



**REMOVES
TOUGH
DRIED
STAINS**

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**Hindustan
Unilever
Limited**

**MQ'26 & FY'26
Results**

30th April 2026



Hindustan Unilever Limited



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Priya Nair

Chief Executive Officer
and Managing Director



Hindustan Unilever Limited



MQ'26: Operating Context

Consumption environment



Stable underlying demand trend

Macro-economic backdrop



Supportive monetary and fiscal policies

Input cost volatility



Escalation in crude and crude-linked derivative costs



MQ'26: Consolidated Revenue growth at 8%

Topline

₹16,207 cr.
Turnover

7%
Underlying Sales Growth

6%
Underlying Volume Growth

Earnings

6%
EBITDA Growth

23.7%
EBITDA as a % of TO

4%
PAT (bei) Growth

Broad-based Underlying Sales Growth across segments

Home Care

9%

Beauty & Wellbeing

8%

Personal Care

5%

Foods

5%

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

PAT bei: Profit After Tax before exceptional items



FY'26: Consolidated Revenue growth at 5%

Topline

₹63,763 cr.
Turnover

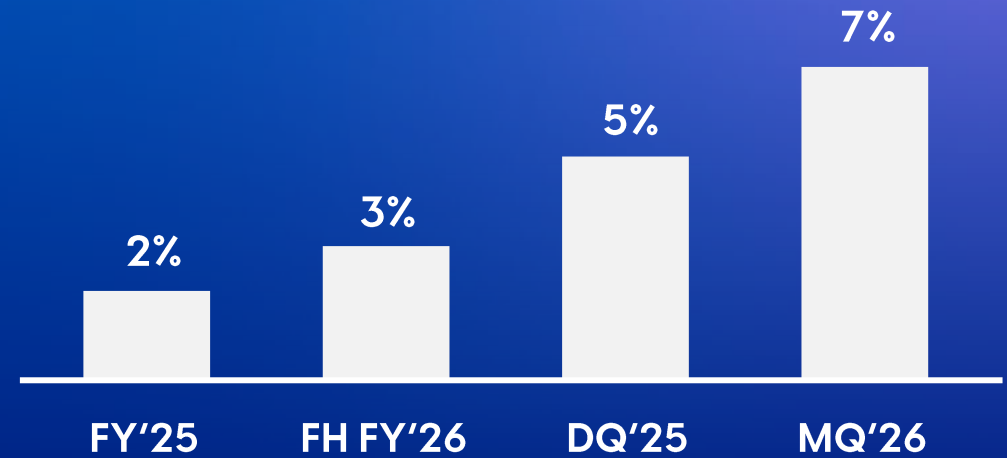
5%

Underlying Sales Growth

4%

Underlying Volume Growth

Underlying Sales Growth



Progressive step-up in performance



Decisive actions taken over the last few quarters to unlock growth momentum

- ➡ Implemented sharpened priorities anchored in volume-led growth
- ➡ Set-up a dedicated Q-commerce organisation, strengthening omni-channel execution
- ➡ Sharper resource allocation; ₹2,000 cr. capex committed towards premium formats
- ➡ Active portfolio rotation through Ice Cream demerger, 100% acquisition of OZiva and scaling up Minimalist
- ➡ Established a Unified India operating model to unlock speed in decision making and execution



Growth agenda anchored to our key priorities

Radical segmentation of consumers

POWER SPENDERS

PREMIUMISERS

DEMOCRATISERS

Create modern, desirable brands



Accelerate frontline machine



Double-down on fewer, bigger bets



AI Powered HUL | Continued efficiencies in cost base | Organisation, Talent and Culture



Crafting SASSY brands

Strengthening brand distinctiveness and scaling our large brands

Superiority & Innovations

Science
Aesthetics
Sensorials



Blockbuster patented technology



Premium on-shelf appeal



Elevated sensory experience



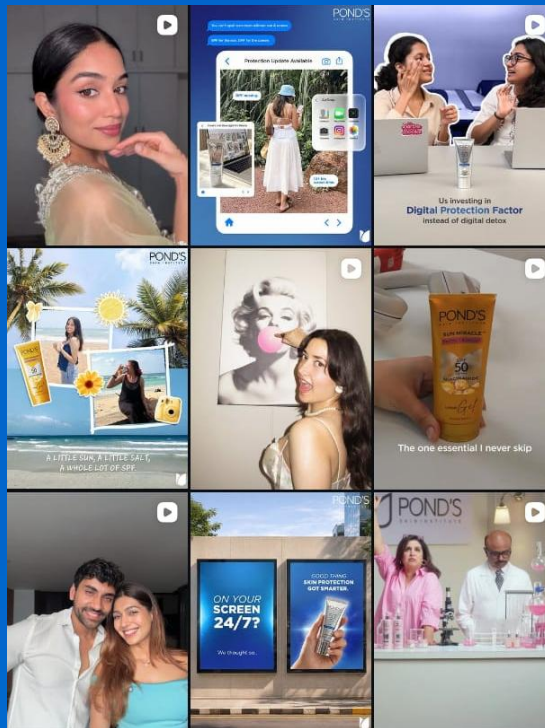
Crafting SASSY brands

Strengthening brand distinctiveness and scaling our large brands

Social First Demand

Said by others

Youthful



30K+ content creators



2X influencer assets generated



160 mn+ engagements

Content creator count for the period FY'26

2X influencer assets generated vs FY'25

Engagements are defined as likes, shares, saves, or comments for the period FY'26



Accelerating frontline machine

Enhancing reach, relevance and conversion with an omni-channel play

General Trade

~2 lakh increase in stores covered

Investing in dedicated infrastructure for speciality channels at scale

Modern Trade

Strengthening competitiveness

Driving category growth through sharper in-store execution & partnerships

E-commerce

25%+ turnover growth in FY'26

Digital-first assortments, data-led demand generation and improved availability

Q-commerce

Doubled turnover in FY'26

Building fit-for-channel capabilities and stepping-up service levels

General Trade direct coverage: FY'26 vs FY'25

Modern Trade shares Nielsen MAT value, March 2026

E-commerce excludes q-commerce; Q-commerce includes Blinkit, Zepto, and Instamart



Doubling down on fewer, bigger bets

Building on momentum across the portfolio

Accelerating Beauty & Wellbeing momentum

4X expansion of Masstige & Wellbeing portfolio

Double-digit growth in Skin Care market development cells

Premiumising Personal Care

Double-digit UVG in premium Skin Cleansing bars

~400 bps share gain in Bodywash

Winning in Home Care

Crossed ₹4,000 cr. turnover milestone in liquids portfolio

Achieved highest ever market share in Laundry powders

Shifting gears to step-up growth in Foods

High-single digit UVG in Lifestyle Nutrition

Strong double-digit growth in Coffee



Looking back, FY'26 was a year of meaningful progress

- ➡ Sequential step-up in growth, underpinned by 4 key priorities
- ➡ Creating desire at scale across brands; strengthening relevance and widening consumer appeal
- ➡ Re-wiring go-to-market and building omni-channel capabilities to win across a rapidly evolving landscape
- ➡ Building an organisation geared to deliver with greater speed, focus and accountability

Entering FY'27 with clear priorities, disciplined execution and agility to navigate a dynamic operating environment



Niranjan Gupta

Chief Financial Officer



Hindustan Unilever Limited



MQ'26: Consolidated results

Topline	EBITDA Margin	EBITDA	PAT (bei)
Underlying Sales Growth	Margin	INR	INR
7%	23.7%	3,841 cr.	2,711 cr.
6%	-50 bps	6%	4%
Underlying Volume Growth	Change YoY	Growth YoY	Growth YoY

Reported PAT grew 20% YoY after including proceeds from divestment in Nutritionalab Pvt. Ltd.



Home Care

₹6,344 cr. Revenue | 19% Margin

USG: 9%

UVG: High-single digit growth

- ❑ **Fabric Wash:** Double-digit, broad-based growth. Liquids portfolio accelerated its robust double-digit growth trajectory, while powders and bars recorded a step-up in performance
- ❑ **Household Care:** Double-digit volume growth driven by outperformance in Vim liquid
- ❑ Backed by strong fundamentals, consumer-centric innovations and sustained market development, the segment further strengthened its market leadership and delivered its strongest growth in 11 quarters

Segment Revenue = Segment Turnover + Other Operating Revenue
Segment Margin (EBIT) excludes exceptional items





Beauty & Wellbeing

₹3,698 cr. Revenue | 29% Margin

USG: 8%

UVG: Mid-single digit growth

- ❑ **Hair Care:** Strong double-digit growth driven by volume. Performance was broad-based across brands and formats. Stepped-up distribution of bottles in General Trade. Category continued to strengthen market leadership
- ❑ **Skin Care and Colour Cosmetics:** Strong performance in premium skin care offset by subdued performance in mass skin. Channels of the Future maintained its double-digit growth trajectory and continued to gain market shares
- ❑ **Health & Wellbeing:** Soft performance in the quarter. Strong double-digit growth for the financial year

Segment Revenue = Segment Turnover + Other Operating Revenue
Segment Margin (EBIT) excludes exceptional items





Personal Care

₹2,229 cr. Revenue | 19% Margin

USG: 5%

UVG: Low-single digit decline

- ❑ **Skin Cleansing:** High-single digit growth driven by Dove and Lux. Continued market development initiatives fuelled strong double-digit growth in Bodywash. Premium skin cleansing delivered competitive double-digit growth, gaining market shares in the quarter
- ❑ **Oral Care:** Low-single digit growth. Closeup continued to gain market shares. Strengthened our Sensitive Care portfolio with the launch of Pepsodent Sensitive Care, combining rapid sensitivity relief with cavity protection

Segment Revenue = Segment Turnover + Other Operating Revenue
Segment Margin (EBIT) excludes exceptional items





Foods

₹3,566 cr. Revenue | 20% Margin

USG: 5%

UVG: High-single digit growth

- ❑ **Beverages:** Tea delivered low-single digit UVG. Coffee continued its strong double-digit growth momentum supported by volume and price
- ❑ **Lifestyle Nutrition:** Lifestyle Nutrition grew in double-digit driven by both Horlicks and Boost. Focussed actions to drive consumption and tap into new demand spaces are gaining traction and delivering results. Horlicks expanded into the protein segment with the launch of a Ready-to-Drink range during the quarter
- ❑ **Packaged Foods:** Packaged Foods reported mid-single digit growth led by Unilever Foods Solutions, Ketchup and Mayonnaise. Kissan's expansion into chutneys marks a successful step into a new consumption occasion, with positive early results



Segment Revenue = Segment Turnover + Other Operating Revenue
Segment Margin (EBIT) excludes exceptional items



FY'26: Consolidated results

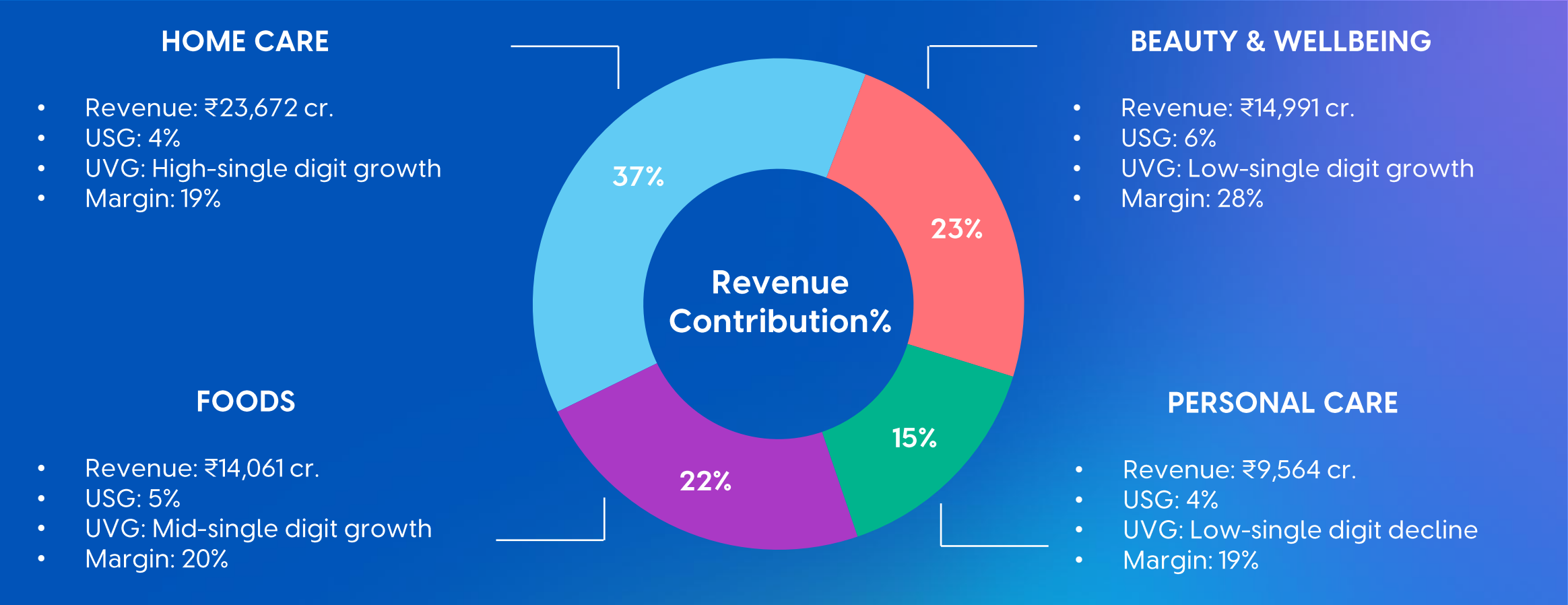
Topline	EBITDA Margin	EBITDA	PAT (bei)
Turnover (INR)	Margin	INR	INR
63,763 cr.	23.6%	15,054 cr.	10,324 cr.
5%	-70 bps	2%	Flat
Underlying Sales Growth	Change YoY	Growth YoY	Growth YoY

A&P 9.8% of Turnover; up ₹270 cr. YoY | Reported PAT from continuing business at ₹10,652 cr.

Underlying Sales Growth (USG): Increase in turnover for the period, excluding any change resulting from acquisitions and disposals
PAT (bei): Profit After Tax before exceptional items
All reported figures exclude Ice Cream results for the full reporting period



FY'26: Consolidated segment results



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
Segment Revenue = Segment Turnover + Other Operating Revenue; Segment Margin (EBIT) excludes exceptional items; Excludes 'Others' segment
All reported figures exclude Ice Cream results for the full reporting period



Robust financial model

Unlocking cash and productivity to reinvest in the business and generate returns

Financial position	Return on Capital Employed	Return on Equity
Reserves	Percentage	Percentage
₹48,988 cr.	110.9%	22.4%
₹10,496 cr.	+270 bps	+110 bps
Cash from operations	Change YoY	Change YoY



FY'26: Sharper capital allocation for growth and sustained shareholder returns

Investing behind high-growth opportunities

₹3,500 cr.+

Minimalist and OZiva acquisition

₹2,000 cr.

Planned capex outlay in premium formats

Stable, attractive returns to shareholders

₹9,633 cr.

Dividend payout for FY'26

₹41 dividend per share

₹19 Interim + ₹22 Final (proposed)



Protecting supply continuity and consumer value amid geo-political disruption

Business impact of heightened geo-political tension



Supply-led inflation in crude-linked derivatives | Rupee depreciation

Securing supplies to ensure no production disruption



Resilient supply chain | Agile planning and execution

Mitigating cost pressures while protecting consumer franchise

- ✓ Dialling-up savings funnel
- ✓ Calibrating media investments
- ✓ Implementing judicious price increases

Focused on navigating this volatility with discipline and agility, while safeguarding growth and consumer franchise



Mid-Term Outlook



Demand

- ❖ Well equipped to navigate market volatility, underpinned by strong brands, robust financial position and operational agility
- ❖ Expect FY'27 to be better than FY'26 led out of portfolio and channel transformation



Margin

- ❖ Judicious balancing of pricing, savings, and media investments to neutralise short term impacts from middle east situation
- ❖ Consolidated EBITDA margin to be around the current guided range



Focus

- ❖ Driving competitive, volume-led revenue growth anchored to our four key priorities



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