
Unilever
INDIA
Priya Nair
CEO & Managing Director,
Hindustan Unilever Ltd.

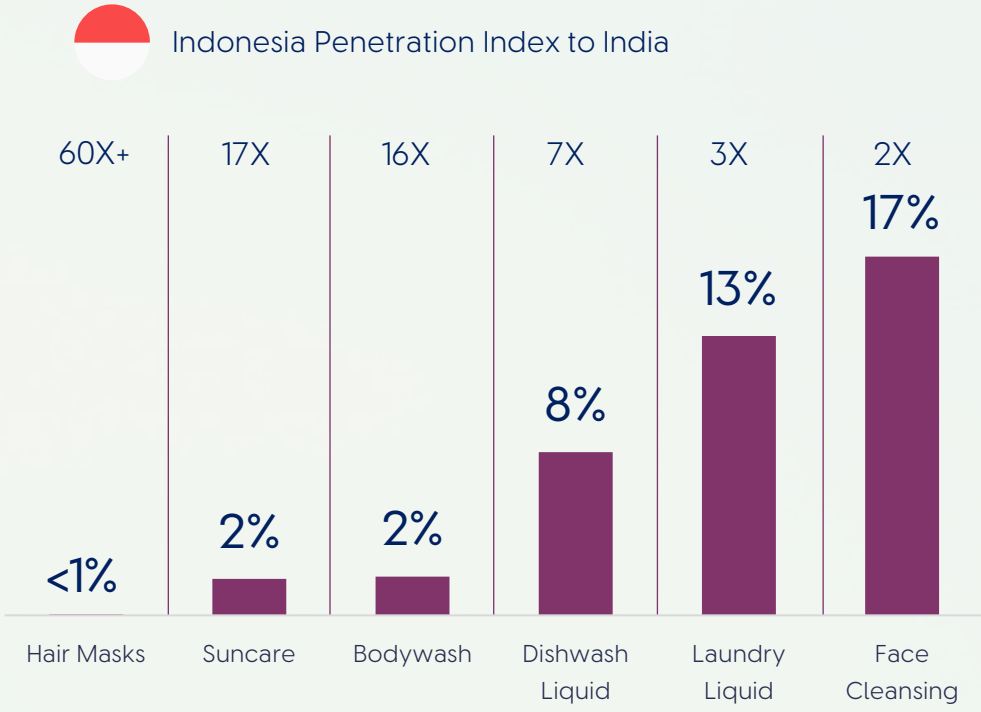
INDIA FMCG CONSUMPTION PRESENTS A SIGNIFICANT RUNWAY FOR GROWTH

Consumption increases sharply with affluence

	LAUNDRY	SOAPS	TEA	SHAMPOO
Affluent	1.2x	1.3x	1.5x	1.7x
Value Seeker	X	X	X	X

AVERAGE CONSUMPTION/ HOUSEHOLD MAT APR '26

HUL has substantial market making headroom



QUARTERLY CATEGORY PENETRATION

Source: Numerator, L3M Aug'26 Category Penetration, Pentrack | HH: Number of Households

UNILEVER IN INDIA HAS THE UNDISPUTED LEADERSHIP & CAPABILITIES TO WIN

MARKET SHARE VS. NEAREST COMPETITOR	
Hair Care	**3.5x**
Skin Care	**4x**
Skin Cleansing	**2.5x**
Laundry	**4x**
Dishwash	**4x**
Lifestyle Nutrition	**5x**

€6.3BN
2025 Turnover

6
Brands > € 300 Mn

85BN+
Packs sold in a year

9/10
Households use one or more of our brands

9M+
Outlets reached

#1
Employer of Choice

Market Leadership basis Nielsen MAT Sep'26; #1 Employer of choice based on Brand Perception study by InsideIIM in top Indian Bschools in 2025. Turnover milestone of > € 300 Mn based on trailing 12 months turnover for SQ'26; Conversions based on a constant exchange rate of ₹97.6/€

OVER THE PAST YEAR, WE HAVE STRENGTHENED OUR MARKET LEADERSHIP IN INDIA

ELEVATED DESIRE ON BRANDS

SHARPER RESOURCE ALLOCATION

EXECUTION STEP-UP ACROSS CHANNELS

VOLUME-LED REVENUE GROWTH

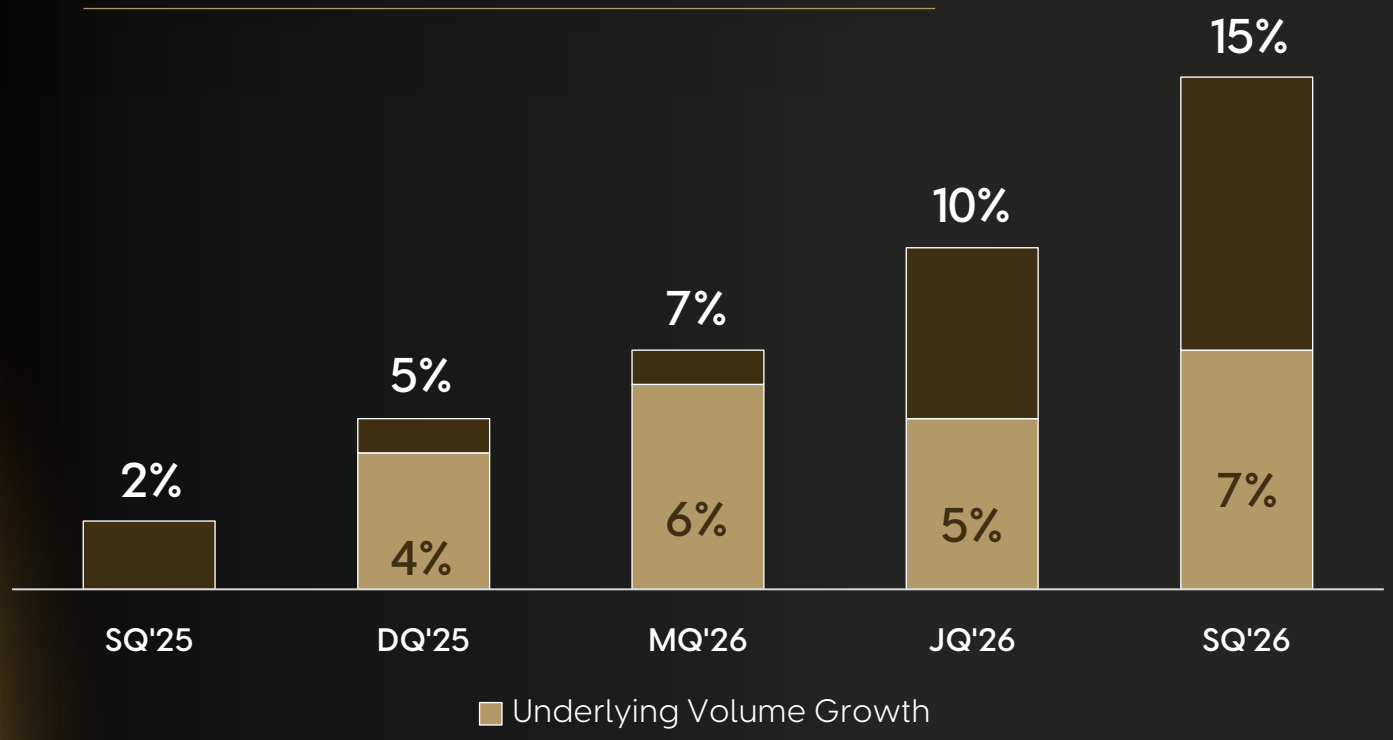
UNIFIED INDIA ORGANISATION



SHARPER EXECUTION HAS TRANSLATED TO STRONGER VOLUME-LED REVENUE GROWTH



UNDERLYING SALES GROWTH %



Underlying Sales Growth (USG): Increase in turnover for the period, excluding any change resulting from acquisitions and disposals
Underlying Volume Growth (UVG): Volume growth including the impact of mix of turnover realisation of products sold

ACCELERATING GROWTH THROUGH COMPETITIVE SHARE GAINS



LAUNDRY POWDERS ↑



LAUNDRY BARS ↑



LAUNDRY LIQUIDS ↑



DISH WASH ↑

STRONG MULTI-YEAR BETS TO WIN IN INDIA



1 ACCELERATE HOME CARE LIQUIDS



2 SCALE DOVE ACROSS BPC



3 BUILD A MASSTIGE BEAUTY POWERHOUSE



4 WIN IN HAIR CARE



5 MARKET MAKING FACE CLEANSERS & LIGHT MOISTURISERS



6 MARKET MAKING DEODORANTS



7 BUILDING HORLICKS AS A SUPERFOOD NUTRITION SUPPLEMENT



8 WIN IN THE EXPLODING WELLBEING MARKET

SUCCESS IN INDIA IS WINNING IN DISTINCT GROWTH CELLS

	BIG CITIES			SMALL TOWNS			TIER 4 + RURAL	
	Online	MT	GT	Online	MT	GT	Large GT	Small GT
POWER SPENDERS France HHI **5%** of population	Urban Affluent X							
PREMIUMISERS Indonesia HHI **60%** of population							Rural Value Seekers 2X	
DEMOCRATISERS Parts of Africa HHI **35%** of population								

HHI: Household Disposable Income
2Y Shampoo Market Delta (Online + Offline)

BUILDING A SEGMENTED FRONTLINE TO WIN IN INDIA



HHI: Household Disposable Income

OUR PORTFOLIO IS UNIQUELY POSITIONED TO WIN

POWER SPENDERS
France HHI

Minimalist

OZIVA® Clean. Plant Based

Simple®

NEXXUS NEW YORK SALON CARE

PREMIUMISERS
Indonesia HHI

Surf excel



Vaseline

Horlicks

TAJ MAHAL TEA

POND'S

DEMOCRATISERS
Parts of Africa HHI

CLINIC PLUS+

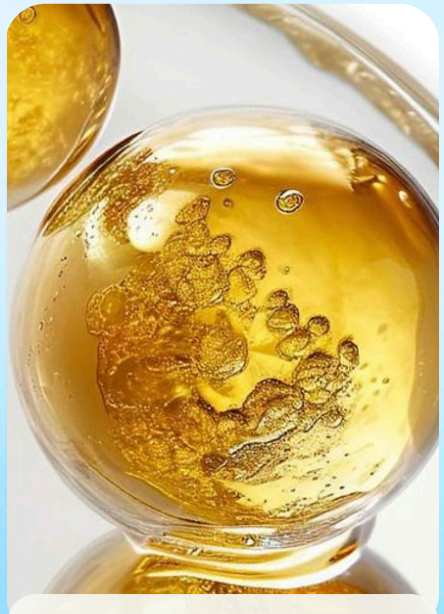
LUX

wheel

HHI: Household Disposable Income

WE WILL CONTINUE TO ELEVATE OUR BRANDS

Science



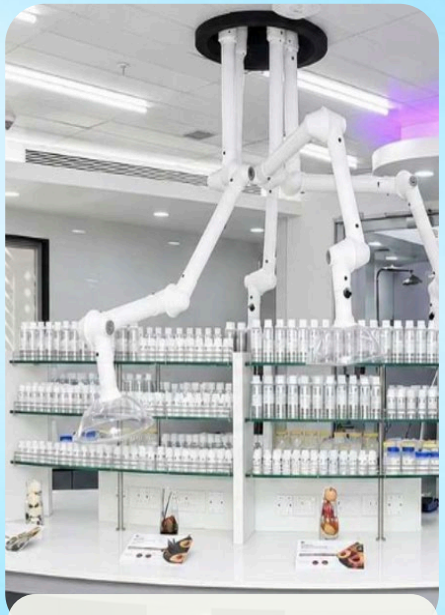
Blockbuster Proprietary Technology

Aesthetics



Packaging Design Hub in India

Sensorials



Unilever Fragrance House in Mumbai

Said by others



Large Scale Creator Ecosystem

Youthful



Design and test for Gen Z

AND INNOVATE ACROSS ALL KEY PRICE POINTS

Minimalist Hide Nothing.

Simple

LAKMĒ

POND'S

Vaseline

Glow & Lovely

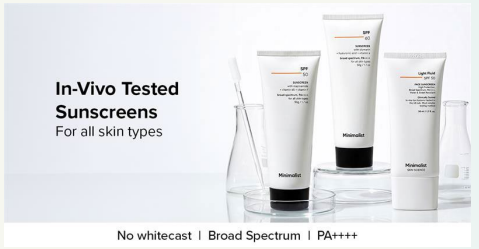
FACIAL CLEANSERS







SUNCARE











WINNING IN AN OMNI-CHANNEL INDIA

"PERFECT" LOOKS DIFFERENT BY CHANNEL; EXECUTION DISCIPLINE REMAINS CONSISTENT

	AVAILABILITY	VISIBILITY	CONVERSION	DIGITISATION
QUICK COMMERCE	Pin-code level dark store availability	Winning on search & browse	Content that converts & targeted sampling	AI–led optimisation engine
OPEN FORMAT STORES	Store specific expanded assortment	Category leadership & retail theatre	Shopper soulmate programs	Image recognition & digitised tracking
HEALTH & BEAUTY STORES	Curated beauty portfolio	Premium assets & assisted selling	Beauty advisors	Beauty tech
TRADITIONAL GROCERS	Assortment & coverage	High impact physical visibility	Access packs	Shikhar & IQ

WINNING QUICK COMMERCE END-TO-END FROM AVAILABILITY TO CONVERSION



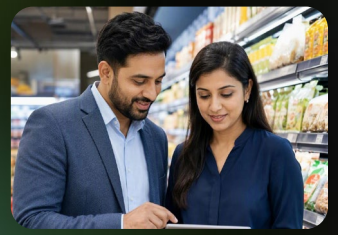
AI-ENABLED AVAILABILITY ENGINE

+1400bps improvement in Customer Reported Fill Rate



TARGETED PERFORMANCE MARKETING

1.2X better ROAS



CATEGORY BUILDING PARTNERSHIPS

#2 Advantage Survey Rank

>50% USG IN QUICK COMMERCE

ROAS: Return on Advertisement Spend; Quick commerce USG for the period SQ'26; Rank #2 Advantage Survey for Blinkit & Swiggy Instamart

Synthetic human images created using generative AI to support illustrative and visual storytelling and do not represent actual persons.

TRANSFORMING NEIGHBORHOOD OPEN FORMAT STORES WITH AN ELEVATED RETAIL EXPERIENCE

20,000+ stores serviced in 200+ towns

Dedicated Organisation

In-Store Brand Building

Category Development

3X Growth vs previous period

11%+ Per Store Assortment Growth



SQ 26 vs SQ 25 Secondary Gross Sales Value growths; Assortment growth for SQ'26

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STRENGTHENING OUR EXECUTION IN HEALTH & BEAUTY

175,000 specialist stores across 150+ top towns

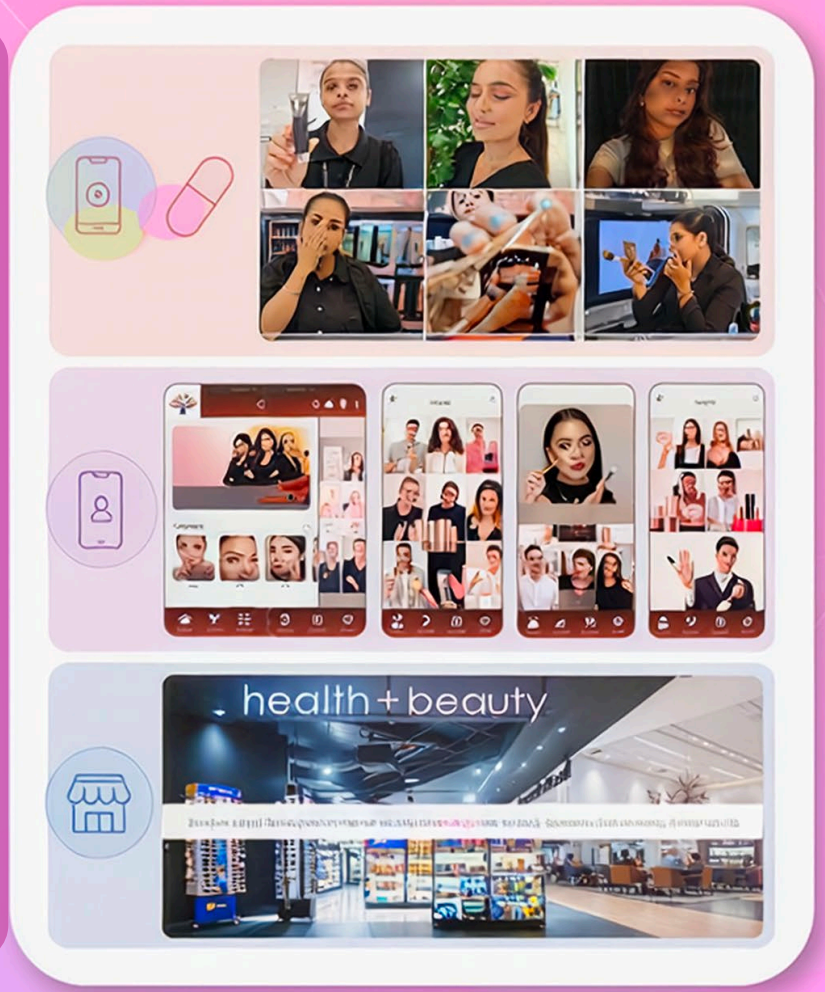
Curated Portfolio

In-Store Brand Building

Assisted Selling

1.4X Growth vs previous period

+9% Per Store Assortment Growth



SQ 26 vs SQ 25 Secondary Gross Sales Value growths; Assortment growth for SQ'26

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USING TECHNOLOGY TO FURTHER ENHANCE OUR DEEP RURAL SCALE AND ACCURACY



IDENTIFY OPPORTUNITIES

IQ Neo

INTERNAL & EXTERNAL SIGNALS

↓

AI-LED OUTLET LEVEL RECOMMENDATIONS

CAPTURE DEMAND

HUL SHIKHAR

1.3MN ACTIVE USERS

↓

~33K BILLS GENERATED PER DAY

DOUBLE-DIGIT ASSORTMENT GROWTH IN TRADITIONAL TRADE

All figures relate to SQ'26-

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IN SUMMARY









Massive India opportunity

Multi-year portfolio bets

Desire at Scale

Segmented Go-To-Market

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Unilever

FRONTIER MARKET OPPORTUNITY

