

# Segmental Performance

## HOME CARE



INR 3,409 Cr

-1%

19%

## BEAUTY & PERSONAL CARE

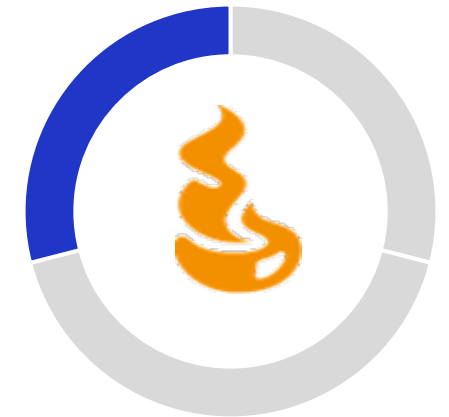


INR 4,841 Cr

10%

29%

## FOODS & REFRESHMENT



INR 3,356 Cr

80%

14%

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

# DQ'20: Results Summary

*Rs. Crores*

Particulars	DQ'20	DQ'19	Growth %
Sales	11,682	9,696	20%*
EBITDA	2,854	2,445	17%
Other Income (Net)	56	115	
Exceptional Items – Credit / (Charge)	(42)	(99)	
PBT	2,596	2,229	16%
Tax	675	613	
PAT bei	1,951	1,691	15%
Net Profit	1,921	1,616	19%

- \*Domestic Consumer Growth at 7%
- Exceptional items include costs related to restructuring and integration of Nutrition business



# 9-month performance

*Rs. Crores*

Particulars	YTD Dec'20	YTD Dec'19	Growth %
Sales	33,364	29,388	14%*
EBITDA	8,367	7,535	11%
PAT bei	5,859	5,274	11%
Net Profit	5,811	5,219	11%

- \*Domestic Consumer Growth at 1%



# Looking ahead

## Near-term outlook

- ❑ Improving demand outlook
  - Invest behind consumer centric innovations, market development and capabilities
- ❑ Elevated inflationary pressures in select large categories
  - Drive mix, Net revenue management including judicious pricing and savings

## Our focus

- ❑ Drive agility and responsiveness across the value chain given the challenging environment
- ❑ Deliver volume led competitive growth



# For more information and updates

Visit our website

## Investor Relations

### December Quarter 2020 results

Hindustan Unilever will release its financial results for December Quarter 2020 on Wednesday, 27th January, 2021

> [December Quarter 2020 results](#)

The collage features three distinct advertisements. The leftmost ad shows a young girl in a pink dress holding a tennis racket, with the text 'Accept your child's meeting invite too.' and the Surf Excel logo. The middle ad features a woman's hands being washed, with the text 'The ABCs of education haven't changed in over a hundred years. Maybe, now is the time.' and the H-MAT Handwashing logo. The rightmost ad shows a woman's back with a blue spine graphic, with the text 'After 30 bone density starts declining' and the Women's Plus logo.