



Purpose-led, future-fit

Hindustan Unilever Limited
Integrated Annual Report 2021-22



Hindustan Unilever Limited

Basis of Preparation and Presentation

Summary

The terms ‘HUL’, ‘the Company’, ‘your Company’, ‘we’, ‘our’ and ‘us’ refer to Hindustan Unilever Limited. Our Integrated Annual Report encompassing the Statutory Reports, (page nos. 28 to 119), contains information about us, how we create value for our stakeholders and how we run our business. It includes our strategy, business model, market outlook and key performance indicators. The Report of Board of Directors and the Management Discussion and Analysis include details of our performance as well as our approach to sustainability and risk management. Our Corporate Governance Report, part of the Report of Board of Directors, (page nos. 86 to 119), contains an analysis of steps taken in the area of Corporate Governance including information as required under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations). Our Financial Statements and Notes are on (page nos. 120 to 300). The Integrated Annual Report, Statutory Reports and Financial Statements have been approved by the Board of Directors.

Standards & Frameworks

The financial and statutory data presented in this Integrated Annual Report is in line with the requirements of the Companies Act, 2013 (and the rules made thereunder); Indian Accounting Standards; Listing Regulations; and the Secretarial Standards issued by the Institute of Company Secretaries of India. The Integrated Annual Report is prepared in accordance with the guiding principles of the Integrated Reporting <IR> Framework recommended by the International Integrated Reporting Council (IIRC).

Accountability Statement

The Company’s Board of Directors confirm that the HUL Integrated Annual Report, taken as a whole, is fair, balanced and provides fair and necessary information to shareholders on the Company’s performance, business model and strategy, together with a description of the material risks and opportunities.

Reporting Scope

The Integrated Annual Report including the Statutory Reports and Audited Financial Statements with respect to the Company’s operations for the Financial Year 2021-22 (unless specifically mentioned otherwise).

Cautionary Statement

Statements in this Integrated Annual Report, particularly those that relate to the Management Discussion and Analysis, describing the Company’s objectives, projections, estimates and expectations, may constitute ‘forward-looking statements’ within the meaning of applicable laws and regulations. Although the expectations are based on reasonable assumptions, the actual results might differ.

Assurance by Independent Auditor

The enclosed standalone and consolidated Financial Statements of your Company have been audited by Independent Auditors M/s. B S R & Co. LLP, Chartered Accountants.

Your Company’s reported Compass sustainability performance is a subset of Unilever PLC’s reported Compass sustainability performance. External independent assurance in accordance with

ISAE 3000 (Revised) has been provided by PricewaterhouseCoopers LLP over selected Unilever PLC aggregated Compass pillar commitments and Environmental and Occupational Safety performance indicators. Details are available at www.unilever.com/planet-and-society/sustainability-reporting-centre/independent-assurance.

The Company has obtained Certificate from M/s. B S R Co. & LLP, Statutory Auditors confirming the compliance of conditions of Corporate Governance as stipulated under Listing Regulations and Certificate from M/s. S. N. Ananthasubramanian & Co., Company Secretaries confirming compliance with the Companies Act, 2013 (the Act), applicable Rules made under the Act, Listing Regulations issued by Securities and Exchange Board of India (SEBI). The Certificates form part of this Integrated Annual Report.

Materiality Determination

This Integrated Annual Report provides fair and balanced information about the relevant matters that substantively affect your Company’s ability to create value both positively and negatively, including risks and opportunities and favourable and unfavourable performance or prospects.

To identify material information or matters, we have taken a holistic perspective by regularly engaging with the various key stakeholders.



Overview

- 02 Our History
- 03 Purpose and Values
- 04 At a Glance
- 08 Chairman's Statement
- 10 Chief Executive Officer and Managing Director’s Statement
- 12 Board of Directors
- 13 Management Committee
- 14 Awards and Recognition
- 15 Our Performance
 - Financial
 - Environmental, Social and Governance
- 18 Evolving Consumer Trends
- 20 Our Strategy
- 22 HUL Compass Commitments
- 24 Our Business Model
- 26 Reimagine HUL

Reports

- 28 Report of Board of Directors and Management Discussion and Analysis
- 60 Annual Report on Corporate Social Responsibility
- 72 Business Responsibility Report
- 86 Corporate Governance Report
- 117 Secretarial Audit Report
- 120 Economic Value Added

Financial Statements

Standalone Financial Statements

- 122 Independent Auditors’ Report
- 136 Balance Sheet
- 138 Statement of Profit and Loss
- 140 Statement of Changes in Equity
- 142 Statement of Cash Flows
- 144 Notes

Consolidated Financial Statements

- 210 Independent Auditors’ Report
- 220 Balance Sheet
- 222 Statement of Profit and Loss
- 224 Statement of Changes in Equity
- 226 Statement of Cash Flows
- 228 Notes
- 300 Form AOC-1

Others

- 301 Corporate Information
- 302 Notice of Annual General Meeting
- 316 Profile of Directors



You can find more information about Hindustan Unilever Limited at www.hul.co.in

Find more information about HUL Compass Commitments:
<https://www.hul.co.in/planet-and-society/>

Integrated Annual Report along with other related documents can be downloaded:
<https://www.hul.co.in/investor-relations/annual-reports/>



Our History

Marking the beginning of our journey of becoming Hindustan Unilever Limited, a consignment of crates marked 'Sunlight' landed at the Kolkata harbour, over 130 years ago, in 1888.



Subsequently, many more brands were launched that became household names - such as Lifebuoy in 1895, followed by Pears in 1902, Lux flakes in 1905, and Vim scouring powder in 1913. The growth trajectory was on a strong upward trend, and the bouquet of offerings was expanding.

Since the 1880s, the Company has travelled the years alongside the country. In May 1933, the Company set up a soap factory in Mumbai and on October 17th, the same year, Lever Brothers India Limited was incorporated in India. A new chapter had begun in our journey - one marked by innovation and growth, mergers and acquisitions; one in which we overcame challenges and strove to become the largest FMCG Company in India.

Lever Brothers India Limited, Hindustan Vanaspati Manufacturing Company Limited and United Traders Limited merged in 1956 to form Hindustan Lever Limited (HLL), and the first shares were offered by the Company to the public. The Company's name changed to Hindustan Unilever Limited in 2007.

From simple beginnings, we have grown with the times powered by our deep understanding of India and Indian consumers.

We made strategic mergers - the Company acquired the Tata Oil Mills Limited in 1994, one of the largest mergers in the sector at the time. The Company made acquisitions that brought us brands like Kissan, Kwality and Lakmé. Brooke Bond India and Lipton India merged in 1994 to form Brooke Bond Lipton India Limited, which merged with HLL in 1996, and in 1998, Pond's India merged with the Company. During 2020, in one of the largest FMCG M&A transactions, GlaxoSmithKline Consumer Health Limited (GSK CH) merged into your Company which added the iconic brands Horlicks and Boost to our portfolio.

We were the first FMCG Company to set up a research centre in the 1960s. In the 1970s, we supported the Government's drive to develop rural India by setting up manufacturing operations and developing livelihood opportunities around them. At the turn of the new millennium, the Company launched the rural health and hygiene initiative 'Lifebouy Swasthya Chetna' and the livelihood initiative 'Project Shakti', that helps rural women become entrepreneurs. To address the water challenges in the country, we launched Hindustan Unilever Foundation, a not-for-profit subsidiary in 2010. To address social, environmental and economic challenges and concerns of local communities, we launched Project Prabhat a sustainable community development initiative.

The Company has grown with the times as it journeyed through history, always with the belief that 'what is good for India, is good for HUL'. Today, nearly 90 years later, Hindustan Unilever continues to work with the same belief as it continues to strive towards a better future and helps people feel good, look good and get more out of life.



To know more about the History of HUL: https://www.hul.co.in/our-company/hul-history/

Purpose and Values

A belief that sustainable business drives superior performance lies at the heart of our Compass 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.

Our Values

"Our history is a story of growth powered by ideas and values. Products, brands and profits followed in their wake. And while we will change to meet the challenges of our times, our values will not."



Integrity

We do the right thing in every decision we make, supporting our long term success



Responsibility

We take care of the people we serve and the world in which we operate



Respect

We treat people with dignity, honesty and fairness, and celebrate the diversity of people



Pioneering

We have a passion for leading our industry, winning in the market, and intelligent risk-taking

At a Glance

9 out of 10 Indian households use one or more of our brands

Nearly 90 years of presence in the country

Our brands are available in around 9 million outlets



Strong brands with purpose

Our 50+ brands help people feel good, look good and get more out of life

16 brands with turnover of over ₹1,000 crores

We operate across 15 distinct categories

Read more about our brand and consumers on pages 29-32

Using our scale for good

Our commitments towards the Planet and Society are delivering a significant impact

Plastic Neutral in 2021, 1.16 lakh tonnes plastic waste collected and safely disposed

Over 1.9 trillion litres of cumulative water potential created (till financial year 2020-21)

94% reduction in CO₂ emissions ((kg/tonne of production) in our manufacturing operations compared to 2008 baseline)

Read more about our planet and society on pages 37-38



Powered by our people

Our purposeful and inclusive culture attracts the best talent

44/56 Gender Balance in management (female/male) (excluding employees onboarded with the merger of GSK CH)

21,000 employees

#1 Employer of choice across industries

A proud ALLY #UnitedWithPride

Read more about our people on pages 33-34



Our Financial Highlights

(Standalone)

Turnover

₹50,336 cr

Turnover growth

11%

Profit After Tax

₹8,818 cr

EPS growth

11%

Dividend per share

₹34

Cash from operations

₹11,684 cr

Our Three Divisions



Home Care

What we stand for:

To make people's homes a better world, and to make our world a better home.

₹16,578 cr Revenue

₹3,193 cr EBIT



Beauty & Personal Care

What we stand for:

To be the most positive beauty business for people and the planet.

₹19,460 cr Revenue

₹5,354 cr EBIT



Foods & Refreshment

What we stand for:

To make brands that not only taste and feel good, but that are a force for good.

₹14,105 cr Revenue

₹2,623 cr EBIT



Our Wide and Resilient Portfolio



Colour Cosmetics



Hair Care



Skin Cleansing



Deodorants



Skin Care



Oral Care



Dishwash



Surface and Toilet Cleaner



Water Purifier



Fabric Care



Tea



Coffee



Ice Cream



Foods



Health Food Drinks

Chairman's Statement



Dear Shareholders,

We live in a volatile world. We witnessed a devastating pandemic that brought into sharper focus challenges such as climate change and social inequity. We also saw unprecedented volatility in the business environment and geopolitical tensions between nations. Amid this tumultuous phase, society continued to look up to businesses to help build a sustainable, equitable and fair future.

Hindustan Unilever Limited, a Company that reaches 9 out of 10 Indian households with its brands, can help address the evolving needs of the Indian consumer and create a bright future.

The India FMCG landscape

India remains one of the fastest growing Fast Moving Consumer Goods (FMCG) markets. However, the high inflation in recent times has led to a marked slowdown in growth rates.

The recent slowdown notwithstanding, the penetration of FMCG products both in urban and rural India, provides significant headroom

for growth. More people entering the middle class, a large working population, increasing nuclear family structures, urbanisation and rapid adoption of technology, all bode well for FMCG growth in the country.

The Indian consumer is evolving rapidly. The pandemic has accelerated several trends that will continue to have far-reaching effects on the Indian consumer - an increased affinity towards holistic health and wellbeing, a massive shift in the adoption of digital technology and importantly, a heightened consciousness amongst consumers on sustainability and social equity. The Indian consumer is increasingly choosing superior products and brands that are also good for the people and the planet.

HUL – creating a future-fit business

At Hindustan Unilever, we pride ourselves on understanding and serving the needs of people. The last two years of the pandemic had a significant impact on the nation and its citizens. At the same time, we believe that it has made us an even more agile and resilient organisation. We have been taking several actions to help us stay relevant in an increasingly volatile and challenging business environment.

Embedding technology to build an intelligent enterprise

India has nearly 800 million internet users and has the highest mobile data consumption per user in the world. Rapid digitisation has transformed the market across sectors, and winning in the future will require businesses to adopt digital capabilities across the value chain.

At HUL, we identified the digital opportunity early on, and have been leading a technology-based agenda 'Reimagine HUL' for several years now. This agenda is about leveraging data, harnessing the latest technologies, and emerging business models to redefine how we engage with consumers, customers, and the way we operate. Our strong technology backbone made a substantial difference during the pandemic, helping the business navigate challenges with enhanced speed and agility.

We are now on a journey to build an intelligent enterprise that will enable us to create a tech-powered and human-centric solution that fits the complexity of the business and emerging consumer needs. This will enable our core business to become smarter and more efficient through data-led and machine-augmented processes, create platforms and ecosystems that will help deliver differentiated customer and consumer value, and help build a value chain that delivers the scale and efficiency of the large but acts with the nimbleness and agility of the small.

Preparing to serve consumers of the future

At HUL, we pride ourselves on our ability to address the needs of every single Indian across the socio-economic pyramid, while

also anticipating and building markets of the future.

Over the last decade, we have launched several products delivering higher-order benefits, such as liquid detergents, salon-like hair solutions, advanced skincare and cosmetic products, meal-makers and green tea for health-conscious consumers, amongst others. Faced with a growing consumer need for health, hygiene and sanitation during the pandemic, we innovated with speed and launched several new products such as fabric sanitiser, fruit and vegetable wash, anti-bacterial dishwash and even an entire range of dishwasher detergent.

We are creating a portfolio that caters to the evolving consumer. For instance, we have expanded our Nutrition portfolio with a 'High Science' range that addresses specific nutritional needs – such as Horlicks Diabetes Plus for diabetics and Horlicks Mothers Plus for nursing mothers.

Leading social and environmental change

At Hindustan Unilever, we have always strived to grow our business while protecting the planet and doing good for the people. We believe that to generate superior long-term value, we need to care for all our stakeholders – our consumers, customers, employees, shareholders and above all, the planet and society. We call it the multistakeholder model of sustainable growth. With more people entering the consumption cycle and adding to the pressure on natural resources, it will become even more important to decouple growth from environmental impact and drive positive social change.

The Unilever Compass is our fully integrated business strategy

that lays the pathway for us to deliver superior value to all our stakeholders and at the same time, realise our vision of being the leader in sustainable business. Translating the Compass into action are multi-year commitments in the areas of environment, social equity and governance.

In India, we have made significant progress against our commitments. We have already become a plastic neutral business. Water is another area of focus for us. Along with partners, Hindustan Unilever Foundation (HUF), has created a cumulative and collective water potential of over 1.9 trillion litres that is equal to the drinking water needs of India's entire population for a year.

Another key commitment that we have made is to build more resilient and equitable communities by raising living standards, advancing equity, diversity and inclusion and preparing people for the future of work. As part of this, we will ensure that everyone who directly provides goods and services to the Company will earn at least a living wage or income by 2030. We believe that we can help raise standards of living for not only those who work with us but also impact the communities where we operate. Our 'Shakti Ammas' are a classic example. We have empowered over 1.6 lakh women in rural India to become Shakti entrepreneurs. The project helps them generate income for themselves and also cater to the needs of their communities. Our purpose-driven brands such as Dove through its #StopTheBeautyTest or Brooke Bond Red Label through the 6-pack-band, have been campaigning for a fairer, more inclusive society.

Integrity and good governance

The future will also necessitate a paradigm shift in the way businesses

are governed. Corporations are increasingly being evaluated on environmental and social metrics, as well as on their corporate governance.

William Hesketh Lever, at the very inception of Unilever, had said, "I believe that nothing can be greater than a business, however small it may be, that is governed by conscience; and that nothing can be meaner or more petty than a business, however large, governed without honesty and without brotherhood." At HUL, responsible corporate conduct is integral to the way we do our business. Our actions are governed by our values and principles which are reinforced at all levels within the Company.

The responsibility for the governance of the Company lies with the Board, and Independent Directors oversee crucial processes. In HUL, all our Board committees except one, are chaired by the Independent Directors. For years now, we have had a Board composition which has more Independent Directors than Whole Time Directors, a reflection of our governance-led approach.

We are committed to doing things the right way, which includes taking business decisions and acting in ways that are ethical and in compliance with applicable legislation. This is our road to consistent, competitive, profitable, and responsible growth and to creating long-term value for our shareholders, our people, and our business partners.

I would like to thank you, our shareholders, for your continued support and trust in Hindustan Unilever Limited.

Regards,

Nitin Paranjpe
Chairman

Chief Executive Officer and Managing Director's Statement



Dear Shareholders,

The year 2021-22 was yet another challenging year for all of us. The severe second wave of the Covid-19 pandemic had a significant humanitarian and economic impact. We witnessed socio-political unrest in several parts of the world, resulting in the disruption of global supply chains and unprecedented volatility in commodity costs. In this uncertain operating environment, our focus remained on the health and safety of our people, ensuring uninterrupted supply of our products, meeting the evolving demand of our consumers, caring for the communities, safeguarding the environment and protecting our business model.

Against this challenging backdrop, our robust results for the financial year 2021-22 demonstrate strategic clarity, strength of our brands, our execution prowess and agility. I am very happy to report that we have crossed the 50,000 crores turnover mark in this fiscal, with our turnover at ₹50,336 crores. Our turnover growth at 11% and underlying volume growth at 3% was significantly ahead of the market. More than 75% of our business is winning both value and volume market shares. Our market share gain this year was the highest that we have had in more than a decade. EBITDA margin remained

healthy at 24.8%, 20bps lower than the financial year 2020-21. PAT at ₹8,818 crores was up 11%. Our track record of strong cash generation continued in the year. The Board of Directors have proposed a final dividend of ₹19 per share, subject to approval of shareholders at the AGM. Together with interim dividend of ₹15 per share, the total dividend for the year amounts to ₹34 per share.

As we gradually came out of the challenging phase of the pandemic, the heightened consumption of health and hygiene products moderated while a demand for discretionary and out-of-home products increased. The consumer trends that we witnessed a year earlier, continued to evolve further. E-Commerce continued to grow with more people shopping online; consumers continued to prefer products that enhanced their health and wellbeing; and there was a significant shift towards buying products that they saw as making a positive impact on people and the planet.

We have been addressing evolving consumer needs through our wide and resilient portfolio. We now have 2x more superior products versus 2019. Alongside providing superior functional benefits, our brands have been striving to drive positive social change through their marketing campaigns and have been recognised for their efforts at various forums. For instance, Dove's #StopTheBeautyTest campaign won a silver at Cannes and we were the most awarded advertiser at the prestigious Emvies.

In our Beauty and Personal Care portfolio, we continued to grow our core. Leveraging our Winning in Many Indias (WiMI) philosophy, we designed products based on specific needs of our consumers across different regions in the country. For instance, our Skin Cleansing brands such as Lifebuoy and Lux, introduced winning products by regions, keeping consumer centricity at the heart of the product design philosophy. Our market share in Hair Care touched a 15 year high in 2021. During the year, TRESemmé launched the Thick and Full Shampoo and Conditioner with Biotin and Wheat Protein and expanded its hair mask range. In Skin Care, Dove launched Love & Care – a new range of hand & body moisturisers while Pond's introduced its gold beauty range including Facewash, Serum, Day Crème, Peel-off Mask and a Night Crème. Lakmé expanded its cosmetics range with volume mascara, highlighter and liquid concealer. With e-Commerce gaining relevance with consumers, we continued to strengthen our play in the Masstige beauty segment and now have three fully-operational digital-first brands – Simple, Love Beauty & Planet, and Baby Dove. We are investing in technology driven commerce ahead of the curve with capabilities such as Virtual Try-on and Artificial Intelligence (AI) Skin Analyzer on the Lakmé Direct-to-Consumer platform. At the same time, in our Premium Beauty portfolio and formats of future we are driving market development through innovations and extensive sampling.

In our Home Care business, our purpose-driven brands such as Surf excel, Wheel and Vim continued to champion social causes through their communication and sustained their high performance in fabric wash and household care segments. Surf excel is now the biggest laundry brand and in the last five years, our liquid detergents and fabric conditioners business has grown four times. Rin celebrated India's Olympic fencer Bhavani Devi's story of grit, determination, and hard work while Sunlight through the 'Tantir Rong' during Durga Pujo, supported the handloom weavers of Bengal.

Building on consumer insights, Domex launched a superior product backed by a breakthrough patented Fresh Guard technology which fights malodour in toilets. With urbanisation and nuclear families on the rise, we are increasingly seeing a demand for convenient cleaning solutions. We are continuously innovating to deliver superior products that are also sustainable. Surf excel has been leading this journey and has become environment-friendly with biodegradable actives, 100% recyclable plastic bottles, made with 50% recycled plastic and a portfolio-wide pipeline of water-saving products.

Our Foods and Refreshment brands continued to attract new consumers through superior products, impactful innovations and purposeful activations. Tea, for example, strengthened its leadership position and leveraged the WiMI strategy to deliver superior products that are tailor-made for varied consumer tastes. Our Ice Creams and Frozen Desserts portfolio made a strong comeback and was ahead of pre-pandemic levels. It was made possible through impactful innovations like the Crackle tub or the Trixy cup, integrated campaigns to reach consumers both online and offline, and ICNow, our initiative to serve the evolving online consumer. In our journey towards making nutrition available to more consumers, we carried out extensive market development activities for our nutrition portfolio, consisting of iconic brands like Horlicks and Boost, and even launched a 'High Science' range of products such as Diabetes Plus, Mother's Plus and more. In line with evolving consumer needs, during the last two years, we have launched several products that offer positive nutrition – foods that are rich in protein, fibre, fruits and vegetables, omega 3, vitamins and minerals.

As consumers continue to move online, the Indian retail landscape witnessed rapid change. We continued to work with all our

partners to ensure that they remain future-fit while at the same time attend to our consumers' changing needs. We are helping traditional trade embrace technology through the Shikhar app that enables zero-touch online ordering and has helped solve two biggest challenges that retailers face - capital and space. Today, we have over 8 lakh stores enrolled on Shikhar.

This year, we faced unprecedented inflation in commodities, packaging as well as transport costs. Our teams moved dynamically to ensure business continuity by securing material supply, onboarding new suppliers fast, flexing formulations and making strategic buying interventions. In fact, we localised sourcing of many of our chemicals and leveraged the growing domestic chemicals industry, to reduce our import dependency. To remain future-fit in an increasingly technology-enabled world, we are now employing sophisticated digital tools to identify new innovation partners, monitoring and reviewing quality performance, and tracking logistics and supply risks in real time.

Underlying all our actions was our commitment to create a positive impact for people and the planet. We continued to make steady progress on our Compass commitments and became plastic neutral in 2021. This means we collected and safely disposed more plastic packaging from the streets of India than we use in packaging the products we sell. Hindustan Unilever Foundation, our not-for-profit subsidiary that works in the area of water management, along with its partners, created a cumulative water potential of 1.9 trillion litres. We eliminated coal usage across our operations replacing it with greener alternatives such as biomass and biodiesel. This is a significant step towards our commitment to achieving zero emissions in our operations by 2030. To address the growing inequality in our country and reduce the widening gap between minimum

and living wage, we have made an ambitious commitment to ensure that everyone across our value chain shall earn a living wage by 2030. In our endeavour to create a diverse workforce, we are steadily enhancing women representation on the shop floor through Project Samavesh. Similarly, through the Ahilya initiative, we are empowering women to become sales professionals. Through our Shakti initiative, that helps enhance livelihoods and financially empower rural women, we have now reached over 1.6 lakh Shakti entrepreneurs. We also aim to achieve 5% representation of people with disabilities in our workforce by 2025.

In the near future, with geopolitical tensions and commodity price inflation, the business environment will continue to be challenging. I truly believe that with a compelling business strategy, our five growth fundamentals – Purposeful Brands, Improved Penetration, Impactful Innovation, Design for Channel and Fuel for Growth, and the future-fit technology that we have built over the last few years, holds us in good stead. In fact, the last two years of the pandemic has made us even more responsive and resilient as a business. Our competitive advantage continues to be our purpose-driven set of people and a wide and diversified product portfolio with more than 50 trusted brands across 15 distinct categories.

I would like to take this opportunity to thank all our people who have been tirelessly working to ensure that we continue to be the most preferred FMCG Company in an extremely challenging environment. Most importantly, I would like to thank you, our shareholders, for your overwhelming trust, support, and confidence in Hindustan Unilever Limited.

Warm regards,

Sanjiv Mehta
Chief Executive Officer and
Managing Director

Board of Directors



Mr. Nitin Paranjpe

Chairman and
Non-Executive Director



Mr. Sanjiv Mehta

C M M
Chief Executive Officer and
Managing Director



Mr. Ritesh Tiwari

M M M
Executive Director,
Finance & IT and Chief Financial Officer



Mr. Dev Bajpai

M
Executive Director, Legal & Corporate
Affairs and Company Secretary



Mr. Wilhelmus Uijen

M
Executive Director,
Supply Chain



Mr. O. P. Bhatt

C C M M
Independent Director



Dr. Sanjiv Misra

C M M
Independent Director



Ms. Kalpana Morparia

C M M
Independent Director



Mr. Leo Puri

M M
Independent Director



Dr. Ashish Gupta

M M
Independent Director



Ms. Ashu Suyash

M M M
Independent Director

- C** Chairman
M Member
- A** Audit Committee
C Corporate Social Responsibility Committee
R Risk Management Committee*
N Nomination and Remuneration Committee
S Stakeholders' Relationship Committee

For detailed Profile of Directors refer pages 316-320

Note - Mr. Dev Bajpai acts as the Company Secretary to all the Committees of the Board.
*Mr. Ravishankar A, Group Controller is a member of Risk Management Committee.

Management Committee



Mr. Sanjiv Mehta

Chief Executive Officer and
Managing Director



Mr. Ritesh Tiwari

Executive Director,
Finance & IT and Chief Financial Officer



Mr. Dev Bajpai

Executive Director, Legal & Corporate
Affairs and Company Secretary



Mr. Wilhelmus Uijen

Executive Director,
Supply Chain



Ms. Priya Nair

Executive Director,
Beauty & Personal Care



Mr. Srinandan Sundaram

Executive Director,
Foods and Refreshment



Ms. Anuradha Razdan

Executive Director,
Human Resources



Dr. Vibhav Sanzgiri

Executive Director,
Research and Development



Ms. Prabha Narasimhan

Executive Director,
Home Care



Mr. Kedar Lele

Executive Director,
Customer Development

Note - Mr. Deepak Subramanian will succeed Ms. Prabha Narasimhan as Executive Director, Home Care w.e.f. 1st July, 2022.

Mr. Madhusudhan Rao was appointed as Executive Director, Beauty and Personal Care in succession to Ms. Priya Nair, who was appointed as Chief Marketing Officer, Beauty & Wellbeing at Unilever.

Awards and Recognition

Brands with Purpose Grow



'Client of the Year' at the Effie Awards 2021




Dove's #StopTheBeautyTest campaign won a Silver Cannes Lion Award




Lifebuoy's 'Hackwashing' campaign won a Cannes Bronze Lion Award

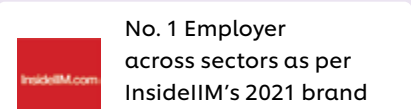
Companies with Purpose Last



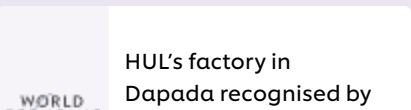
HUL won AIMA's 8th Business Responsibility Summit & Project Excellence Contest & Awards in the Covid-19 category



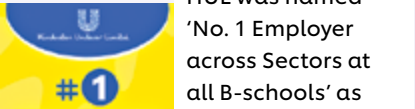
HUL emerged as the 'No. 1 Dream Company to Work For 2021' as part of the Dare2Compete survey, co-powered by Forbes India and CRISIL Limited



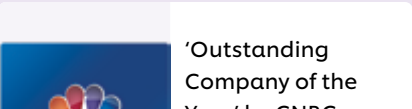
No. 1 Employer across sectors as per InsideliM's 2021 brand perception study



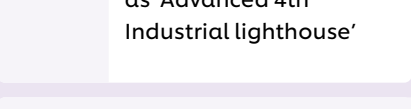
HUL's factory in Dapada recognised by World Economic Forum as 'Advanced 4th Industrial lighthouse'



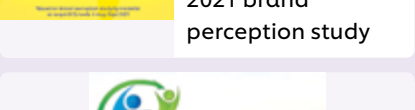
HUL was named 'No. 1 Employer across Sectors at all B-schools' as per InsideliM's 2021 brand perception study




'Outstanding Company of the Year' by CNBC TV18 at the 17th India Business Leader Awards 2021



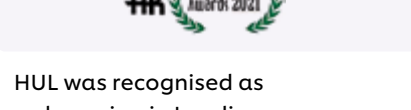
HUL was recognised as a champion in Leading Practices in Pandemic Response at the PeopleFirst HR Excellence Awards 2021



HUL received the 'Sustainable Factory of the Year Award' for its Pondicherry HPC Factory at the 12th edition of Frost & Sullivan and TERI's Sustainability 4.0 Awards 2021



HUL was recognised as a champion in 'Leading Practices in Diversity & Inclusion' at the PeopleFirst HR Excellence Awards 2021



HUL won PeopleStrong's New Code of Work Award 2021

People with Purpose Thrive



Our Chief Executive Officer and Managing Director, Sanjiv Mehta was conferred with the Business Today MindRush 2021 Award for Best CEO – Medium Company



Our Executive Director, Human Resources, Anuradha Razdan was awarded 'CHRO of the Year' Award at the PeopleFirst HR Excellence Awards 2021



Our Executive Director, Beauty and Personal Care, Priya Nair, was recognised in Fortune India's 'Most Powerful Women in Business' 2021 list

Our Performance

Financials



Standalone

	₹ in crores		
Statement of Profit & Loss Account	2021-22	2020-21	2019-20
Turnover	50,336	45,311	38,273
Other Income (includes other operating income)	1,250	1,198	1,245
Finance Cost	(98)	(108)	(106)
Earnings Before Interest and Taxes (EBIT)	11,478	10,312	8,667
Profit Before Taxation	11,773	10,717	9,289
Profit After Taxation (PAT)	8,818	7,954	6,738
Earnings Per Share	37.53	33.85	31.13
Dividend Per Share	34.00	40.50*	25.00
+ includes Special Dividend			

	₹ in crores		
Balance Sheet	2021-22	2020-21	2019-20
Property, Plant and Equipment	6,714	6,409	5,138
Intangible Assets	45,221	45,241	431
Other Assets	17,802	16,466	14,033
Total Assets	69,737	68,116	19,602
Share Capital	235	235	216
Other Equity	48,525	47,199	7,815
Other Liabilities	20,977	20,682	11,571
Total Equity and Liabilities	69,737	68,116	19,602

Key Ratios and EVA	2021-22	2020-21	2019-20
EBITDA (% of Turnover)	24.8	25.0	25.1
Fixed Asset Turnover (No. of Times)	1.0	0.9	6.9
PAT/Turnover (%)	17.5	17.6	17.6
Return on Capital Employed (%)	107.8	113.0	103.4
Operating profit margin (%)	22.8	22.8	22.6
Economic Value Added (EVA) (₹ crores)	4,435	3,810*	6,085
*Opening balances adjusted for GSK CH merger			

Others	2021-22	2020-21	2019-20
HUL Share Price on BSE (Per Share of ₹1)*	2,049	2,431	2,298
Market Capitalisation (₹ crores)	4,81,396	5,71,133	4,97,514
*Based on year-end closing prices quoted on BSE Limited			

Information on 10 years record of Financial Performance is available at www.hul.co.in/investor-relations/annual-reports/hul-annual-report-related-documents.html

Our Performance

Environmental, Social and Governance

Environmental

HUL became **coal-free across its operations** in 2021

In 2021, your Company became Plastic Neutral and arranged for collection and safe disposal of over **1.16 lakh tonnes of plastic waste**

over 1.9 trillion litres of water potential created by HUF cumulatively through improved supply and demand water management

(till financial year 2021)

94%

reduction in CO₂ emissions (kg/tonne of production) in HUL's manufacturing operations over 2008 baseline

47%

reduction in water consumption (in m³/tonne of production) in HUL's manufacturing operations over 2008 baseline

54%

reduction in the total waste generated (kg/tonne of production) from HUL's factories over 2008 baseline

93%

of tomatoes used in Kissan ketchup were from sustainable sources

68%

of Tea in India sourced from sustainable sources

Social

>7 million people reached through Project Prabhat initiatives near our locations that focus on economic empowerment, environmental sustainability, health and education

>2 lakh people have access to safe sanitation through Project Suvidha

Over 1.6 lakh Shakti entrepreneurs empowered through the Shakti programme

MISSION HO₂PE

To battle the shortage of medical oxygen during the pandemic, your Company's **Mission HO₂PE - airlifted over 5,500 oxygen concentrators** from across the world

Governance

4/5

Board Committees - led by Independent Directors

4 years in a row

Corporate Governance leadership position - IFC-BSE-IiAS

Audit and Nomination & Remuneration Committees

Comprise only of Independent Directors

100%

Employees trained on **Code of Business Principles** and policies related to Governance

BUSINESS INTEGRITY
IT'S HOW WE WORK