



23rd November, 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/Madam,

**Sub: Investor Presentation**

This is to further to our letter dated 3rd November, 2021, intimating list of Analyst/Institutional Investors Meets scheduled in the month of November 2021.

Pursuant to the Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith a copy of the presentation to be made in the Jefferies India CTO 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**

# Reimagine HUL: Our Journey to an Intelligent Enterprise



Hindustan Unilever Limited



23<sup>rd</sup> November 2021



Hindustan Unilever Limited

# India's Largest FMCG Company

**130+ years**

of proud history in India

**5<sup>th</sup> Largest**

Indian company

by market capitalisation of

**₹5.6 Tn**

**Top 15**

Foods & HPC company

**Globally**

**15**

Categories

**>80%**

Category Leadership

**9 out of 10**

Households use one or more of our brands



Hindustan Unilever Limited

Brands in

**8 Mn**

stores

**50+** Brands

**14**

In India's 100 most trusted brands

**#1 Employer of choice**

For more than a decade  
Across industries

**> 15%**

Demand captured digitally

**>1.3 Tn**

litres

Water conservation potential created

**Plastic neutral**

By 2021



# Our Distinctive Strengths

1. Purposeful Brands and Wide Portfolio

2. World class R&D

3. Extensive Distribution and Agile Supply Chain

4. Future-fit Talent and Organisational Culture

5. Sustainability at our Core



# Consistent High Performance over the Past Decade

## Consistent growth

**₹ 450** Bn

FY 2021 turnover

**9%**

CAGR growth

## Profitable growth

**25%**

FY 2021 EBITDA margin

**> 1000** Bps

margin improvement

## Long term value creation

**9X**

Market Capitalisation





# Clear and Compelling Strategy



## Our Vision

is to be a leader in sustainable business. We will demonstrate how our purpose-led, future-fit business model drives superior performance delivering consistent, competitive, profitable and responsible growth.





# Five Strategic Choices

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

# Reimagine HUL: Our Journey to an Intelligent Enterprise





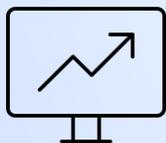
# Factors Enabling India's Growth as a Digital Powerhouse

## Meteoric Rise in Digital Adoption



**761 Mn**  
Internet  
Penetration

**439 Mn**  
Smartphone  
Users



**14 GB**  
**\$ 0.6/GB**  
Daily data  
Consumption

## Robust Data Ecosystems & e-governance



**1.2bln** biometric IDs



**12mln** GST onboarding

**National Health Stack**

**National Health Digital Mission**

## 3rd Largest Start-Up Ecosystem



**25K + Start-ups, 51  
Unicorns**



**\$45 Bn PE-VC Investments in Indian  
Companies\***

\*Jan-Sept 21



# Rapidly Evolving FMCG Environment

## CONSUMER DISRUPTIONS



e-Everything: communicating, working, shopping & entertaining



Heightened hygiene, in-home cooking & consumption



DIY videos, streaming TV and social media

## CONSUMER FRAGMENTATION

## CHANNEL SHIFTS



eCommerce and Omni-Channel



Direct to Consumers



Renaissance of Proximity Stores

## CUSTOMER CONSOLIDATION

## CUSTOMER SERVICING



Navigating turbulence



Resilience to fight back

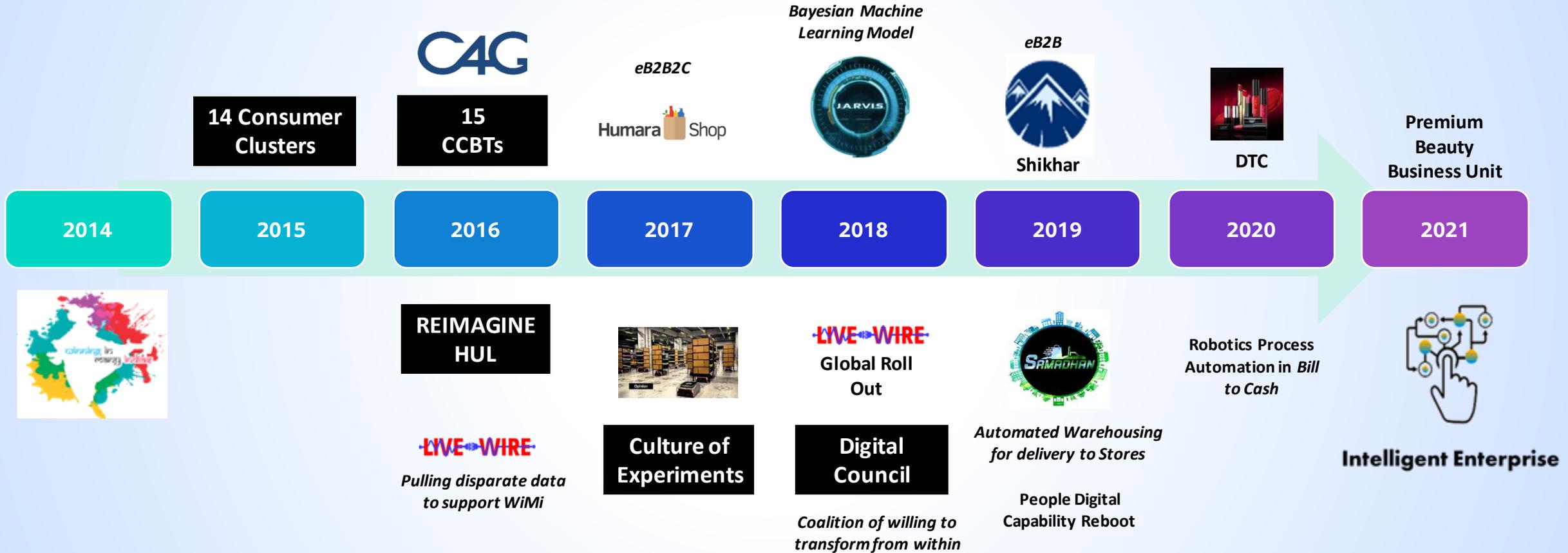


Customer Centricity

## AGILITY & RESILIENCE



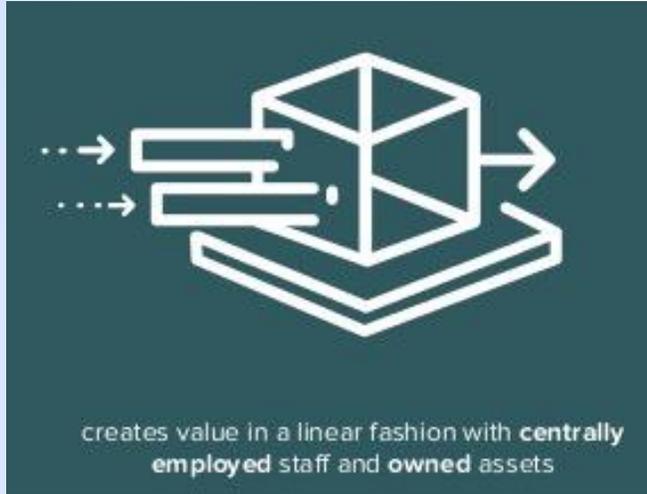
# Reimagine HUL: Our Digital Transformation Journey





# Reimagine HUL in 2021 & Beyond: The Intelligent Enterprise

## Smarter Big



Pipes becoming data led and machine augmented

## New Value Creators



Platforms Creating Distinctive Value

+

=



### Intelligent Enterprise

Building Ecosystems to maximise value delivery to consumer and customer

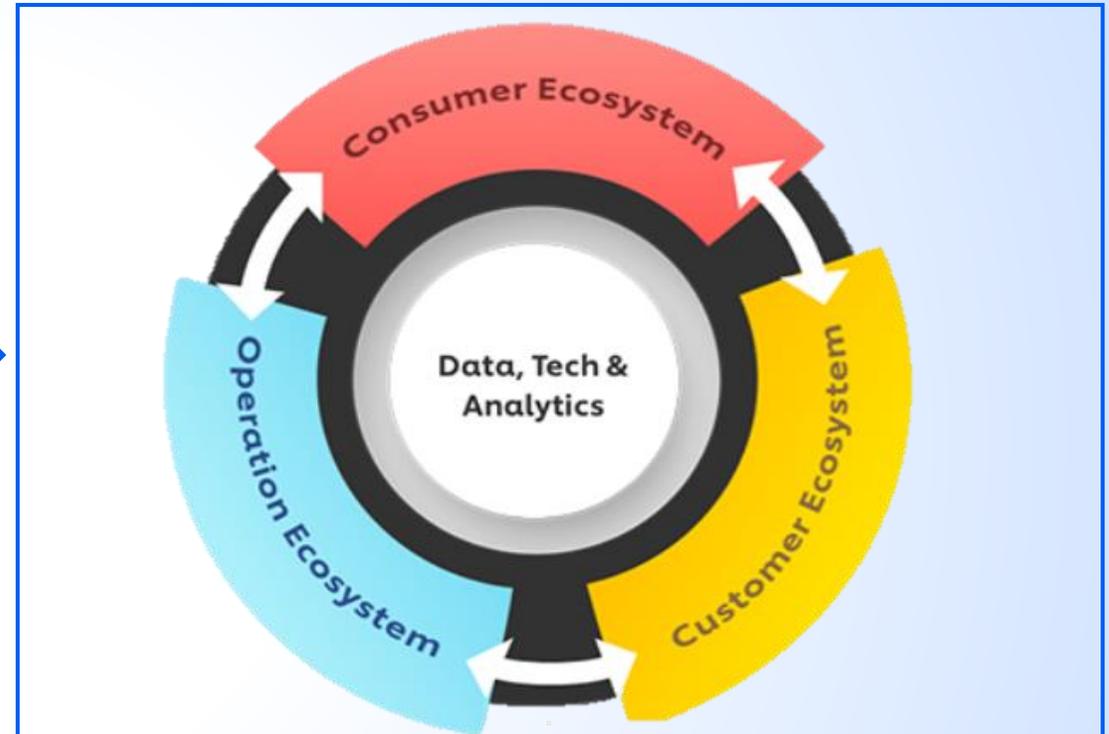


# Reimagine HUL: Journey to an Intelligent Enterprise

## Yesterday



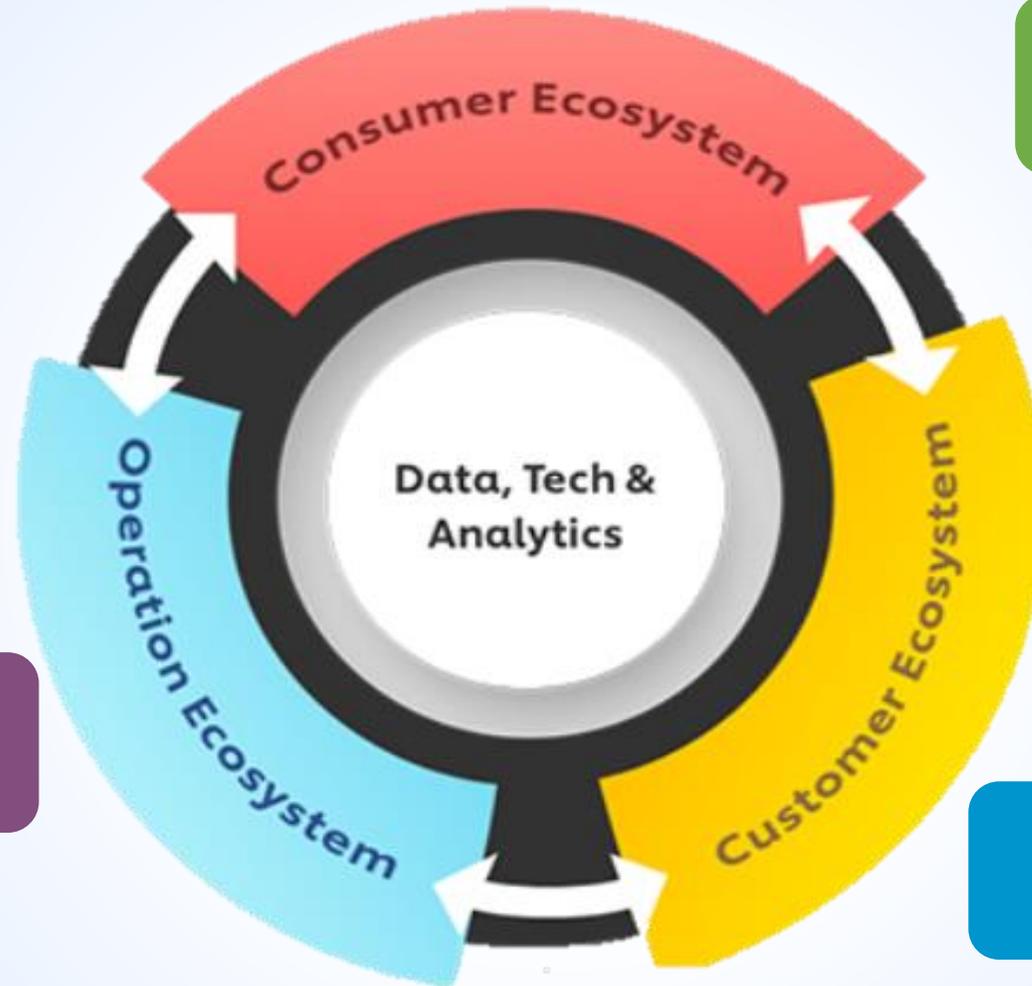
## Tomorrow



**From Traditional Linear Value Chain to Non-Linear and Inter-connected Ecosystems**



# Reimagine HUL: The Four Inter-connected Ecosystems



Tech-powered, On-Trend Innovations  
Creating Consumer Experiences

Agile and Hi-Tech Operations

Enhancing Customer Experience for  
Growth

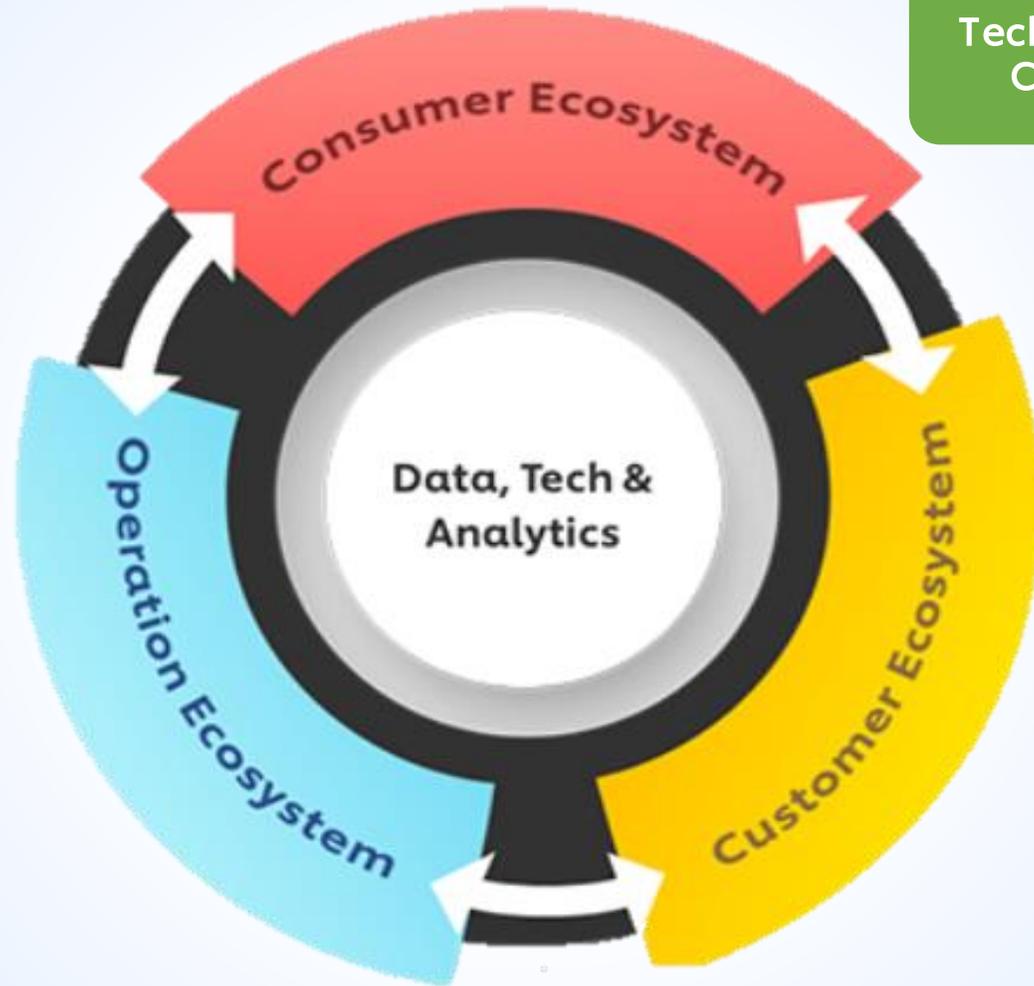


## Building Digital First Beauty Brands with On Trend Innovations





# Consumer Ecosystem

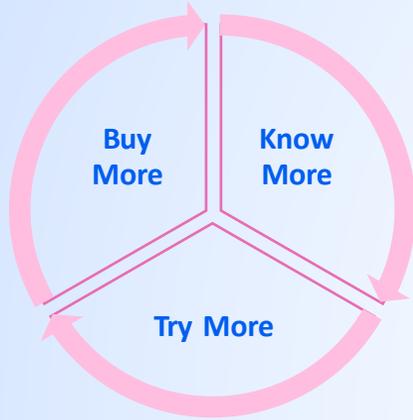


Tech-powered, On-Trend Innovations  
Creating Consumer Experiences

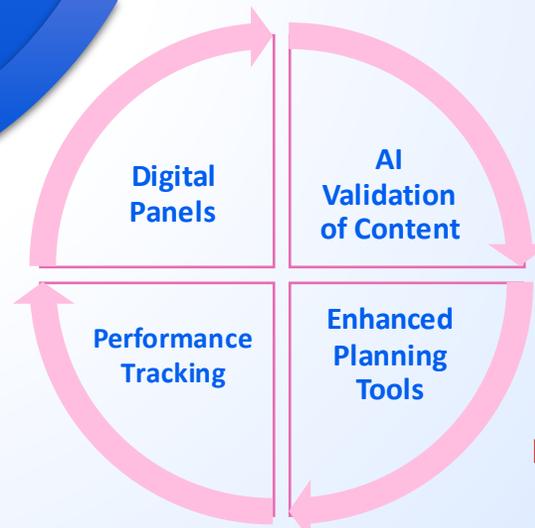
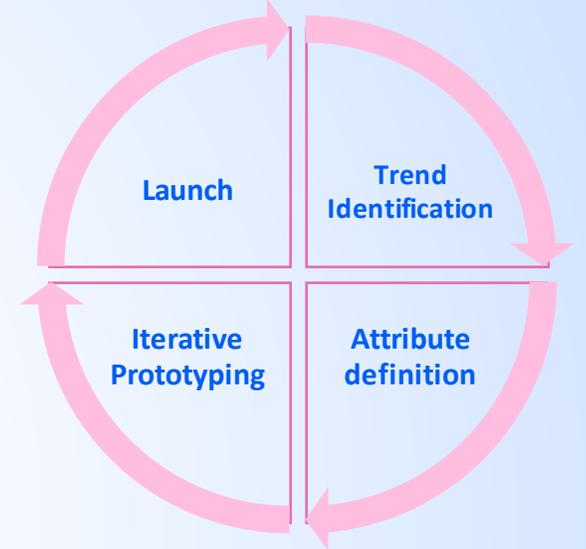


# Connected Consumer Ecosystem

## INTERCONNECTED PLATFORMS Engaging consumer across purchase cycle



## AGILE INNOVATION HUB Lean and Agile Mindset



## SMART MEDIA Media for Business Outcome



# Agile Innovation Model

## Always-on trend spotting

Online Trend Identification and Sizing:  
Claims, Ingredients, Formats



Apple Cider Vinegar & Onion Shampoos + Conditioners



Argan Hair Mask



Onion Hair Mask

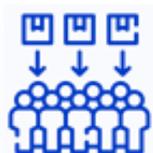
## Agile product crafting and testing



Digital prototyping



Eliminate factory trials through advanced manufacturing centres



Consumers on "speed dial"

## Rapid manufacturing with Nano factories



Mobile design



Smaller batch sizes



Collaborative manufacturing



# Interconnected Consumer Engagement

## Content that Converts: Social, eCom & Influencer Marketing

Does it have harmful chemicals?

made with ethically-sourced natural ingredients

YES plant-based cleansers pure essential oils 100% vegan PETA certified cruelty-free

NO sulfates parabens dyes gulf

egyptian white jasmine our formula includes ethically-sourced, hand-picked white jasmine essential oil that leaves behind a long-lasting sweet, floral scent.

100% organic coconut oil our formulas are infused with organic virgin coconut oil, called the "Tree of Life".

What are the benefits of natural ingredients?

you'll love our sulfate-free ranges

love on the globe

stop hair fall

our bottles are made from 100% recycled plastic waste and you can recycle them too!

yes, we love our planet!

NATURAL HAIR CARE FOR YOU  
made with ethically sourced Egyptian jasmine for sweet, rich fragrance

sulfate-free shampoo conditioner

Shampoo 400 ml

Shop Now

FAQs, Ingredient & benefit focus eCom & Social



Integrated Influencer Marketing

## Delivering Superlative Brand Experience on D2C

LOVE beauty AND planet

NEW!

Goodbye Hair Fall, Hello Shiny Hair

with natural ingredients organic apple cider vinegar & pure onion bulb oil

SHOP NOW

Front-end experience



Delivering delight



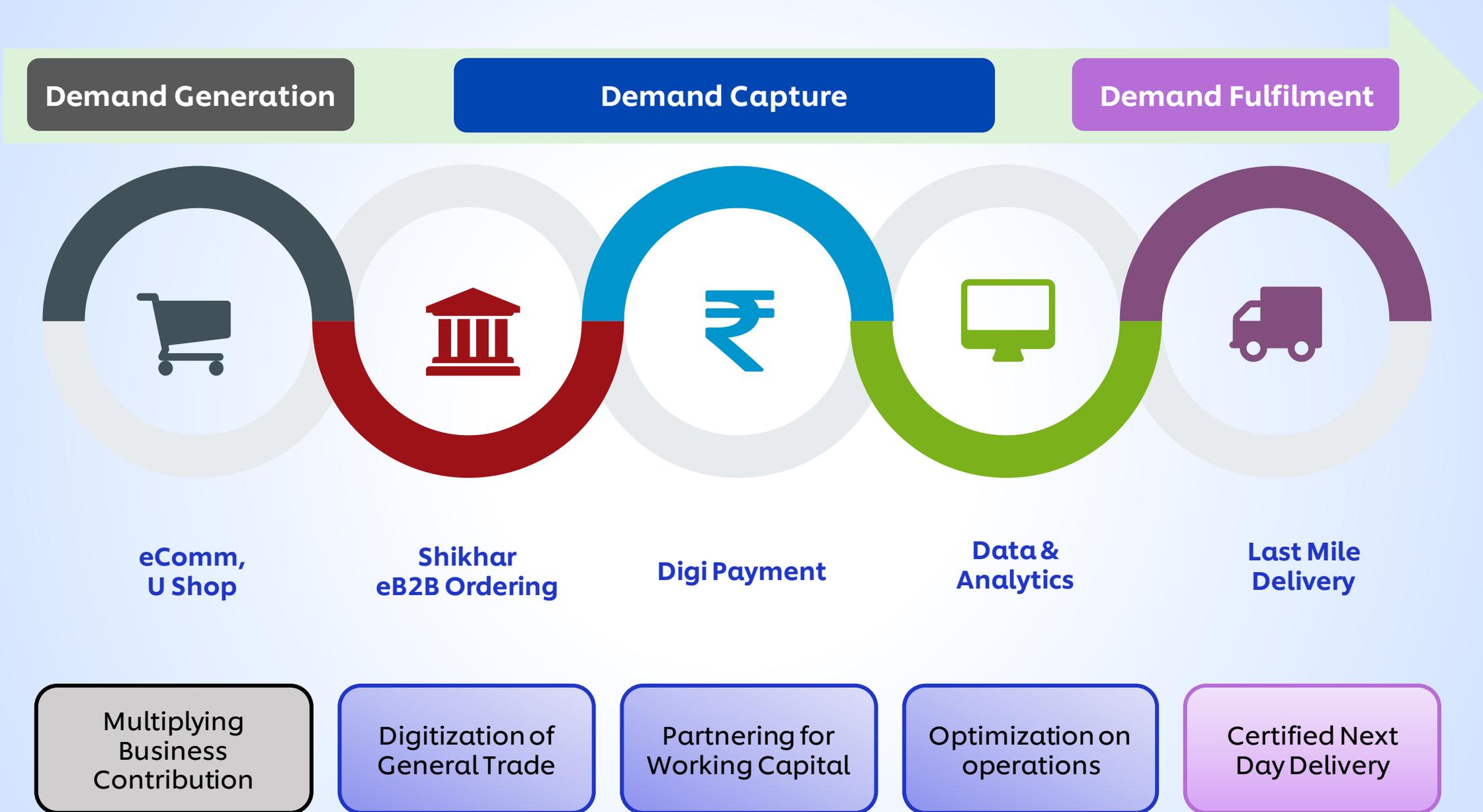
# Connected Customer Ecosystem



**Enhancing Customer Experience for Growth**



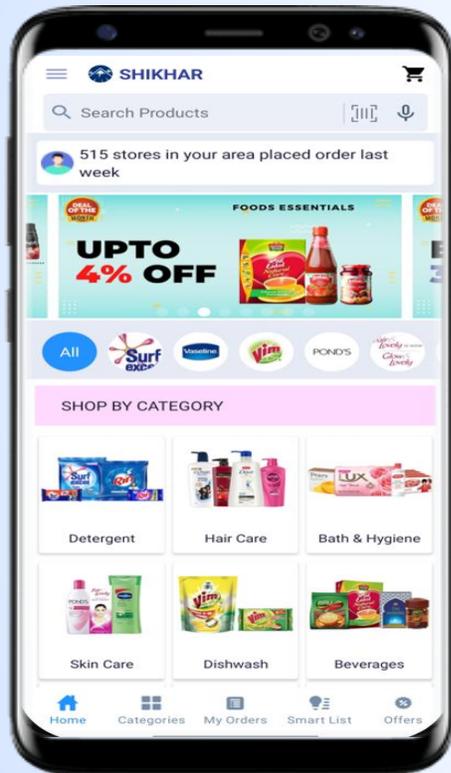
# Connected Customers



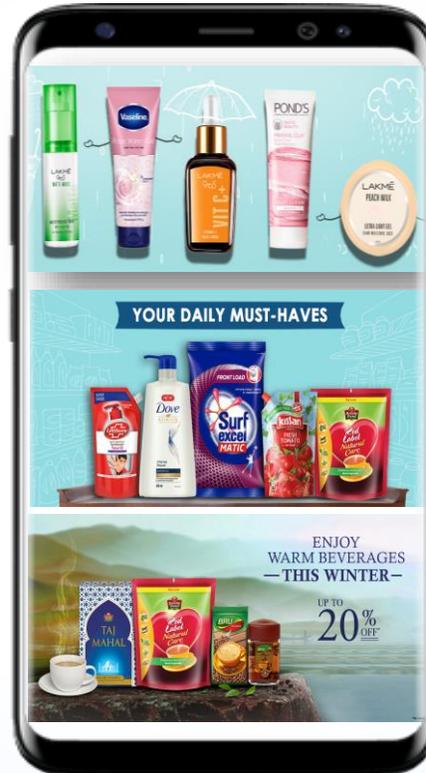


# Digitised Demand Capture >15%

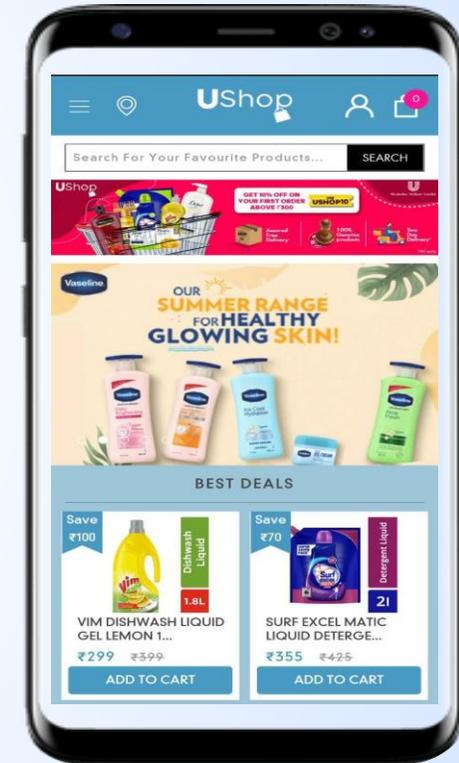
## eRTM - Shikhar



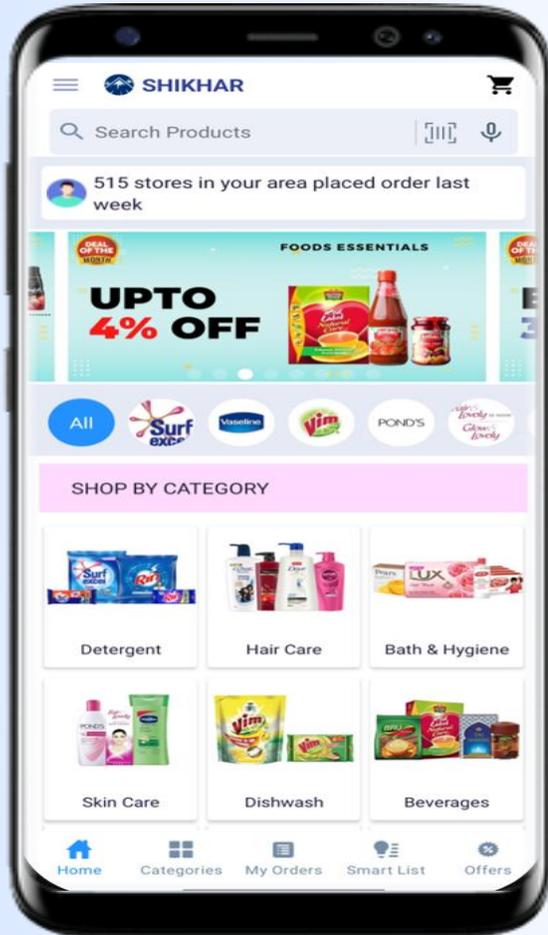
## Accelerating eCommerce



## Direct to Consumer



# eRTM with Shikhar : Winning Customer Proposition



Anytime Ordering



Transparent Pricing



On-time Delivery



Guaranteed Returns



Easy No/Low Cost Credit



# Rapid Scale-up

## Backed by New age Intelligence



**App Centric Integrated Sales Call Process  
(Sales Rep + App)**



**Multi-lingual Interface customized for eB2B**



**Customised Offerings for stores to maximise  
their sales and earning – Smart Basket**



**Value added services like Shop Khata, Loyalty  
Programme**



**Analytics based Recommendations  
with high conversion**





# Ecommerce: Best-in-class Digital Capability Stack

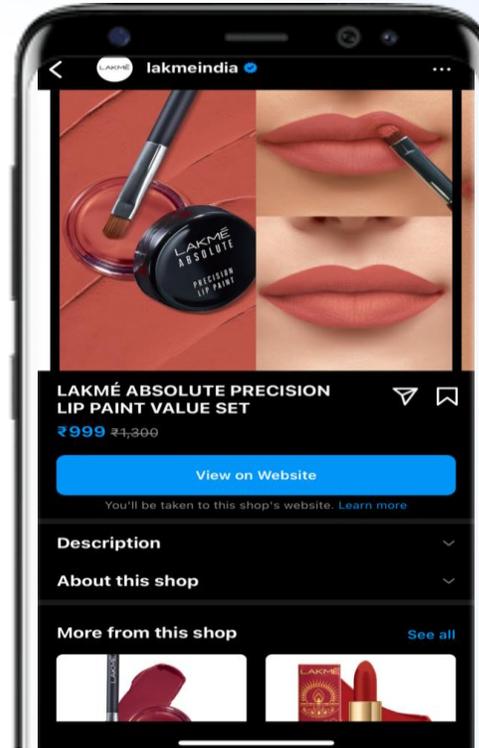
## Design for Channel



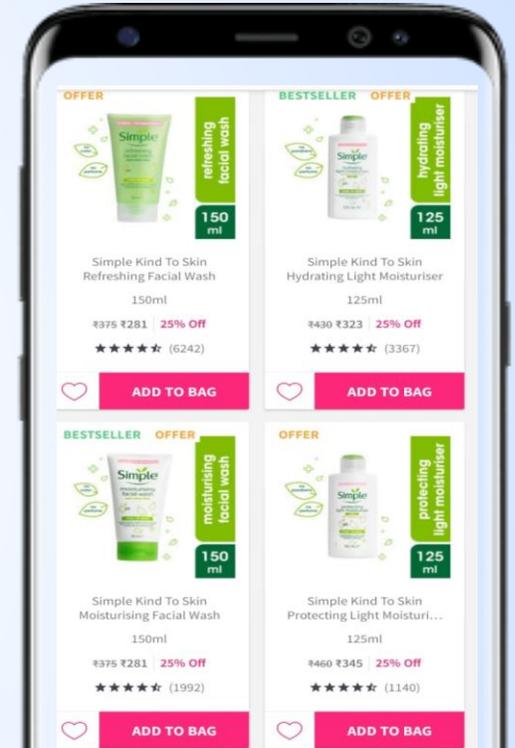
## Content that Converts



## Performance Marketing



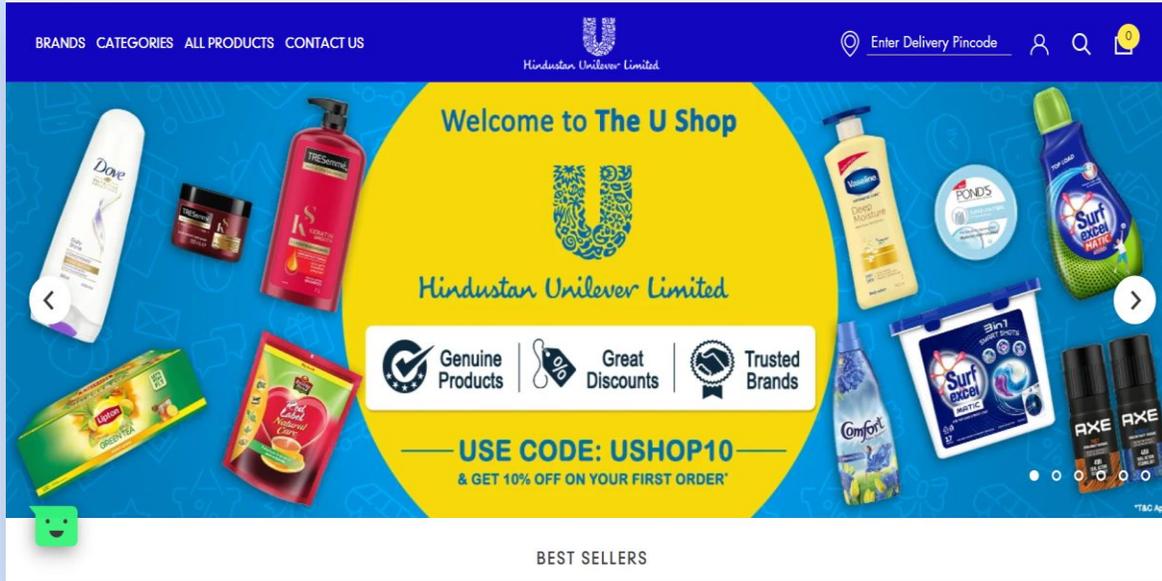
## Flawless Execution



TALENT, DIGITIZATION & AUTOMATION



# Building a D2C presence, especially for Premium Beauty Brands



BRANDS CATEGORIES ALL PRODUCTS CONTACT US

Enter Delivery Pincode

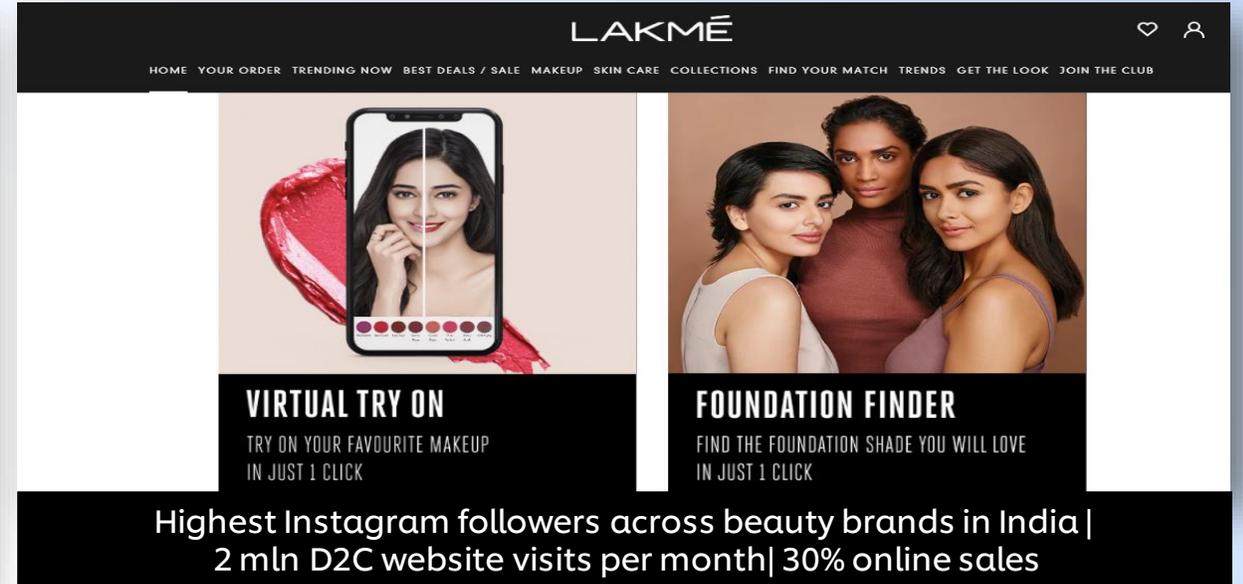
Welcome to The U Shop

Hindustan Unilever Limited

Genuine Products | Great Discounts | Trusted Brands

**USE CODE: USHOP10**  
 & GET 10% OFF ON YOUR FIRST ORDER\*

BEST SELLERS



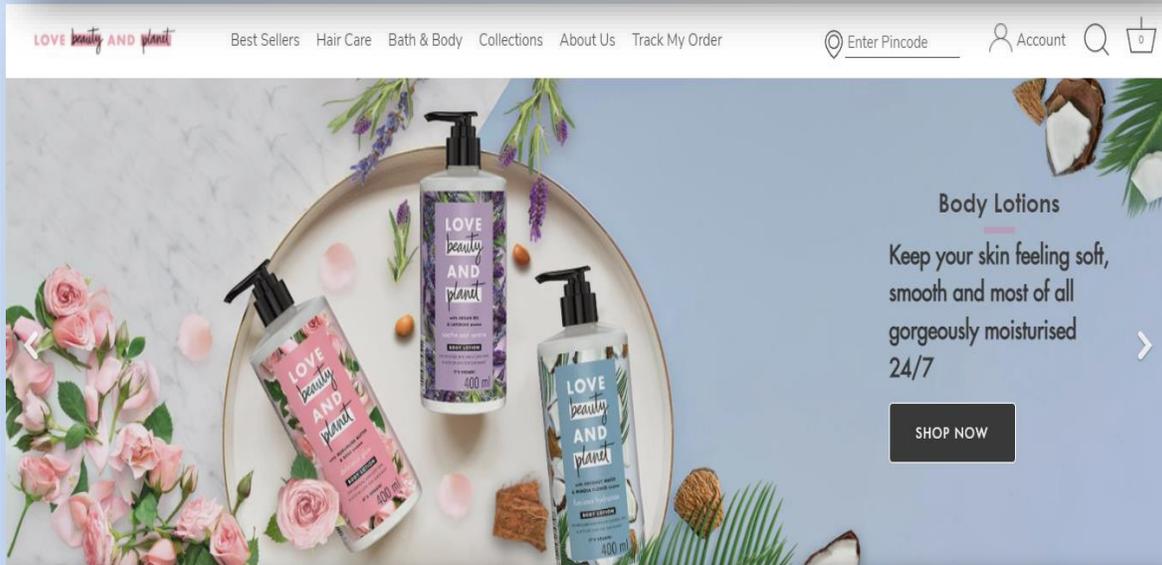
LAKMÉ

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



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



Free Shipping on All Orders.

Delivering to (EX: 400001)

Simple

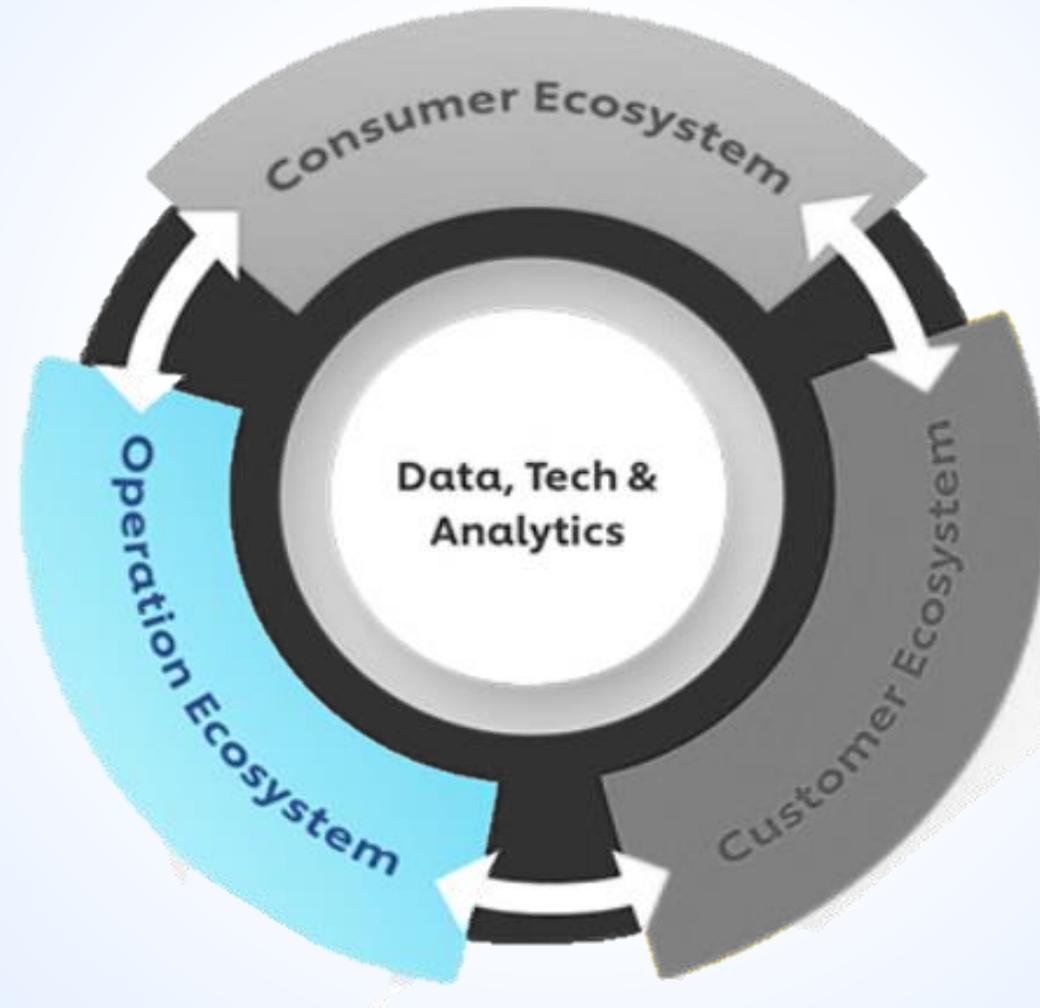
PRODUCTS SKINCARE TIPS SIMPLE PHILOSOPHY TRACK MY ORDER

choose kindness  
 choose simple

keep your skincare simple



# Connected Operations Ecosystem



Agile and Hi-Tech  
Operations

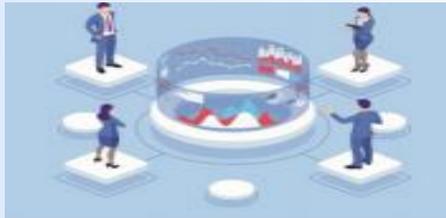


# Connected Operations

## Plan & Source

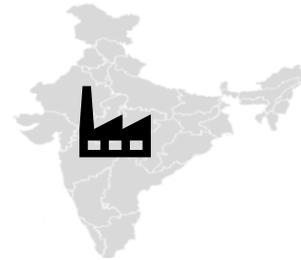


Artificial Intelligence led commodity and demand forecasting



Machine learning powered intelligent planning for distributors

## Make



Manufacturing & distribution network transformation



Digitally enabled agile manufacturing

## Deliver & Service



Automated storage & picking



Integrated routing & delivery

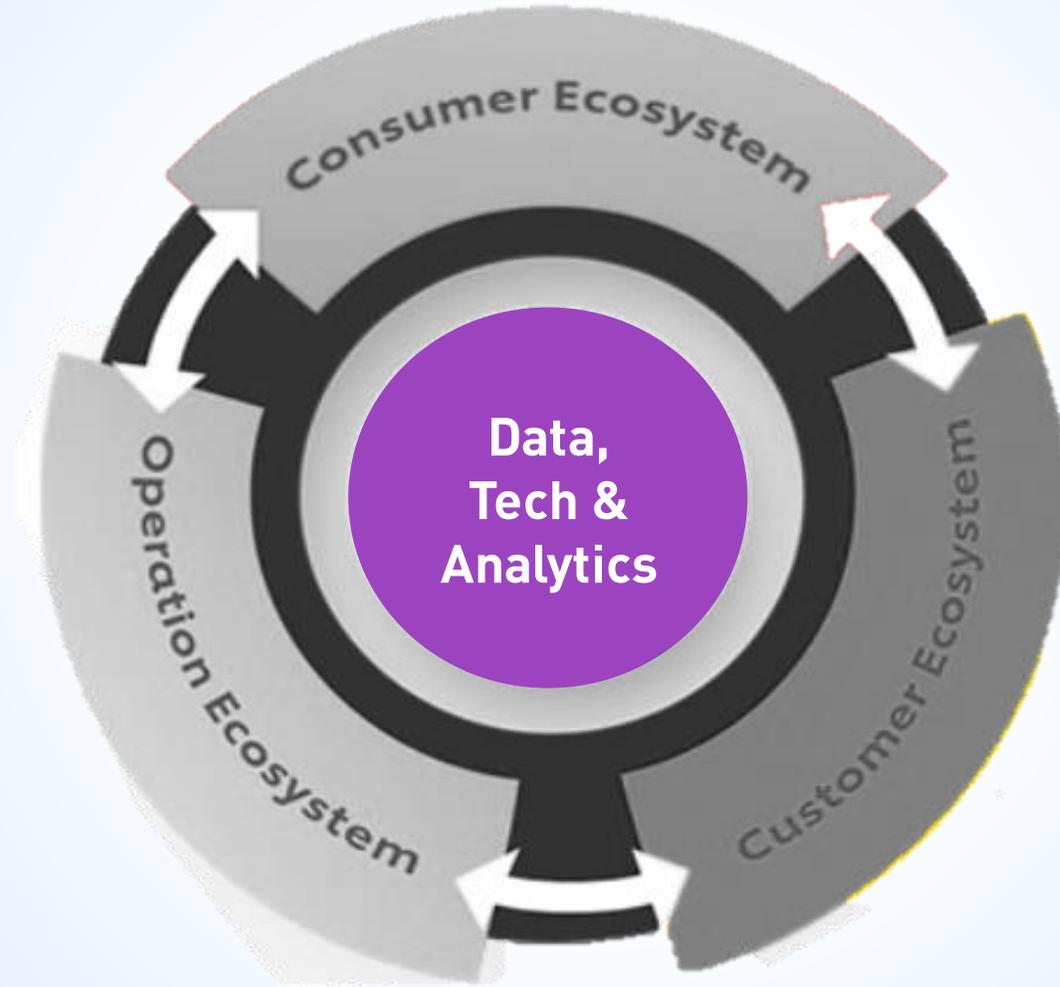


# Leveraging Agile Manufacturing with Nano Factory





# Data, Tech & Analytics





# Intelligent Data Ecosystem at the Heart of our Business

We are managing data as an *enterprise asset to maximize value realization, minimize its cost and ensure continued trust and compliance*

## HUL Data Strategy



**Harnessing External Ecosystem signals to inform deaveraged decisions**

- Mobility
- Government Spend
- Weather
- Micro geography signals

**Data Lake to join up most *granular* data across functions**

- Consumer Ecosystem
- Customer Ecosystem
- Operations Ecosystem

**Continued consumer trust on privacy**



# Decisions Augmented by AI / ML

## Across our Consumer, Customer, Operations Ecosystems

Scientific  
Whitespace  
Mapping

Machine Learning  
led Demand  
Planning

Decision Support AI  
Systems

Automated  
Warehousing

AI Recommender  
Systems

Tech Ad  
Predictor

Innovation  
Early Performance  
Signals

LIVE WIRE

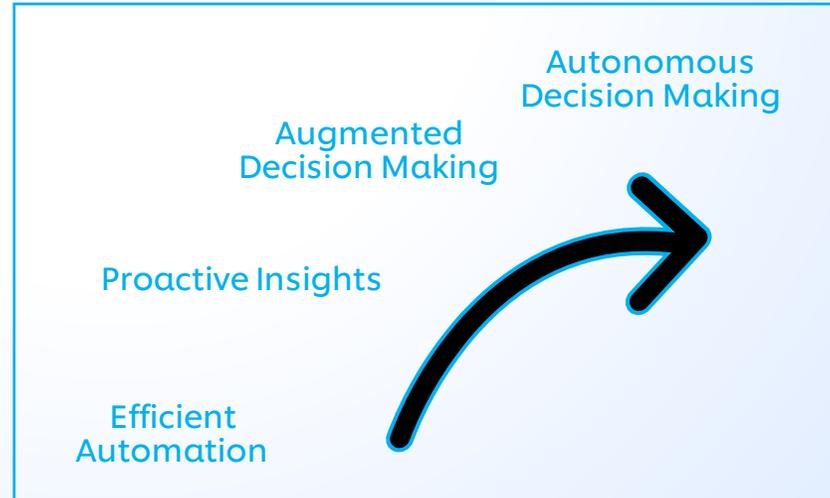
Chanakya  
Powered by LIVE WIRE



ADVANTAGE

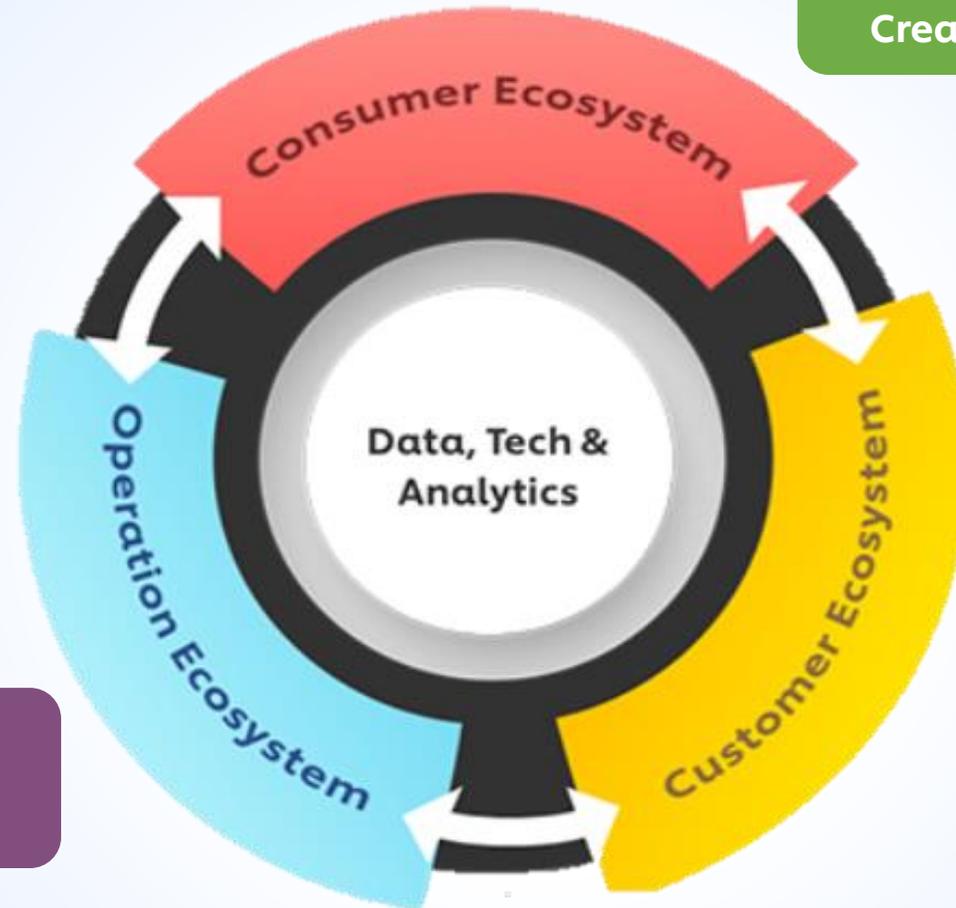


Building Towards an Embedded  
Intelligence Journey





# Reimagine HUL: The Four Inter-connected Ecosystems



Tech-powered, On-Trend Innovations  
Creating Consumer Experiences

Agile and Hi-Tech Operations

Enhancing Customer Experience for Growth



# Thank you

