Yogesh Mulgaonkar – Head Investor Relations & Beauty and Well-being: Good morning. It gives me immense pleasure to welcome you all to HUL's Capital Market Day. I am Yogesh Mulgaonkar. I head Investor Relations for HUL and also head Beauty and Well-being. We are delighted to host you today. I would like to extend a warm welcome to all the virtual participants joining this conference as well. We hope you had an opportunity to explore our virtual experience zones and the physical experience zone, and look at our portfolio and innovations. We have a rich agenda for the day. Before we begin, let me draw your attention to the safety AV. Can we have the safety AV, please?

Voiceover: Hi, everyone. We would like to begin with a safety briefing. We are committed to an injury-free organization to ensure that no one gets hurt. We also ensure that our premises are safe so that nothing goes wrong. The facility is equipped to handle emergencies, and this briefing is intended to familiarize you with the same. In case of any incident requiring evacuation, the emergency siren will sound. Do not panic, and evacuate the premises in an orderly manner through the emergency exit door. The emergency staircase leads to the open space outside on the ground floor of the building. You are requested to assemble at the nearest assembly point and stand in a queue for further instructions from the emergency response team. Once the all-clear is received from the emergency response team, the proceedings will resume. Thank you.

Yogesh Mulgaonkar – Head Investor Relations & Beauty and Well-being: Now let me take a few minutes to walk you through the agenda. We will start the day with Ms. Priya Nair, our CEO and Managing Director of HUL, unveiling our strategy to win. We will then move to our segmental presentations by our business heads, who will bring the strategy to life through their respective portfolios. After this, our CFO, Mr. Niranjan Gupta, will cover the value creation section as part of the strategy. After value creation, we will break for an hour for lunch. The lunch break will be followed by breakout sessions where we will walk you through our capabilities. This session is available only for in-person participants. I will share instructions on this later. We will end the day with Q&A and high tea.

Before I start the presentation, I would like to draw your attention to the safe-harbor statement included in the presentation. With this, it is my absolute pleasure to invite our CEO and Managing Director, Priya, on stage to begin the session.

Priya Nair – CEO & MD: Thank you, Yogesh. Good morning, everyone. It is great to see many of you in person and some of you on the screen. Before I begin, I thought it was important for me to introduce myself. I know many of you, but I am sure that during the day I will have the opportunity to interact with many of you. For those of you who do not know me, I am a Unilever employee, as we are called. I have spent more than 30 years with HUL and Unilever.

Before moving to Unilever, I was on the executive committee of HUL. I first ran the Home Care business and then the Beauty and Personal Care business on the executive committee. I then moved to Unilever, first as the CMO of the global Beauty and Well-being organization in Unilever, and then joined the Unilever executive as the global president of Beauty and Well-being. That is what I did before I returned to HUL about a year ago. I am delighted to be back home at HUL and in India. That is a brief introduction of me, and I would really like to have the opportunity to get to know many of you and for us to talk during the day.

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Let us begin by looking at HUL at a glance. It is always good to ground ourselves in some facts. We are one of the largest and most loved companies in the country across sectors. Our turnover stands at 63,763 crores. We are delighted that we have 21 brands above 1,000 crores. The statistic that we will never tire of telling you is that 9 out of 10 consumers in India use one or more HUL brands. We have more than 90% number-one positions in the market, and we sell 85 billion packs in a year.

All of you have a lot of mathematics in the room: 1.4 billion people and 85 billion packs, so you can do the math. We do this by reaching 9 million outlets.

Those are the statistics. However, the statistic that we are most proud of is that we continue to be the number-one employer of choice. The talent of HUL is indeed the bedrock on which HUL stands.

Those are some statistics about the company. We have four powerhouse segments: Home Care at 23,600 crores, Beauty and Well-being at around 15,000 crores, Personal Care at 9,560 crores, and a 14,000 crore Foods business. That is the composition of our turnover.

We have a robust profit and cash profile: a 23.6% EBITDA margin, a 110% return on capital employed, 11,000 crores of operating cash flow, and about 49,000 crores of reserves. That is what you must think about when you think of HUL. We also have best-in-class supply-chain costs. Why is this? It is because of the scale and efficiency at which we operate. We have best-in-class supply-chain costs.

Over a decade, HUL has delivered value creation. If you look between 2014 and 2024, we grew our turnover 2x, our EBITDA 3x, and our operating cash flow 4x. Those are the numbers on which we grow.

Growth has been muted in the last 2 years, especially amid a very challenging operating environment. What I want to share with you are the actions that we have taken to decisively reset our growth. The most important action is the first one, which is elevating the desirability of our brands.

For us, our brands are absolutely the most important thing in HUL. Throughout the day today, the business heads and I will share with you the work that we are doing behind the scenes to systematically raise the desirability of our brands.

The second action is allocating resources more sharply to drive growth. This is something that we will explore throughout the day. The third thing I want to talk about is the acceleration of key growth pockets. You are going to hear much more about what is behind this: geographies, channels, and portfolio.

The next area is an executional step-up, both in terms of how we deploy marketing and at the point of sale. Neil will share with you how we are building a future-fit GTM. The last area is a rewired organization that is simpler and more agile.

Those are the key steps that we have taken to step up our growth, and this is what is resulting in the growth step-up that you have seen. However, possibly the most important thing for us is that we have strengthened our competitiveness. This is the signal that we have that the step-up we are making in the desirability of our brands and in execution is indeed resulting in this performance

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step-up.

With this, let me shift to talking about the opportunity of New India. I say New India very purposefully, and we are going to talk to you about this idea and the emergence of a New India opportunity.

When you look at India's consumption story, all of us in the room and all of you who follow consumer goods know that we are the fastest-growing large economy in the world. Our under-indexed CPG spends, with CPG spends per capita at $63, are extremely under-indexed versus our neighboring peers.

Possibly the most important signal is what is shown on the right. When the distribution of household income starts to change, it changes how you consume consumer products. That is probably the biggest and most important shift taking place in India: the change in income in the hands of consumers.

India offers a very rare combination of scale—1.4 billion consumers—and per capita growth when you compare it with other countries in the world. This very strong combination is why we have a huge opportunity in consumer products.

There are 5 structural shifts taking place to create a New India. It is very important for us to reflect on what these structural shifts are.

The first, and by no means the least important, is the 377 million Gen Z consumers of India. These consumers are absolutely changing India. We see it every day. In the last year, I have spent a lot of time going into the market and meeting consumers since I returned, and I see the change they are starting to create in the way our categories are consumed, how they discover our categories, and how they buy our categories. They will change CPG consumption.

The second is women in charge. Women's workforce participation has changed in India from 23-25% to 43%. This change is mostly in rural areas, but also in urban areas.

What happens when a woman goes to work? You can imagine, and all the women in the room will understand this, as will everyone in whose homes there are working women: everything changes. The way she cooks changes, the way she does chores in the home changes, and the way she presents herself also changes. Whether you are in rural India and go out to work and have financial independence, or whether you are in urban India and go out to work, it changes the way women consume our categories.

The third thing is data penetration. Data penetration in India has changed the transparency and the opportunity to know. Fifty percent of global payments take place in India; 50% of the world's global payments go through India.

The other shift is the change that has taken place in road infrastructure. The government has made significant investments to change road infrastructure. This is also changing consumption.

We conducted a study to understand what changes when physical access changes. When you change the access of a village or a small town to a neighboring urban center, it changes our growth

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by 30%. We have 30% incremental growth every time road infrastructure starts to change.

The villages of India are changing. Why are the villages changing? There is more tap water, more LPG, and, of course, road infrastructure is changing access. These are the structural changes taking place in India that are creating this New India, which is beginning to emerge.

In this New India, growth lies in segments and sub-segments. This is very important, and I am going to talk a lot about it. Growth is emerging in newer geographies. Small towns are growing 2 times faster than All India. Newer channels are emerging; we all know about Quick Commerce. New consumer spaces are emerging. I have taken the example of health and well-being, although we could have other examples. All of this is fueled by newer media platforms that are changing the way consumers discover brands.

In this context, I want to share with you how we think about India's growth metric and growth matrix. The first axis, when you think about how consumers change consumption, is income.

When you look at India across income strata, Democratizers constitute about 35% of India. They have household income of approximately that of Africa. Premiumizers constitute about 65% of India. They have household income comparable to Indonesia today. Five percent of India has income comparable to France. You can imagine how this changes the way consumers consume.

When income is in their hands, it changes a household's consumption and changes the brands they buy. This is the first segmentation variable that is changing the way consumers buy in India.

The second variable changing consumption in India is where people live. Physical access and infrastructure in the place where you live make a difference to how you buy.

Seventy percent of India lives in Tier 4 and rural India. I want to repeat that number: 70% of India lives in Tier 4 and rural India. Twenty percent of India lives in small towns, and 10% of India lives in large cities.

Now think about the other thing that is changing in the country: where you shop. Where you shop is beginning to change. It may be online, Quick Commerce, E-commerce, Modern Trade, large General Trade, specialist General Trade stores, which are emerging and which Neil will discuss later, or small General Trade stores.

Those are the 3 segmentation variables that are beginning to change the opportunities for how India consumes CPG. This 24-cell grid is the way we think about growth for HUL as the largest CPG manufacturer in the country.

I am going to take an example of the hair-care market and explain some data points to you. If you think about the hair-care market and look at the growth in hair care—the delta growth in hair care—if the urban affluent contribute X delta in hair care, the rural value seekers contribute 2x.

Management: Rural value seekers contribute 2x. It is just mathematics. Where they live and the consumption opportunity determine how the delta comes. If urban contributes X delta, rural contributes 2x, and this is based on facts and historical market data. This is how markets grow.

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When you think about why this happens, let us spend some time on hair care. I am using hair care as an example, although I could have chosen any example.

In rural areas, hair care grows through 2 vectors. The first is consumption and the second is premiumization. What is the change taking place in consumption?

First, as consumers become richer and have more access to tap water in rural areas, they start to change the number of times they wash their hair. This makes sense. The more money people have in their hands and the more access they have to running water at home, the more they change the number of times they wash their hair. India's wash frequency is under 3 days a week, so consumers start to change the number of times they actually wash their hair. This is also fueled by the aspirations developing across the market.

The market has also premiumized, and in rural areas there will be a huge opportunity for premiumization.

If you look at the large cities, hair care will grow through increased penetration. What happens in a market like hair care? This is something you can study for hair-care markets around the world. Hair-care markets move from cleansing—just shampoo and cleansing your hair—to care. The market moves from just hair cleansing to hair care.

What does that mean? From using only shampoo, consumers start adding products to their hair-care regime. They add a conditioner, a mask, styling products, and treatment products. That is how the hair-care market evolves. This happens because consumers start changing the way they look after their hair.

More hair straighteners are entering Indian homes. From X in the past period, this has gone to 1.6x. Social media is also fueling this change.

Are you with me so far? If you think about it, there are 4 strategies or 4 opportunities to unlock growth, and they are very simple.

For the Democratizers in India, the most critical variable of growth is increased consumption. I am going to show you data that will demonstrate that consumption-led growth in India is far from over.

The first variable of growth in hair care is changing wash occasions, which means consumers use more shampoo. I am giving you an example to bring it to life. Consumption-led growth is taking place among Democratizers in the country.

The second vector is premiumization. As consumers seek more benefits, we premiumize consumers, and they premiumize in terms of price per milliliter. That is the second vector of growth.

If you think about small towns and rural areas, predominantly the middle consumer—the 60% consumer that I talked to you about, the Premiumizers—they will grow through premiumization.

The dominant growth in large towns, Modern Trade, and General Trade comes through new usage, which means more users through market making. That is how growth comes. Consumers start

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adding masks and conditioners to shampoo.

When you think about online channels in large cities, growth comes through completely new formats, predominantly through masstige and prestige. Those are the 4 growth spaces that will emerge for India over time.

If you think about the HUL portfolio in that context in hair care, it is absolutely clear that no portfolio is better placed for all 4 sources of growth than HUL.

We have a lion's share of the market in sachets, which is consumption-led growth. As consumption-led growth happens, Clinic Plus and Sunsilk are best placed to benefit from the increased hair-wash frequency taking place in the country.

As consumers upgrade, they move to Dove. Dove is the largest premium shampoo in the country. You will hear Harman talk much more about this.

Then consumers start asking for more, and we are market-making in hair, conditioners, and masks. Online, we are focusing on masstige and different new brands that we are entering with. That is how you should think about the HUL opportunity.

What I want to convey is that the opportunity for HUL does not exist in only one pocket. Given our size, our growth pockets exist across this map. That is how we think about our growth, and our resource allocation follows this.

Clinic Plus will focus on Democratizers, especially in rural India. Dove's focus will be on Premiumizers across the country, especially in small towns and Tier 4 and rural areas. For Nexus, the entire focus is online. This gives you a sense of the growth pockets and resource allocation for HUL across this map.

Let me show you a video that brings this to life. Can I have the video, please?

Narrator (Video): India is not a single landscape. It is a kaleidoscope. Look through one lens and you miss the entire picture. Turn the lens, and India multiplies into millions of Indias. Beneath every India, the consumer pyramid is shifting rapidly, and growth is exploring across PIN codes. This hyper-segmentation can be overwhelming. But for HUL, it is an opportunity to reshape a New India with strengths we have spent 90 years building.

It all starts with the scale to reach every India. From rural Bundelkhand to upscale Bandra, 9 out of 10 homes open their doors to HUL every day. That is 85 billion products in Indian hands every year. Scale gives us reach. Market leadership lets us invest ahead for every India. Twenty-one brands above 1,000 crores each. Undisputed market leadership and the unbreakable trust of generations. These are not merely numbers. They are unmatched cost and resource leverage.

Market leadership helps us meet current needs. Market making helps us fulfill future needs for every India. Through education at scale and supply-chain effectiveness, HUL has helped turn once-niche luxuries into everyday habits and is now building the next ones.

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Market making requires consumer intimacy to understand every India. Our team spends 26,000 hours in Indian homes every year. Always-on social listening helps us spot emerging shifts early. Our 800-plus scientists then turn insights into innovation. Innovations that reach the shelf, the screen, and the home.

We believe consumer intimacy fuels big ideas, and execution excellence helps serve millions of Indias.

Delivering 85 billion units a year requires a world-class supply chain engineered for scale and quality, a talent pool that outlasts roles, a community of culture-shapers, and a distribution network reaching 9 million store shelves.

Together, we make an unwavering commitment to serve every India, every single day. Tomorrow, India will wake up even more complex, more dynamic, and more segmented than before. To win that future, it will take scale, leadership, the courage to create new categories, consumer intimacy, and the execution machinery to serve them all. HUL is ready to win in this New India.

Management: Thank you. With that, let us move to HUL's strategy to win. Our strategy is called Winning in New India. Our focus will be to deliver competitive volume-led growth. That is what we have always said. Today we are going to show you what is behind this and how we are going to do it.

Let us start with the 4 spaces that I called out. Consumption—and I will show you the facts on consumption-led growth and the opportunity that we have—premiumization, market making, and new spaces. We will discuss all 4 in some detail.

Underneath this, I want to show you how we see our growth algorithm. We see 40% of our delta coming from consumption and premiumization, 40% of our delta coming from market making, and 20% of our delta coming from new spaces. That is how we see our growth algorithm.

There are 3 key enablers, and I will talk you through them in considerable detail: crafting sassy, desirable brands; creating a future-fit GTM where we deepen the distribution moat that we have; and using AI as a moat. You will see all 3 of these in the afternoon and understand what is behind them.

Our value-creation model is generating the fuel for growth. We will talk about how we deploy the fuel for growth, the step-up we will make in capital for growth, and delivering volume-led, competitive, profitable growth. Niranjan will share all of this with you later.

All of this is underpinned—and this is very important—by talent, culture, the winning culture, and ESG. That is how you need to think about it, and we are going to spend much of the day going behind the scenes of this chart.

Let me start by talking about consumption, which is the first bucket of growth. Let us start with dishwash. This is an example from dishwash, following the hair-care example.

The way dishwash is changing is linked, first, to tap-water access in rural areas and, second, to the change in LPG. Many of you may ask, “What does LPG have to do with dishwash?” The change in

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LPG is a change from wood-fire cooking to LPG cooking. When that happens, the way consumers control the fire changes. It changes the way cooking stains occur, and therefore changes what we are cleaning.

Imagine how you cook over a wood fire compared with LPG. It has a dramatic effect on what consumers are seeking. It also changes the other proxy product used in the country, which is ash. As ash becomes less available, people move to branded goods. That is the change taking place.

Even today, per capita dishwash consumption in Thailand is 3.5x that of India. Why does this happen? As people become richer, the way they eat changes. They use different cooking vessels, different vessels for serving, and different vessels for eating.

When you become more affluent, think about how you eat compared with how a less affluent consumer eats. The sheer number of dishes starts to change. The variety of dishes also starts to change. Most of you own coffee mugs and fancy utensils. What you clean starts to change, and therefore what we are trying to clean starts to change. The number of vessels changes. That is the consumption-led growth that begins to occur as people become more affluent in India.

Let me show you some numbers on why we are best placed to capture a lion's share of this consumption increase. Vim is the number-one brand by power in dishwash, with 4x the RMS of our relative competitor, and we have 90% value-weighted distribution. As we generate this consumption-led increase, we are best placed to capture a lion's share of it.

This is not the case in just one category, and that is probably the most important thing I would like to share with you. This applies across our categories.

If you look within India, I showed you the boxes of the value seekers and the affluent on the right side, in the 24-cell grid. If value seekers use X in laundry, affluent consumers use 1.2x. In soaps, if they use X in the category, affluent consumers use 1.3x. In tea, if they use X, they use 1.5x. In shampoo, if the value seeker uses X, affluent consumers use 1.7x.

Now look at premiumization and the data on how premiumization is taking place. India is at an incredible inflection point where the Premiumizers we discussed are now at a household income of 3,500 to 4,000. At that point, we have seen premiumization begin to inflect in many markets.

Compared with other markets in the world, the 60% of our population we discussed is in exactly the right position. Our portfolio is structurally advantaged in premium. We have 1.3x the relative market share in premium compared with our mass business. We have 1.3x market share in premium compared with mass.

We therefore have a structural tailwind. As the market premiumizes, HUL will grow market share. Very simply, if we stand still, we grow market share.

Most importantly, it is our brands. We have premium brands that consumers love and desire across categories. Dove, Surf Excel, Horlicks, Vaseline, Vim, and Red Label are all the number-one brands in their categories among the premium brands in those categories.

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That is the most important data point: we own the number-one brands and equity leaders in these categories. We are investing disproportionately behind these brands—2 times more investment than the average. Sixty percent of our spending on these brands is on digital, and we are investing, as Neil will show you later, in building specialist channels where we are entering. That is how you should think about the HUL opportunity.

Management: Many of these brands sell. Let me give you one data point on Dove, using Dove as an example. Dove is Unilever's largest global brand. In India, it has had huge success and is our fastest-growing premium brand.

Dove used to be number 9 in terms of brand rank for HUL. Today, Dove is already the number 5 brand for HUL. Dove will become the number 2 brand for HUL. That is how we are building Dove.

Why is this happening? It is happening because we are not only making Dove more desirable; we are also extending Dove across categories. This was Dove in 2022, and this is Dove today. I hope you see the difference. The difference is obvious, both in the step-up in desirability and in how we are extending the brand across categories.

Dove, which was previously only a soap and a shampoo, is today in body washes and hair treatments. Our latest launch is the tube you see, with Dove entering skin care through body lotions. That is how we are extending the Dove brand, and it will become HUL's number-two brand.

Let us now move to market making. Market making has always been the bedrock of HUL. As the market leader, this continues to be a large opportunity for us.

I have given you some numbers on quarterly category penetration. This is not our penetration; it is quarterly category penetration for everyday-use items. Hair masks are below 1%, sun care is 2%, body wash is 2%, dishwash liquids are 7%, laundry liquids are 13%, and face cleansing is 17%.

Look at the numbers below, which show Indonesia and India's relative index to Indonesia. For each category, Indonesia has 64x more hair-mask penetration than India. That is the size of the penetration opportunity. This is a penetration index.

Sun care is 17x, body wash is 16x, dishwash is 7x, laundry liquids are 3x, and face cleansing is 2x. You begin to see the opportunity. I told you that 60% of India has the household income of Indonesia. You can see how the market is positioned to transform. As the market leader, this is the biggest investment we make.

I will start with an example of laundry liquids. Vandana will talk to you in greater detail about this. Today, liquids represent only 7% of the laundry market in India. The category is growing at a 20x CAGR.

This has already happened in China, Thailand, and many markets in the world. It takes place as washing machines change and consumers start using washing machines. There are many reasons why consumers adopt liquids instead of powders.

HUL has a well-proven market-development playbook. It includes our understanding of the superiority required in products and our R&D; our understanding of consumers; deep intimacy with

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and understanding of how to educate consumers; the triggers for consumption; the barriers to adopting new products; large-scale sampling efforts; partnerships with other companies to build these categories; and now a social-first demand-generation engine to educate consumers about these categories.

This is underpinned by the multiyear investments we make in market making. This is not a one-year investment; it is a multiyear investment in market development. These compounding advantages are what we create for ourselves over time. It is a repeatable, well-proven model, and you will hear the business heads talk about it.

Before I go to the 3 enablers, let me start talking about new spaces. I want to ground us again. I first talked about how we will grow with our existing business. Eighty percent of our delta growth will come from this existing business.

Now I will talk about the opportunity for HUL in new spaces. CPG is filled with new high-growth segments and categories. Many of these categories have adjacency to our categories, and we are also present in many of them.

What we will now do is double down behind a few of these categories and enter selected high-growth spaces. This does not mean that we will enter all these spaces. There are many opportunities. We will decisively and selectively enter a few of these spaces based on our right to win, the profit pool, and sustainable long-term growth.

Let me take 2 examples of new spaces we have entered. The first is masstige skin care. With our acquisition of Minimalist, we are well on our way to building a strong masstige skin-care business. Harman will discuss it in greater detail. Since the acquisition, over the last 2 years, it has grown 2x. Let me show you a commercial for Minimalist.

[Audio plays advertisement for Minimalist.]

The next space I want to discuss is our most recent entry. We are very excited about it. We are talking about our entry into protein. We have extended the Horlicks brand into protein, and I hope you get a chance today to try the new Horlicks Protein. We have entered both powders and ready-to-drink products. Raj will discuss this in greater detail.

Why are we excited about our entry into protein, apart from the fact that it is a fast-growing segment? It is because of our deep understanding of nutrition science and how we have formulated the protein to be digestible. It is not just protein; it is protein and fiber, which is very important for digesting the protein. The trust in Horlicks is also a significant reason why we believe we can democratize protein. Let me show you the advertising, and we will discuss it further.

[Audio plays advertisement for Horlicks Protein.]

I hope you saw that. The idea is very simple: democratize protein. This is not just gym protein. It is everyday protein. I am sure many of us feel that our everyday life is a workout, so all of us need some of that Horlicks Protein.

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Please try it today, both the powders and the ready-to-drink products. Let me show you another advertisement.

[Audio plays advertisement for Horlicks Protein.]

This is about everyday life and how it is a workout, and therefore you need protein. Our opportunity is to democratize protein. This is not about gym protein. I am repeating this: this is not about gym protein. It is a need in India given our diet. Everyone in India requires protein, and we have the science to create digestible protein. That is the democratization Horlicks is driving. Raj will discuss it in greater detail later.

Now I want to talk about the 3 enablers underpinning our strategy. The first and most important is crafting desirable brands. Our brands are the bedrock of everything we do. We are building and crafting much more desire in our brands.

How do we do this? We do it through consumer obsession. At the heart of everything is our obsession with consumers. HUL conducts 26,000 hours of consumer research. We have a strong social-listening engine that supplements our face-to-face consumer contacts. We now also have, and will show you some of our work in AI, an AI-enabled forecasting capability. This is the bedrock of everything we do to build desirable brands.

I am going to show you some examples of how we are systematically working across our brands to increase their desirability. Let me start with Vaseline. Everyone knows Vaseline, a 155-year-old brand, a body lotion and a petroleum jelly. That is how it is known in India.

This was Vaseline. This is Vaseline today. You would agree that it is much more desirable in new formats, with Vaseline Gluta-Hya, entering the face category with Vaseline Cloudsoft, and entering lips. That is Vaseline today.

It is intrinsically social-first, with the idea that if it is Vaseline, it is verified. Consumers trust Vaseline, and we have scientific data on its impact. That is how we are doing this systematically.

The structure we use to increase the desirability of our brands is as follows. First is science. As Unilever, we invest billions of dollars in our brands. It is the science that goes into our products.

The second is the step-up in aesthetics. When you look at Vaseline Gluta-Hya, the packaging is beautiful and the sensorial experience is excellent.

The third is that it is intrinsically endorsed by others, which is what I mentioned: if it is Vaseline, it is verified. It is verified by consumers, too.

The fourth is that it is youthful and intrinsically designed for Gen Z. That is what we are doing, and it has resulted in double-digit growth for us in FY26. It is not merely a structure; as we systematically roll this out, we are seeing an impact on our brands.

I will take another example: a local jewel and beautiful brand for us in Foods, well known to all of you and to everyone in India as a tomato ketchup and jam brand. That is what Kissan has been, mostly targeted at children.

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I hope you have seen the change in Kissan and the rollout of this beautiful new range. The team has done an excellent job creating chutneys and bringing them to life in Kissan. This is the new face of Kissan. Please also look at the new packaging on the tomato ketchup.

This is the change, with the idea of "Tastefully Go," which Raj will discuss further, and he will show you some communication.

The framework behind this is exactly the same. It is the science of the products we build to create tasty chutneys, our food and flavor science, the aesthetics of our packaging, and the sensorial experience.

You may ask me what chutney sensorials are. For all of us who know them, there is a grinding-stone texture in chutneys that gives you the sense of chutneys made from scratch. Consumers are looking for that coarse-ground texture. This is an area of work the team has pursued to create that grinding-stone-like texture.

The campaign is intrinsically social and has been led by chefs and other people online. It is very interesting how chefs are using chutneys. They are not only using Kissan chutneys as chutney; they are also using them as marinades. There are many interesting use cases created by the community, resulting in very interesting consumption of chutneys.

The brand is also intrinsically youthful, serving as a flavor hack for young consumers.

What I wanted to share through these examples is the systematic way in which we are infusing desirability into our brands and lifting them, making them more modern, contemporary, and youthful.

All of this is backed by a new social-first demand engine. We now reach 30,000 creators in India. Sixty percent of our spending is now on digital, and we have AI-enabled content studios. You will see some of this work in the breakout session in the afternoon.

The next area I want to discuss is how we will deepen our distribution moat by building a future-fit go-to-market. Neil will spend time taking you through it in detail in the afternoon, but I will give you a sense of it.

To win in New India, we believe that we have to deepen our go-to-market moat with not only scale but also specialization. That is what we are doing, whether through the dedicated organization we have created in Quick Commerce, a new go-to-market for specialist channels, or the expansion of our General Trade distribution through physical reach and Shikhar, as well as improving the quality of our rural reach. We are pursuing all these initiatives to improve our GTM, and Neil will discuss them in much greater detail this afternoon.

Priya Nair - CEO & MD: I wanted to share something about the Quick Commerce organization that we discussed. We have an AI-enabled availability engine and targeted performance marketing, but, most importantly, we are building strong category relationships with our retail partners and helping them drive category penetration in their channels.

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Whether you consider any of the Quick Commerce players, we are working with them in joint partnerships to help them drive the category in their channels. That is the work taking place.

The next area I wanted to discuss is how we are strengthening our Beauty execution engine. This is a major area of growth for us. Harman will talk to you about the work that has happened to increase, improve, and transform our Beauty portfolio. Neil will talk to you about the end-to-end go-to-market that we now have in place with Beauty-first capabilities. You will see much more of this in the afternoon.

The last enabler for us is AI as a moat. At HUL, this is an area we are working on. We are thinking about creating an AI-empowered workforce of the future. It is not only about LLMs. LLMs are now accessible to everyone. It is about the proprietary data sets that we own at HUL's scale.

You will hear a lot about how we will use and harness those proprietary data sets. This is the work we are undertaking. It is end-to-end across the organization, but highly focused within each pillar on the areas that truly matter and will make an impact on growth. You will hear the team talk about how we are unleashing and harnessing the power of the proprietary data sets we own as HUL.

The last area I want to focus on, which Niranjan will discuss in detail, is our value-creation model. Our value-creation model has 4 pillars. Niranjan will explain how we will generate the fuel for growth, how we will deploy this fuel for growth and invest behind our brands, how we will step up capital for growth, and how we will deliver volume-led profit growth.

Niranjan will cover this section later. That is what I wanted to share with you to set up the day.

In summary, there is an incredible opportunity before us in India in consumer products. However, the way this opportunity is emerging is as the New India opportunity.

To win in New India, what is required in each growth pocket and in each of the 24 cells is different and distinct. HUL will leverage its portfolio because we have the scale advantage and portfolio breadth to win across consumption, premiumization, market making, and entering new spaces.

Our value-creation model will be to deliver volume-led growth and profit growth. Our execution will be powered by 3 enablers: crafting desirable brands, a future-fit go-to-market, and AI as a new distinctive competitive moat.

Our talent, as always, remains the bedrock of our success and the foundation of how we win. That is what I wanted to share with you. With that, Yogesh, I will hand it back to you to take forward the next section.

Yogesh Mulgaonkar - Head Investor Relations & Beauty and Well-being: Thank you, Priya, for unveiling our new strategy. We will have a short comfort break of approximately 10 minutes. We will then return and hear the business heads discuss their category presentations. Please keep the break strictly to 10 minutes. Thank you.

Yogesh Mulgaonkar - Head Investor Relations & Beauty and Well-being: Welcome back, everyone. Let us move to the next agenda item of the day. In the last session, you heard Priya talk about our strategy of Winning in New India. We will now hear from our business heads about their respective

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segments and how the strategy comes to life.

Let me first call upon Home Care, Ms. Vandana Suri, Executive Director, to begin the first session.

Vandana Suri – Executive Director: Good morning, everyone, and welcome back. I am Vandana Suri, and I lead the Home Care business. I had the privilege of meeting some of you this morning, but let me briefly introduce myself to those I have not met.

I have 24 years of experience, 15 of which have been with HUL and Unilever. Of those 15 years, I have spent 3 years in Foods, 6 years in Home Care, and 6 years in Beauty and Well-being. Before this, I was the Beauty and Well-being lead and ran the business for Indonesia. In January this year, I returned home to India and, of course, returned to Home Care.

With that, let me move to the Home Care presentation. Over the next 15 minutes, I will take you through the scale of Home Care, the growth opportunities we have, and how we will leverage some of these opportunities going forward.

Let us start with the numbers. We have 23,672 crores of revenue, contributing 37% to HUL. We are the largest business HUL has. It is built on iconic brands and has a 19% segment margin.

Many of you have been following us for a long time. Over the last decade, we have grown this business significantly. We have more than doubled the business at very strong CAGRs.

If I reflect on what has driven this growth, there are 2 fundamental reasons. The first and biggest enabler is our deep consumer intimacy. We understand how consumers cook and how they clean. We understand this not only at an All-India level but also through a geographical lens. This gives us the room to craft the mixes and brands required for this market.

The second, and this is very dear to us and at the heart of the business, is our R&D capability and deep formulation understanding. This has repeatedly been a differentiating edge for the business. This is why the business stands where it does today.

Before I move to the next chart and talk about growing in New India, I want to put a statistic before you. If you look at Home Care spending per capita in a comparable market such as Vietnam, it is 2.5x India's Home Care spending per capita. This is our headroom for growth and the runway we have for taking the Home Care business forward.

What does winning in New India look like? Today I will walk you through the 4 pillars Priya discussed.

The first is consumption, which means more usage. The second, which we have not discussed before, is grams per usage. The third is premiumization, which is something Surf Excel has done well and which you have heard about before. The fourth is market making. Even today, across all Home Care liquids, penetration remains relatively low, leaving a huge opportunity for us to move forward.

The last pillar is new spaces. We entered the floor-cleaners market with Vim floor cleaner last year. This is the overall framework for winning in New India.

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Let me start by talking about consumption, because I want to spend a few minutes on it. Why do I believe there is significant headroom for consumption growth in India? There are 2 major vectors.

The first is affluence. As consumers' incomes increase, their laundry consumption increases. Why? It is simple: wardrobes expand. We have more clothes and more types of clothes. As affluence increases, consumption also increases.

The second is the adoption of washing machines. In India, with more women working, the washing machine is becoming an appliance that is increasingly common in consumers' homes. However, even today, only 28% of India has a washing machine. In urban areas, the number improves to 1 in 2 households. We know that when washing machines enter a household, the consumption of laundry products increases.

This is why we believe HUL is best placed to drive consumption in this market. First, we have a tiered portfolio, with offerings across tiers, which gives us a presence in more households than ever before. We have high availability, and some of our SKUs are among the most widely distributed SKUs not only in HUL but across FMCG. Finally, as I mentioned, we have product superiority. We have data showing that superior products help us grow consumption within the households that use them.

Today I will talk about a brand that we do not often discuss. I will talk about a Tier 3 brand, Wheel. It is better and stronger than ever before. We have reinvigorated Wheel to become much more contemporary and competitive.

After overtaking our competitor, we are now the largest brand in Tier 3. It is a strong brand because we have invested in its mix. It has the highest equity among its peers in Tier 3.

If you recall Priya discussing the 377 million Gen Z consumers, two-thirds of them live in rural areas and Tier 4 cities. We have made Wheel relevant to them. Our media deployment is digital-first and targeted toward rural areas. This has benefited the brand and will help us drive consumption going forward.

Let me move to the second and third pillars: premiumization and market making.

Even today, 57% of the laundry market is Tier 3. This represents 3 million tons that are still waiting to be premiumized. We know that value realization improves as consumers move from Tier 3 to Tier 2 to Tier 1.

The second vector of premiumization is format upgradation. Format changes, whether from bars to powders or from powders to liquids, are a well-known global transition. As formats change, we see better value realization. Both of these vectors are opportunities Surf Excel has used to achieve scale, and they continue to be key opportunities for the brand.

We have used these opportunities to scale Surf Excel. Over the last decade, we have seen a 3x increase in volume and a 4x increase in turnover for the brand. This has been sustained growth, and I will explain how we will continue the journey.

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The first opportunity is premiumization through Easy Wash. There are still 3 million tons of mass powders and bars. We are the top equity in the market, and many mass-heavy consumers are in central India, where our deployment is very deep. We use local markets, digital wall paintings, and pack-price architecture to ensure that we have the right pack for consumers. We have a strong track record in this area and will continue with Surf Excel Easy Wash.

The second opportunity, which Priya also mentioned earlier, is that category penetration of liquids is only 13%, based on quarterly penetration. I spoke about Vietnam earlier; Vietnam is 5x India's level today. This gives us significant headroom to grow in liquids.

There are 2 key points I want to highlight. First, when consumers buy or use washing machines, this becomes a point at which they reconsider the format they use. We already see 4x greater penetration among machine users compared with non-machine users.

Second, one of the biggest barriers consumers feel about liquids is whether they are sufficiently efficacious. Through our marketing mix and product formulation—and later in the afternoon you will hear Vibhav discuss this—we have tried to address consumer concerns and created a formulation and mix that provides the right efficacy, enabling consumers to adopt liquids.

Let me take one more example. Priya spoke about dishwash and discussed dishwash bars in the context of consumption. I will talk about the format-upgradation opportunity in dishwash through liquids.

How do consumers wash their dishes today? They largely use bars. Bars represent 75% of the market. Vim, as the iconic brand, is leading market development for the liquid segment.

We are doing this in a sustained way because we have identified the right trigger. Let me explain that trigger. Two-thirds of the country eats non-vegetarian food. Non-vegetarian food tends to leave some odor on utensils. The liquid we have formulated not only cleans but also removes or eliminates these odors, making this a strong trigger for consumers to try the product. We have seen good success with Vim Liquid.

Vandana Suri - Executive Director: Home Care has been a pioneer in market making. We have a proven playbook for market making at scale, and we have executed it over multiple years.

Let me explain the model discussed in the earlier presentation. The first element, which I mentioned, is a superior product. I used the Vim example to explain how the liquid works better than the bar.

The second is having a clear trigger for trial. Let me take the example of Comfort fabric conditioner. During the monsoon, our clothes tend to smell musty. The promise of freshness and fragrance allows consumers to enter the category and try Comfort fabric conditioner.

The third is education and sampling. We do this at a massive scale. We do it in consumers' homes, in stores, and through Quick Commerce. There are multiple ways in which we do this.

The fourth major pillar is partnerships, which are critical to building these market-making segments. Take laundry liquid as an example. We partner with key washing-machine manufacturers because

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the arrival of a washing machine is a key changeover point in a consumer's home. That is when consumers often change the format they use.

The last, but not least, element is trial packs. These trial packs are widely distributed so that consumers can access and buy into these categories and try them before fully adopting them. That is our proven market-making model at scale.

To summarize Home Care, it is a scale business with a proven track record. Critical to our success have been our deep consumer understanding and our R&D capability, which allow us to give consumers better products and experiences.

We have tremendous headroom to grow, and I cannot emphasize that enough. We are using the levers of consumption, premiumization, and format upgradation to capture this opportunity.

We have a tiered portfolio, iconic brands, and high relative market share, which make us best placed to win. Finally, the factor that has kept us going is our proven market-making playbook, which helps us unlock opportunities and unlock them at size and scale.

That concludes the Home Care presentation. If I could have the Home Care AV, please.

Commentator: In the air, and it is Jimmy Rodriguez!

Woman 1: An empty bottle? What is going on here?

Boy: Hey, Dad!

Dad: Did you play well, champ?

Woman 2: Any doubt?

Singer: These dry, stubborn stains, tell those stains...

Dad: No doubt. Surf Excel Matic is for dry stains. Now in a new pack with SPB technology, it removes these stubborn dry stains in the machine itself the first time.

Woman 2: It is clean now! Any doubt?

Voiceover 1: New Surf Excel Matic.

Man 1: How do you stop snoring?

Woman 3: What are you learning from the phone now?

Man 1: How to stop snoring. Three ways to stay fit. The best gift for my wife.

Woman 3: Please look at the phone to see how clothes can be fresh and clean.

Man 1: Why do I need to look at that? We have Wheel for clothes.

Singer: With Wheel, fresh and sparkling clean...

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Voiceover 2: Everything else comes from the phone, but the best cleaning and fragrance come only from Wheel.

Man 2: Nitin!

Man 3: Yes, ma'am.

Man 2: Oh, wow! What happened today? You are washing dishes?

Man 3: Yes. Let me wash them; move aside.

Man 2: No, your nail will get damaged.

Man 3: My nail will not get damaged. Look, this new Vim Liquid does not damage a manicure, smells good, and cleans the dishes well.

Man 2: So your nail will not get damaged?

Man 3: No.

Man 2: Then I will get a headache dealing with you.

Man 4: The fish curry tastes good, but this smell? It will take 2 washes to go away.

Woman 4: Then I will wash once and you will wash once.

Man 4: All right, done.

Voiceover 3: New Vim Liquid contains the fresh power of tropical lemon. It removes even fish-like odors in a single wash.

Woman 4: Your turn.

Man 4: But the fish smell is gone?

Woman 4: You cheater!

Voiceover 4: Rain makes it essential: Comfort. The musty smell that comes from clothes during the rain—that is why you need Comfort. Comfort removes the musty smell from clothes during the rain and brings a wonderful fragrance.

Vandana Suri – Executive Director: That is all from Home Care. Thank you very much. I will now hand over to Harman to take you through Beauty and Well-being.

Harman Dhillon – Executive Director, Beauty and Wellbeing: Thank you, Vandana. Good morning to you, ladies and gentlemen. I am Harman Dhillon, the Executive Director for Beauty and Well-being. I have 23 years of work experience, 20 of them with HUL and Unilever.

Over the course of my session, I am going to talk about how HUL Beauty and Well-being is not just riding the beauty wave in India but shaping it. It is my privilege to introduce you to our business.

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We are the number-one beauty company in the country. We have 15,000 crores in turnover and an industry-beating segment margin. What gives my team and me the greatest satisfaction is that we have 7 brands in the 1,000 crore club.

What is even more delightful for me to share is that the next brand to join this group is {? Minimalist ?}. That is scale, profitability, and a group of the most-loved brands across the country in one place. That is B&W India.

I will quickly explain how we see the beauty wave taking shape in India. This is how we see the beauty market evolving, and I want to reiterate what Priya alluded to. The next wave of beauty in India is not going to be one wave in one India. It is going to be one wave across 2 parts of India.

I will repeat that. The next wave of beauty in India will be across 2 parts because we need to segment India based on the affluence spectrum. The beauty behaviors, beauty infrastructure, and beauty realities of these 2 spectrums are very different.

Let us begin with the first part: the Democratizers. They are the largest population in the country. They have very low per capita consumption, almost negligible format penetration, and predominantly General Trade-heavy shopping missions. They discover beauty through digital, but television remains the mainstay of many media vehicles they use to understand brands.

Contrast this with what is happening among the Power Spenders and Premiumizers. They are already thinking like the French, given their per capita consumption, or like Indonesia. Compared with the Democratizers, their per capita consumption is much higher, format penetration is already in double digits, and omnichannel is a reality. They are as comfortable buying online and offline and discovering products in both places. Beauty discovery, beauty understanding, and beauty education have all moved online.

Very few companies in the country can play in both segments at scale. We can. These 2 Indias have different beauty realities, beauty habits, and beauty infrastructures, and they require different ecosystems. We have built these 2 ecosystems to win at both ends with scale.

Let us start with what we have built. I will begin with the portfolio. This is the portfolio I shared with you in 2024. Over the last 2 years, we have sharply positioned and segmented this portfolio to cater to all Indias, especially the 2 major ends of the spectrum.

We are not stretching a single brand across the spectrum. We are curating the portfolio to cater to Power Spenders and Democratizers. As a result, you can see the growth index: 30x growth at the top, 3x growth in the middle, and continued decent growth in the core cluster of brands.

What is most unique about this growth is where the delta will come from. The population scale and the headroom for penetration mean that consumption is highest at the bottom. Even though the growth index is 30x at the top, our delta contribution from the bottom—the 3x and X segments—will be far higher than the delta contribution from the top.

That is simply a function of the numbers, our scale, our right to win, and the headroom and opportunity to bring more consumers into the beauty habit. Our starting point is one-third of Indonesia and one-sixth of Thailand. In every category, we are starting from behind, but with

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affluence, that is where the market grows.

That is why I said the next beauty wave will be one wave across 2 Indias, and we are uniquely placed to win in both.

This is the portfolio. Let me now explain the ecosystem and moats we have built, both in how we reach consumers—the infrastructure where they buy—and how they discover beauty.

What is necessary at the top for Power Spenders and the top layer of Premiumizers? We need curated, end-to-end beauty-selling systems; dedicated beauty infrastructure; feet on the street who know how to sell beauty; the largest network of beauty advisors selling beauty; dedicated teams for online beauty; and signals that help us make the system sharper. You will see much more of this in the afternoon when you meet Neil.

Compare this with what is needed at the bottom. We need to carry all our sachets and access packs across the 9 million outlets that we reach. We have unparalleled distributional scale. We use this ecosystem to reach Democratizers with all the access required to bring the next set of consumers into beauty. This is distribution.

Now let us discuss discovery models. At the bottom, the model is one message, massive reach, and a long period of time. That is the traditional way we continue to market with very desirable brands, and it is highly effective because consumers need to develop the habit.

Contrast this with the ecosystem we have built at the top. There are almost 500 messages per brand, curated for thousands of cohorts and sent out every month, creating compound branding in consumers' minds. This is a completely different way of marketing to the Power Spenders.

Both systems are in play, and we are the most efficient and effective at reaching beauty audiences in this country.

For us, the portfolio, the RTM, and customized reach models are competitive moats that no other organization in the country can copy.

You may ask whether this ecosystem works and whether we have evidence. I am delighted to tell you that the flywheel is bringing consumers into beauty at the bottom and catching them as they upgrade at the top.

What better metric is there than the share of new trialists at the Democratizer end? We are the leading player and the number-one player in share of new trials in beauty. Whether you look at skin care, hair treatments, or light moisturizers, we are getting more and more consumers to build regimes and try new products.

As they upgrade, all our masstige brands are gaining penetration rapidly among Power Spenders and affluent consumers. This is the most encouraging chart for us because, at the end of the day, the ecosystem is working, and the proof is in the numbers.

That brings me to what we are going to focus on from here.

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Management: Priya already spoke about the 4 pathways: consumption, premiumization, market making, and white spaces. She discussed in detail one of our best categories, hair care, and the consumption opportunity there. I am going to focus on the other 3 pillars from the perspective of B&W and take a few examples.

The first is premiumization. This is a privilege for me because, as a young brand manager who joined this organization many decades ago, I launched Dove in the country. Today it is the largest hair-care brand in the country and is well positioned to capture the premiumization opportunity in hair.

What is the opportunity? Mass volumes in hair care are still 8 times our premium volumes. That is the headroom and source of growth where we can upgrade.

Second, we know that conditioner penetration increases as you move from the bottom to the top of the income spectrum. We need a brand that can enter and drive market making there.

Finally, with increasing affluence, the regimes or number of formats used per occasion continue to increase. What better brand could appropriate that opportunity than Dove, the largest hair-care brand, with a strong point of view on beauty in a highly cluttered space? Most importantly, it is the most loved Gen Z brand in both urban and rural India.

What are we going to do about it? We have a deliberate playbook. At the top, we will continue to premiumize with cutting-edge technology and higher-order demand spaces, ensuring that we reverse 3-year-old hair damage. We are bringing world-class technology in hair treatments. As Priya mentioned, these include masks, bond-repair serums, and other products for Power Spenders.

The same spine and the same science will also reach Democratizers through access packs, whether in shampoo sachets, access packs for masks, or the weekly packs we sell in Modern Trade.

We will use the same efficacy to cater to Power Spenders while remaining relevant to Democratizers. Dove will not be built only on science. We will also make it more culturally relevant, sharper, and continue to champion an inclusive beauty point of view. It will be more modern and sassy, thereby continuing to build the brand love it already enjoys at scale in the country.

That is the example I wanted to share on premiumization.

Switching gears, I want to discuss market making. What better category to discuss than sun care? The category is on fire. There are structural tailwinds behind it. India is getting hotter, but the most important factor is that more than 200 million women are entering the workforce. When women step out, they want sun protection.

This category is being built on advocacy, educating consumers about the need for sunscreen. That is the ecosystem we are creating for structural growth over a long period.

What have we done? We have made 3 decisive moves.

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First, we have made it a multi-brand play. In 2024, we had 1 brand, Lakmé, which is the market leader in offline sunscreens. We have now added 3 new brands to the portfolio to address different consumer segments.

Second, 100% of these brands have best-in-class, in-vivo-tested technology addressing barriers such as heavy sensorials and white cast. Consumers are already responding positively.

Third, we have increased our advocacy models 600 times. Sunscreen is a necessity, and Indian consumers—both women and men—need to be educated about it, given the adverse impact of not using the right sunscreen with the right efficacy. That is the step-up we have made.

Where are we going from here? Again, we have 2 deliberate playbooks.

At the top end, Minimalist offers sunscreens with light sensorials, simple sunscreens designed for sensitive skin in fluid formats. Lakmé offers fast-absorbing sunscreens that absorb in 5 seconds and do not leave a white cast.

What makes me most proud is that the team has launched a Rs.10 in-vivo-tested sunscreen with SPF 50. Rs.10 is 10 cents. Both products are live on Lakmé and {? Glow & Lovely ?}.

Sun care is responsible skin care. That is why we are ensuring that we have the best technology and products, all of them in-vivo tested, so that consumers receive the protection they need. That is where the market is growing.

This brings me to the third and final example: white spaces. The 2 areas we have identified as critical are masstige and well-being.

Let us begin with what is shaping structural growth in these categories. India was historically accustomed to a very cosmetic beauty market. What has changed is that Power Spenders want more science in products and are willing to pay top dollar. At the same time, looking good is becoming intertwined with feeling good and living well.

That is why the wellnessification of beauty is here. The lines between well-being and beauty are blurring because beauty is now an inside-out concept.

We have made bold moves in both spaces. The first brand I want to discuss is Minimalist. This is our breakout acquisition. It already has a 900 crore ARR, is soon expected to join our 1,000 crore club, and has scaled 2x since acquisition. It is one of the fastest scale-ups we have seen.

What is driving this? We have been radically focused on maintaining the brand's ethos of full transparency. That is how the brand has been built, and we are ensuring that this remains evident in everything we do.

Second, we are unlocking synergies on both the revenue and cost sides through HUL's scale. This is helping us take a well-loved brand to offline stores and online stores and sell it in the way required for beauty.

Third, and by no means least, through our large R&D infrastructure and patented technologies, we are infusing blockbuster innovations into the Minimalist portfolio. These will sustain growth over a

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long period and help it remain one of our fastest-growing brands in the masstige Beauty and Well-being space.

The second segment I want to discuss is VMS. It is becoming a very cluttered space at the top. We are very clear that we will play with a differentiated portfolio.

The first brand I want to discuss is Oziva. It is our plant-powered science brand and is very differentiated from what is available in the market. I am delighted to tell you that since acquisition we have scaled this brand 4 times.

We have done this in a disciplined manner, ensuring that it remains in the VMS space rather than proliferating it across topicals and other areas. It is a very disciplined and focused VMS play, with a 4x scale-up.

Joining this brand from our global portfolio is the global blockbuster Liquid IV. It is the most-loved Gen Z hydration brand in the US and many other markets. We brought it to India quickly, and it has become the go-to brand for Gen Z consumers.

What will power this growth for us in well-being? It is our global expertise and leadership in well-being across the world, best-in-class R&D, and the regulatory frameworks required to win in this segment.

Liquid IV is only one of the brands from the global portfolio that we have brought in. There are many other brands in the portfolio that we plan to bring at the right time, including Olly, {? Goonz ?}, and others.

You may ask that I have shown 2 examples of how acquisitions have scaled up well. I also want to discuss the playbook we have built at the top for Power Spenders. It works even for brands we have incubated.

Simple is a brand within the Unilever portfolio. It has scaled 10x since we started it in India and is already crossing 200 crores in ARR. What will drive this growth? A sharply differentiated positioning for Indian consumers, a Gen Z-first consumer community, and a strong omnichannel playbook.

I want to reiterate why I believe HUL B&W is best positioned to capture the beauty opportunity in India.

First, we have scale, profitability, and a large group of the most-loved brands in the country.

More importantly, this is supplemented by the deep consumer intimacy we have built across the length and breadth of the country over more than 90 years. This allows us to read the market, spot the market, and deliver products and brands that delight consumers.

Third, we are very clear that the next wave of beauty will be across 2 parts. No company can stretch across both simultaneously at scale in one move. HUL B&W is positioned to do that.

Fourth, we will be ruthlessly focused on the pathways we have discussed: consumption, premiumization, market making, and white spaces.

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Finally, all of this will be powered by our transformed portfolio, curated route-to-market structures, and highly curated marketing and media models.

I will leave you with our vision: to continue to be the beauty shapers of India.

What better time to give you a sense of how we are marketing to this beauty consumer—building memorable brand structures at one level while engaging with digital content every day, because that is where we need thumb-stopping content and virality. Can I have the B&W AV, please?

Voiceover: Hair needs more hydration than skin. Give it 5x hydration. New TRESemmé Hydro Matrix with polyglutamic acid gives 5x more hydration than hyaluronic acid. It provides 100-hour hydration for fuller, fluid hair. New TRESemmé Hydro Matrix. 5x more hydration.

How much damage can your hair take? More than 100 blow-dry sessions, more than 10 coloring occasions, and straightening treatments. This extreme damage needs bond repair. Dove Bond Strength Leave-in Treatment with a 5% protein peptide complex penetrates to reconstruct broken hair bonds. Apply after every wash. It melts instantly and repairs damage continuously. Dove Peptide Bond Strength Leave-in Treatment.

This summer, do you want a hydrated, dewy glow? Do not forget to hydrate like this and like this with Vaseline Gluta-Hya. Its serum-burst texture hydrates for up to 100 hours. Non-sticky and lightweight. Check. Get that hydrated, dewy glow with Vaseline Gluta-Hya.

Voiceover: Why Pond's Super Light Gel? Why not the old cream? Because only gel quenches thirsty skin. Look, cream feels superficial, while gel goes inside. Pond's Super Light Gel provides 40% better penetration than cream for soft, bouncy skin from within. Apply gel and get a googly-woogly-wooksh.

Voiceover: Oh, it is 6 o'clock again, another update... Rahul, my entire day's work is completed by the time you reach your half-day. Efficiency. Are colleagues taunting you? Show them your eyes and bring them in line. With the new Lakmé Iconic Eyeliner with a perfect grip, it gives a firm grip over both life and liner. Show your eyes and bring them in line.

Management: That is all from me. Thank you for your time. I will now hand over to Vipul to take you through Personal Care.

Vipul Mathur: Thank you, {? Alman ?}. Good morning, everyone. My name is Vipul Mathur. I have met many of you earlier, but I have been with HUL for the last 23 years. I have been running the Personal Care business for the last 2 years, and I am delighted to take you through the Personal Care journey.

To begin with Personal Care, let us take a quick look at the numbers. It is a 9,500 crore business, with a 19% segment margin and a 15% contribution to HUL. What we are most proud of are our 5 brands that are each above 1,000 crores in size and are a force to reckon with in every way.

This is the strategy Priya shared with you, which is about Winning in New India. For Personal Care, it translates into this chart: consumption, premiumization, more users and formats of the future, and new spaces. Each of these has a major role for us, and I am going to spend considerable time

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discussing our progress.

Before I get into the details, let me explain how the evolution of Personal Care categories has taken place in India. Although this framework is based on skin cleansing, it is true across all Personal Care categories.

A category begins with a hygiene benefit, which is the core category benefit. Very quickly, it begins to translate into higher-order benefits, and beauty and aspiration become a large part of how Personal Care categories, especially skin cleansing, evolve. Brands need to start solving for consumer needs in that space.

The next ladder is specialist needs and formats that address consumer needs as they move up the pyramid and as their Personal Care requirements continue to evolve. How our brands address these needs is at the heart of our Personal Care strategy.

Let me start with consumption. The core skin-cleansing category, for which all this data is shown, is seeing a difference in consumption growth between rural and urban areas. Rural India has headroom to catch up with urban India and is therefore growing at 1.8x the pace of urban consumption growth.

Why is this happening? It is happening because lifestyles are changing, water availability is changing, and shower penetration is changing. Over a multiyear period, this means that consumers have greater expectations from their Personal Care products, which leads to more bathing occasions, more consumption, and so on.

If you thought that rural versus urban was one way of looking at the market, Priya showed you that consumption growth is 1.3x higher among higher-income consumers than among lower-income consumers.

Even when comparing India with other countries, using Brazil as an example, there is a 2x difference in consumption. Consumption will therefore be a critical multiyear driver of growth in this category. As market leaders with our major brands, we are best placed to ride this consumption wave.

Consumption will be driven across our brands, but the brand at the heart of this will be Lux. Lux is the original beauty brand in the Personal Care portfolio. However, it needs to continue evolving and transforming, and we have been actively doing that over the last year.

Science is at the heart of the Lux journey. We have spoken to you at length about the {? Stratos ?} technology, which is at the core of Lux's science.

In terms of aesthetics, we have evolved the packaging and transformed how the brand appears. In terms of sensorials, it is not only the bar of soap; the body wash also demonstrates how sensorial delight is at the heart of bathing. Lux body wash is showing that actively.

As a social-first platform, Lux is leading the way, with significant communication centered around body wash. The Lux brand proposition is now designed for Gen Z, and this is what we are repeatedly changing through our proposition shifts.

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This advertisement will show you how we are transforming the brand going forward.

Female Speaker 1: Body wash? Why?

Female Speaker 2: Because ordinary soap can make the skin feel tight and rough. But something happens with Lux body wash.

Female Speaker 1: What happens?

Female Speaker 2: Something like excitement, velvet, magic, bubbles, fragrance, sparkle.

Voiceover: Lux body wash with niacinamide. Tight, rough skin is gone; get a bouncy, glowing look.

Vipul Mathur: This is the beginning of the Lux body-wash journey. There is much more to come for the brand and body wash, which is why we are so excited about Lux and how it will transform the Personal Care journey.

While that is the core consumption theory, the next part is premiumization. Seven lakh tons is the size of the mass skin-cleansing business across the category. That is the headroom for premiumization because every consumer in India aspires to better and more specific benefits, which our premium brands offer.

With Dove and Pears, we offer not only more premium bars but also highly differentiated portfolios. Dove, with its serum-bar technology, and Pears, with its glycerin bars, are fundamentally differentiated products. Consumers are seeing meaningful benefits from these new, differentiated products, and that is driving the significant growth we are seeing.

Mass bars versus premium bars: premium bars as a category are growing much faster, but we are outpacing premium-bar growth comfortably. Dove and Pears are both participating, and the positive factor is that these brands are not only differentiated from mass products but also from each other. We therefore have a 2-engine premiumization strategy, which is why premiumization is so critical to our strategy.

No part of the skin-cleansing journey is complete without discussing body wash. Priya spoke earlier about the difference in body-wash penetration between India and other markets. India is one of the last few markets in the world where body-wash penetration is limited, but it has reached an inflection point, and the pace of adoption is now shifting rapidly.

That is why body wash is growing 4x faster than the rest of skin cleansing. Our business is outpacing this significantly. Our body-wash business has grown 4x over the last 4 years and is now growing strongly enough to make a material difference to Personal Care's delta.

We are fortunate to have a body-wash portfolio that addresses these needs. Through Dove, Pears, and Lux, we are actively driving market development of body wash.

Vandana spoke earlier about the market-development model HUL uses to scale, and body wash is seeing its full impact and benefits. We are starting with social-first communication about how to use body wash, which itself is a barrier because many consumers do not know how to use the category. We use this to educate them and help them understand the difference between soaps

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and body washes.

When we conducted extensive consumer work to develop this communication, we found that the major difference consumers feel when they start using body wash instead of soap is the difference in skin tightness between soap and body wash. It takes 4-5 bathing occasions to understand and appreciate that difference.

That is why generating trials is so important. We have used the strength and scale of the HUL system to conduct massive sampling of body wash. Combined with a powerful demonstration, this is an effective way to educate consumers about the difference body wash provides.

Our products are strongly formulated with technology from across the world incorporated into our brands. Combined with the physical distribution provided by our sales team, this makes body wash a highly scalable market-development opportunity. As I said, it is reaching a real point of inflection and making a material difference to our growth.

Moving from body wash to oral care, I want to remind you about our original sassy brand, made for the youth: Close Up. It is a brand we are very proud of. It is the original red-gel toothpaste and the brand made iconic by its “Pass Aao” communication.

This brand is at the forefront of redefining the codes of oral care. There are 2 parts to this journey. The first is the core of oral care, which for Close Up is freshness. Freshness is growing at 1.3x the segment. We know that, apart from consumption growth, freshness itself will be a major driver of growth in oral care. Close Up is the market leader there and has performed well, with penetration growth over the last few years.

Beyond freshness, the part we are most excited about is the growth story of whitening. If you visit any Modern Trade customer or any market outside India, you will see whitening occupying sometimes half of the oral-care aisle. That is the potential of whitening.

Compared with China or Turkey, our whitening contribution is one-twentieth of the segment. However, the segment is growing rapidly because consumers are seeking cosmetic beauty benefits in oral-care products.

Close Up is strongly placed to capture this benefit and demonstrate how cosmetic beauty benefits can be provided through oral-care brands. Close Up is now outpacing the market and performing exceptionally well in its Whitnow journey.

Finally, I want to discuss the opportunity in deodorants. It is a new space for us. We are present in the market, but the opportunity for us in deodorants is to bring product functionality to the core and provide that benefit to working women.

As the number of working women increases significantly, the need for functional odor-protection and sweat-protection benefits is expanding rapidly. We have an opportunity to bring odor protection and functionality fundamentally into the deodorants category, and that is how we will build it going forward.

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Unilever is the global market leader in deodorants and has unparalleled and patented technology. That is why we are confident about what deodorants can mean for the Personal Care category.

To summarize, we have an opportunity to drive consumption. Consumption has significant headroom in this category. We are transforming the market through premiumization and market making. As market leaders and as a business over-indexed in premium categories and body wash, we are best placed to capture that advantage.

Our brands are building desire across skin cleansing and oral care, and we are leveraging a proven market-making model to drive body wash with great intensity.

To bring these brands and their story to life, here is the Personal Care showreel.

Analyst 1: Get ready with me.

Analyst 2: And me.

Analyst 1 & Analyst 2: Shake it. Yes, shake it. Now drop it. And drop.

Analyst 1: Because Dove bar contains serum.

Voiceover: Dove Serum Bar. It contains nutrient serum to give you soft, smooth skin. Dove Serum Bar.

Chorus: Zoom, zoom, zoom, the yellow is gone...

Male Speaker: Have yellow teeth spoiled Close Up? Remove yellow teeth now with Close Up Whitnow. It contains a purple color corrector and kaolin clay. It removes 100% of yellow stains. Get Close Up ready with Close Up Whitnow.

Voiceover: Everyone asks what is in Pears. Pears contains the goodness of 98% pure glycerin. The skill of soft hands and the truth of 200 years, giving you smooth, clear skin every time. Pears—the difference is clear.

Voiceover: Dry skin after a shower? It is time to upgrade. Try Dove body wash for lotion-soft skin all day, straight from the shower, with triple-hydration serum. Making you feel lotion-soft all day. Dove body wash.

Operator: Thank you. That is all from Personal Care. I would now like to hand over to Raj, Rajneet Kohli, who heads the Foods business.

Rajneet Kohli - Head of Foods & Beverages: Good afternoon to all of you. It is an absolute pleasure to be here today. My name is Rajneet Kohli, Raj to all of you, and I have the privilege of heading HUL's very exciting Foods and Beverages business.

I have been here for 1.5 years. Of the 30 years I have worked, 23 years have been in Foods and Beverages. I can therefore bring additional insight from my experience working with Coca-Cola, Domino's, and Britannia.

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Today I am going to talk to you about 3 things. First, when I joined, I kept hearing that there was a party happening in Foods and Beverages. Where are we? There is huge potential. Second, we are significantly doubling down and reimagining our portfolio. Third, we are fully prepared not only to be part of that party but to lead it, with a single-minded focus on accelerating growth.

Let me start by saying that we begin from a position of strength. I say that because we are a large Foods and Beverages business: 14,000 crores with industry-leading profitability of 20%.

We are also happy to have 7 iconic brands with businesses of more than 1,000 crores. Boost is joining this group. What does this mean? It means that every Indian household knows these brands, they have scale, and they have an opportunity to premiumize and stretch into different categories. We do not merely participate in these categories; we lead them.

In tea, we are the number-one player with 5 iconic brands, including Taj Mahal, Three Roses, and Red Label. In lifestyle nutrition, Horlicks and Boost are number one. We are number one in ketchups and sauces with Kissan. We are number one in South India in coffee. We are number one in soups with Knorr. We are number one in jams.

However, please do not see this leadership as an end state. It is a starting point because there is significant headroom for growth.

India is changing, as Priya showed you. What does this mean for Foods and Beverages?

When Indians become affluent, they premiumize. For tea and coffee, that means more flavors, formats, and functionality.

India is getting hotter, which means that we need to move our Beverages business from hot to cold.

Everyone is talking about health and wellness. That means brands such as Horlicks and Boost have an important role to play in protein, fortification, and nutrition.

As the number of working women increases, they need convenience, time-saving solutions, cooking aids, and condiments. HUL has brands that will not only own these trends but lead them.

There is significant headroom for growth in Foods and Beverages. Packaged food begins to inflect when income reaches approximately {? 9,300 odd euros ?}, or about $10,000. Almost 70 million people in India are already at that level, and by 2030, 150 million people will be there. That is a huge opportunity.

We are positioned well, whether it is coffee at 5,000 or packaged food at 6,000 euros. There will be significant opportunities for us to grow.

To capture this opportunity, Priya shared our Winning in New India framework with you. There are 4 growth levers, which I will not discuss in detail.

The great part is that across our brands—Taj Mahal, Red Label, Horlicks, and Kissan—we have a portfolio that plays across different price points and across the different flavors and tastes of India, which change every 100 kilometers. We are also well entrenched geographically.

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What gives me confidence is HUL's 3 strong moats. I do not say that lightly.

First is consumer centricity. We know our consumers well. We know what they eat, what they drink, and what they have.

Second is our incredible R&D capability, dedicated to Foods and Beverages in Bangalore. I invite you all to visit the R&D center and the Tea Excellence Center in Calcutta, where we know our tea business very well. These are very strong HUL moats.

That is why we are ready to look at our portfolio and drive Foods and Beverages.

For the next section, I want you to reimagine the Foods and Beverages business. I will use that word several times because I want you to reimagine the business, starting with Horlicks.

Many people have said, “Horlicks, really?” It is 153 years old, but I do not consider it an old brand. I call it a young brand because it needs to pivot. Horlicks has pivoted every decade.

In 1928, during the Amsterdam Olympics, there was a poster in my room showing a runner having Horlicks. When army personnel went out, they carried Horlicks biscuits and tablets to provide nutrition. Why? Because it is based on science and nutrition.

That is why a major strategic pivot for us is to move away from presenting Horlicks only as a health food drink and toward lifestyle nutrition.

We are bringing science and nutrition back to the core of Horlicks with superfoods. What do I mean by superfoods? We have added oats, almonds, and millets. These are foods we know in India and tastes we have grown up with.

We are bringing this together with Nutri-Max technology, which allows us to provide these nutrients in a condensed form to all Indians. It is everyday nutrition, with 6x fiber and no added sugar.

This is the beauty of our sweetness technology. Vibhav will explain it, but naturally, by mashing the malts, we have been able to bring out the sweetness.

We also have BCAA, or branched-chain amino acids. In summary, Horlicks brings together superfoods, science, and what consumers already know, delivering everyday nutrition.

I am delighted to share that lifestyle nutrition in Horlicks has grown strongly over the last 4 quarters, and over the last 2 quarters Horlicks has delivered double-digit growth.

The story does not end here; it begins here. Many of you have seen Horlicks entering protein. Protein is a large segment, but our consumer work identified 4 major barriers.

First, people say, “I do not need protein. Why do I need protein? I have lentils, or I am non-vegetarian, so protein is fine.”

Second, they say, “I cannot digest protein.”

Third, they say, “It does not taste good. It is chalky and bulky, and I do not like it.”

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Fourth, they say, “I do not trust most of the companies out there. I do not know whether the product is good.”

When people say they do not need protein, let me tell everyone in this room that everyone needs protein. That is very important for all of us. The second point is that you need a trusted brand.

Here are the 5 things I want to tell you about Horlicks Protein. The proof is in drinking it. It is on your table, and I hope you are enjoying it. Please try it while I explain.

First, we have 24 grams of gut-friendly, yeast-based protein. The important consumer insight is that 60% of Indian adults are lactose intolerant. Let me repeat that: 60% of adult Indians are lactose intolerant, although they may not know it yet.

That is why we have used yeast-based protein.

Second, we have probiotic fiber. Why fiber? Rather than explain it, let me play a video that tells you why fiber matters.

Voiceover (Video): Why does the new Horlicks Protein contain fiber? Because more protein does not always mean more gains. Much of the protein you eat is never used. Your gut decides whether protein is absorbed or wasted. Your body eliminates undigested protein. That is why fiber is so important.

Gut bacteria love fiber. A healthy gut helps your body make the most of every gram of protein. It is not only about how much protein you consume; it is about how much your body actually uses. A healthy gut means more protein is absorbed. Counting grams is easy. Making them count is what we fixed. Horlicks Protein helps make every gram work harder.

Rajneet Kohli – Head of Foods & Beverages: That is the story on fiber. We have also made protein accessible to everyone. The product comes in a pack of 28 single-serve packets in a 1 kg pack. There is no more scooping, mess, or measuring to determine whether you are getting the right amount of protein.

You can carry it in your bag, your laptop bag, or wherever you need to go.

The fourth and very important role HUL plays is democratizing protein. We are talking about scale and affordable protein. The price is as low as Rs.82 per drink, with only 139 calories.

It is easy to carry and comes in 3 excellent flavors—actually 2 excellent flavors and an unsweetened flavor. Only 34% of people consume protein with milk. A large number of people use unsweetened protein in oats, meals, and lentils. We therefore have an unsweetened version at an affordable price.

The fifth and very important point relates to trust. People say, “I do not trust what is available.” That is where the 150-plus years of trust in Horlicks comes in.

This is not trust that you can buy, and it is not trust that you can rebuild easily. It comes from the house of HUL and the house of Horlicks. We are very excited about this.

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This is not only protein; it is protein for every day, as Priya also shared. I told you that life is a gym. You are spending more than 8 hours here today, moving through presentations and listening to everyone. That is an effort, and you should have protein.

It is for Gen Z and is designed for life on the go. I have a Gen Z son who does not like most of my ideas. He says, “Dad, you do not understand.” He speaks a very different language. But he understands this product. He tells me it is brilliant, and his friends are also responding very positively to the protein.

It is convenient to consume on the go. Life is a gym, and every day is a real workout. That is where we are entering.

Now let us reimagine Kissan. Priya spoke about it as a brand that is more than 90 years old. Everyone knows it as a children's ketchup brand, and we own it.

I want you to reimagine Kissan not just as a children's condiment but as a flavor-hacking brand and the great Indian food brand. Why do I say that? Because we have the insights and understand what it means.

Kissan is bringing out the food lover in you. I will say it again: the food lover. Everyone understands that. It is about enjoying the taste and licking your fingers. When you really like the taste, you lick your fingers, and that is a major idea we are bringing back.

Taste is supreme in the food business. We are bringing back taste and becoming a little edgy in how ketchup is paired, because ketchup is the core.

I will play an advertisement showing how we are being a little edgy and bringing Kissan's taste to life.

Voiceover (Video): What has the world given us? What have we taken from the world? They kept judging whether we cared about everyone, while you kept enjoying the taste. Kissan ketchup is made from real, tangy tomatoes. Whether it is idli or poha, just enjoy the taste.

Rajneet Kohli – Head of Foods & Beverages: Priya said that her mother would close her eyes when she saw someone eating idli with ketchup. But when something tastes good, you finish it, lick your fingers, and do not leave a drop. That is how Indians eat. We eat with our hands and are proud of it.

We have extended Kissan beyond ketchup. Priya spoke about chutneys. Why chutneys? It is about enjoying the taste and the great Indian chutneys.

The potential is significant. While we are expanding ketchup, whose penetration is still not high, chutneys in India are consumed 4x as much as ketchup. Let me repeat that: chutneys are consumed 4x as much as ketchup.

If HUL can teach India how to eat ketchup, we are fully prepared to take Indian chutney flavors across India.

When we launched thecha, I tried it, and we discussed the grinding-stone flavor. People said, “We should launch thecha only in the West because people in Maharashtra know it. Nobody knows it in

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the South."

But every 100 kilometers, people love different tastes. Whether it is thecha sold in the South, coconut chutney sold in the North, or kasundi sold across the country, there are flavors for everyone.

When you go to lunch today, choose your favorite and tell me which one you love. People love experimenting with flavors, and we have a complete range of flavors coming through. Kissan is bringing Indian flavors to life.

Here is another advertisement about enjoying the taste.

Voiceover (Video): When Kissan's great Indian chutney is added to any plate, there is a burst of flavor on idli and a treasure of relish. Keep pouring it onto every plate and keep losing your heart. Bhelpuri is tangy, intensely tangy, clinging to your fingers, and served with a tangy burst, whether with samosa or dosa. Add chutney to lentils—who stopped you? Local flavors complete the mood; take a bite with chutney. Wonderful, that is the way to go! Whether it is idli or dosa, just enjoy the taste with Kissan chutney.

Rajneet Kohli – Head of Foods & Beverages: When you leave this place today, I am sure you will remember "Tastefully Go." With that, let me bring you to the core of our business, which is a very large business: reimagining our tea and coffee business.

What better brand to do this with than Taj, a heritage brand? We are going to take Taj's classic heritage into the future.

Here is the one-page strategy for Beverages. We are going to lead the evolution of Beverages over the coming decades through 3 simple steps: mass to premium, kettle to cup, and hot to cold. Each of these is about increasing value per cup.

Let me elaborate. We are a tea-drinking nation, and when we wanted inspiration, we looked at how China's tea evolution took place.

Please bear with me through a few figures and charts. This is what unpackaged tea was in China: 25%, with packaged tea at around 15%, while premium was only 15%. Add another functionality, ready-to-drink, at around 20%.

Over 15 years, China moved from 25% premium, ready-to-drink, and functional products to 50%. That is the revolution that will happen in India as well—not in the Chinese way, but in our own Indian way.

We love masala tea and our own way of preparing tea. However, we are already seeing the numbers. If tea bought in General Trade is at {? 1x ?}, the number in Quick Commerce is already {? 1.5x ?}.

Our job—and we are uniquely positioned to do it because we have the repertoire of Taj Mahal, Red Label, Three Roses, and Lipton—is to take this business from mass to premium and generate more value per cup rather than treating it as a commodity.

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The next strategy, which is very important, is kettle to cup. Let me explain why. How many of us have grown up in joint families? In a joint family, there used to be one kettle and one kind of tea, and everyone was expected to drink the same tea.

But 50% of India is becoming nuclear families. This means that there is now a cup for me—my own tea, prepared the way I want it—while still enjoying a cup together.

Our work is to move toward this with Red Label. We already have 5 flavors of instant tea and the proposition that means anywhere, anytime. All you need is hot water, and after mixing it, your deliciously prepared tea is ready.

The last point is temperature. You heard Harman and Priya discuss how India is getting hotter. Our Beverages cannot be only hot; we need to participate in cold beverages as well. We have also seen the China numbers and how large the cold segment became.

We already have more than 14 SKUs in ready-to-drink, including cold coffee, Bru, Boost, and Horlicks. This is where we will expand the next generation of growth.

Ladies and gentlemen, the Foods menu for growth is simple: 3 things. We are doubling down on our core. We are reimagining Horlicks, with superfoods and protein at the core. We are looking at Kissan and Tastefully Go, with flavor hacking in a major way. Third, we are looking at Beverages through mass to premium, kettle to cup, and hot to cold.

This is very important. I am neither a soothsayer nor do I have a crystal ball to predict the future. However, I can say with confidence, knowing my Foods and Beverages team, that they have a growth-hunting mindset.

At HUL, we are fully confident of leading growth in the Foods and Beverages business over the next decade. I am very happy to share these plans. Thank you, and let me invite our dynamic CFO, Niranjan Gupta, to the stage. Niranjan.

Niranjan Gupta – CFO: I seem to be standing between your lunch and the next session. Thank you, Raj. It was an exciting session on protein, and I am certainly going to carry some more. I already have my refrigerator stocked, and my wife tells me I need to buy a new refrigerator because of the amount of protein drinks I am storing there.

Good afternoon, ladies and gentlemen. Once again, a very warm welcome to all of you to our Capital Markets Day.

By way of introduction, I spent the first 20 years of my career in HUL. I call it my first innings because I am a big cricket fan, so all my analogies are based on cricket. I then gained external experience in the metals, mining, and automobile industries. One morning, I was riding a motorcycle on the Delhi-Mumbai Expressway and eventually returned to HUL, thinking I would never leave again. HUL has been my home ground after 11 years outside.

Before I start, Happy Janmashtami to all of you and to all of us.

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Speaking of festivals, as you heard from Priya and the business heads, this is indeed a festive time for FMCG in New India, with a significant opportunity for growth across consumer cohorts. The party has just begun.

You also heard about our clear strategy and plans to deliver competitive volume-led growth through 3 vectors: consumption, premiumization, and market making. We have also decided to expand our play area by decisively entering some new spaces.

All of this means that we will need to step up our investments while also ensuring earnings growth. How will we do this? That is what I will cover in the next few minutes.

Having spent 8 years in the automobile industry, I cannot stop myself from saying that when you have 4 engines of growth, you need fuel for growth. The first task is therefore to generate adequate fuel to power these engines of growth.

We will deploy 4 levers to generate this fuel. The first is improving the premium mix. The second, which is more obvious, is operating leverage as we drive volume-led growth. The third is stepping up our savings programs by launching Future Savings Lab, a multiyear program. The fourth is driving AI-led media effectiveness. You will hear more about this in the breakout sessions.

Let me discuss premium mix. Priya spoke about how our portfolio and market share over-index toward premium versus mass. When we look at our portfolio and growth plans, growth in our gross-margin-accretive portfolio will be 1.5x the growth in the rest of the portfolio.

I will repeat that: based on our plans, growth in the margin-accretive portfolio will be 1.5x the growth in the rest of the portfolio.

There are more than 3 elements, but I will discuss 3.

The first is D4C packs, meaning design for channel. You can already see this in practice, and it will become more important going forward. Examples include sachets in General Trade, small and medium bottles in Quick Commerce, and large bottles in Modern Trade.

This applies not only to pack size but also to pack formats, such as Tetra Pak or cans. We design the pack appropriately for the channel and also design the portfolio accordingly. In Quick Commerce, for example, we design a more premium portfolio. Design for channel will therefore be a key vector for driving the premium mix.

The second is margin-accretive innovation. We recently launched Vaseline Gluta-Hya, which Harman discussed. That innovation has been so successful that it has de-seasonalized the moisturizer category. In a very short period, the innovation has become almost 6% of Vaseline Core, with a 500-basis-point margin accretion over the core. That is one example of how we will drive margin-accretive innovation going forward.

The third vector is what you heard throughout the presentations about creating desirable brands. As we create desirable brands through our Sassy framework, we can stretch the brand's premium pricing power and enhance margins.

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In the R&D breakout and the desirable-brand session, you will see how we make brands more desirable. As brand premiumness and brand power increase, we can make the brand more premium and offer more value to consumers.

Those are the 3 vectors through which we will improve the premium mix and drive premium growth at 1.5x the growth in the rest of the margin-accretive portfolio.

The next lever is operating leverage. This is straightforward. As we drive more volume-led growth, which has been our renewed strategy since Priya joined and launched it, we obtain leverage on fixed costs.

Beyond the simple mathematics, we will make 3 deliberate efforts to ensure that fixed-cost growth is slower than revenue growth.

First is leveraging technology and AI across operations, from manufacturing operations to distribution centers. We have launched our first digital distribution center. Yogesh, I believe it is in Vijayawada, where we have implemented this. It allows us to grow with much slower growth in the fixed-cost base.

Second is maximizing asset efficiency. As volumes grow and we need to add machines, capital expenditure, or lines, we have a way of adding agility and capacity to the same machines. This increases asset efficiency and means that fixed costs related to assets grow much more slowly than overall revenue.

Third is cost-discipline leadership, which we have always practiced. We have moved from zero-based budgeting to outcome-based budgeting. It is not only about return on capital employed; it is about measuring the return on every spend and asking how each spend delivers more, and what that spend produces in terms of growth or the bottom line.

The combination of these 3 efforts and volume-led growth means that our fixed costs will grow at {? 0.7-0.8x ?} of top-line growth, resulting in operating leverage.

The third element is Future Savings Lab. You have heard over the years about our Symphony program, which is our annual, continuous savings program. We are launching a structural, multiyear program across 6-7 vectors that will enhance our savings program by 100 basis points over 5 years.

I will touch on 3 elements. The first is value-chain transformation, which means moving our manufacturing and distribution footprints closer to demand centers.

A few months ago, we announced 2,000 crores of capital expenditure to establish a site in the South. It will produce many premium and liquid formats, allowing us to distribute our manufacturing footprint and reduce logistics costs. We are also revamping our distribution-center footprint and bringing it closer to demand centers.

These are structural programs that will generate logistics-cost savings. They will also reduce inventory, which I will discuss when I come to cash generation.

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The second is strategic sourcing. As you heard, we have launched the Unilever Fragrance House, which brings fragrance design in-house. This enables faster fragrance development, seamless partnerships with fragrance houses, and the in-house employment of multiple experts. It allows us to deliver more efficacious fragrances more quickly and at lower cost. You will see more detail in Vibhav's breakout session.

Management: In the afternoon breakout session, you will hear more details. This is another example of how we are moving toward strategic sourcing and leveraging a savings program.

The third is next-generation science platforms. You may ask what is new about this. We have excellent science platforms, Unilever has more than 4,000 scientists, and we have more than 90,000 patents. What is new is that the discovery of materials never ends. We need to keep discovering, and we have a global science infrastructure of scientists, laboratories, and years of scientific history that enables us to discover materials faster.

This includes materials such as polymers, enzymes, co-polymers, oleochemicals, and petrochemicals. Materials can be discovered by others as well, but the magic lies in the combination of these materials.

All of us know the ingredients used in cooking. We know the spices and everything else, but we cannot all be master chefs because the master chef knows the combination in which they produce superior taste.

That is the combination we are discussing. It allows us to deliver more efficacious formulations at lower cost, and there is a complete program behind this that is being launched. These are the 3 vectors through which we are stepping up our savings program through Future Savings Lab.

The fourth lever is my favorite because I am a major fan of AI. I have to use it because my daughter uses it much faster, so I need to keep pace with her.

What we are doing, as you will see in the breakout sessions, is transforming media in a way we have never imagined. We are the largest advertising spender in FMCG in India. We spend close to 5,700 crores annually. We now have more than 30,000 digital content creators in our ecosystem.

We spend across the 21 brands with more than 1,000 crores, as well as our many other brands. We also spend across multiple channels because channels have evolved. It used to be traditional television, then connected television, and now digital and social platforms.

This means we have a large amount of proprietary data. That data can be leveraged much more effectively through AI tools. The effectiveness depends on the proprietary data and brand voice you possess; only then can you use these AI tools effectively.

We will use a Sangam AI tool that allows us to deploy media in real time, combined with a tool called Rapid ROI.

There are 2-3 elements. The first is content creation through AI, and you saw some examples. I do not know how many of you realized that the Close Up advertisement Vipul showed was entirely AI-generated.

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When we generate content through AI, we can generate it 50% faster, perhaps 75% faster, at probably half the cost or 75% lower cost. It is also more effective, and we can turn it around much faster. That is one vector of media effectiveness.

The second is deployment. We need to continuously fine-tune which channels and brands receive media investment to maximize returns. It is not a once-a-year exercise, given the way consumers and the market landscape are evolving.

Rapid ROI combined with Sangam, using our proprietary data, enables us to do this. We expect all of this to deliver at least 10% greater media effectiveness.

These are the 4 vectors for generating the fuel that will power our engines of growth.

To repeat: premium mix, which means 1.5x growth in our margin-accretive portfolio; operating leverage, with fixed costs growing at less than 80% of top-line growth; Future Savings Lab, stepping up our savings program by 100 basis points over 5 years; and AI-led media effectiveness of at least 10%.

We expect all of this to generate 500 basis points of fuel for growth over the next 5 years.

We will then deploy this fuel behind the lines of the P&L that can power growth. There are 4 elements.

The first is desirable products and packaging, which is one element of investment. Usually, when we talk about investment, the first thing that comes to mind is A&P. It is not only A&P; it is investment across multiple lines for growth.

The second is media and sampling, which we understand more clearly and simply in terms of investment.

The third is pricing and pack-price architecture. You saw examples of this. Vandana discussed the large packs of Vim bars, and Vipul and Harman discussed other price packs. Pack-price architecture is a very important element of investment for growth across channels.

The last is channel investments. Channel investment is typically assumed to mean terms of trade, but it is not only that. It includes visibility investments and investment in the place where consumers interact with the product and with the person selling it.

As Priya discussed, specialty channels such as chemists, beauty channels, and open-format General Trade stores will require channel investments to accelerate growth. These are the 4 lines through which we will deploy the fuel for growth.

We will be selective in prioritizing them. On the 3 vectors, let me explain.

For consumption, we will use all 4 lines in some proportion, but when we move to larger packs, we will focus more on pack-price architecture.

For premiumization, we will focus more on desirable products and packaging and media.

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For market making, such as Surf Excel liquid, we will focus more on sampling and then on the other vectors.

This is how we will selectively prioritize and deploy resources behind each growth vector. This is our playbook for deploying fuel.

We also discussed portfolio shaping and entering new spaces. This means that we need to generate cash with high efficiency and deploy it. We call this deployment of capital for growth.

This is our capital-allocation framework, based on 100% cash conversion. Whatever profit is generated converts into cash because of our working-capital discipline.

We will step up productive capital expenditure. As we increase volume-led growth, growth capex will need to increase. I will discuss this shortly.

The second element is investment in reshaping the portfolio. We have done this recently, as you heard from Harman regarding Minimalist and Oziva. I will discuss how we will do more of this in new spaces.

The third element of capital allocation is dividend payout to shareholders. We continue to be a top-quartile company in terms of dividend-payout ratio.

On cash generation, the model is clear. We will continue to be efficient in working-capital management. As I discussed under Future Savings Lab, moving manufacturing and distribution footprints closer to demand centers creates another opportunity for inventory optimization.

We have also been very efficient on creditors, and there is more headroom there. There may be minor headwinds from channel shifts in receivable days or from media shifts in A&P creditors, but in the overall scheme these are not material. To put it in perspective, A&P creditors are only 10% of our total creditors.

Going forward, General Trade will continue to be a source of growth, as you heard from all the business heads and Priya. We will therefore continue to be efficient in working capital and in maintaining negative working capital.

Negative working capital means that as we grow, working capital generates more cash rather than requiring more cash to be invested.

This 100% cash conversion will be deployed through our capex strategy. We are increasing our capex guidance from 2% of turnover, which has been the range, to 3% of turnover to power the growth vectors.

Approximately 85-90% of this will go toward growth and savings programs. Growth enables volume-led growth, while savings generate the fuel that we deploy behind growth. That is our capital-deployment plan going forward.

The second element of capex, beyond growth and savings, relates to the portfolio. We have been making bolt-on acquisitions. You saw Minimalist grow 2x in 2 years. I would say it has not even been 2 years; it has probably been 18 months, Harman. We rounded it off to 2 years. Oziva has

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grown 4x in 4 years, and we will continue to do this.

You heard Priya discuss the exciting opportunities in high-growth spaces evolving in FMCG and adjacent to our categories. We will continue to take a 3-pronged approach.

The first is existing brand extension. Raj discussed Horlicks, the most trusted brand, entering protein, which is a large and rapidly growing space. That is one example of how we will continue to leverage our existing brands.

The second is bringing brands from the Unilever portfolio or creating our own brands. There are many brands in the Unilever portfolio that we have not yet brought to India or leveraged. We will consider bringing them at the right time.

The third is bolt-on acquisitions, similar to the 2 acquisitions we have made recently.

In summary, our capital-deployment strategy involves 100% cash conversion and continued efficiency in cash generation; stepping up capex from 2% to 3% of turnover to power growth and the savings program that fuels growth; and investing in new spaces, which will create 20% of our delta turnover over the next few years.

This leads to our thesis of volume-led profit growth.

As a reminder, the first line is competitive volume-led revenue growth. That will be our strategy. We will generate 500 basis points of fuel and deploy it, creating a flywheel. As we deploy more toward volume, it generates more fuel.

As we move forward, we are structurally shaping our portfolio toward a higher-margin mix. This means the portfolio is moving toward a higher EBITDA margin.

That is why we are raising the upper end of our EBITDA margin guidance from 23.5% to 24%. I repeat: because we are structurally shaping the portfolio toward a higher-margin mix, we are lifting the upper end of our EBITDA margin guidance from 23.5% to 24%.

We also recognize that from time to time we may need to invest ahead of growth. Therefore, we are making the margin range wider, at 22%-24%. This gives us flexibility to invest ahead of growth when required while structurally shaping the portfolio toward the higher margin end. That is the revision in our EBITDA margin guidance going forward.

Management: That leads to volume-led profit growth, and the whole cycle then repeats.

Creating value through the drivers of growth, generating fuel, deploying fuel, and building brands is the playbook. However, enduring value is created only when ESG is embedded in the business model. We always treat ESG as integral to our business model, not as a separate stream that we carry.

Across all ESG vectors—environment, social, and governance—we lead the impact.

On the environment, I will mention one example: 97% of our operations are now powered by renewable energy.

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On social impact, more than 12 million people are positively impacted through our Prabhat program, which is centered around our operating centers.

We also hold ourselves to the highest governance standards and will continue to do so. This includes fully independent chairs of all board committees, risk-management principles, and our values and culture of business integrity.

We will continue to hold ourselves to the highest standards of corporate governance. ESG will remain embedded and integrated into our business model because we strongly believe that this is how enduring, long-term value is created.

This brings me to my final chart, and the starting point of everything is values. You may find it unusual that a finance person focused on numbers is showing a chart with no numbers. It all starts with values.

I deeply believe that values lead to value creation, and value creation then leads to valuation.

Ladies and gentlemen, I believe we are at an inflection point of growth, with immense opportunity in New India. The next decade is going to be India's decade. It will be a decade of consumption and a decade of HUL winning in New India. Thank you very much.

Operator: Thank you, Niranjan, for that insightful session. With that, we come to the end of the plenary sessions. Before we break for lunch, let me share a few instructions. Participants joining virtually can join again at 4:00 PM India time. There will be a break for you. I hope you have enjoyed the sessions, and we will see you after the break.

Operator: Welcome back. We now move to the last session of the day, which is the Q&A. Participants in the room may raise their hands and ask a question. Virtual participants who have rejoined can log in through the link and ask questions. We will prioritize questions from the room.

I request those asking questions in the room to state their name and organization before asking the question. With that, let me invite Priya and Niranjan on stage for the Q&A session.

I see many hands, perhaps Manoj. Everyone will get a chance; we have 45 minutes for the Q&A. Manoj, we need to get a microphone to Manoj.

Manoj Menon – ICICI Securities: Good afternoon, team. It has been a brilliant set of insights throughout the day. Thank you for that. This is Manoj Menon from ICICI Securities. I have 2 questions or clarifications.

The first is on capex. For the 2%-3% range, what are the drivers for this increase in capex? Is it intensity, or are you expecting double-digit volume growth very soon?

Niranjan Gupta – CFO: As we mentioned, the intensity of the capex increase is driven by 2-3 factors.

The first is to cater to growth. As Priya presented, we are pursuing competitive volume-led revenue growth. One part is therefore growth.

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The second is savings-led capex. Some of these capex investments will generate savings and improve service. For example, we discussed the {? 2,000 crore ?} capex in various premium liquid formats in the South. This caters to growth and improves customer service because of a distributed footprint, while also generating logistics savings.

It is a combination of the 2, and it reflects our belief in both growth and savings.

Manoj Menon – ICICI Securities: Thank you, Niranjan. My second question is for Priya. You provided a lot of clarity on what you are doing in new spaces, younger brands, and newer channels. Could you discuss some examples of your core brands, such as Glow & Lovely and Lifebuoy? Help us understand the actions already in the market and how you plan to accelerate growth in the core. Thank you.

Priya Nair – CEO & MD: When you think about our core brands, first remember that our core brands span all our categories. I will come to Glow & Lovely and Lifebuoy, but I want you to think about all our core brands across categories: Wheel, Clinic Plus, Taza, Lifebuoy, and Glow & Lovely.

We have a range of core brands. You saw Vandana present Wheel and discuss all the work that has taken place. We have now taken leadership in Tier 3 laundry. That was not the case before. Manoj, you know our business well. When I was running Home Care, that was certainly not the case.

This has happened because of the work undertaken to strengthen the brand. The brand has become stronger, and it all comes back to the framework we showed you for increasing brand desirability.

When we put in the science, use the right aesthetics, speak to young consumers, and make the brand more modern and contemporary, our core brands also become stronger. This shows up in our competitiveness.

That is the first framework I want you to consider. I can explain the same thing by discussing how Taza has been built. I can discuss Clinic Plus in the same way and talk about what an iconic brand it remains in our shampoo category.

Let me now come to Glow & Lovely and Lifebuoy because I think there is a specific question about those brands.

First, Glow & Lovely and Lifebuoy currently contribute only in the mid-single digits to overall HUL. This is important context because otherwise there is an overhang regarding these 2 brands.

Second, we are absolutely working to make these brands desirable as well because they have an important place in our categories and in the company.

Let me start with Glow & Lovely. You saw Harman discuss the work taking place both on the core brand and on premiumizing Glow & Lovely.

The excellent example she showed was sunscreen. If you think about who needs sun protection, it is the consumer in rural India who is outdoors and exposed to the sun. Glow & Lovely has always discussed the issue of the sun as an aggressor and how we can protect consumers.

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We are now offering a brightening product that also provides sun protection. This makes Glow & Lovely stronger.

The third way to think about this is the entire portfolio being built. If you consider what Harman shared on skin care, I am using skin care only as an example, we do not have only Glow & Lovely. We also have Ponds, Lakmé, Dove, Minimalist, and Simple. It is now the entire portfolio of brands serving our skin-care business.

Avneesh – Nuama: Thank you. This is Avneesh from Nuama. I have 2 questions.

The first is on Home Care. Home Care has been a star category for you. I have 3 sub-questions.

First, in dishwash, the number-two player has disappeared. Would you expect Vim dishwash to be the fastest-growing part of Home Care over the next 2-3 years?

Second, you are now taking Vim into floor cleaners and floor wash. In this category, and earlier in the bathroom-cleaner category, there is another very strong number-one player. Could you share how Domex performed? Is there any learning from Domex that applies to Vim floor cleaner, since you will face the same challenge?

The third sub-question is about the new startup company in detergents that challenged you through comparative advertising. Generally, we see Lever being aggressive in such situations. This time we did not see that, and I understand the matter is sub judice. What impact does this have, because these brands are trying to become more agile?

Priya Nair – CEO & MD: Let me start with the third point. As you know, the matter is sub judice, so I will not comment in detail, as I should not. What I want to remind you of is how HUL creates products.

Our products are completely safe and meet all safety standards, including the standards set by BIS and the standards we maintain for consumer safety. That is all I will say, as the matter is in court.

On the other 2 questions, let me start with dishwash. I think you are referring to dishwash liquids.

The biggest opportunity for us is not competition. It is exactly what I discussed: growth in bars through consumption increase, the opportunity to premiumize through liquids, and market development of the liquids category.

There is huge headroom. I showed you the Thailand-versus-India numbers, Avneesh. There is no better brand than Vim to develop this category.

I do not think about market share when I look at Home Care because the size of our opportunity in Home Care is so large. It is about consumption, premiumization, and market development. When we execute these correctly with the portfolio we have, we are best placed to grow Home Care.

Remind me of the third question—Vim floor cleaner versus Domex.

Avneesh – Nuama: Vim floor cleaner versus Domex.

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Priya Nair – CEO & MD: When you consider the Vim floor-cleaner product, it is important to return to my framework of desirable brands. The first thing I want to draw your attention to is the science behind Vim floor cleaner.

Vim floor cleaner has a specific scientific reason why it is better: it uses technology with superior malodor control. When you think about floor cleaning, that is a very critical variable.

It is a superior product, and this is another multiyear bet for us. The category is also significantly underdeveloped.

We can think about competition and taking on competitors, but our job is to develop these markets through our reach, distribution strength, and ability to take a strong brand such as Vim and leverage it across household care.

That is how we see it. I do not know whether Vandana or Vibhav would like to add anything. I will use members of my executive team who are also here, so let us ensure they have microphones as well.

Avneesh – Nuama: My second and final question is on body wash. I have a few sub-questions. First, how has the Stratos technology performed for you? Lux and Lifebuoy have had a challenging 3-4 years, and you have been candid about it. Have Lux and Lifebuoy returned, and if so, is this because of the relaunch, aggressive activity, and new product formulation, or is it due to the backend?

I ask because the number-two player has also said that its market share has stagnated over the last few quarters and years. That means either you are winning or the rest of the players are winning.

One related question on body wash is that liquid body wash looks very exciting on paper but has not developed in the way some other liquid categories, such as fabric wash, have. Palmolive, for example, is outsourcing it to Bombay Shaving Company. Would you need to do that? You have significant in-house D2C competence. Would you need to outsource, or can the existing body-wash team continue managing liquid body wash?

Priya Nair – CEO & MD: I will answer the second question first, and I am very excited that you asked it. I would have said the same thing to you a decade ago when I launched Surf Excel liquid: there was no market.

It takes multiyear marketing, and there is a moment, which Vipul described, when the market begins to inflect. I think that is what Vipul was referring to.

We are at that moment. We believe body wash will now inflect because it is beginning to reach critical mass. We are the leaders in body wash in the country today. In liquid body wash, I am happy to share that we are also the leaders of the segment, and we will drive market development.

Priya Nair – CEO & MD: This is about our investment, and we will drive the same playbook that Vipul discussed: ensuring that we have superior products and the right understanding of what consumers need to adopt the category.

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What are the triggers that make consumers convert from bar soaps to liquids? What do they enjoy? He discussed the stretchy feeling of the skin, which you saw in the Lux advertisement.

What are the barriers? What do consumers worry about? They worry about wastage, dosing, and how to use the product.

We have that understanding, and we are beginning with younger consumers through a sampling program at scale. We will deploy our playbook at scale and drive multiyear market development of body wash.

The second question was about Stratos. First, Stratos is a proven technology in terms of skin superiority. That is what Stratos has delivered for us across our brands. As Vibhav mentioned, we are now also taking Stratos into our premium brands because we are fully convinced that it provides skin benefits across our portfolio.

Avi – Macquarie: Hi, this is Avi from Macquarie. I have 2 questions.

First, thank you for the detailed framework on growth. I want to understand the 40% incremental growth you are discussing from market making. Could you give us a sense of how large this portfolio is today and which segments give you confidence that such a large incremental delta can come from this segment?

Priya Nair – CEO & MD: I shared this in my charts. I showed the penetration of each category. You will remember the chart showing the sub-segments. These were examples of some of the market-development cells and their indices relative to Indonesia.

Those are the key cells we are discussing in terms of doubling down on market development. There are others, but those are some of the key cells. They are present in the chart.

What gives us confidence is exactly what we said: our market-development playbook gives us confidence. We have done this before. If you look at our track record, we have done this before.

We are the largest CPG company in all these categories and the market leader. Our scale gives us the opportunity to develop these markets. It is also our consumer understanding. I will always return to that. Ultimately, our deep understanding of consumers will allow us to convert consumers into these categories.

Avi – Macquarie: Do you have any idea of the current salience? What I am trying to understand is whether the current salience is material for the 40% of incremental growth to come from this segment, or how should we think about the growth rates you are assuming or implying?

Priya Nair – CEO & MD: I am not going to provide guidance on exact numbers. What I am saying is that I have shared the structure. Forty percent of the delta will come from consumption and premiumization, 40% from market development, and 20% from white spaces.

Avi – Macquarie: Given the confidence you have indicated regarding growth, should we expect an upgrade from where we were previously discussing a double-digit earnings-growth trajectory? Is it possible that you will target a much stronger trajectory in the medium term, such as the mid-teens?

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Priya Nair – CEO & MD: We are not going to provide numerical guidance. The guidance we have provided is that FY27 will be better than FY26.

The guidance is for competitive volume-led revenue and profit growth. The guidance is that the growth will be shaped 40%, 40%, and 20%, along with the EBITDA margin range Niranjan shared.

Niranjan Gupta – CFO: We are also putting money behind our strategy, as is evident from raising capex from 2% of turnover to 3% of turnover.

Avi – Macquarie: Thank you very much.

Percy Panthaki – IIFL: Hi, this is Percy Panthaki from IIFL. I have 2 questions.

First, regarding per capita consumption and penetration, you mentioned that 60% of India is at Indonesia's per capita income, but penetration and per capita consumption are significantly lower. Even if you assume that the remaining 40% is a non-consuming class, consumption would still be under-indexed. What is holding back consumption? It is clearly not income; it is something else. What is that factor? If we understand it, we can better understand what will make consumption grow.

The second question is about new-product introductions and premiumization. Niranjan mentioned that new products would have higher gross margins. However, in the premium space, we often see that the cost structure is not in gross margin but in A&P. It is not necessarily only because brands are subscale; even when premium brands become larger, they require higher A&P.

Once these brands scale up, do you see premium introductions becoming EBITDA-margin accretive in the medium term? We have seen that some new D2C brands, even at a scale of more than 1,000 crores, have EBITDA margins below HUL's margin. There is a dichotomy: premiumization does not necessarily give you a better margin. Is premiumization worth pursuing in the first place?

Priya Nair – CEO & MD: Let me answer the second question first, and then you will have to remind me of the first. I honestly forgot it when you asked the second because it is a very interesting question.

The financial algorithm in premium is different from the financial algorithm of a mass business. This is something we understand very well as a company.

The financial algorithm of a premium business depends on the category. It is very different in Home Care, Beauty and Personal Care, and Foods. I do not want to give you one answer.

A premium brand in Home Care has very different economics because Home Care economics are strongly based on scale. It is a very different economic model.

I think you are referring more to beauty products. I ran the global Beauty and Well-being business, and beauty products tend to have high margins and high investment, while still delivering very good EBITDA margins. There will be a period of investment, but structurally these are high-margin businesses with high EBITDA.

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Why do you see our opportunities differently? It is because of our scale economics. Procurement costs, supply-chain costs, and the work Yogesh discussed on our distribution centers provide economics that are very different from those of other players.

Please remind me of the first question.

Percy Panthaki – IIFL: The first question was why per capita consumption and penetration are much lower despite the income level. We have the income, but we are not consuming as much as other countries. What is the reason?

Priya Nair – CEO & MD: I see that as the biggest opportunity, not as a problem. We are the market leaders in all these segments, and through multiyear market development we are seeing how growth begins to compound.

We gave you the example of home-care liquids. That is exactly what we will do across these categories. We invest, educate consumers, and conduct sampling. That is when markets are made. Markets are made by marketing companies; they are not created automatically.

Markets are built when companies invest behind them, create the right products, and take them to consumers. That is exactly what we plan to do.

Niranjan Gupta – CFO: If I may build on Priya's point regarding innovations, you mentioned that many D2C and new brands struggle with EBITDA margins.

First, our entire scale creates synergies. A new player has to build the entire system from scratch, which creates a higher cost.

Second, margin-accretive innovation does not always mean launching a new brand. When you put a margin-accretive innovation on an existing brand, such as Vaseline Gluta-Hya, you begin with a high margin and leverage the A&P of the overall brand.

When a D2C company launches a new brand, that brand requires much more A&P. We therefore have this leverage, and a large part of our margin-accretive innovation will be placed on existing brands, which lifts the overall EBITDA margin profile.

Arnab – Goldman Sachs: I saw Mihir, and then—may I ask? This is Arnab from Goldman Sachs.

My first question is on Foods. It is exciting to see HUL doing much more than in the past. However, there are still large parts of the Foods categories in which you do not operate or have only a limited presence.

Now that the parent no longer has a Foods business, how do you think about the overall play over the next several years beyond the categories in which you currently operate? Would inorganic expansion also be an option as you expand the portfolio?

Priya Nair – CEO & MD: First, our Foods portfolio at HUL is very different from the Unilever Foods portfolio, as it has always been.

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Our Foods portfolio is primarily a Beverages portfolio: tea, coffee, lifestyle nutrition, and Kissan. These are very local brands and are very different from the parent company's brands. The spaces in which we operate are also different. It has always been a very different Foods business from Unilever's global Foods business.

Second, India is at an exciting inflection point, as Raj shared. Within the spaces in which we operate, there is a huge opportunity—from hot to cold in Beverages and from kettle to cup.

There are massive opportunities in the way we will develop lifestyle nutrition. Wellness alone is a significant space, and we own the country's most trusted nutrition brands in Horlicks and Boost.

There is a huge opportunity there. I am glad you saw the unleashing of Kissan and are excited about what we are doing. This is only the beginning.

Arnab – Goldman Sachs: As a follow-up, I meant that in the past there may have been constraints on entering completely new categories in India. Now that this is a completely local business, do you still see expansion as adjacency expansion, or could there be something more significant in terms of entering very large Foods categories?

Foods is generally a lower-margin business, although not always. If you look at many Foods companies, is that a constraint or guardrail? Do you avoid categories with margins that may be in the mid-teens even if the long-term growth opportunity is large?

Priya Nair – CEO & MD: Our entry into protein is exactly such an example. It is an adjacency, but it is also a completely different way of entering the market. It is a very different market with huge potential, and we have the nutrition science, as I explained and Raj explained.

We believe that with our nutrition science, we can unlock, grow, and democratize the protein market.

That is how we are thinking about it. As I said, for every category we look at the opportunity, our right to win as HUL, the size of the prize, and the profit pool over time.

Across our business, we operate in categories with different margin profiles. When we play in the core mass business, the financial algorithm differs from that of a premium business. We already manage this within our business, and that is how we look at the total entity.

Tejash – Avendus Spark: Hi, Tejash here from Avendus Spark. Priya, some of us have been coming here for many years, more than 10 years, and I cannot recall an occasion when most of us left unimpressed by the effort we saw.

When we reconcile that with the numbers, we also realize that there is a macro problem. At our scale, we cannot decouple from the macros. That is why Percy's question is important: per capita income is the North Star of our expectations for an inflection point.

When you study countries that crossed that point, there was no competing category such as consumer electronics capturing the aspirations of youth and the broader population. Today, consumer electronics is as large as FMCG in wallet share, which may not have been the case when

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those countries crossed that income level.

In that context, do you believe that what happened for other countries at $3,000 may not happen for us at $5,000 or $6,000, because we have to accommodate such a large category in wallet share over the last 20 years?

Management: That is the anchor point of all our efforts, combined with the macros.

Priya Nair – CEO & MD: The way to think about it is exactly the way we showed the grid. There is a huge opportunity in consumption itself, and it is not far away because it is already happening within India between value seekers and affluent consumers.

As people in India get more money in their hands, their behaviors change. I described this through the number of dishes in the home, Vandana described the number of clothes in the home, and there is also the way people take care of themselves and what they want from their hair and skin.

Aspirations begin to change, and that changes behavior. This is happening at every level of the pyramid.

The way to think about it is through the grid. There will be an increase in consumption, an opportunity to premiumize, new segments, and completely new white spaces. Our opportunity is across this entire engine.

Niranjan Gupta – CFO: The biggest evidence is within India itself. In some of our presentations today, we showed that per capita consumption in certain categories is 3x higher in affluent urban areas than in rural and other areas.

As that consumption picks up, there is clear evidence within India and across geographies that it can move up 3 times. The movement is evident even in the way detergent-liquid penetration has developed in the South.

It is therefore very evident within India, even considering the way consumers distribute their wallet.

Mihir – Nomura: My second question is about your track record of forecasting trends. This is more a consumer question than an analyst question.

Over the last 10-15 years, we responded to Ayurveda, then Herbal, then D2C, and more recently science-based products. I understand that some other companies may be more agile at launching products and creating trends at their scale.

Do you believe our agility in creating trends is weaker? I would be happy if you could give examples of us leading a trend that others have copied over the last 2-3 or 5 years.

Priya Nair – CEO & MD: The entire Home Care example demonstrates that we have led category development. Whether it is liquids, dishwash, or premiumization of the powder market, we have led it.

Body wash is exactly the same. We are leading, and I just shared that we are now the leaders in body wash. That was not the case previously. We are now leading the market development.

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The way to think about HUL is that we are scalers. There may be small trends, but we make choices about where we want to play because we have so much opportunity within our existing business. We are scalers of categories, and that is how you should think about HUL.

Harit – Investec: Good evening. This is Harit from Investec. I have 2 questions.

The first is on Niranjan's slide about volume-led revenue and profit growth. During periods of high inflation, the volume-led revenue-growth algorithm changes because pricing and inflation affect consumer demand.

Are we entering such a phase again? Is that also why you have given yourself some flexibility at the lower end of the margin range, keeping it at 22%-24%? What are your thoughts on the near term?

Priya Nair – CEO & MD: Before Niranjan answers, let me say a few things.

If you think about the categories in which HUL operates—detergents, dishwashing, personal cleansing, body wash, tea, and so on—these are basic everyday commodities.

Even in inflationary times, there is some elasticity. I am not suggesting there is zero elasticity, but price elasticity is much lower in these everyday products than in discretionary categories.

The first way to think about it is that our focus is on the fundamentals: building desirable brands, ensuring that we have a future-fit GTM, and building new moats, as we have shared.

When we do this correctly, we have a well-proven ability to manage cyclicality, including inflation and deflation. This is a playbook we know well. Our focus is back on the fundamentals of the business.

Niranjan Gupta – CFO: Inflation will come and go. What remains is more users, more usage, creating desirable brands, and premiumization. That is the sustainable algorithm for the future, and that is why we are calling it volume-led revenue growth.

When we say volume, in our parlance we call it UVG, which includes both volume and mix. I want to clarify that point.

Priya Nair – CEO & MD: Consumption and premiumization.

Niranjan Gupta – CFO: Absolutely. Volume can sometimes mean only tonnage, so this becomes more sustainable, which is why we are focusing on it.

Regarding the EBITDA margin guidance, it is not impacted by short-term factors. It is carefully considered because our portfolio is structurally moving toward a higher margin.

Over the plan period and in the medium term, we see potential for margins to increase. However, we need to invest ahead of growth in many cases.

You have often asked whether our margin ambition sacrifices growth. Investing ahead of growth provides the width of the range and the flexibility to invest. That is why we have widened the range to 22%-24%, raised the upper end, and given ourselves 200 basis points of headroom.

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It is not impacted at all by the current inflationary situation.

Harit – Investec: Very clear. My second question is slightly academic. How do you define winning? Is it value market share or volume market share? From a category perspective, what is the internal definition?

Priya Nair – CEO & MD: As we have said, it is competitive volume-led revenue growth.

Harit – Investec: So that would mean volume market share? Competitive volume means volume market share?

Priya Nair – CEO & MD: Competitive volume-led revenue growth. I will stay with that.

Harit – Investec: Understood. Thank you.

Latika – JP Morgan: Hi, this is Latika from JP Morgan. Thank you for the insightful presentations today.

One thing we have noticed since you joined is the strong India-specific focus on initiatives. Today we heard about in-house packaging, in-house R&D, and an in-house fragrance lab.

What is different in your approach compared with what was happening before you joined? Do you think this is a genuine inflection point for revenue growth compared with the last 5 years, or should we expect only incremental improvement?

Priya Nair – CEO & MD: I am glad you enjoyed what you saw today. Thank you for that feedback.

The way to think about HUL is to begin with all the strengths we have. These strengths were not created in the last few years. I was part of HUL for more than 3 decades, so these are not things created only in the last year.

The strength of HUL is our brands and portfolio. This was not invented in the last year. We have an incredible portfolio of brands and a deep understanding of science. You would have heard Vibhav discuss this, and I hope you saw the depth of our scientific understanding.

We also have a distribution moat, and we are deepening it through specialization and by thinking about how to build a future-fit GTM.

The way to think about it is that we are taking the moats we have and strengthening them. We are returning to the fundamentals: consumption, premiumization, market making, and new spaces, enabled by increasing the desirability of our brands.

Why are desirable brands important? Because consumers are changing. India is a New India. When India changes, we take our existing brands and make them more modern, contemporary, and relevant for today's Indian consumer.

That is how you should think about it. India is changing, so our brands need to step up and remain in sync with Indian consumers.

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Latika – JP Morgan: My second question is more near term. We saw very little macro commentary in the slides today. Should we interpret this as greater confidence in company-specific levers that could drive growth?

Also, how are you seeing consumer sentiment today? Inflation is rising, crude is above 90, and rural conditions are relevant. Could you share some thoughts on how you see the rest of the year playing out?

Niranjan Gupta – CFO: Regarding near-term macros, the GDP print has come in well at 7.8%.

If you look at the key indicators, including GST collections, they are holding up well. Advanced income-tax collections are holding up well. Q1 growth for BSE 100 companies is also holding up well.

There are therefore more and more parameters beyond GDP suggesting that conditions are holding up.

Inflation remains elevated, but because of various proactive government programs, consumer-price inflation, or CPI, is still holding around 5%. CPI affects the overall wallet because it reflects the impact on the entire wallet rather than on one category or another.

For a country such as India, anything between 4% and 6%, which the RBI is comfortable with, is manageable and does not destroy consumption.

Even now, demand appears stable. Crude remains elevated, but so far we are seeing stable demand.

Latika – JP Morgan: Thank you.

Mihir – Nomura: Hi Priya, this is Mihir from Nomura. Thank you for taking my question. It is always encouraging to see the work HUL is doing to stay ahead of the curve and the significant headroom India offers, which you continue to highlight.

However, when we look at recent performance, the outcome does not appear to match the opportunity. Could you talk more about the problem areas that held back growth or offset the good work being done? What was the solution, and what work have you done on those specific problem areas?

Priya Nair – CEO & MD: First, the demand environment was different. It is important to consider the overall demand environment, the macros, and how they changed. CPG operated in a very subdued demand environment.

Second, we have been transparent about the areas where we needed to do work. There were certain segments and brands that needed attention.

Third, we have been transforming our portfolio, both by increasing the desirability of our brands and by changing the portfolio toward higher-growth areas.

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The focus is therefore back on the strong fundamentals. I will never tire of repeating that we are a consumer-products business. It is about desirable brands, a future-fit GTM, and deepening our moats, underpinned by the 4 areas of growth we are pursuing.

Very simply, that is the bedrock. We are taking the strengths we have and making them stronger.

Mihir – Nomura: Understood. I will discuss the demand environment with you separately.

Mihir – Nomura: My second question is about how Gen Z consumers are consuming compared with earlier generations or Millennials. Is there a gap that needs to be addressed?

From 2020 to 2025, 11,000 new brands were launched, according to industry reports. Only approximately 230 brands crossed 100-150 crores, but that is still a significant number, and these brands may have taken away some of the opportunity that would otherwise have been available.

They identified a need gap and acted on it. I see a lot of work being done behind this, but how are you thinking about ensuring that this does not happen again and take away the potential opportunity, given that your right to win is superior across product, distribution, marketing, and everything else?

Priya Nair – CEO & MD: I would ask you to think about it in each of the categories in which we operate.

Let us start with Home Care. We are gaining competitively across our Home Care cells. The opportunity and economics of Home Care mean that brands have to scale, so it is a very different opportunity.

Think about tea and soaps; they are similar categories. When you discuss new brands, it is first important to remember that they are present in certain sub-segments of the categories where we operate.

Second, we are transforming our portfolio where we believe we need the right portfolio.

Third, I will keep returning to scale. Barriers to scale in this country have never been higher because the market is becoming more complex. That is why I showed you the cell grid.

The economics are very different at different ends of the pyramid. We require different skills to drive consumption and premiumization depending on where the consumer lives and the channel from which the consumer buys. Remember where India lives.

Mihir – Nomura: Understood. One final question. We usually compare per capita consumption with many global countries. Is that the correct way to look at it?

The headroom for growth will always look superior because if we think about consumers in France or Indonesia, our cultures and consumption patterns are different. A consumer moving from the bottom of the pyramid to the middle, and then from the middle to the upper end, may not consume in the same way.

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I understand the examples you gave for dishwash and clothing, but how should we think about the true opportunity? If these comparisons are valid, then we should see a significantly different growth profile, which we are not seeing. What are your thoughts?

Priya Nair – CEO & MD: I also showed another chart comparing value seekers and affluent consumers within India.

We can compare with other markets, and you are right that there may be categories in which consumption habits are different. Foods are a good example. Consumption habits in India may be completely different depending on what and how we eat, with very different taste profiles.

That is why I showed the difference within the country as people become richer and consumption levels change. This is important. It is not only about benchmarking against other markets; it is also about how consumers in India behave as they become more affluent.

Mihir – Nomura: Looking forward. Thank you very much, Priya. All the best.

Priya Nair – CEO & MD: Thank you. Thank you very much.

Amit Sachdeva – UBS: Hi, Priya. This is Amit Sachdeva from UBS. Thank you for the presentations and for the 40-40-20 framework for growth acceleration.

I particularly like the idea of massifying premium through access packs tailored to your distribution strengths. However, I also feel that categories are becoming highly fragmented because of changes in industry structure, e-commerce, and the way products are consumed.

Beauty, for example, is becoming significantly fragmented. Lakmé is your beauty bellwether, but there is Korean beauty on one side and celebrity-led brands promoted by platforms on the other.

Are you addressing this through many small warriors fighting different battles? Given your global reach and ability to procure, if Korean beauty is a trend, why are you not playing across several beauty trends? Even in mass, there seems to be a mass-beauty space that is not being exploited. Why is the portfolio not being thought through more aggressively when fragmentation is increasing so rapidly?

Priya Nair – CEO & MD: That is exactly what Harman was trying to explain. We have changed our portfolio to add a completely new portfolio at the top end of the beauty pyramid.

I will first answer the beauty question and then return to total HUL.

You are right, but I would ask you to think differently about hair and skin. The dynamics are different. This is the same across the world. The hair market tends to be more consolidated, while the skin market tends to segment as consumer needs change.

We are changing our portfolio. That is exactly why we acquired Minimalist, built Simple, and are scaling the brand. We also have a wide array of Unilever brands that we will consider bringing in at the right time.

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However, if you look at the total HUL context across categories and segments, this works to our advantage, and we have higher shares as we move up the value chain.

Amit Sachdeva – UBS: I was also referring to color cosmetics. Skin is a large part of the beauty regime, but what about color cosmetics?

Priya Nair – CEO & MD: In color cosmetics, the biggest opportunity is that the category is under-penetrated in India.

The work Harman and the team are doing is to remind consumers and educate women about using color cosmetics. As women enter the workforce, this becomes a significant opportunity.

Color-cosmetics penetration in India is very low compared with other markets. Typically, women in India mostly use kajal. That is the only color cosmetic present at meaningful scale. This is therefore a significant opportunity for Lakmé.

Amit Sachdeva – UBS: My second question is on Home Care. I assume you have a dominant share in premium and are very competitive in mass. As liquids become part of the category, the category is being redefined because a new format is creating a new consumer need that requires education.

Are your shares in liquids higher than your share in premium? Is the market shifting?

Priya Nair – CEO & MD: I want to correct you: we are redefining the market.

Amit Sachdeva – UBS: Are your shares in liquids higher than your share in premium?

Priya Nair – CEO & MD: We are the leaders in liquids as well.

Amit Sachdeva – UBS: In the same proportion?

Priya Nair – CEO & MD: We have broadly similar shares across formats.

Amit Sachdeva – UBS: So there is no real market shift because of liquids as a new format?

Priya Nair – CEO & MD: We will gain when liquids grow. That is the simple answer. Liquids currently represent only 7% of the market, so there is little point in discussing liquid market share. We are driving the development of the liquids market.

The size of the prize lies in developing the market and teaching consumers how to use liquids in the country. There is enormous headroom.

The largest brand and the most premium brand in laundry is Surf Excel.

Amit Sachdeva – UBS: Understood.

Priya Nair – CEO & MD: The largest brand in dishwash is Vim.

Amit Sachdeva – UBS: Thank you.

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Harsh – Northern Trust Asset Management: Hi, Priya. I am Harsh from the sustainable investment and stewardship team at Northern Trust Asset Management.

My question is about sustainability. I would like to understand more about the weightings and metrics of the Sustainability Progress Index in the LTI. Does it include India-specific sustainability goals, or is it only global?

Priya Nair – CEO & MD: We have shared this, and I believe Niranjan discussed the work taking place across climate, nature, plastic, and livelihoods in India.

I will give one example: plastic. We now collect more plastic from the environment than we put into it. This is something we have declared and report.

We have a strong program around what we call reduce plastic, better plastic, and no plastic.

Reduce plastic means we are continuously working to lightweight packaging and reduce the amount of plastic we consume.

Better plastic means using post-consumer recycled plastic in our products to create a more sustainable form of plastic.

No plastic means using paper-based products wherever possible.

There is a great deal of work taking place in this area, but that is only one example. I could provide similar statistics for all 4 areas, and we have clear targets for each.

Harsh – Northern Trust Asset Management: What proportion would the environmental component represent? Could you provide a weighting or metric attached to it in the executive LTI?

Management: We have clear goals. We review our sustainability targets at the board level through the CSR and Sustainability Committee. At the management-committee level, we also have a committee that reviews them.

At the global Unilever level, these targets are also reviewed and are cascaded to the relevant people responsible for delivering them, forming part of their KPIs. They are therefore closely monitored from both a global and local perspective, right up to the board.

Harsh – Northern Trust Asset Management: One more question on the supply chain. You have committed to having suppliers representing 50% of procurement spend sign the living-wage promise by 2026.

Where does this stand, and how do you assess whether the commitment translates into living wages actually being paid? This may be better answered by someone else.

Priya Nair – CEO & MD: Perhaps Yogesh or Dinesh can help answer that. Could we have a microphone at the front?

Management: We are progressing well against the commitment to have suppliers sign the agreement. Within the target framework, we have signed and are progressing well. We will ensure

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that we deliver what we committed to. Thank you.

Aditya – CLSA: Aditya from CLSA. I have one question.

You spoke extensively about the Unilever playbook, and we have seen it work over the years. How do you evaluate it given the long-term discussion we are having?

Raj's presentation was insightful and different from what we typically see. From your perspective, given that many of you are long-term Unilever employees, how do you evaluate and adapt this playbook over time?

My experience is that perhaps you were slow on Quick Commerce and some modern channels, and now you are trying to fix that. How do you approach this?

Priya Nair – CEO & MD: When you think about the playbook, it is linked first to how consumers are changing. That is the underlying point of your question: are we keeping pace with the shifts taking place among consumers?

That is what we were sharing with you throughout the day.

If you think about how we conducted market development in the past, it was mostly through television advertising. Today we have a social-first approach.

I hope you saw what Vibhav shared, with Dr. Sujata speaking to consumers about why Horlicks is better. We are putting our science on social media, with scientists speaking and publishing some of our science.

This would not have been relevant historically because consumers did not access social media in the way they do today. We are therefore adapting our playbooks to what is relevant for today's consumer.

Sampling is another example. Previously, we conducted physical sampling, such as door-to-door sampling. Today we also conduct digital sampling through partners to sample affluent consumers digitally.

That is how we are redefining our playbooks across the cell grid and changing and deepening what we do.

Nihal Jham – HSBC: Hi, this is Nihal Jham from HSBC.

Priya Nair – CEO & MD: Hi, Nihal.

Nihal Jham – HSBC: I have 2 questions. First, looking at the report card since the last Capital Markets Day, the aspiration was strong volume growth, but it came in at 3% between FY24 and FY26.

Leaving aside macro and commodity factors, what could have been better? As you sit here and guide for improvement, what gives you greater confidence, assuming the macro and commodity environment remains as it was?

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Priya Nair – CEO & MD: What gives me confidence that we will deliver competitive volume-led growth is the deepening of our fundamentals.

There are 3-4 things that matter in consumer products. The first is desirable brands. Our brands need to be relevant not only to our existing consumers but also to new consumers. I hope you saw the focus today on bringing new trialists into our brands.

We are making our brands more desirable and more contemporary. We are conscious that the portfolio we had yesterday is not the portfolio we need in the future. By portfolio, I mean both our existing brands and how they need to appear, as well as our new brands.

That is the transformation journey we are on. I showed you the transformation of Vaseline and Dove. You saw some of the transformation of Horlicks. I could go on with Kissan and others.

I hope you saw the transformation of our brands throughout the day to make them more desirable, contemporary, and relevant for New India.

That is the first thing giving me confidence. When we increase brand desirability, we are well positioned to acquire new consumers beyond those we already have in each category and brand. That is the first fundamental step for me.

The second is our go-to-market. We already have a strong distribution moat, but you saw Neil discuss specialization across the chain and different channel types as they emerge.

Think about the grid I shared. It is about where consumers shop, from Quick Commerce, where we need the right organization and capabilities, to rural areas, where we need the right capabilities, deeper reach, and better distribution quality, and specialist stores such as beauty stores and open-format stores.

We are doubling down on capability, how we show up, and the distribute-and-discover capabilities that Neil discussed.

The third is the new moats we are building. AI will make us more efficient, faster, and more agile. At HUL's scale, agility can create a significant advantage.

We then return to the fundamentals: driving consumption, premiumization, and market making over multiple years with our existing portfolio. That is our biggest opportunity.

We have the portfolio, scale, and depth of reach. When we do this over multiple years, we create compounding benefits. Selectively, as we have shared, we will enter new spaces and double down behind them.

The fundamentals give me confidence that we can deliver competitive volume-led growth.

Management: To build on that, we are already seeing parts of it reflected in our performance through a sequential step-up over the last 4 quarters: 3, 5, 7, and 10. It is still early days, but parts of the strategy have begun to reflect in performance.

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Nihal Jham – HSBC: One quick question. It was interesting to see that the Power Spender portfolio in Beauty and Well-being grew 30x. I know Minimalist is included incrementally, but is this the part of the portfolio that will drive B&W going forward? If possible, what is its approximate contribution to B&W?

Priya Nair – CEO & MD: Harman explained that there is an opportunity at both ends of the pyramid, not only among the 5% Power Spenders at the top.

Remember where India lives. Seventy percent of India lives in rural areas and Tier 4, 20% lives in small towns, and 10% lives in large cities.

Power Spenders represent 5% of the country, Premiumizers 60%, and Democratizers 35%. It is important to ground ourselves in these facts.

The biggest opportunity in Beauty is not only the shift taking place at the top of our portfolio but also democratizing beauty for the many.

We have brands that consumers find aspirational. When you think about Dove, Lakmé, Vaseline, and many others, these are brands consumers want to buy as their incomes change.

When Democratizers have more money in their hands, these are the brands they find aspirational. Our brands have reach, and we are creating formats.

Glow & Lovely sunscreen is a great example. At Rs.10, it creates access to formats those consumers previously did not have. Price is a variable in India. There are consumers who cannot afford many of the products that the top 5% can afford.

When we create science and efficacy at the right price, as Vaibhav discussed, we address the entire spectrum.

The Beauty and Well-being wave is therefore not only at the top end of the pyramid. It is also the democratization of formats for every Indian consumer. That is our focus. We are playing at both ends.

Nihal Jham – HSBC: Thank you.

Operator: We are on time. Let us take the last 2 questions.

Analyst 1: My first question is on Minimalist. What led us to buy it rather than build it within the HUL architecture?

It was inspired by a global trend that was already successful and proven to some extent globally, although not in India. What was the missing feature that led you to acquire it?

Priya Nair – CEO & MD: When we think about our portfolio, we consider it in the following way.

First, we look at our own brands and scale them. We have a huge opportunity with our own brands. A great example is Dove's latest entry into body lotions.

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The opportunity to take the most-loved Beauty and Personal Care brand and extend it into a new category is our biggest opportunity.

I shared some numbers with you: Dove moved from the number-nine brand for us to number five, and we are convinced it will become our number-two brand. That is the pace of growth we see for Dove in Beauty and Personal Care.

The first approach is therefore to take our existing brands and extend them. These are the most-loved brands, as I just told Nihal.

The second approach relates to the opportunities before HUL. Remember the X-to-2x delta opportunity I showed you across the chain. That is very important.

The third approach is bringing in new brands from Unilever. Simple and Nexus are examples, and we are scaling them, as Harman shared. There are many other Unilever brands that we can bring in, and they are absolutely on our radar.

The fourth approach is bolt-on acquisitions where we believe a brand fits well into our portfolio and can be scaled. We provide the opportunity to scale those brands, and that is exactly what we have done with Minimalist.

Management: Minimalist is a classic example of buying and building. We bought the brand and then built it to 2x in 15 months. We bought Oziva and built it to 4x in 4 years.

It is about the scale at which you buy and then build. We are using a combination of buying and building.

Analyst 1: My second question is about management compensation and incentives. You have a Unilever ESOP plan, but what we are buying here is Hindustan Unilever. Why do we not have a Hindustan Unilever ESOP plan for management, and why do we have a Unilever ESOP plan?

Priya Nair - CEO & MD: Our ESOP plan is exactly in proportion to the holding. Sixty-two percent of our ESOP is Unilever and 38% is HUL. It is exactly in that relationship. I am compensated through HUL shares as well.

Management: The ESOP is only one part of compensation. The other part is our annual bonus.

Priya Nair - CEO & MD: Our entire bonus, for the entire team, is 100% linked to India performance.

Management: There are only 3 targets: top line, bottom line, and cash.

Priya Nair - CEO & MD: We have no bonus if HUL does not perform. My team and I receive zero bonus if HUL does not perform. It is 100% linked.

Management: It is significantly linked to HUL's performance.

Analyst 1: At what parameter does the variable compensation begin?

Priya Nair - CEO & MD: Thank you for your questions.

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Operator: With that, because we had only 2 final questions and we are out of time, all online questions have been answered, mostly in the room. We have now come to the end of the Q&A.

Thank you, Priya, Niranjan, and the entire Management Committee for sharing your views on the new strategy.

Before we close, I would like to invite Niranjan to remain on stage and give the vote of thanks.

Niranjan Gupta – CFO: Thank you, Yogesh.

We have come to the end of a long day. Thank you all for joining us today and for the thoughtful questions and engaging discussions throughout the sessions, including the final Q&A session.

We greatly value your time, interest, and continued engagement with our business. On behalf of the entire management team, thank you for your participation. We look forward to continuing our dialogue with you in the months ahead.

I would also like to thank the Shobiz team. Can we have a big round of applause for them? I would also like to thank the Investor Relations team and the organizing team for their outstanding efforts in bringing this event together seamlessly.

Before we conclude, I request all participants here to enjoy the high tea and refreshments in the lounge one floor below. On your way out of this block, please collect a small gift hamper we have prepared for you, containing an assortment of our sassy and desirable brands.

Thank you very much for attending. Have a great evening and a great weekend ahead. Thank you.

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