



Co-creating Scalable Models for Transformative Water Security



Water is a common resource and must be governed by local communities.

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CO-CREATOR COLLABORATOR COMMUNITY-FOCUSED

The Hindustan Unilever Foundation (HUF), founded in 2010 as the philanthropic arm of Hindustan Unilever Limited, focuses on addressing India's pressing water challenges. Its core mission is to promote water conservation, strengthening community-led water governance and improving farm-based livelihoods through sustainable water use. HUF collaborates with Civil Society Organisations (CSOs) to co-create scalable, community-driven solutions. Over the years, it has cultivated a strong ecosystem of partners who work at the grassroots level, engaging with communities, governments and experts to build long-term water security.

HUF's work is built on the philosophy that water security is not a product or project—it is a process: one that is participatory, locally grounded and systems-oriented. The Foundation works to strengthen and support scalable models of water stewardship that are community-led, institutionally anchored and environmentally sustainable.

Over the past 15 years, HUF has worked with partners across India, reaching thousands of villages in water-stressed states like Maharashtra, Uttar Pradesh, Rajasthan, Chhattisgarh and Punjab. Through this expansive and evolving ecosystem,

HUF has co-created solutions that generate water potential, promote resilient agriculture, enhance livelihoods and improve governance.

Today, HUF is recognised not just as a funder or facilitator—but as a solution provider and thought leader in India's mission for water security. Its integrated approach spans policy engagement, behavioural science, technology enablement and grassroots action, ensuring that interventions are context-sensitive and impact-driven.

Impact till Date

How Does HUF Measure Impact?

HUF implements a robust Standard Operating Procedure (SOP) in partnership with civil society organisations to measure the outcomes of its programmes. This methodology includes measuring the amount of water potential created through conservation efforts, improved agricultural practices and the economic benefits to farmers through improvements in yield. HUF validates these outcomes through independent third-party assurance.



Water Potential Created

3.9

Trillion Litres

672

Billion Litres



Increase in Yield/
Additional Agriculture
and Biomass Production

2.4

Million Metric Tonnes

0.33

Million Metric Tonnes



Person-days
Generated

118

Million Person-days

3.8

Million Person-days

Since inception: Cumulative and collective figures from programmes Supported by HUF. Independently assured up to 2023-24.

FY 2023-24: Collective

HUF's Approach

Key Enablers

Extensive Adoption of
Progressive Agricultural
Practices



Encouraging sustainable agriculture with on-farm demos measuring outcomes promotes potent alternatives through water-efficient practices.

Convergence with Flagship
Government Programmes



Leveraging government programmes effectively unleashes large resources to mitigate water vulnerability – strategic state selection is key to realising this outcome.

Supporting Women
with Pivotal Roles



Promoting women in key roles, such as paraprofessionals, lead farmers and local governance representatives, has boosted outcomes in water conservation and equitable water use.

Local Cadres of
Para-professionals



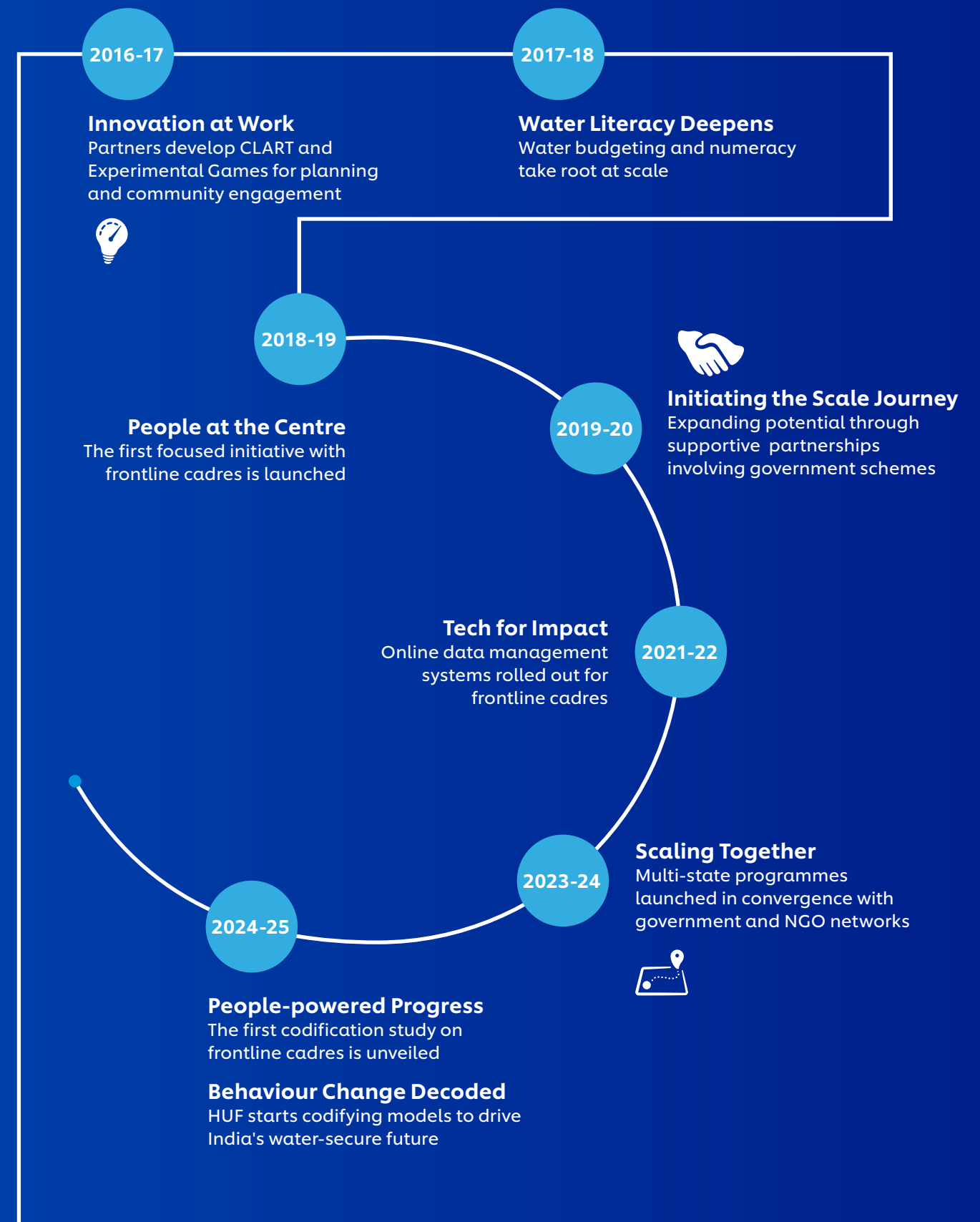
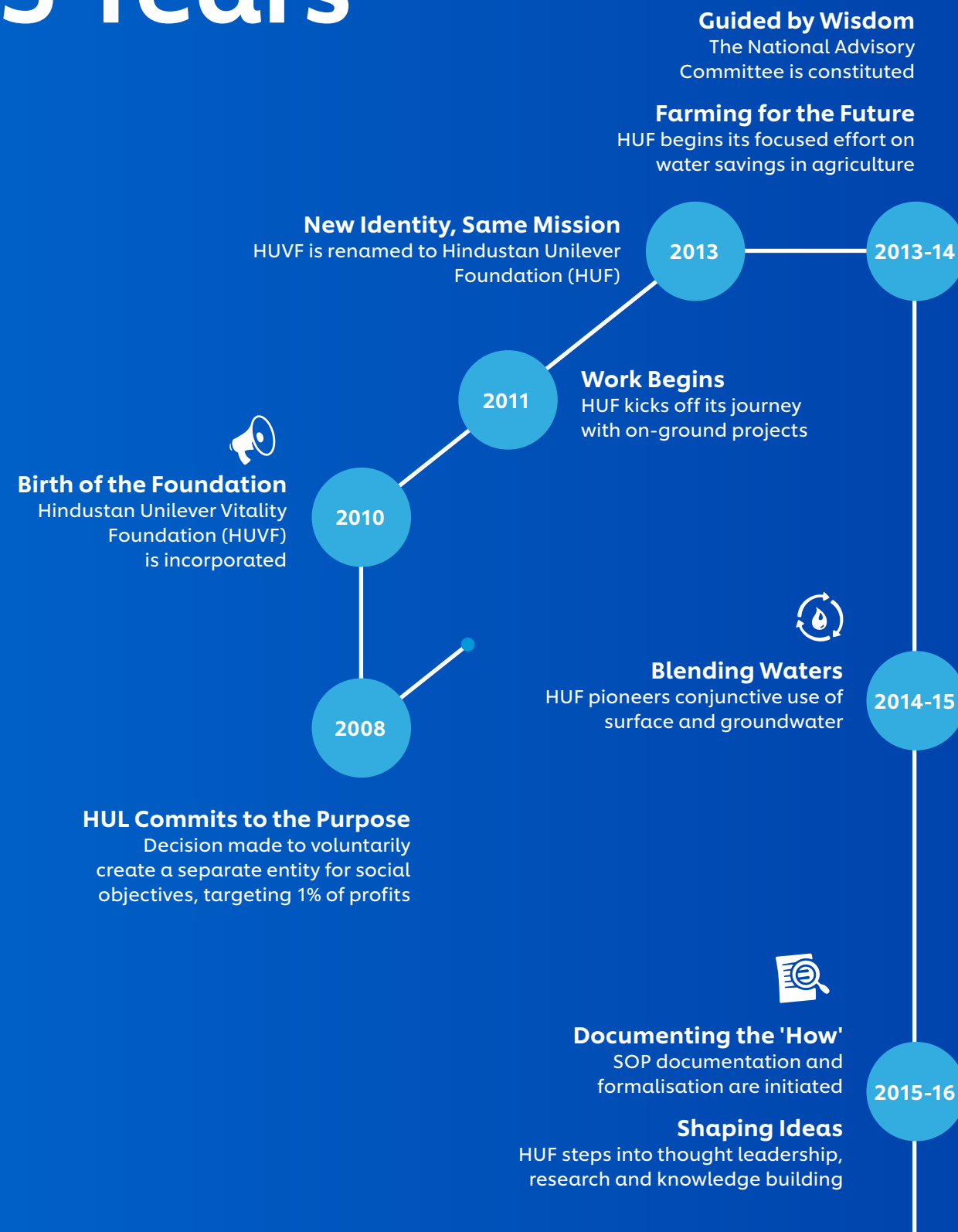
Creating local water and agriculture para-professional teams is key for sustainable village development, keeping knowledge within communities, offering new employment opportunities and addressing job scarcity.

Innovative Technology-
enabled Tools



Innovative technology-enabled tools, such as GIS-based watershed mapping or simulation-based water games, help create water numeracy and better water management at scale.

Milestones Over 15 Years



Ethos in Action

Vision

Addressing India’s Looming Water Crisis: Solutions for Millions

India’s water crisis is a pressing reality for millions. Despite having 18% of the global population, India possesses only 4% of the world’s freshwater resources. Groundwater reserves are overexploited and water availability decreases even in traditionally rich areas.

Mission

HUF recognises the urgency and significance of India’s water crisis.

With a vision to make water security common place, HUF partners with NGOs who are strong community mobilisers and have deep domain expertise in water ecosystems. HUF believes that India has the science and solutions to solve the water crisis in our lifetime. With informed intent and shared purpose, HUF galvanises farmers, panchayats, civil society organisations, the private sector and the government to achieve Water for All.

Key Pillars

Know More

Water numeracy

Build water numeracy to quantify availability, budget and allocate water resources.

Widescale deployment of low-cost tools (e.g. water budgets) to help communities and individuals map water sources, estimate water needs and quantify use.

Save More

Science-led conservation

Equip communities to lead scientific water conservation efforts.

Adoption of technology (GIS and digital) for data-driven measurement, decision making and governance for communities to lead their conservation efforts for ground and surface water.

Use Less

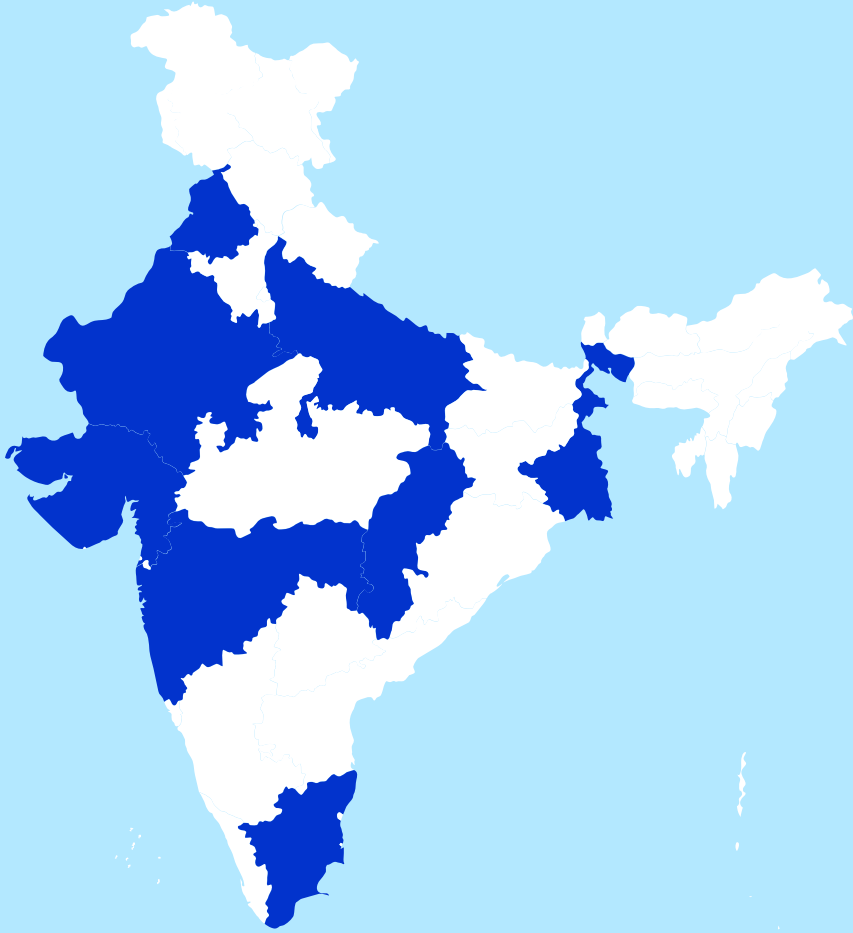
Behaviour change

Drive behaviour change for responsible water use in agriculture.

Demonstrate evidence-based sustainable agricultural solutions on input use, soil health and yield improvement to help farmers adopt judicious irrigation practices and crop choices.

HUF's Reach in 2024-25

HUF’s water conservation initiative partners with civil society organisations and multiple co-financiers (including government bodies). The programmes span 15,500 villages in 14 States and 2 Union Territories across India.



Partner	District	State/ Union Territory	Partner	District	State/ Union Territory
PRADAN (EIE)	Bankura	West Bengal	CIPT	Ludhiana, Sangrur, Moga, Amritsar, Hoshiarpur, Bhatinda, Barnala, Patiala, Fatehgarh Sahib, Jalandhar, Firozpur, Kapurthala and Malerkotla	Punjab
SSP	Dharashiv	Maharashtra			
PANI	Gonda and Shravasti	Uttar Pradesh			
BAIF	Khamgaon, Silvassa and Gandhidham	Maharashtra, Dadra and Nagar Haveli and Daman and Diu and Gujarat			
MYRADA	Hosur and Puducherry	Tamil Nadu and Puducherry	PRADAN (TN)	Ramanathapuram, Pudhukottai and Sivagangai	Tamil Nadu
PSSS	Etah and Sumerpur	Uttar Pradesh	SUVIDHA	Budaun	Uttar Pradesh
SIED	Dhule	Maharashtra	ADS	Jaipur	Rajasthan
TRI	Bastar, Dantewada, Kanker, Kondagaon and Sukma	Chhattisgarh			
VAAGDHARA	Banswara	Rajasthan			
DSC	Aravalli, Mehsana and Sabarkantha	Gujarat			

Disclaimer

The map of India should not be used for navigation or legal purposes. It is intended as a graphical element to the design layout. It does not warrant the map or its features to be spatially or temporally accurate or fit for a particular use. Hindustan Unilever Foundation does not claim the correctness or authenticity of the same.

Our Partners

By cultivating a robust network of partners deeply engaged with local communities, HUF and its partners have made significant efforts to address water security risks across various regions to improve water resilience for the farmer communities it serves.

Partners for a Frontline Cadre-based Model for Transformative Water Security



Swayam Shikshan Prayog



People's Action for National Integration



Professional Assistance for Development Action (EIE)

Partners for Reviving Roots-based Model for Transformative Water Security



Professional Assistance for Development Action (TN)



Voluntary Association of Agricultural General Development Health and Reconstruction Alliance

Partners for Collaboration-based Model for Transformative Water Security



Centers for International Projects Trust (CIPT)



Transforming Rural India Foundation (TRI)

Partners for a Water Numeracy-based Model for Transformative Water Security



Development Support Centre



Sanjeevani Institute of Empowerment & Development



Society for Upliftment of Villagers and Development of Himalayan Areas



Access Development Services

Partners for a Model for Holistic Water Rejuvenation



PRABHAT



BAIF Development Research Foundation



Mysore Resettlement and Development Agency



Parmarth Samaj Sevi Sansthan

Partners Who Help Us Succeed



India Development Review



Water, Environment, Land, Livelihoods Labs



Advanced Centre for Water Resources Development and Management

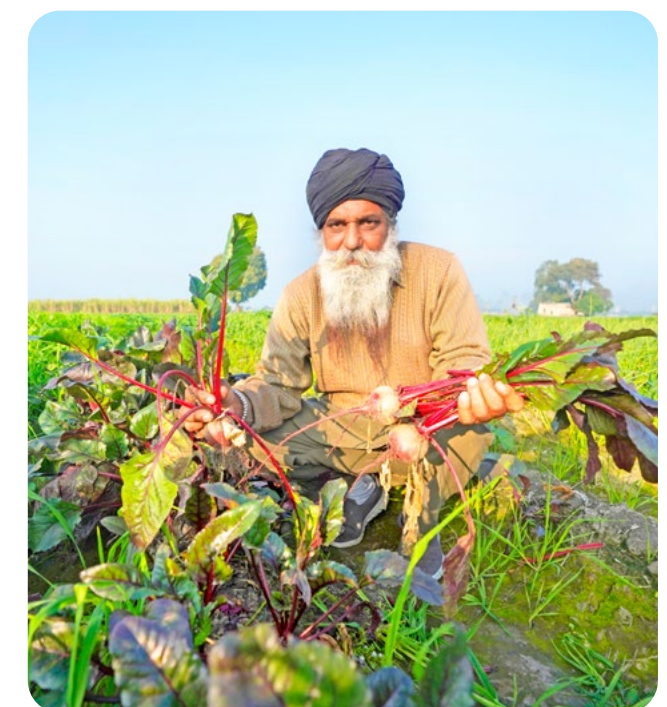


The Atlas of Behavior Change in Development



Dhwani Rural Information Systems

Communities Leading the Charge



Chairman's Statement

Water security is increasingly acknowledged as a critical issue globally and the harsh impact of climate change is exacerbating it even more. By 2030, India will have only half the water it needs—a dire situation for a nation that is home to 18% of the world's people.

Recognising its effect on our nation is essential to initiating robust collaborative efforts to restore and sustain water equilibrium. We are witnessing the concept of water budgeting, which involves managing water resources like a financial budget, being embraced. While this is encouraging, aggressive groundwater pumping without proper recharge mechanisms can have serious long-term repercussions. Groundwater, once a reserve against failed monsoons, is now our primary source with no backup plan.

The Prime Minister has consistently prioritised water issues, promoting initiatives such as the Jal Jeevan Mission, which has helped make safe drinking water supply in rural areas a reality and the Atal Bhujal Yojana, which involves over 8,500 Gram Panchayats across seven states and aims to enhance groundwater conservation through sustainable activities like rainwater harvesting, aquifer recharge and education on water conservation practices.

At Hindustan Unilever Foundation, we realise that while initiatives are important, community involvement is not just a requirement but a powerful tool for sustainable water management. Empowering communities makes them integral to the solution. Utilising local expertise for

groundwater recharge and equitable distribution is a key step in this direction.

HUF collaborates with civil society organisations to support communities in maintaining their water security. We actively support farmers and communities through non-profit partners. Our programmes help them 'Use Less' water in agriculture, 'Save More' through scientific conservation techniques and 'Know More' about their vital water supplies.

We focus on forging strong partnerships with local panchayats, government bodies and community members to drive sustainable water management. Through replicating successful models, advancing technology and sharing data widely, we ensure lasting impact, cementing water conservation as an ongoing imperative.

HUF-supported programmes and our partners have successfully harnessed 3.9 trillion litres of water potential since inception. This achievement, equivalent to more than two and a half years of drinking water for all of India, is a significant step towards making India water secure.

We must protect and reaffirm our dedication to this valuable resource for society's benefit. Let's be inspired and committed to this cause. With our collective efforts, each of us can make a significant difference in the journey towards sustainable water management.

BP Biddappa



At Hindustan Unilever Foundation, we realise that while initiatives are important, community involvement is not just a requirement but a powerful tool for sustainable water management.

CEO's Message

Our resolve to drive positive change has only strengthened as we navigate unprecedented global challenges, including the increasingly visible water crisis and climate change (जलवायु परिवर्तन).

Our mission, centred around empowering communities and farmers, remains driven by three simple yet powerful pillars: 'Know More' about our precious water resources, 'Save More' through scientific conservation methods and 'Use Less' water in agriculture.

As we mark the 15-year milestone of the Hindustan Unilever Foundation (HUF), we are immensely grateful for the journey so far with our partners and the communities we serve. We have dedicated ourselves to creating and implementing scalable and replicable solutions to secure India's water future. Collectively, the little dent we have made is a testament to our shared commitment and hard work.

Today, we have a foundation of rich experiences and a clear understanding of what works. We actively promote cross-learning among partner NGOs, sharpening their approach for the best outcomes. Our partners' central role in incubating these models, with extreme thoughtfulness and care, ensures they carry multifaceted benefits for the community, which is the underlying theme of this Annual Report.

HUF is not just a funder. We seek to be a trusted friend and facilitator. The programmes we

supported this year stretched wide geographically - from West Bengal in the east to Gujarat in the west, from Punjab in the north to Tamil Nadu in the south. Our determination to foster positive change has only intensified as we navigate unprecedented global challenges, such as the escalating water crisis intricately linked to climate change. We remain steadfast in our commitment to working hand in hand with our stakeholders and partners, as we all play a crucial part in shaping a brighter future for everyone.

As we look ahead, I am confident that with the dedication and passion of our team and partners, we will continue to make meaningful strides towards our vision of a more sustainable and equitable world. Our commitment to future initiatives is unwavering and we are optimistic about the positive impact we can create together.

Thank you for your continued trust and support. In the world of social impact, there are no competitors, only collaborators. Your contributions and partnership are invaluable and we sincerely appreciate your commitment to our shared mission.

Dr. Shraman Jha



Our mission, centred around empowering communities and farmers, remains driven by three simple yet powerful pillars: 'Know More' about our precious water resources, 'Save More' through scientific conservation methods and 'Use Less' water in agriculture.

Governance Snapshot

HUF's Board comprises experienced leaders who lead from the front. Their rich experience, expertise and passion add immense value to the cause of water conservation.



Timely and adequate water is crucial for the smooth running of industries, agriculture and even households. Therefore, to ensure India's future and combat the effects of climate change, our nation needs to build water security. As Chair of the Hindustan Unilever Foundation and someone deeply committed to sustainability, it is my absolute honour and privilege to scale and deepen the impact of the water solutions we've tested across geophysical profiles. I am convinced these will help contribute to the national mission of managing water resources and building a water secure future for our country.

BP Biddappa
Chairman



I am immensely moved by the commitment of our grassroots partners to usher in water security in their communities. With HUF's support, the programmes have created a water potential of 3.9 trillion litres since 2010, benefiting lakhs of people and hundreds of communities. This impact is a testament to the co-creation of solutions with our partners, who are building water resilience across India in both timely and transformative ways, a true example of 'Collaborate to Compound'.

Ritesh Tiwari
Director



HUF embodies our commitment to sustainability and social responsibility by driving meaningful change where it matters most—on the ground. Through targeted efforts in water conservation, governance and community empowerment, we are not just addressing challenges—we are enabling long-term resilience. Supporting initiatives that reflect our values and help shape a more equitable and sustainable future for all is an honour.

Srinandan Sundaram
Director



At Hindustan Unilever Foundation, we see water security as both a developmental imperative and a lever for systemic resilience. By enabling partners to adapt proven models to local contexts and drive deep behaviour change, the foundation has amplified on-ground impact. In doing so, we contribute meaningfully to the vision of a Viksit Bharat — one that is water-secure, climate-resilient and rooted in partnerships.

Sashidhar Vempala
Director



Raising the level of awareness and informed debate around the varied issues around water security is a key task that HUF seeks to perform. We are committed to fostering an environment of informed debate, getting varied stakeholders around a table to assess and evaluate alternatives to one of India's most pressing challenges collectively and collaboratively. It is a slower but sure-footed step towards the wide-ranging challenges of जलवायु परिवर्तन, which is what climate change translates into in Indian languages.

Dr. Shraman Jha
Chief Executive Officer



Co-creating Scalable Models for Transformative Water Security

In a country as diverse as India, water insecurity cannot be addressed through fragmented or uniform interventions.

This year, we reflect on our journey of a collaborative, systems-oriented approach to addressing India's complex water challenges. It emphasises that no single organisation can resolve these issues in isolation. Instead, transformative impact requires co-ownership, contextual intelligence and strategic partnerships across stakeholders.

The theme underscores a deliberate pivot towards scalable, community-rooted models—solutions that are field-tested, co-created and designed for adaptability across varied geographies.

HUF's Integrated Model for Water Security

HUF is not just an implementing agency—but an ecosystem enabler, co-creator and solution provider.

HUF's approach to water security is grounded in a simple truth: there is no one-size-fits-all solution. Each region's water crisis is shaped by its topography, rainfall pattern, cropping system, institutional strength and socioeconomic fabric. HUF's model recognises and responds to this complexity by catalysing and co-creating decentralised, locally appropriate water security solutions.

Rather than implementing directly, HUF works through a network of grassroots partners, technical experts and knowledge institutions, each contributing to different layers of a systemic solution. The model is designed to be scalable, measurable and community-owned.

The icons below illustrate each programme's water security profile, which is consistently used throughout the Annual Report for easy reference.

- Annual precipitation (in millimetres)
- Groundwater depth (pre-monsoon) [in metres below ground level]
- Climatic threats
- Agri groundwater dependence

The water security profile of the programme areas reflects key indicators but may vary across specific blocks and villages within the same district. Data is also reflected in ranges to capture the differences between different blocks.

Model

A Frontline Cadre-based Model for Transformative Water Security



HUF and its partners are championing a powerful approach rooted in grassroots leadership.

Central to this model is the mobilisation of frontline cadres—especially women-led, community-based change agents—who are redefining how water security is achieved at scale. Trained in water governance, sustainable agriculture and data stewardship, these cadres bridge the last-mile gap between science, policy and practice.

This cadre-based approach, field-tested across diverse geographies, is now emerging as a scalable blueprint for systemic impact—one that harnesses collective strength to build water-resilient futures from the ground up.



Partner

Swayam Shikshan Prayog (SSP)



Maharashtra
For more details refer to page 9

Programme Water Security Profile

- 600-850 mm
- 4.5-17.35 mbgl
- Frequent droughts
- High

64,377

Farmers
benefitted

37,495

Additional annual yield and
biomass produced (tonnes)

55.34

Water potential created
(bn litres)

12,10,391

Person-days
generated

The Programme

Dharashiv, an aspirational district in southern Marathwada, is prone to dry spells and droughts. With 77% of the population relying on agriculture, there is a preference for water-intensive cash crops over traditional crops. In collaboration with HUF, Swayam Shikshan Prayog (SSP) aims to implement a district-wide Sustainable Water for Agriculture model, by empowering women farmers as change leaders known as Sakhi cadre. The programme aims to implement a district-wide Sustainable Water for Agriculture model in climate-risk and drought-prone areas. SSP's approach includes promoting mixed cropping & bio-farming model, mobilising community to better utilize government funds for water infrastructure and creating market

linkages for inputs-outputs through farmer-producer organisations.

Empowering Women Leaders in Dharashiv

In Dharashiv, where agriculture is the primary livelihood and water scarcity is chronic, empowering local women as frontline leaders—Sakhis—has proven to be a game-changing model for water security. With 88.46% of rural women in Maharashtra engaged in agriculture but owning only 12.8% of the land, their labour drives the sector without due recognition or control. This imbalance makes it critical to put women at the centre of water governance and climate resilience efforts.



Marathwada District Transformation Model

The Marathwada District Transformation Model is built on the three pillars of Kisaan (farmers), Sarkar (government) and Bazaar (markets) and centres on Sakhis. These grassroots champions drive the model, anchoring its vision of resilient and sustainable agriculture.

Training and Empowerment

Sakhis—women farmers rooted in their communities—have been trained by Swyam Shikshan Prayog (SSP) as powerful change agents. They permeate climate-resilient farming, water-efficient practices and collective action for bio-farming and water-efficient agriculture. By facilitating cooperation between farmers, government and markets, they drive convergence, improve access to schemes and ensure women's voices shape local governance.

The programme trained them in climate-resilient agriculture, water conservation techniques, watershed literacy and community water budgeting. They were also equipped with leadership, governance and market-readiness skills—enabling them to mobilise communities, engage with Panchayat systems, access government schemes and strengthen linkages across the agri-value chain.

Community Trust and Embeddedness

Their effectiveness stems from their embeddedness in the community and the trust they command. They can effectively lead village-level water budgeting, revive/repair traditional water bodies and ensure women's perspectives are included in village-level decisions and development plans. As advocates for inclusion, they efficiently connect the most marginalised and vulnerable farmers to government schemes, credit and market linkages—leading to systemic impact.

Power of the Sakhi Model

The Sakhi model has proved decisive because it builds local leadership, strengthens last-mile governance and promotes low-cost, scalable and sustainable solutions. This model has enabled local women to take charge and be in the driving seat of their development instead of relying on external forces. Its success in drought-prone Dharashiv—where over 100,000 women across 400 villages have already transitioned from beneficiaries to solution-creators—demonstrates its potential for scale-up.

Scaling the Sakhi Model

Three strategic pillars are key to scaling the Sakhi model in other water—and climate-stressed regions:

Building women's leadership

Driving institutional convergence

Strengthening collective action

Its most replicable elements lie in its women-led, community-driven approach, which integrates empowerment, resilience and systems change.

Partner



People's Action for National Integration (PANI)

Programme Water Security Profile

- 1,143-1,151 mm
- 2.97-7.47 mbgl
- Floods
- High

The programme will achieve the following:

1,00,000

Number of farmers

500

Number of villages



Uttar Pradesh
For more details refer to page 9

The Programme

In Uttar Pradesh, agriculture heavily relies on groundwater for irrigation despite the presence of rivers and canals further exacerbated by climate change. The programme led by PANI and HUF aims to support small and marginal farmers, focusing on the Ganga basin, particularly in Gonda and Shravasti districts. Its main goal is to combat climate change by enhancing local communities' adaptive capacity and groundwater management. Building on HUF's partnership with PANI, it includes a Mahila Kisan Sangh-Cadre-Farmer Resource Centre that promotes better crop choices and practices. A skilled local cadre drives this change through a 'demonstrate-measure-repeat' model.

Transforming Farmers into Active Stewards

In Gonda and Shravasti, frontline cadres empower farmers to evolve from passive water consumers to active stewards. They hold the insider advantage, enabling authentic, community-wide transformation that adapts to changing times. Their deep community roots and nuanced understanding of local dynamics help build trust and navigate challenges with cultural sensitivity. The model ensures organic, sustainable change by identifying, training and enabling community members as frontline cadres. Their stake in the transformation process strengthens their commitment, allowing them to engage authentically and demonstrate new techniques on their farms.



Demonstrating Effective Farming Methods

Leveraging their agricultural backgrounds, frontline cadres focus on increased yields and reduced costs to influence farmers. They demonstrate new farming methods on their land to prove their effectiveness, boosting credibility and confidence.

Empowering Women Farmers

Frontline cadres empower small and marginal landholders, especially women, by introducing water-efficient, soil-enriching, climate-resilient farming practices. They mobilise women farmers into Mahila Kisan Sangathans (MKS) for awareness-building and collective action on sustainable agriculture and resource management. They also facilitate affordable access to government schemes, climate-resilient seeds and essential inputs.

Scaling the Model

The frontline cadre approach, with structured training, is key to replicating this model across the diverse landscape of the Ganga basin. Investments in training, technology and partnerships are essential to scale this model. Frontline cadres need training in sustainable agriculture, communication and leadership. Technology tools like mobile apps and GIS enhance outreach and hence effectiveness. Partnerships with research institutions, government and CSOs drive innovation and market access.

Partner



Professional Assistance for Development Action (PRADAN – EIE)

Programme Water Security Profile

- 1,400 mm
- 5.0-10.0 mbgl
- Delayed and unpredictable rainfall
- High

25,427

Farmers benefitted

36.7

Water potential created (bn litres)

23,047

Additional annual yield and biomass produced (tonnes)

8,28,883

Person-days generated



West Bengal
For more details refer to page 9

Erratic rainfall and soil erosion are typical in the Chota Nagpur Plateau's lowest ridges. These conditions have degraded the land and soil quality due to low moisture retention and high run-off rates. The tribal communities in the region are cut off and practice water-intensive agriculture with high chemical inputs. PRADAN and HUF implemented a pilot block saturation model in the Ranibandh and Hirbandh water-scarce blocks in the Bankura District.

The programme aimed to create a sustainable agricultural practice model, building on Usharmukti's previous work in the area. It focused on community-led knowledge sharing about regenerative farming practices, involving frontline workers known as Chasi Bandhus to support local farmers in improving agricultural and water practices.

The initiative sought to repair market linkages through community systems and required government support for resource allocation. By challenging conventional methods and employing data-driven planning, PRADAN aimed to foster innovation and implement new models, including knowledge dissemination through audiovisual mediums, leveraging HUF's emphasis on strategic experimentation.

Importance of Frontline Cadres in Bankura

Chashi Bandhus have proven to be vital because they connect directly with communities, understanding local challenges and effectively influencing behavior change. Local cadres possess deep knowledge of the land, rainfall patterns, crops and cultural practices and they already have

the community's trust, making it easier to mobilise collective action. This approach has strengthened the community's agency and promoted regenerative practice that ensures sustainable and resilient agricultural practices.

Responsibilities of Chashi Bandhu

They mobilise communities and build awareness through sessions on regenerative farming and water conservation, seasonal demonstrations and exposure visits. They provide technical support in soil health management, agro-ecological practices and cost-effective water conservation techniques. Cadres assist farmers in planning and implementing micro-plans and water budgeting, promoting shifts to biological farming and efficient water use. Chashi Bandhu also monitors data, experiments with new practices, bridges farmers with stakeholders and helps access quality inputs and institutional support. They help build long-term institutional strength by strengthening organisations like Self-Help Groups (SHGs), Village Organisation (VOs), PGs, WUAs and Farmer Producer Organisations (FPOs).

Organisational Structure and Financial Support

Cadres are structured within organisations (GPLF, VO) with defined career paths and incentives. Their performance is acknowledged and rewarded through government programmes (NRLM).

They receive honorariums or performance payments and can earn from paid farmer services. They also have access to microfinance, cooperatives, crop insurance and credit for soil and water investments.

Scaling and Adapting the Cadre Model

The cadre model has been effectively scaled in Bankura and similar regions. Local training materials use visual aids and practical demonstrations and regular refresher courses keep cadres updated on new techniques. Senior CRPs mentor new cadres and toolkits like soil health cards and pest management guides are provided. Basic tech tools, including mobile apps for farmers, are introduced and demonstration farms are established in each cluster to highlight regenerative practices.

Key scalable strategies for vulnerable regions include training local CRPs, collecting data, initiating demonstration plots, creating individualised farm plans and forming community groups like SHGs and FPOs. Adaptations should prioritise soil health, organic matter, agroforestry and water conservation. Communication and training must align with local traditions, while stronger value addition and local consumption models are necessary for weaker markets. It's crucial to build resilient short-term livelihoods alongside long-term soil-water regeneration and invest in early capacity building with mobile mentor teams.



Success Story

Rukmini Dalvi: A Frontline Champion of Climate-resilient Farming

In drought-prone Dharashiv, Maharashtra, Rukmini Rameshwar Dalvi, a 44-year-old marginal farmer from Ansurda village, stands out as a leader of change.

Rukmini farmed soybeans on her 0.75-hectare land for over two decades, facing a harsh climate and dwindling returns. Three years ago, she partnered with Swayam Shikshan Prayog (SSP) under the Marathwada District Transformation Model (MTDM), supported by the Hindustan Unilever Foundation (HUF), transitioning from farmer to a frontline cadre and community advocate for sustainable agriculture.

As part of the Women-led Climate Resilient Farming (WCRF) model, Rukmini adopted sustainable practices like vermicomposting and biopesticides. She became a key resource for others by demonstrating rain pipe irrigation, seed biotreatment and organic crop rotation techniques.

Rukmini achieved impressive results despite a severe drought. She harvested 6.8 quintals of gram and 11 quintals of vegetables from less than one hectare, earning ₹2.55 Lakhs in three months. Her successful mixed-farming model and reputation for organic produce have opened new markets, leading to better prices and community recognition.

Rukmini is not just a farmer; she's a key figure in the MTDM programme, inspiring women to adopt climate-resilient farming. Her leadership exemplifies the 'KISAAN' pillar, empowering farmers as agents of transformation.

With over 100,000 women farmers and 500 villages involved, Rukmini's story embodies a movement of frontline women redefining agriculture through resilient harvests.

Model

Reviving Roots-based Model for Transformative Water Security

HUF and its partners are reviving traditional water systems and practices as a powerful solution to India's water challenges.

This model recognises that resilience often lies in the wisdom of the past—practices that evolved in harmony with local geographies, climates and cultures. This model promotes sustainable water management, livelihood enhancement and ecological revival by bringing these practices back into mainstream use with modern adaptations where needed.

Tested across diverse geographies, it offers a replicable, culturally resonant blueprint for water security that grows stronger with community participation and shared stewardship.

Partner



Professional Assistance for Development Action (PRADAN – TN)



Tamil Nadu
For more details refer to page 9

Programme Water Security Profile

- 818-887 mm
- 6-151 mbgl
- Rainfall intensity shifts
- Medium

The programme will achieve the following:

64,000
Number of farmers

200
Number of villages

The Programme

The south-eastern districts of Tamil Nadu, including Ramanathapuram, Pudukottai and Sivagangai, face erratic monsoons and frequent droughts, making water security a critical issue. Historically reliant on water harvesting structures or tanks for domestic and agricultural needs, these tanks have fallen into disrepair over the past few decades, significantly reducing the area under tank irrigation.

Recognising the economic viability of tank repair and restoration, the partnership between HUF and PRADAN aims to develop a science-based, locally relevant framework for rehabilitating the region's interconnected tank systems. Utilising CSR funds alongside existing government resources and NGO expertise, the programme will establish a Centre of Excellence (CoE) on tanks and related traditional systems. This CoE will advocate for science-led tank rehabilitation, ensuring continued visibility and funding for the issue beyond HUF's involvement.

Proven Model for Water Security

Reviving Tamil Nadu's traditional tank system offers a proven, cost-effective model for long-term water security, particularly in regions where groundwater is limited or unpotable and without perennial water sources. These centuries-old tanks, designed to harvest rainwater and support agriculture, livestock and groundwater recharge, are being rejuvenated holistically through an ecosystem development approach beyond infrastructure repair. Restoration includes desilting, repairing sluices and bunds and rejuvenating ecosystems, which enhance water availability, provide for critical irrigation needs and extend water availability by two to five months.

Cultural and Historical Significance

Tanks' decentralised, low-cost nature makes them ideal for replication, especially in water-stressed areas. Due to their cultural and ecological significance, places of worship across different religions were often established in their vicinity. This proximity fostered community participation and a sense of shared responsibility for the upkeep of these vital water structures.

Community-led Governance

The model's strength lies in its community-led governance. Tank Farmers' Associations (TFAs) are central in planning, managing and sustaining the systems. TFAs are community-based organisations and all decisions regarding the work and

implementation of tasks are carried out under the supervision of the association members. Through capacity-building initiatives focused on crop planning, water management and related skills, community members are empowered to participate actively in governance and decision-making processes. Governance within TFAs is strengthened through regular meetings, clearly defined roles and transparent financial systems for operations and maintenance.

Partnership and Institutional Support

The initiative, supported by a partnership model involving NGOs, CSR donors, local governments and the community, addresses often overlooked issues like encroachments and maintenance. Insights from the Centre of Excellence reinforce the tanks' multifunctional role in ecology, economy and culture, highlighting their value in climate resilience and local development.

Replicability and Expansion

The model has already shown strong potential to attract additional donors and CSOs committed to systematic work in the water sector and has successfully expanded across geographies where tanks and other surface water bodies are prominent sources of irrigation. With sustained institutional backing, data systems and targeted outreach—particularly to policymakers—this model can shape water governance across India's tank-fed regions.



Partner



Voluntary Association of Agricultural General Development Health and Reconstruction Alliance (VAAGDHARA)

Programme Water Security Profile

- 934.8 mm
- 2.00-40.00 mbgl
- Erratic rainfall and drought
- High

The programme will achieve the following:

30,000

Number of farmers

290

Number of villages



Rajasthan
For more details refer to page 9

The Sajjangarh, Kushalgarh and Gangad-Talai blocks of Banswara district are in the upper reaches of the Mahi basin. While the region receives normal annual rainfall, it takes place in a small window of 30 to 45 days, leaving the rest of the year arid. In addition, ~60-70% of rain quickly flows out of the upper reaches, taking a large part of fertile topsoil. Even though agriculture is the mainstay of the population, irrigation coverage in the region is low and land development is inadequate. The programme aims to improve livelihoods through sustainable land management, better irrigation and diversified income sources. It focuses on community mobilisation, awareness campaigns and tailored land and water management practices. Over three years, more than 30,000 tribal farmers will adopt improved farming methods and create over 180 water harvesting structures, providing 54.6 Billion litres of water.

HUF's partnership with VAAGDHARA emphasises areas under the Panchayat Extension Services Act (PESA), granting local Gram Sabhas more power to tackle development and social justice. The initiative includes 30 Jal Doots working in 290 villages and uses community radio to educate residents on efficient water technologies.

Integrated Community-led Approach

The model blends traditional practices like Hangadi Kheti and Halma with modern tools such as water budgeting, rainwater conservation and data-driven village planning. Anchored in Gram Sabha decisions under the PESA Act, the initiative empowers local institutions Gram Swaraj Samuh (GSS) and Krishi evam Adiwasi Swaraj Samuh (KASS) and youth volunteers (Jal Swarajis), ensuring strong community ownership.



Revival Model of Traditional Practices

In the upper Mahi basin, where erratic rainfall and runoff pose persistent challenges, the revival of Hangadi Kheti, a traditional multi-cropping system—has emerged as a powerful, low-input,

water-efficient and climate-resilient solution. Rooted in local agro ecological wisdom, it promotes soil health, moisture retention and food security while reducing reliance on external irrigation and chemical inputs. Closely planted diverse crops with varying root depths minimise soil erosion and runoff, improve fertility and ensure water is conserved, naturally addressing ecological degradation and livelihood vulnerability.

Catalysts for Scale and Way Forward

Scalability is driven by the relevance of water scarcity across regions, adaptability of Hangadi-like systems, empowered local youth, institutional capacity and PESA-backed governance. To amplify impact, the programme aims to integrate digital tools for real-time water and soil monitoring, strengthen market linkages for traditional crops, promote women's leadership in water governance, institutionalise learnings through policy advocacy and scale rainwater harvesting at individual and community levels.



Success Story

Seeds of Tradition: Jetu's Legacy in Rajasthan's Reclamation

In the sun-kissed village of Badvas Choti in Banswara, Rajasthan, Jetu stands tall among her crops—her silver nose ring glinting in the light, a cherished gift from her father on her wedding day. It's her pride, like the land she nurtured with weathered hands and unwavering spirit. At 62, Jetu is more than a farmer—she is a guardian of tradition, a steward of water and a quiet force behind a silent revolution reshaping how her community farms.

Walk with her through her field and she will gently tug on the leaves, like scolding a playful child, explaining each of the 18 varieties she has grown—pulses, greens, vegetables—all sprouting from a single patch of land. The secret, she will tell you with a sparkle in her eye, is Hangadi kheti, a traditional intercropping practice passed down through generations. It is about conserving water and cultivating resilience. Crops share space, resources and strength, reducing input costs and dependency on erratic markets.

Pointing to a purple cloth fluttering atop her tallest plant, she'll share a family ritual: marking the healthiest crop for seed saving—a living legacy for the next season. With the extra income from selling soybeans in the local market, she meets her household needs and saves for the unexpected.

Jetu's journey is part of a larger story—one powered by the convergence of wisdom and innovation. With support from HUF and Vaagdhara, farmers like her are embracing a hybrid approach: Hangadi kheti alongside drip irrigation, making every drop of water count. Supporting them are Jal Doots, trained local champions who spread knowledge, mobilise communities and nurture the shift to sustainable water and land management.

This approach is about reviving old practices and empowering people, restoring ecosystems and reclaiming dignity in farming. In Jetu's fields, Rajasthan's fight against desertification takes root—not with grand gestures, but through small, persistent steps of one woman, one seed and one drop of water at a time.

Model

Collaboration-based Model for Transformative Water Security

HUF and its partners' collaboration and convergence model, aligns government schemes and local bodies to build water resilience.

By strategically aligning flagship programmes and tapping into the collective strength of farmer cooperatives and panchayati raj institutions, the model ensures that water security interventions are well-funded and deeply embedded in local governance structures.

It offers a scalable and replicable framework for rural water security, strengthening institutional ecosystems while placing communities at the centre of sustainable development.

Partner



Centers for International Projects Trust (CIPT)



Punjab

For more details refer to page 9

Programme Water Security Profile



333-744 mm



10-40 mbgl



Rising temperatures and erratic rainfall



High

5,198

Farmers
benefitted

11,188

Additional annual yield and
biomass produced (tonnes)

2.70

Water potential created
(bn litres)

29,539

Person-days
generated

Punjab is well known as the country's grain bowl; over 80% of the land is agrarian, with a historical focus on rice-wheat monocropping culture. Farmers in Punjab rely on traditional farming practices (high-yielding varieties with intensive use of fertilisers and pesticides). With easy access to subsidised electricity and assured prices, making the farmers change existing agricultural practices and adopting water-efficient approach was a challenge. The CIPT and HUF's partnership promotes a water-efficient agriculture model

in Punjab, reducing irrigation water use by 25%. It encourages technologies like short-duration varieties (SDV), direct seeding of rice (DSR), alternate wetting and drying and improved crop residue management in collaboration with cooperative societies. The programme works with farmers to enhance water use efficiency, reduce costs and boost incomes, addressing groundwater over-exploitation and stagnant incomes in 13 districts of Punjab.

Importance of Cooperative Societies in Punjab

Punjab cooperative societies offer critical 'network capital' through close social ties with farmers. They facilitate credible guidance, large-scale farmer mobilisation and tools for behaviour change which makes them effective in promoting water-efficient practices. Moreover, Their strong institutional presence and role in providing affordable credit, quality inputs and efficient procurement systems are crucial to agricultural transformation.

Enabling Collective Participation

Collaborating with cooperatives has advanced the initiative's goals by enabling cost-effective, community-driven outreach—both digitally and in person. CIPT's cluster approach groups cooperatives from similar socio-geographic areas, allowing intensive work in selective societies. These are hubs for innovation, where new practices and technologies are demonstrated peer learning and knowledge exchange is highly encouraged. This has further facilitated the work of field cadres.

Adapting Messages and Interventions

They help adapt messages and interventions to local contexts, increasing relevance and acceptance. Regional institutions can efficiently connect farmers with technical, financial and informational support, empowering community leaders to champion sustainable practices. Strong local institutions are replicable models for scaling interventions in similar socio-cultural settings.



Impact of the Programme

Farmers report an 8-10% decrease in input expenditure, leading to cost savings. Improved farm incomes have emerged as a direct result of these changes, with yields increasing by 3-5% and operational costs reducing, leading to higher profits.

Strengthening and Scaling of Local Institutions

Continuous support, field visits and adaptation based on local feedback are vital for long-term success and scalability in regions similar to Punjab. Region-specific training for cooperative leaders and farmers can promote sustainable practices like water-efficient irrigation and crop management. Decision Support Systems (DSS) and input-output linkages can improve water management and must be integrated into cooperatives. The programme will help leverage governments incentives, subsidies, incentives, subsidies and policies to support sustainable practices, access to credit and collaboration between cooperatives and agencies. Farmers need to feel ownership of cooperatives through inclusive decision-making and regular engagement.

Partner



Transforming Rural India Foundation (TRI)

Programme Water Security Profile

- 1,292-1,701 mm
- 1.70-10 mbgl
- Land degradation
- High

The programme will achieve the following:

1,00,000
Number of farmers

3,500
Number of villages

In Chhattisgarh, poverty is concentrated in the northern and southern districts with hilly and undulating terrains. Despite an annual rainfall of ~1200 mm, these districts have high run-off, lack residual water management and soil degradation which exacerbates region's poverty. TRI aims to create collaborative pathways between key government programmes like the National Rural Livelihood Mission (NRLM) and the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) to enhance water conservation in five aspirational districts. By aligning these programmes, TRI seeks to improve outcomes for local communities with support from state and district administrations. The initiative, led by women collectives and panchayat members, employs an Integrated Natural Resource Management (INRM) approach and fosters a conducive policy environment. Its goal is to improve the lives and livelihoods of tribal communities by leveraging government resources to build sustainable water assets.

Convergence of MGNREGS-NRLM for Water Security and Livelihood Enhancement

The convergence between two flagship rural development government programmes - MGNREGS and NRLM further strengthens the collaboration between Community-Based Organisations (CBO), Panchayati Raj Institutions (PRI) and Local Administration (LA), enabling joint planning and creation of durable infrastructure for local water and livelihood needs.

Demonstration and Institutionalisation of INRM Planning

This model of convergence promotes community-centric and participative Integrated Natural Resource Management Planning (INRM), leading to sanctioning and creation of long-term productive water/livelihood assets. Representatives from NRLM's Cluster Level Federations (CLFs) are supporting MGNREGS & PRI staff on facilitating Participatory Rural Appraisals (PRAs), leveraging GIS tools for INRM planning, inclusion in village development plans and coordinating approvals, on-ground execution of plans through MGNREGS. Till now, 15,000+ NRM demands (farm ponds,



Chhattisgarh
For more details refer to page 9



trenches, land levelling, check dams, plantations, etc.) have been generated bottoms-up, 1,500+ plans have been sanctioned and 1,000+ plans have been executed on the ground across ~500 villages. These demands from the ground are being digitally captured using a mobile application; while sanctioning and execution of works is being monitored through custom-made dashboard (WATER-WEL portal) which fetches data from MGNREGA MIS.

Women's Leadership and Inclusive Governance

Women's collectives and panchayats are leading local water conservation efforts through a convergence-based approach that combines community participation, scientific planning and institutional integration. SHG members play a central role in ensuring that the plans are community-driven, technically sound and reflective of local needs. The creation of Gram Panchayat

Coordination Committees (GPCCs) has further institutionalised this role by bringing together SHG members, panchayat representatives and government functionaries to jointly prepare, prioritise and implement water-security focused Gram Panchayat Development Plans (GPDPs). Overall, women's collectives and panchayats are becoming key drivers for achieving local water security—ensuring inclusive planning, institutional ownership and sustained impact on the ground.

State-wide Replication and Scale-up

With systemic approach and demonstrated impact across six blocks, this convergence model shows strong potential for expansion. Owing to the current success, the State Government of Chhattisgarh has launched a state-wide 'Mor Gaon, Mor Paani' (My Village, My Water) Maha Abhiyan to scale-up the model. With state support, cascading capacity-building and operational alignment, the model offers a replicable framework for water-secure, resilient rural development across Chhattisgarh and similar other regions.



Success Story

A Village Reclaims Its Future: The Story of Koknapur

Koknapur, a quiet village in drought-prone Chhattisgarh, had long struggled with water scarcity, leaving its fields cracked and hope to feel distant.

The change started with a conversation. The Cluster Level Federation (CLF) recognised Koknapur's urgent needs and prioritised intervention, guided by a vision based on the Ridge-to-Valley approach of Integrated Natural Resource Management (INRM).

Orientation programmes were conducted for government departments and grassroots staff to align everyone on the path ahead. Training sessions at Koknapur Panchayat involved both field-level cadres and villagers. Women from the Naari Shakti Mahila Gram Sangathan led the initiative, eager to learn and take charge.

Technology combined with traditional knowledge, such as GIS mapping, outlined the land's features linked to the khasra number. Meanwhile, villagers conducted a transect

walk to identify local resources and problem areas visually.

Plans emerged from the open forum of the Gram Sabha, where community input shaped the Gram Panchayat Development Plan (GPDP), securing approval and ownership.

Then, the real work began.

Villagers united to carve over 1,500 Staggered Contour Trenches (SCTs) into a barren hillock, combating soil erosion and restoring water to the land.

The results were profound: water conservation restored the land, while consistent employment from MGNREGA provided financial stability. Most importantly, it fostered a renewed sense of dignity, unity and self-reliance that transformed the village.

Koknapur is no longer just surviving. It is reclaiming its future—one trench, decision and voice at a time.

Model

A Water Numeracy-based Model for Transformative Water Security

HUF and its partners are advancing an innovative, community-rooted approach centered on water numeracy.

In a landscape where groundwater is both a lifeline and a dwindling resource, this model empowers farmers and local institutions to become stewards of their own water futures. By demystifying groundwater and fostering data-driven governance at the grassroots, the water numeracy model is unlocking a new paradigm—where sustainable water use is embedded in everyday choices.

Tested across groundwater-stressed regions, it offers a scalable, adaptive pathway for regions across India to build climate resilience from below.

Partner



Development Support Centre (DSC)



Gujarat
For more details refer to page 9

Programme Water Security Profile

- 810-827 mm
- 2.15-41.40 mbgl
- Drought and desertification
- High

The programme will achieve the following:

15,000
Number of farmers

150
Number of villages

The Aravali, Sabarkantha and Mehsana districts of Gujarat face irregular rainfall with high variations. Agriculture and animal husbandry are the main economic activities. Over 90% of irrigation water is sourced from shallow and deep groundwater wells, leading to over-exploitation. The DSC and HUF-led programme aims to educate farming communities on groundwater management, which is in line with the Atal Bhujal Yojana (ABY). It emphasises groundwater renewal and efficient agricultural practices, fostering water awareness through village forums and local resource persons. The programme enhances water supply by rejuvenating old structures and building new ones with community participation and government support.

Introduction to Water Numeracy in North Gujarat

The water numeracy approach is implemented in response to severe groundwater depletion in the three districts, where tubewells reach depths exceeding a thousand feet. This method combines traditional community governance with accessible insights into water levels and aquifer dynamics, using visual and numeric tools to simplify complex hydrogeological concepts for community leaders. By strategically balancing water supply and demand, water numeracy fosters institutional memory and long-term sustainability, shifting the perception of water from a resource to a shared responsibility.



Initiating the Water Numeracy Model

To initiate the water numeracy model, DSC analyses village-level water resource and land use data, moving from integrated water resource management towards developing a community-centred water security plan supported by water budgets. In water numeracy principles, local individuals are trained as 'Bhujal Jankars' (groundwater informers). These Jankars are vital in facilitating community-wide understanding and action regarding water management. Local water stress hotspots are mapped and discussed with the community to develop solutions. Community institutions lead planning and monitoring, focusing on water budgeting and equity. Data is used to create village water budgets and Water Security Plans. Practical demonstrations of water-saving techniques are conducted and continuous dialogues with stakeholders facilitate adaptation. The implementation of these initiatives is supported by various schemes and funding sources, including ABHY (Atal Bhujal Yojana), MGNREGA (Mahatma Gandhi National Rural Employment Guarantee Act), Jal Shakti Abhiyan (National Water Mission) and Corporate Social Responsibility (CSR) funds.

Empowering Farmers with Data

Empowered by data, farmers make informed irrigation choices, significantly reducing water wastage and enhancing efficiency. Consistent monitoring of groundwater levels deters over-extraction while encouraging active recharge initiatives. Water numeracy tools equip farmers with a deeper understanding of the economic aspects of water management, reducing costs and increasing productivity. This transformation turns farmers into informed decision-makers.

Role of Local Leadership and Community Facilitation

The success of water budgeting and planning relies on local leadership, community facilitation and participatory governance. Village forums like Sujal Samitis and trained Local Resource Persons (LRPs) are crucial in bridging the gap between technical planning and grassroots execution. LRPs conduct surveys, lead discussions, educate farmers and track Water Security Plan activities. Sujal Samitis oversees water security efforts, engages with government departments and updates village water budgets annually to address real-time challenges.

Scalability of the Water Numeracy Model

The Water Numeracy Model is scalable, empowering farmers with easy-to-understand tools and affordable practices like skip furrow irrigation. Customisable across agro-climatic zones, it requires support from Water User Groups (WUGs), Integrated Water Resource Management (IWRM) Committees and Sujal Jankars and integration into schemes like ABHY and MGNREGA. Training, GIS monitoring and awareness campaigns are also essential for replication.

Partner



Sanjeevani Institute of Empowerment & Development (SIED)

Programme Water Security Profile

- ~608.4 mm
- 5-10 mbgl
- Drought and extreme weather threats
- High

The programme will achieve the following:

3,984

Farmers
benefitted

6,151

Additional annual yield and
biomass produced (tonnes)

2.78

Water potential created
(bn litres)

130,428

Person-days
generated



Maharashtra
For more details refer to page 9

In Dhule district, Maharashtra, small landholder tribal farmers are solely dependent on agriculture for their livelihood. Taking their cue from large farmers, these small farmers have resorted to growing input-intensive cash crops to make ends meet. While this switch provides short-term relief, it is unsustainable in the long run. To address this, HUF partnered with SIED to help farmers build water and income security. By integrating traditional knowledge with modern water management practices, the programme aims to improve irrigation access, enhance farmers' capabilities and empower them through collective market-based institutions. With support from technical partners like FES, Tata Trusts and government departments, the initiative aims to impact 12,229 households across 36 villages, fostering agricultural sustainability.

Initiation of Water Numeracy in Dhule

To address the water demand-supply gap among smallholder tribal farmers in Dhule's Sakri Block, the concept of water numeracy was introduced. This model empowers them to make informed decisions, manage water resources efficiently and promote sustainable usage, ensuring both environmental protection and effective water management.

Building Awareness and Shifting Practices

Building awareness about water availability helps farmers shift to resilient farming by choosing suitable crops and planning based on water availability, reducing crop failures. It promotes efficient water use technologies and organic methods, reducing reliance on synthetic inputs. Combining traditional knowledge with water numeracy and scientific planning creates a sustainable approach, providing insights into local ecosystems and predictive data. This ensures water security, reliable crop production and long-term income security for small and marginal farmers.

Benefits of Water Numeracy and Budgeting

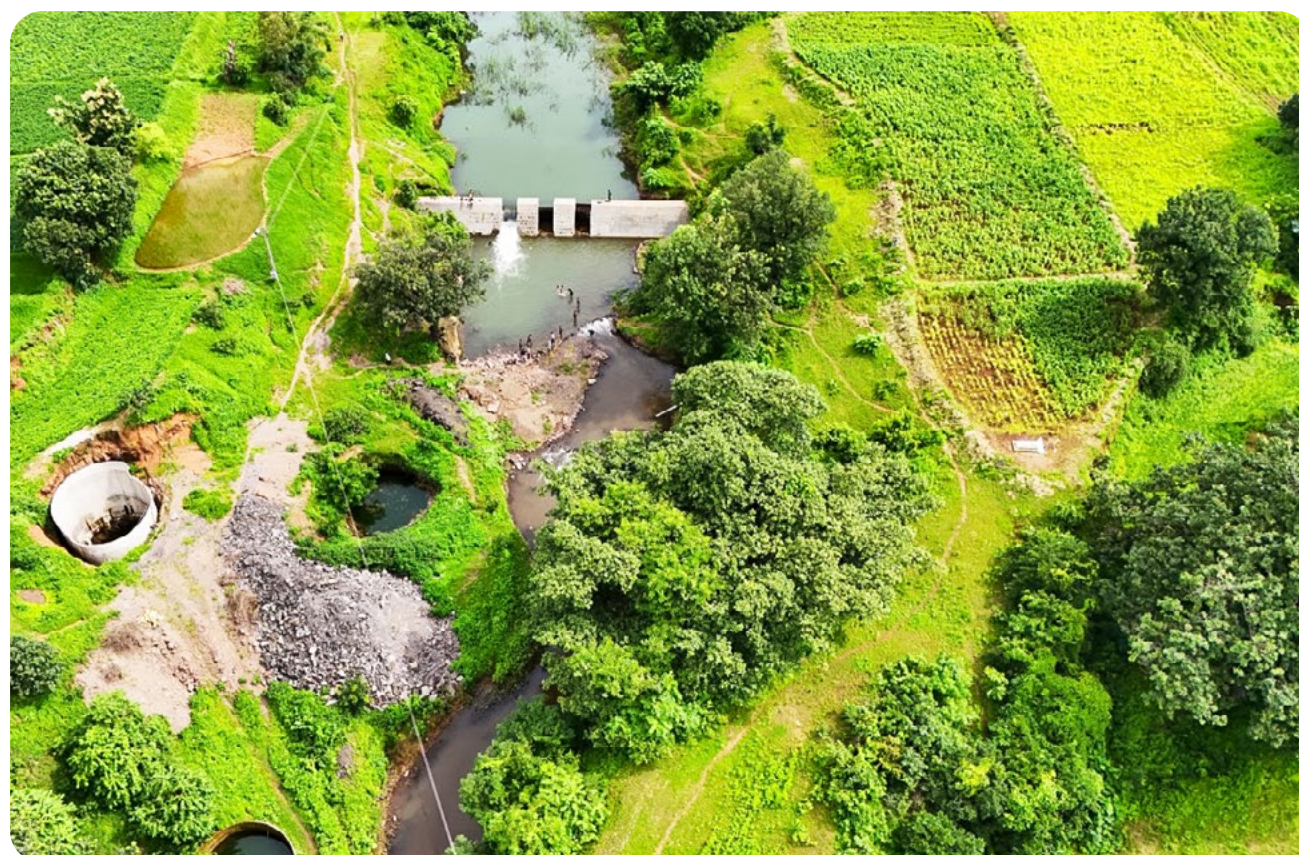
The integration of water numeracy and budgeting into planning has yielded substantial benefits for community water management in programme villages. Communities now view water as a manageable resource, leading to realistic and equitable decisions. Data-driven planning reduces uncertainty, enabling informed crop choices and shifting from water-intensive to resilient crops. Transparency in decision-making has built stronger community trust, while scarcity awareness fosters innovation.

Transition to Sustainable Farming Systems

Farmers are shifting from water-intensive, traditional mono-cropping to climate-adaptive and resilient farming systems. The response method is evolving from individualistic, short-term water use to collaborative, long-term water stewardship. This transition supports strategic, long-term planning for sustainable farming futures and stable, year-round livelihoods with assured income.

Key Lessons for Scalability

Key lessons for scalability include community ownership, decentralised governance and leveraging local strengths. Water budgeting is simple, low-cost and adaptable. Capacity building, data literacy and water numeracy are crucial, while water-based crop planning fosters climate resilience. These elements ensure success and adaptability to other areas.



Partner



Society for Upliftment of Villagers and Development of Himalayan Areas (SUVIDHA)

Programme Water Security Profile

- 894 mm
- 3.38-13.50 mbgl
- Drought
- High

The programme will achieve the following:

73,000

Number of farmers

280

Number of villages



Uttar Pradesh
For more details refer to page 9

Budaun district faces significant groundwater depletion due to heavy reliance on borewell-based irrigation and poor rainfall. To address this SUVIDHA and HUF are promoting water use efficiency at the farm level, with 280 Jal Sakhi/Jal Mitra working with lead farmers to set up demo farms. In line with the Atal Bhujal Yojana (ABHY) the programme aims to educate farmers on groundwater management and efficient agricultural practices. Climate-smart agriculture practices, especially for paddy, are introduced to save water and enhance resilience. Water and Environment Groups (WEGs) will be formed to implement sustainable water management practices and foster community-led initiatives, ensuring a sustainable and equitable water future for Budaun district.

Water Numeracy in Budaun: An Introduction

Water numeracy introduces water as a quantifiable, finite resource that can be budgeted, monitored and linked to yields, empowering Budaun's farmers to manage their water resources effectively. This approach improves water use efficiency through micro-irrigation, crop diversification and smarter irrigation timing.

In Budaun, water numeracy helps communities track water trends, plan measures to reduce usage, develop recharge structures and design crop choices based on rainfall patterns. It fosters community engagement and provides essential data for government and policymakers to plan efficient irrigation infrastructures and sustainable cropping patterns.



For the farmers of Budaun, traditional crop cultivation is deeply ingrained in their tradition. Therefore, moving away from their reliance on flood irrigation necessitates tangible proof of viable alternatives. Recognising this, the programme promoted composting, mulching, and drought-resilient seeds as risk insurance amid climate unpredictability.

Local Water Governance

Water and Environment Groups (WEGs) in 100 villages function as local water governance cells, liaising with panchayats, tracking rainfall and maintaining water structures. Community assemblies turn training sessions into forums for debating irrigation cycles, comparing demo plot results and questioning deep-rooted practices. For example, in Dhakpur Mirapur village, a farmer adopted sprinkler irrigation with support from WEG and Jal Mitra, marking the start of behavioural change. Similar shifts are seen in other villages, where farmers now view groundwater as a shared community asset.

Adapting Traditional Practices

By making risk visible through data, water numeracy transitions from crisis management to long-term resilience, presenting an effective solution for programme villages.



Partner



Access Development Services (ADS)

Programme Water Security Profile

- ~536 mm
- 3.27-10.22 mbgl
- Semi-arid climate
- High

The programme will achieve the following:

70,000
Number of farmers

600
Number of villages



Rajasthan
For more details refer to page 9

Jaipur district in Rajasthan, part of India's arid and semi-arid belt, experiences extreme temperatures and scanty rainfall. ADS and HUF have partnered to address groundwater depletion and land degradation faced by small and marginal farmers. The programme aims to achieve sustainable agriculture by collaborating directly with farmers to promote water-efficient practices at the farm level and leveraging government funds to improve water infrastructure, including repairing existing water bodies, building new recharge structures and providing technical support to farmers.

Introduction to Water Numeracy in Jaipur

Water numeracy was chosen because, even though farmers in Jaipur are aware of groundwater depletion, they lack clarity in measuring and monitoring it. This approach often skews their understanding of water availability versus crop requirements. By introducing village-level water budgeting, we empowered farmers to make data-backed decisions, which is essential in a district where groundwater extraction has crossed 225%.

Building Water Literacy

Water literacy is built through Water User Group (WUG) meetings, training, Jal Chaupals and stakeholder workshops. Community Resource Persons (CRPs), known as Jal Mitras, conduct water budgeting exercises, leading farmers to shift from water-intensive crops to alternatives like barley, adopt micro-irrigation and use bio-inputs, making informed choices aligned with water availability.

Shifting Farming Mindsets

This model shifts farming mindsets, with farmers adopting sustainable practices like vermicomposting, mulching and bio-inputs. The introduction of hydrogel showed reduced irrigation needs. Increased confidence and peer learning through farmer field schools have led farmers to cultivate barley again, building a resilient, water-conscious farming culture.



Improving Soil Health

Farmers report better soil moisture retention and decreased dependency on chemical fertilisers. Practices like composting, bio-pesticides and mulching visibly improve soil health. Localised soil testing enables crop-specific nutrient application, increasing yield stability even with less water.

Key Insights and Sustainability

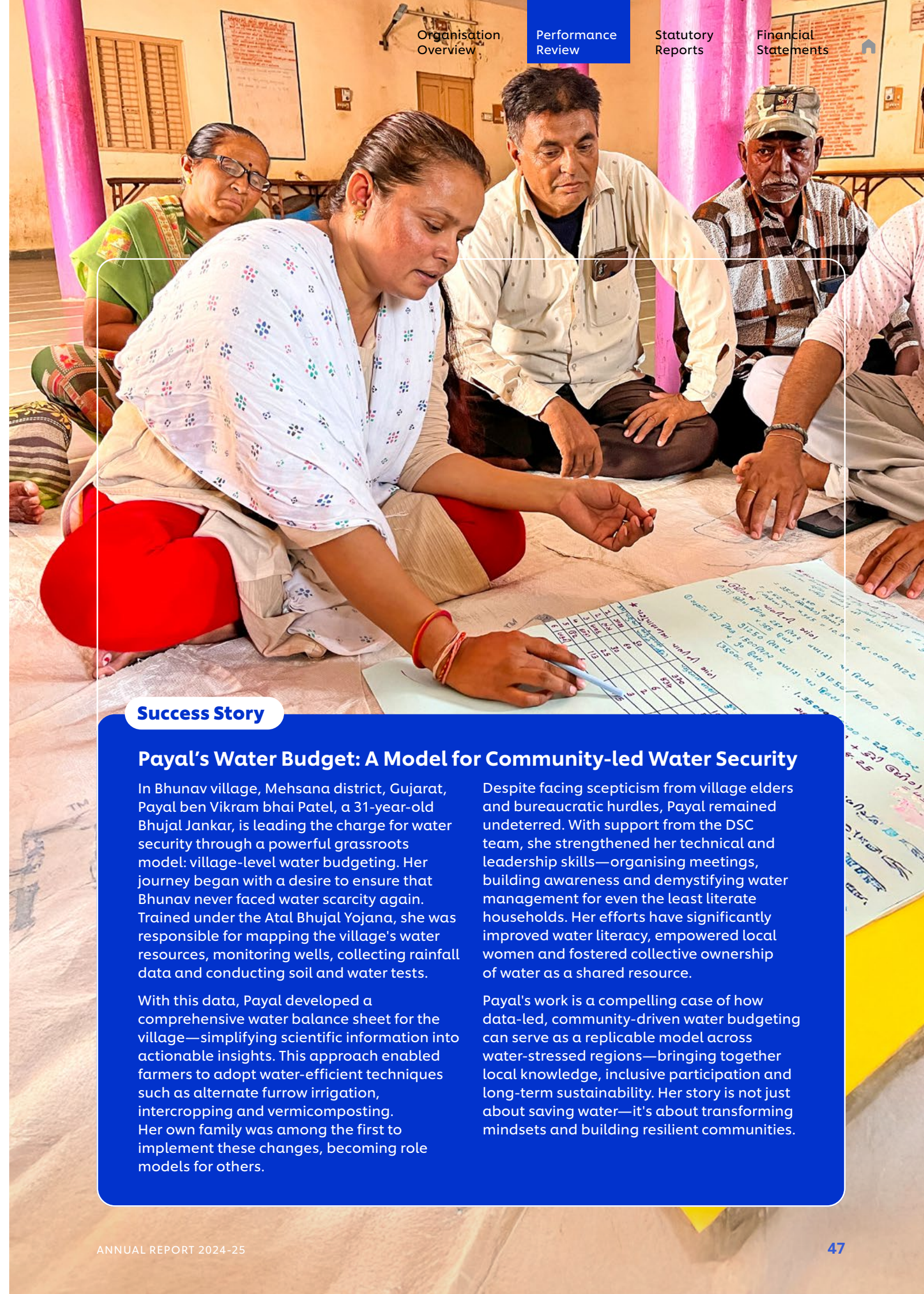
Water numeracy and budgeting insights include farmers' responsiveness to real water data, rational and collective crop planning, active WUG participation in local water governance and CRPs growing into local resource experts. Water numeracy is integrated into seasonal planning and institutional platforms like Gram Sabhas and WUG meetings to sustain this change.

Guiding Infrastructure Placement

Water assessment guides the placement of recharge infrastructure like check dams and farm ponds, which are constructed using government funds through MGNREGA and the Watershed Department. This infrastructure is now planned with precise groundwater needs and usage data, ensuring better returns and long-term sustainability.

Scalability and Replication

This model is scalable across other arid and semi-arid areas due to shared challenges like groundwater stress and inefficient agriculture. Key ingredients for replication include trained CRPs (Jal Mitras), village-level water budgeting tools, farmer field schools, convergence with state and central schemes and climate-smart crop diversification backed by local market potential.



Success Story

Payal's Water Budget: A Model for Community-led Water Security

In Bhunav village, Mehsana district, Gujarat, Payal ben Vikram bhai Patel, a 31-year-old Bhujal Jankar, is leading the charge for water security through a powerful grassroots model: village-level water budgeting. Her journey began with a desire to ensure that Bhunav never faced water scarcity again. Trained under the Atal Bhujal Yojana, she was responsible for mapping the village's water resources, monitoring wells, collecting rainfall data and conducting soil and water tests.

With this data, Payal developed a comprehensive water balance sheet for the village—simplifying scientific information into actionable insights. This approach enabled farmers to adopt water-efficient techniques such as alternate furrow irrigation, intercropping and vermicomposting. Her own family was among the first to implement these changes, becoming role models for others.

Despite facing scepticism from village elders and bureaucratic hurdles, Payal remained undeterred. With support from the DSC team, she strengthened her technical and leadership skills—organising meetings, building awareness and demystifying water management for even the least literate households. Her efforts have significantly improved water literacy, empowered local women and fostered collective ownership of water as a shared resource.

Payal's work is a compelling case of how data-led, community-driven water budgeting can serve as a replicable model across water-stressed regions—bringing together local knowledge, inclusive participation and long-term sustainability. Her story is not just about saving water—it's about transforming mindsets and building resilient communities.

Model

A Model for Holistic Water Rejuvenation: Communities at the Core

Prabhat, HUL's sustainable community development programmes, along with HUF, is driving a robust water stewardship model at seven factory sites.

Designed with a deep understanding of local water realities, this model places the needs and participation of communities at its heart. HUF co-develops the programme framework and works with Prabhat to identify expert grassroots NGOs for implementation. Prabhat team provides strategic anchoring for the programmes in close connection with local supply chain teams on site.

Each site reflects a unique combination of groundwater stress and rainfall variability and resultantly unique issues to address. The water deficits directly impact soil health, agriculture and livelihoods, making community resilience a top priority.

Partner



Prabhat partners with BAIF, PSSS and MYRADA in Maharashtra, Dadra and Nagar Haveli and Daman and Diu, Gujarat, Uttar Pradesh and Tamil Nadu, Puducherry to implement programmes effectively.

To address this, the bouquet of initiatives, includes:

-  Improving water access through harvesting and storage infrastructure.
-  Empowering farming communities with sustainable, water-efficient agricultural practices.
-  Strengthening local water governance through inclusive, community-based institutions.
-  Building local capacity, with trained professionals in groundwater and agriculture leading solutions tailored to village-level needs.

This model goes beyond infrastructure—it's about restoring balance between people, agriculture and water through collaborative, community-driven action.

Alignment with the Wider HUL Sustainability Agenda and Water Stewardship

Prabhat's Environmental Sustainability Programme is closely aligned with HUL's broader sustainability agenda, particularly its commitments under the Growth Action Plan. Through targeted initiatives such as creation of water conservation structures, awareness campaigns, strong local water governance and sustainable farming practices, Prabhat supports the creation of water-surplus communities around HUL's manufacturing locations. These efforts directly contribute to HUL's global ambition to protect and regenerate nature while enabling communities to become climate resilient.

What sets the programme apart is its location-specific adaptability—whether it's working in drought-prone regions with limited groundwater recharge or in high-rainfall areas requiring improved harvesting and storage. This approach, backed by multi-stakeholder collaboration and robust monitoring, ensures that the programme remains impactful, scalable and truly aligned with the goal of creating water-positive communities around HUL's operations.



BAIF Development Research Foundation (BAIF)



Parmarth Samaj Sevi Sansthan (PSSS)

Total area covered: 36,319 ha

Total families impacted: 18,619 ha

613 water structures constructed covering 943 ha catchment area

3,791 farmers trained covering 3,556 ha sown area through demonstrations and input support

17 paraprofessionals trained to support local implementation, infrastructure maintenance and advisory services

20 Pani Panchayats formed and strengthened for decentralised, community-led water governance

20 women's groups with over 250 rural women actively engaged in:

- Water governance
- Village-level decision-making
- Climate resilience initiatives

17 water harvesting structures built: PSRs, RRWH systems, spillways and pond rejuvenation

3,000 saplings planted

Climate-resilient farming scaled across 1,500+ acres



Success Story

Akur's Superior Yields: Doubling Earnings With Better Techniques

After joining the Prabhat Water Stewardship programme, Akur Suresh Mahla of Randha Village, Mahalpada Hamlet, Dadra and Nagar Haveli began cultivating ridge gourd using improved farming techniques introduced through the programme. With support from the project team, including training, exposure visits and better irrigation

access, he achieved a yield of 6,000 kg on one acre during the monsoon season.

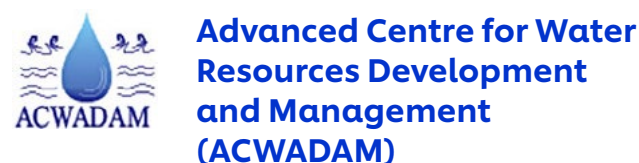
This led to a total income of ₹1,45,000 — nearly doubling his previous earnings. The intervention has significantly improved his income and strengthened his confidence as a farmer.

Partners Who Help Us Succeed



The partnership between HUF and IDR is rooted in a shared commitment to disseminate knowledge, insights and on-ground learnings from HUF's work since 2010 across diverse regions and stakeholders. Together, they focus on amplifying water solutions through IDR's digital platforms, HUF's online presence and targeted social media outreach. The collaboration highlights grassroots innovations, fosters peer learning and encourages greater stakeholder engagement and funding in the water sector. As a result, the partnership has reached and engaged over 32.6 Crores people, significantly expanding the visibility of water-related challenges and solutions across India.

In addition, many articles and thought pieces have been published in key national and international publications—such as the Times of India and Down to Earth—further multiplying the impact and positioning water security as a central theme in policy, practice and public discourse.



HUF's collaboration with ACWADAM enhances water security solutions at HUL factory locations by incorporating hydrogeological expertise. This partnership supports grassroots organisations—PSSS, BAIF and MYRADA—in implementing science-driven groundwater management strategies at eight sites: Chhindwara, Sumerpur, Etah, Khamgaon, Silvassa, Gandhidham, Hosur and Puducherry.

The initiative focuses on building a community understanding of aquifers and water management, fostering long-term behaviour change and a sense of collective responsibility. Together, the partners are developing a scalable model that integrates groundwater science into sustainable water management, setting a standard for responsible corporate action in India's manufacturing sector.



HUF partnered with Dhwani RIS to develop a robust, scalable Data Management System (DMS), standardising, real-time data collection and reporting across programme partners. Dhwani RIS was selected for its engineering expertise and alignment with development sector needs, blending technical precision and field-grounded understanding.

The DMS empowers over 1,500 users across nine states, functioning in eight regional languages and hosts detailed records of over 5 Lakhs profiles and nearly 3 Lakhs plots every agricultural season. Built for and with the field, the system allows grassroots teams to capture high-quality, time-sensitive data that drives immediate, in-season decisions rather than retrospective analysis.

The platform has transformed programme monitoring by:

- Streamlining data capture for ease and consistency across field teams
- Embedding real-time insights into decision-making
- Enabling responsive action aligned with agricultural cycles
- Centralising key performance data, improving verification and aggregation

By putting accurate, actionable data in the hands of those who need it most—when they need it—the DMS is overhauling digital infrastructure in large-scale, community-driven programmes.



One of the key challenges in India's water governance is lack of standardized, scientific, contextual and widely acceptable indicators to objectively measure water security across different parts of our country. To address this HUF collaborated with WELL labs to commission a research as a step towards addressing this gap by building a structured, outcome-focused framework to monitor water security. A holistic framework was developed to cover important aspects of water security: resilience, sustainability, equity and productivity.

Based on extensive research and engagement with wide range of stakeholders and subject matter experts, the framework integrates different dimensions of water security, such as Balance, Access, Productivity, Resilience, Governance and Ecosystem Health. It is applicable to different hydrological zones and aquifer systems and is designed to provide clear and useful insights for policymakers and practitioners. It enables large-scale data analytics and insights by leveraging satellite/RS data and combining it with ground-truthing and other primary data sets.

The long-term goal of the initiative is to bring transparency and embed evidence-based decision-making into water policy and planning, that can lead to effective and efficient planning, design and resource utilization. The idea is to bring a consortium of partners together who can in pilot the framework, encourage its adoption and bring back learnings to enhance the framework further and establish this as a universal framework for measuring water security in the country.



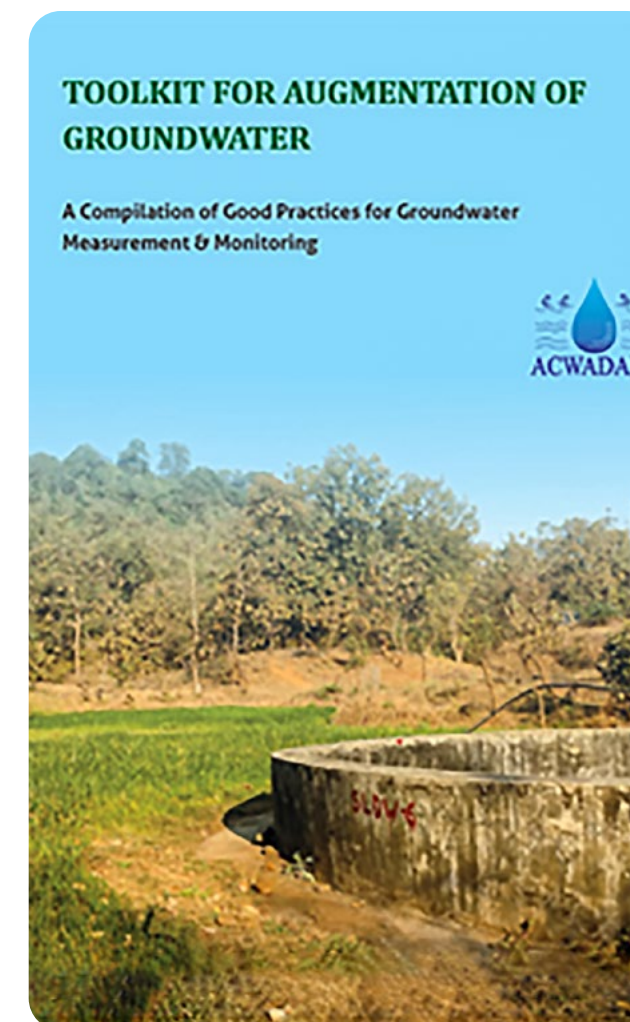
The Atlas of Behavior Change in Development (ABCD)

ABCD is a knowledge-sharing platform designed to enhance the impact and scalability of development interventions by spotlighting effective behaviour change strategies. It is a collaborative space for sector leaders—including funders, NGOs, policymakers, researchers, behavioural science experts and development think tanks—to share insights, best practices and tools that shape sustainable change.

The pillars at the heart of HUF's water programmes are Know More, Save More and Use Less. Each pillar depends fundamentally on influencing behaviour to shift how water is perceived, valued and used. However, changing water-related behaviour is inherently complex and often slow to take root. That's why integrating cutting-edge behavioural science into HUF's operations is not just valuable—it is necessary.

By applying early and strategic behavioural approaches in programme design, we aim to help catalyse direct outcomes (like increased water conservation) and second-order effects, such as influencing peers, institutions and systems. It can transform one-off efforts into replicable models, enabling practitioners to embed behaviour change at scale.

Ultimately, the partnership is a movement to accelerate impact, shape policy and embed sustainable water practices across communities and sectors.



Building Groundwater Intelligence: HUF, PRABHAT and ACWADAM's Collaborative Approach to Aquifer-based Water Security

HUF and PRABHAT collaborated with ACWADAM to guide the implementation partners and develop an in-depth understanding of aquifers and their characteristics.

The partnership's objective was to develop partners' capability in groundwater management, aquifer characteristics and processes for improving the region's water security profile. The outcomes aimed to understand and analyse the groundwater trends in the respective programme villages.

It was an intensive process during which team members from respective implementation partners at eight factory sites were trained through various workshops and field exposures. A suite of straightforward tools has been devised to facilitate hydrogeological surveys. These tools have been meticulously designed to enable easy testing and replication in any region.



As an outcome of the engagement, the process led to the development of a toolkit by ACWADAM for understanding the aquifers and drawing insights to implement participatory groundwater management interventions along with the supply-side measures.

The toolkit aims to disseminate knowledge and a step-by-step process for implementing similar interventions, which other organisations, corporations, etc. can adopt.

Glimpses of the Year



Hindustan Unilever Foundation won CII's Beyond the Fence National Award for Excellence in Water Management 2024



SSP celebrated the Marathwada District Transformation Programme by organising the Sakhi Samvaad Melava, Dharashiv



PANI won the First Prize in the Water Initiative by NGOs category at the 12th FICCI Water Awards 2024 for the HUF Balrampur programme



TRI provided training for all nodal government officials from MGNREGA across 146 blocks in Chhattisgarh under the Mor Gaon Mor Paani Maha Abhiyaan



HUF won the prestigious Water Stewardship Award for its outstanding commitment to water management, presented by Network18 along with AB InBev India



A cross-learning initiative between DSC and ADS was held to learn about successful irrigation techniques, water management and technology



WELL Labs organised a workshop that brought together water domains to foster cross-learning between PANI and DSC to learn from their journeys, successes and challenges



Cross-learning between PANI and DSC to learn from their journeys, successes and challenges

HUF's Future Outlook



Scale and amplify proven solutions to ensure widespread awareness and access to effective strategies to address regional water challenges at a significant scale



Strengthen local leadership by enabling communities to govern and sustain water initiatives through active engagement and decision-making



Partner with governments to scale impact through infrastructure development, streamlined funding and policy support



Drive innovation by supporting breakthrough solutions that enhance water conservation and management, improving access and efficiency

Report of Board of Directors

To the Members,

Your Directors are pleased to present the 15th Annual Report of Hindustan Unilever Foundation (the Company) along with Audited financial statements for the Financial year ended 31st March, 2025.

Financial Results

The financial performance of your company for the year under review is given below:

	For the year ended 31st March, 2025	For the year ended 31st March, 2024
Total Income	5252.08	3654.94
Less: Total Expenditure	5243.17	3664.50
Surplus/deficit for the year	8.91	(9.56)

Operational Review

The Company, a subsidiary of Hindustan Unilever Limited (HUL), is a not-for-profit organisation that anchors water awareness, access, and management-related community development and sustainability initiatives of HUL.

The Company anchors the ‘Water for Public Good’ programme, focusing on issues around water security, helping build local community institutions to govern water resources, and enhancing farm-based livelihoods through judicious water practices. The Company is dedicated to supporting and amplifying scalable solutions that can help address water challenges and is committed to helping communities in the hinterland find solutions to safeguard water resources.

Through collaboration with several co-funders and NGO partners, the Company’s funded programmes have covered 15,500 villages in 14 states and 2 union territories throughout India. Additionally, the Company supports several knowledge initiatives related to governance, behaviour change, and water conservation.

New Initiatives in 2024-25

During the financial year 2024-25, the Company initiated three field implementation projects and two knowledge and research-based initiatives. The new project initiatives started in the financial year 2024-25 cover:

- a) Partnering Development Support Centre (DSC) in Gujarat to cover three water-stressed districts of North Gujarat— Aravalli, Mehsana, and Sabarkantha—the project focuses on water use efficiency and management of groundwater resources with Water budgeting-led community water governance.
- b) Partnering Professional Assistance for Development Action (PRADAN) in three districts of South-Eastern Tamil Nadu - Ramanathapuram, Pudukkottai and Sivagangai – to rehabilitate the region’s interconnected tank systems, which have historically been a lifeline for agriculture but have fallen into disrepair.
- c) Partnering Society for the Upliftment of Villagers & Development of Himalayan Areas (SUVIDHA) in District Budaun in Western Uttar Pradesh to reduce groundwater dependency by promoting water use efficiency at the farm level and adopting climate-

smart agricultural practices that reduce water usage.

The knowledge and research-based projects include:

- a) Behaviour Research on the uptake of water conservation techniques among farmers: understanding barriers and drivers to water use efficiency in agriculture, in partnership with Atlas for Behaviour Change and Development (ABCD).
- b) The initiative aimed to build an understanding of a comprehensive framework to measure water security across resilience, sustainability, equity, and productivity. In partnership with Water Environment Land and Livelihoods (WELL) Labs, it aims to develop an indicator-driven framework to evaluate water security in rural India.

By the end of the financial year 2023-24, the cumulative and collective achievements through programmes supported by the Company, include:

- **Water Conservation:** Over 3.9 trillion litres of water potential created¹.
- **Crop Yield:** Over 2.4 million tonnes of agricultural production has been generated¹.
- **Livelihoods:** Over 118 million person-days of employment created through water conservation and increased agriculture production¹.

Transfer to Reserves

The Company has not transferred any amount to General Reserve during the year under review.

Report on Performance of Subsidiaries, Associates and Joint Venture Companies

The Company did not have any subsidiary or associate or joint venture company during the year under review.

Board of Directors and Key Managerial Personnel

The composition of the Board of the Company is in line with the applicable provisions of Companies Act, 2013 (the Act). The Board comprises of an adequate number of Directors with diverse experience and skills, such that it best serves the governance and strategic needs of the Company.

During the year under review, the below-mentioned changes have occurred in the composition of the Board of Directors of the Company:

- Mr. Deepak Subramanian (DIN: 09644094) resigned as a Director of the Company with effect from 1st April, 2024.
- Mr. Rohit Jawa (DIN: 10063590) and Mr. Srinandan Sundaram (DIN: 07670417) were appointed as Additional (Non-Executive) Directors on the Board of the Company with effect from 18th July, 2023 and 20th April, 2024, respectively to hold office up to the 14th Annual General Meeting (AGM) of the Company. Based on the recommendation of the Board, the members of the Company approved the appointment of Mr. Rohit Jawa and Mr. Srinandan Sundaram as Non-Executive Directors of the Company at the 14th AGM of the Company held on 21st June, 2024.
- Mr. Biddappa Ponnappa Bittianda (DIN: 06586886) and Mr. Sashidhar Vempala (DIN: 08221413) were appointed as Additional (Non-Executive) Directors on the Board of the Company with effect from 22nd October, 2024 to hold office up to the ensuing AGM of the Company. Being eligible, Mr. Biddappa Ponnappa Bittianda and Mr. Sashidhar Vempala have offered their respective candidatures for appointment as Directors of the Company.
- Mr. Rohit Jawa and Mr. Dev Bajpai (DIN: 00050516) resigned as Directors of the Company with effect from 23rd October, 2024.

The Board placed on record, its sincere appreciation for the contribution made by Mr. Deepak Subramanian, Mr. Rohit Jawa and Mr. Dev Bajpai during their tenure as Directors of the Company.

- The Board appointed Mr. Biddappa Ponnappa Bittianda as Chairman of the Board of Directors of the Company and for all the meetings of the Board at their Meeting with effect from 17th January, 2025.

Except as mentioned above, there was no change in the composition of the Board of Directors and Key Managerial Personnel of the Company during the year under review.

The Board recommends the appointment of Mr. Biddappa Ponnappa Bittianda and Mr. Sashidhar Vempala as Directors of the Company and the resolution proposing the aforesaid appointments pursuant to Section 152 of the Act and all other applicable provisions (including any modifications or re-enactments thereof), if any, of the Act also forms part of the Notice of the AGM.

Retirement by Rotation and Subsequent Re-appointment

In accordance with the provisions of Section 152 and other applicable provisions, if any, of the Act read with Companies (Appointment and Qualification of Directors) Rules, 2014 (including any statutory modification(s) and/ or re-enactment(s) thereof for the time being in force), one-third of the total Directors, shall retire by rotation at every AGM and accordingly, Mr. Ritesh Tiwari

(DIN: 05349994), Director of the Company shall retire by rotation at the forthcoming AGM and being eligible, has offered his candidature for re-appointment.

The Board recommends the re-appointment of Mr. Ritesh Tiwari as a Director of the Company, liable to retire by rotation and the resolution proposing the aforesaid appointment pursuant to Section 152 of the Act and all other applicable provisions (including any modifications or re-enactments thereof), if any, forms part of the Notice of the AGM.

Board Meetings

The Board of Directors meet at regular intervals to discuss and decide on Company’s operations, engagement with Project partners, Projects proposed to be undertaken and strategy apart from other Board business. The Board Meetings are pre-scheduled and a tentative calendar of each of the Board Meeting is circulated to the Directors well in advance to facilitate them to plan their schedule and to ensure meaningful participation in the meetings. However, in case of a special and urgent business need, the Board’s approval is taken by passing resolution by circulation, as permitted by law, which is noted and confirmed at the subsequent Board Meeting.

The Notice of Board Meeting is given well in advance to all the Directors. Usually, meetings of the Board are held in Mumbai. The Agenda is circulated a week prior to the date of meeting. However, during certain circumstances Agenda is circulated on a shorter notice with due consent of the Directors. The Agenda for the Board Meeting includes detailed notes on the items to be discussed at the meeting to enable the Directors to take an informed decision. The Board is also provided with pre-read notes on agenda items in order to provide them with relevant information before meeting to enable effective participation.

During the financial year ended 31st March, 2025, 4 (four) Board Meetings were held on 19th April, 2024, 19th July, 2024, 21st October, 2024 and 17th January, 2025. The requirement of holding at least one Board Meeting within every six calendar months has been met and the requisite quorum was present in each Meeting.

Directors’ Responsibility Statement

Pursuant to Section 134(3)(c) and 134(5) of the Act, in relation to the audited financial statements of the Company for the year ended 31st March, 2025, the Directors confirm that:

- i. in the preparation of the annual accounts, the applicable accounting standards have been followed and that no material departures have been made from the same;
- ii. they have selected such accounting policies and applied them consistently and made judgements and estimates that are reasonable and prudent, so as to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the surplus of the Company for that period;
- iii. they have taken proper and sufficient care for the

¹Assured by an external independent firm for assessment conducted during the F.Y. 2024-25.



maintenance of adequate accounting records in accordance with the provisions of the Act, for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

- iv. they have prepared the annual accounts on a going concern basis; and
- v. they have devised proper systems to ensure compliance with the provisions of all applicable laws and such systems are adequate and operating effectively.

Personnel

Disclosures with respect to remuneration of employees as per Section 197 of the Act and Rule 5(2) & 5(3) of Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 (including any modifications or re-enactments thereof) for the year ended 31st March, 2025 is appended as an Annexure to this Report.

Particulars of Loans, Guarantees, Investments or Security Given in Connection to Loan

There have been no loans, guarantees or investments made by the Company or security given by the Company in connection to any loan in accordance with the provisions of Section 186 of the Act during the year under review.

Related Party Transactions/ Contracts/Arrangements

The Company received donations from related parties for the purpose of Corporate Social Responsibility activities and the same were appropriated accordingly during the year under review.

Deposits

The Company has not accepted any public deposits under Chapter V of the Act (including any modifications or re-enactments thereof) during the year under review.

Annual Return

Pursuant to Section 92(3) read with Section 134(3)(a) of the Act, the Annual Return of the Company in Form MGT-7 for financial year 2024-25, is available on the Company's website at www.huf.co.in. Further a copy of Annual Return shall be filed with the Registrar of Companies.

Declarations and Confirmations

The Company has adequate internal financial control system in place with reference to the financial statements which operates effectively. According to the Board of Directors of the Company, elements of risks that threaten the existence of the Company are very minimal. Hence, no separate Risk Management Policy is formulated.

There were no significant and material orders passed by the Regulators or Courts or Tribunals impacting the going concern status and Company's operations in future.

The Company was not required to maintain cost records as

specified by the Central Government under Section 148(1) of the Act read with the Companies (Cost Records and Audit) Rules, 2014, during the year under review.

There were no other material changes and commitments affecting the financial position of the Company which have occurred between the end of the financial year and the date of this Report.

The Company had less than 10 employees during the year under review and hence, provisions relating to the constitution of Internal Committee under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 is not applicable to the Company.

The provisions of Secretarial Standard – 1 and Secretarial Standard – 2 relating to 'Meetings of the Board of Directors' and 'General Meetings', respectively issued by the Institute of Company Secretaries of India are not applicable to the Company. However, the Company has generally complied with the applicable provisions of the Act relating to the Board Meetings and General Meetings.

The Company has not issued any shares with differential voting rights, sweat equity shares and equity shares under Employees Stock Option Scheme during the year under review.

During the year under review there were no instances of non-exercising of voting rights in respect of shares purchased directly by employees under a scheme pursuant to Section 67(3) of the Act read with Rule 16(4) of Companies (Share Capital and Debentures) Rules, 2014 (including any modifications or re-enactments thereof) to be furnished.

Statutory Auditors and Audit Report

In terms of provisions of Section 139 of the Act, M/s. Walker Chandiok & Co LLP, Chartered Accountants (Firm Registration No.: 001076N/ N500013), were appointed as the Statutory Auditors of the Company for a term of 5 (five) consecutive years commencing from the conclusion of 14th AGM upto the conclusion of 19th AGM to be held in the year 2029.

M/s. Walker Chandiok & Co. LLP have confirmed that they are not disqualified from continuing as Statutory Auditors of the Company and satisfy the prescribed eligibility criteria.

The report given by M/s. Walker Chandiok & Co LLP, Statutory Auditors on the Financial statements of the Company for the financial year ended 31st March, 2025 forms part of this Report. There has been no qualification, reservation, adverse remark or disclaimer given by the Statutory Auditors in their report.

There were no incidences of reporting of frauds by Statutory Auditors of the Company under Section 143(12) of the Act read with Companies (Accounts) Rules, 2014.

Conservation of Energy, Technology Absorption & Foreign Exchange Earnings and Outgo

The requirements under Section 134(3)(m) of the Act, read with Rule 8 of the Companies (Accounts) Rules, 2014 in so far as energy conservation, technology absorption and foreign exchange are concerned, are not applicable to the Company.

Environment, Safety, Health and Quality

The Company is committed to excellence in safety, health, environment and quality management. It accords the highest priority to the health and safety of its employees and other stakeholders as well as protection of environment. The management of the Company is strongly focused on continuous improvement in these areas which are fundamental to the sustainable growth of the Company.

Details of Proceedings Pending or Application made under Insolvency and Bankruptcy Code, 2016

No application was filed for Corporate Insolvency Resolution Process, by a financial or operational creditor or by the Company itself under the Insolvency and Bankruptcy Code, 2016 before the National Company Law Tribunal during the year under review.

Details of Difference Between Valuation Done at the time of taking Loan from Bank and at the time of one time settlement alongwith reasons

There was no instance of one-time settlement with any Bank or Financial Institution during the year under review.

Acknowledgements

The Directors take this opportunity to express gratitude to all the stakeholders for their mutual support and co-operation.

On behalf of the Board

Biddappa Ponnappa Bittianda
Chairman & Additional Director
DIN: 06586886

Ritesh Tiwari
Director
DIN: 05349994

Mumbai, 16th April, 2025

Annexure to the Report of Board of Directors

Statement of Disclosure of Remuneration under Section 197 of the Companies Act, 2013 and Rule 5(2) & 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

Name	Age	Qualification	Date of Employment	Designation/ Nature of duties	Remuneration received		Experience (In years)	Last Employment
					Gross (in ₹)	Net (in ₹)		
Shraman Jha	54	PhD, MA and MBA	08.09.2022	Chief Executive Officer	1,70,91,896	1,07,44,606	31	WWF - India

- Gross Remuneration includes salary, allowances, commission, performance linked variable pay disbursed, taxable value of perquisites and Company's contribution to provident fund. Net Remuneration includes Gross Remuneration less income tax, professional tax and employee's contribution to provident fund;
- Remuneration excludes provision for/contributions to pension, gratuity and leave encashment, special awards, payments made in respect of earlier years including those pursuant to settlements during the year, payments made under voluntary retirement schemes and stock options granted. However, contributions to pension in respect of employee who has opted for contribution defined scheme has been included;
- Nature of employment is permanent;
- Employee along with his spouse and dependent children does not hold any equity shares of the Company;
- Other terms and conditions are as per Company's Rules;
- Employee is not related to any Director of the Company; and
- Employee is not covered under Rule 5(3)(viii) of The Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and Section 197 of the Companies Act, 2013.

On behalf of the Board

Biddappa Ponnappa Bittianda
Chairman & Additional Director
DIN: 06586886

Ritesh Tiwari
Director
DIN: 05349994

Mumbai, 16th April, 2025

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- Gross Remuneration includes salary, allowances, commission, performance linked variable pay disbursed, taxable value of perquisites and Company's contribution to provident fund. Net Remuneration includes Gross Remuneration less income tax, professional tax and employee's contribution to provident fund;
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- Nature of employment is permanent;
- Employee along with his spouse and dependent children does not hold any equity shares of the Company;
- Other terms and conditions are as per Company's Rules;
- Employee is not related to any Director of the Company; and
- Employee is not covered under Rule 5(3)(viii) of The Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and Section 197 of the Companies Act, 2013.

On behalf of the Board

Biddappa Ponnappa Bittianda
Chairman & Additional Director
DIN: 06586886

Ritesh Tiwari
Director
DIN: 05349994

Mumbai, 16th April, 2025

Independent Auditor's Report

To the Members of Hindustan Unilever Foundation

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

- We have audited the accompanying financial statements of Hindustan Unilever Foundation ('the Company'), which comprise the Balance Sheet as at 31 March 2025, the Statement of income and expenditure (including Other Comprehensive Income), the Statement of Cash Flow and the Statement of Changes in Equity for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information.
- In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give the information required by the Companies Act, 2013 ('the Act') in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards ('Ind AS') specified under Section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015 and other accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2025, and its surplus (including other comprehensive income), its cash flows and the changes in equity for the year ended on that date.

Basis for Opinion

- We conducted our audit in accordance with the Standards on Auditing specified under Section 143(10) of the Act. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ('ICAI') together with the ethical requirements that are relevant to our audit of the financial statements under the provisions of the Act and the rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information other than the Financial Statements and Auditor's Report thereon

- The Company's Board of Directors are responsible for the other information. The other information comprises the information included in the Report of Board of Directors but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management for the Financial Statements

- The accompanying financial statements have been approved by the Company's Board of Directors. The Company's Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation and presentation of these financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income, changes in equity and cash flows of the Company in accordance with the Ind AS specified under Section 133 of the Act and other accounting principles generally accepted in India. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgements and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.
- In preparing the financial statements, the Board of Directors is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

- Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on



Independent Auditor's Report

Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

8. As part of an audit in accordance with Standards on Auditing, specified under Section 143(10) of the Act we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- Conclude on the appropriateness of Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern; and

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

9. We communicate with management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Other Matter

10. The financial statements of the Company for the year ended 31 March 2024 were audited by the predecessor auditor, BSR & Co. LLP, who have expressed an unmodified opinion on those financial statements vide their audit report dated 22 April 2024.

Report on Other Legal and Regulatory Requirements

11. Based on our audit, we report that the Company has not paid or provided for any managerial remuneration during the year. Accordingly, reporting under Section 197(16) of the Act is not applicable.
12. This report does not include a statement on the matters specified in paragraph 3 of the Companies (Auditor's Report) Order 2020 ('the Order'), issued by the Central Government of India in terms of Section 143(11) of the Act since in our opinion and according to the information and explanations given to us, the Order is not applicable.
13. As required by Section 143(3) of the Act based on our audit, we report, to the extent applicable, that:
 - a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit of the accompanying financial statements;
 - b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books except for the matters stated in paragraph 13(h)(vi) below on reporting in relation to audit trail as required under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 (as amended);

- c) The financial statements dealt with by this report are in agreement with the books of account;
- d) in our opinion, the aforesaid financial statements comply with Ind AS specified under Section 133 of the Act;
- e) On the basis of the written representations received from the directors and taken on record by the Board of Directors, none of the directors is disqualified as on 31 March 2025 from being appointed as a director in terms of Section 164(2) of the Act;
- f) The modification relating to the maintenance of accounts and other matters connected therewith in relation to audit trail are as stated in paragraph 13(b) above on reporting under Section 143(3)(b) of the Act and paragraph 13(h)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 (as amended);
- g) With respect to the adequacy of the internal financial controls with reference to financial statements of the Company as on 31 March 2025 and the operating effectiveness of such controls, refer to our separate report in Annexure I wherein we have expressed an unmodified opinion; and
- h) With respect to the other matters to be included in the Auditor's Report in accordance with rule 11 of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion and to the best of our information and according to the explanations given to us:
 - i. the Company does not have any pending litigation which would impact its financial position as at 31 March 2025.
 - ii. the Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses as at 31 March 2025.;
 - iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company during the year ended 31 March 2025.;

- iv. a. The management has represented that, to the best of its knowledge and belief, as disclosed in note 26 to the financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or securities premium or any other sources or kind of funds) by the Company to or in any person or entity, including foreign entities ('the intermediaries'), with the understanding, whether recorded in writing or otherwise, that the intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ('the Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf the Ultimate Beneficiaries;
- b. The management has represented that, to the best of its knowledge and belief, as disclosed in note 26 to the financial statements, no funds have been received by the Company from any person or entity, including foreign entities ('the Funding Parties'), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ('Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and
- c. Based on such audit procedures performed as considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the management representations under sub-clauses (a) and (b) above contain any material misstatement.



- v. The Company has not declared or paid any dividend during the year ended 31 March 2025.
- vi. Based on our examination which included test checks, except for the instances mentioned below, the Company, in respect of financial year commencing on 1 April 2024, has used softwares for maintaining its books of account, which have a feature of recording audit trail (edit log) facility and the same have been operated throughout the year for all relevant transactions recorded in the respective softwares. Further, during the course of our audit, we did not come across any instance of audit trail feature being tampered with for the period where audit trail is enabled and operated. Furthermore, the audit trail has been preserved by the Company as per the statutory requirements for record retention where the audit trail was enabled:

- (a) In respect of an accounting software used for maintenance of all accounting records, the audit trail for changes to the application layer by a super user has been enabled and preserved from 1 May 2024 onwards.
- (b) The accounting software used for maintaining purchase orders is operated by a third-party software

service provider. In the absence of an independent auditor's report in relation to controls at the third-party service provider, we are unable to comment if the audit trail feature of the said software was enabled and operated for all relevant transactions recorded in the software at the database level.

The daily back-up of audit trail (edit log) in respect of its an accounting software for maintenance of all accounting records, an accounting software for maintaining purchase orders and an accounting software for journal entries has been maintained on the servers physically located in India as mentioned in Note 23 to the financial statements.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013

Rohan Jain
Partner

Place: Mumbai Membership No.: 139536
Date: 16 April 2025 UDIN: 25139536BMONMW5843

Annexure I

referred to in paragraph 13 of the Independent Auditor's Report of even date to the members of Hindustan Unilever Foundation on the financial statements for the year ended 31 March 2025

Independent Auditor's Report on the internal financial controls with reference to the financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ('the Act')

- In conjunction with our audit of the financial statements of Hindustan Unilever Foundation ('the Company') as at and for the year ended 31 March 2025, we have audited the internal financial controls with reference to financial statements of the Company as at that date.
- assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.
- We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to financial statements.

Responsibilities Of Management For Internal Financial Controls

- The Company's Board of Directors is responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls over Financial Reporting ('the Guidance Note') issued by the Institute of Chartered Accountants of India ('ICAI'). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of the Company's business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility for the Audit of the Internal Financial Controls with Reference to Financial Statements

- Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Standards on Auditing issued by the ICAI prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements, and the Guidance Note issued by the ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.
- Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements includes obtaining an understanding of such internal financial controls, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the

Meaning of Internal Financial Controls with Reference to Financial Statements

- A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

- Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

8. In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such controls were operating effectively as at 31 March 2025, based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013

Rohan Jain
Partner
Place: Mumbai
Date: 16 April 2025
Membership No.: 139536
UDIN: 25139536BMONMW5843

Balance Sheet

as at 31st March, 2025

(All amounts in ₹ lakhs unless otherwise stated)

Particulars	Note	As at 31st March, 2025	As at 31st March, 2024
ASSETS			
Non - current assets			
Property, plant and equipment	3	-	-
Non - current tax assets	4	0.25	0.89
Total Non-Current Assets (A)		0.25	0.89
Current assets			
Financial assets			
Cash and cash equivalents	5	170.69	144.29
Other current assets	6	5.65	6.86
Total Current Assets (B)		176.34	151.15
Total Assets (A) + (B)		176.59	152.04
EQUITY AND LIABILITIES			
Equity			
Equity share capital	7A	1.00	1.00
Other equity	7B	122.74	113.83
Total equity (a)		123.74	114.83
Liabilities			
Current liabilities			
Financial liabilities			
Trade payables	8		
Total outstanding dues of micro enterprises and small enterprises		1.60	0.06
Total outstanding dues of creditors other than micro enterprises and small enterprises		10.89	4.52
Other current liabilities	9	40.36	32.63
Total Current Liabilities (B)		52.85	37.21
TOTAL EQUITY & LIABILITIES (A) + (B)		176.59	152.04
Basis of preparation, measurement and material accounting policies	2		

The accompanying notes 1 to 27 form an integral part of these financial statements

As per our report of even date attached

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm's Registration No. 001076N/N500013

Rohan Jain
Partner
Membership No. 139536

Place: Mumbai
Date: 16th April, 2025

For and on behalf of Board of Directors of Hindustan Unilever Foundation
CIN: U93090MH2010NPL201468

Biddappa Ponnappa Bittianda Director DIN No. 06586886	Ritesh Tiwari Director DIN No. 05349994	Shraman Jha Chief Executive Officer
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Place: Mumbai Date: 16th April, 2025	Place: Mumbai Date: 16th April, 2025	Place: Mumbai Date: 16th April, 2025
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Statement of Income and Expenditure

for the year ended 31st March, 2025

(All amounts in ₹ lakhs unless otherwise stated)

Particulars	Note	Year ended 31st March, 2025	Year ended 31st March, 2024
INCOME			
Donations received	10	5,249.55	3,654.87
Other income	11	2.53	0.07
TOTAL INCOME		5,252.08	3,654.94
EXPENDITURE			
Donations paid	12	4,508.06	3,026.43
Employee benefits expense	13	488.27	456.03
Other expenses	14	246.84	182.04
TOTAL EXPENSES		5,243.17	3,664.50
SURPLUS / (DEFICIT) FOR THE YEAR (A)		8.91	(9.56)
OTHER COMPREHENSIVE INCOME FOR THE YEAR (B)		-	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR (A+B)		8.91	(9.56)
Earnings / (Loss) per equity share (Face value of ₹ 10 each)			
Basic (in ₹)	18	89.10	(95.56)
Diluted (in ₹)	18	89.10	(95.56)
Basis of preparation, measurement and material accounting policies	2		

The accompanying notes 1 to 27 form an integral part of these financial statements

As per our report of even date attached

For Walker Chandiok & Co LLP Chartered Accountants Firm's Registration No. 001076N/N500013		For and on behalf of Board of Directors of Hindustan Unilever Foundation CIN: U93090MH2010NPL201468	
Rohan Jain Partner Membership No. 139536	Biddappa Ponnappa Bittianda Director DIN No. 06586886	Ritesh Tiwari Director DIN No. 05349994	Shraman Jha Chief Executive Officer
Place: Mumbai Date: 16th April, 2025	Place: Mumbai Date: 16th April, 2025	Place: Mumbai Date: 16th April, 2025	Place: Mumbai Date: 16th April, 2025

Statement of Changes in Equity

for the year ended 31st March, 2025

(All amounts in ₹ lakhs unless otherwise stated)

A. Equity Share Capital

	Note	As at 31st March, 2025	As at 31st March, 2024
Balance as at the beginning of the year	7A	1.00	1.00
Changes in equity share capital during the year		-	-
Balance as at the end of the year	7A	1.00	1.00

B. Other Equity

	Note	As at 31st March, 2025	As at 31st March, 2024
As at 1st April, 2023		123.39	123.39
Deficit for the year ended 31st March, 2024		(9.56)	(9.56)
As at 1st April, 2024		113.83	113.83
Surplus for the year ended 31st March, 2025		8.91	8.91
As at 31st March, 2025	7B	122.74	122.74

Refer Note 7B for nature and purpose of reserve

The accompanying notes 1 to 27 form an integral part of these financial statements

As per our report of even date attached

For Walker Chandiok & Co LLP Chartered Accountants Firm's Registration No. 001076N/N500013		For and on behalf of Board of Directors of Hindustan Unilever Foundation CIN: U93090MH2010NPL201468	
Rohan Jain Partner Membership No. 139536	Biddappa Ponnappa Bittianda Director DIN No. 06586886	Ritesh Tiwari Director DIN No. 05349994	Shraman Jha Chief Executive Officer
Place: Mumbai Date: 16th April, 2025	Place: Mumbai Date: 16th April, 2025	Place: Mumbai Date: 16th April, 2025	Place: Mumbai Date: 16th April, 2025

Statement of Cash Flows

for the year ended 31st March, 2025

(All amounts in ₹ lakhs unless otherwise stated)

	Year ended 31st March, 2025	Year ended 31st March, 2024
A CASH FLOWS FROM OPERATING ACTIVITIES:		
Surplus / (Deficit) for the year	8.91	(9.56)
Adjustments for :		
Interest Income	(2.47)	-
Cash flows generated from / (used in) operations before working capital changes	6.44	(9.56)
Adjustments for :		
Decrease / (Increase) in other current assets	1.21	(5.92)
Increase/ (Decrease) in trade payables	7.91	1.95
Increase / (Decrease) in other current liabilities	7.73	7.78
Cash flows generated from / (used in) operations	23.29	(5.75)
Income tax refund	0.64	1.08
Net cash flows generated / (used in) from Operating activities - [A]	23.93	(4.67)
B CASH FLOWS FROM INVESTING ACTIVITIES:		
Interest Income on bank deposits	2.47	-
Net cash flows generated from Investing activities - [B]	2.47	-
C CASH FLOWS FROM FINANCING ACTIVITIES:		
Net cash flows generated/(used in) from Financing Activities - [C]	-	-
Net increase / (decrease) in Cash and Cash equivalents - [A+B+C]	26.40	(4.67)
Add: Cash and cash equivalents at the beginning of the year	144.29	148.96
Cash and cash equivalents at the end of the year (Refer note 5)	170.69	144.29

Note : The above Statement of Cash Flows has been prepared under the indirect method as set out in the Ind AS 7, 'Statement of Cash Flows'.

The accompanying notes 1 to 27 form an integral part of these financial statements

As per our report of even date attached

For Walker Chandiok & Co LLP Chartered Accountants Firm's Registration No. 001076N/N500013	For and on behalf of Board of Directors of Hindustan Unilever Foundation CIN: U93090MH2010NPL201468		
Rohan Jain Partner Membership No. 139536	Biddappa Ponnappa Bittianda Director DIN No. 06586886	Ritesh Tiwari Director DIN No. 05349994	Shraman Jha Chief Executive Officer
Place: Mumbai Date: 16th April, 2025	Place: Mumbai Date: 16th April, 2025	Place: Mumbai Date: 16th April, 2025	Place: Mumbai Date: 16th April, 2025

(All amounts in ₹ lakhs, unless otherwise stated)

NOTE 1 COMPANY INFORMATION

Hindustan Unilever Foundation (the "Company") is established to pursue the main objects - viz., to promote and implement the Social Responsibility Agenda - to work in the area of social, economic and environmental issues such as women empowerment, water harvesting, health and hygiene awareness, conservation and management of environment and natural resources in India, and enable the less privileged segments of the society to improve their livelihood by enhancing their means and capabilities to meet the emerging opportunities. The Company has been incorporated on 30th March, 2010 as a private Company and has been granted a license under Section 25 of the erstwhile Companies Act, 1956 (Section 8 of the Companies Act, 2013) by Government of India, vide its letter No. Reg. Dir / 68/ S.25(1)/ STA/ 9/ 09/ 10764 dated 26th February, 2010. The Company is registered under Section 12AA of the Income Tax Act, 1961 vide Registration no. 43786 granted w.e.f. 1st April, 2010 vide letter dated 21st January, 2011. The Company is also registered for exemption under Section 80G of the Income Tax Act, 1961 vide Registration no. DIT(P)/MC/80G/1059/2011-12 letter dated 25th July, 2011 with effect from 8th February, 2011.

NOTE 2 BASIS OF PREPARATION, MEASUREMENT AND MATERIAL ACCOUNTING POLICIES

2.1 Basis of preparation and measurement

(a) Basis of preparation

These financial statements have been prepared in accordance with the Indian Accounting Standards (hereinafter referred to as the 'Ind AS') as notified by Ministry of Corporate Affairs (MCA) pursuant to Section 133 of the Companies Act, 2013 read with Rule 3 of the Companies (Indian Accounting Standards) Rules, 2015 as amended from time to time.

The financial statements have been prepared on accrual and going concern basis. The accounting policies are applied consistently to all the periods presented in the financial statements.

All assets and liabilities have been classified as current or non-current as per the Company's normal operating cycle, paragraph 66 and 69 of Ind AS 1 and other criteria as set out in the Division II of Schedule III to the Companies Act, 2013.

An asset is treated as current when it is:

- a. Expected to be realised or intended to be sold or consumed in normal operating cycle; or
- b. Expected to be realised within twelve months after the reporting period; or
- c. Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is treated as current when:

- a. It is expected to be settled in normal operating cycle; or
- b. It is due to be settled within twelve months after the reporting period; or
- c. There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

All other liabilities are classified as non-current.

Based on the nature of activities and the time between acquisition of assets for processing and their realisation in cash and cash equivalents, the Company has ascertained its operating cycle as 12 months for the purpose of current or non-current classification of assets and liabilities.

The financial statements are presented in Indian Rupee (INR), the functional currency of the Company. Items included in the financial statements of the Company are recorded using the currency of the primary economic environment in which the Company operates (the 'functional currency').

The expenses in statement of income and expenditure are net of reimbursements (individually not material) received from Group Companies.

The Company has decided to round off the figures to the nearest lakhs. Transactions and balances with values below the rounding off norm adopted by the Company have been reflected as "0.00" in the relevant notes to these financial statements.

The financial statements of the Company for the year ended 31st March, 2025 were approved for issue in accordance with the resolution of the Board of Directors on 16th April, 2025.

(b) Basis of measurement

These financial statements are prepared under the historical cost convention except for certain class of financial assets/ liabilities that are measured at fair value.

The accounting policies adopted are the same as those which were applied for the previous financial year.

2.2 New Standards, Interpretations and Amendments Adopted By The Company

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. For the year ended 31st March, 2025, MCA has not notified any new standards or amendments to the existing standards applicable to the Company.

2.3 Material Accounting Policies

The material accounting policies used in preparation of the financial statements have been included in the relevant notes to the Financial Statements.



Notes

to the financial statements for the year ended 31st March, 2025

(All amounts in ₹ lakhs, unless otherwise stated)

NOTE 3 PROPERTY, PLANT ANDEQUIPMENT

Property, plant and equipment is stated at acquisition cost net of accumulated depreciation and accumulated impairment losses, if any. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. All other repairs and maintenance costs are charged to the Statement of Income and Expenditure during the year in which they are incurred.

Gains or losses arising on retirement or disposal of assets are recognised in the Statement of Income and Expenditure.

The residual values, useful lives and method of depreciation of property, plant and equipment is reviewed at each financial year end and adjusted prospectively, if appropriate.

An item of property, plant and equipment is de-recognised upon disposal or where no future economic benefits are expected from its use or disposal. Gains or losses arising on de-recognition of property, plant and equipment are recognised in the statement of profit and loss.

Depreciation is calculated on pro rata basis on straight-line method based on estimated useful life prescribed under Schedule II of the Companies Act, 2013. The useful life is as follows:

Asset	Useful life
Office equipment	5 years

	As at 31st March, 2025	As at 31st March, 2024
Office equipment		
Gross block		
Balance as at the beginning of the year	3.44	3.44
Additions	-	-
Disposals	-	-
Balance as at the end of the year	3.44	3.44
Accumulated depreciation		
Balance as at the beginning of the year	(3.44)	(3.44)
Additions	-	-
Disposals	-	-
Balance as at the end of the year	(3.44)	(3.44)
Net block	-	-

(a) The Company has not revalued any of its property, plant and equipment.

NOTE 4 NON - CURRENT TAX ASSETS

Current tax is the expected tax payable/receivable on the taxable income/loss for the year using applicable tax rates for the relevant period, and any adjustment to taxes in respect of previous years.

Current tax assets and current tax liabilities are offset when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle the asset and the liability on net basis.

Interest received on income tax refunds is recognised as other income.

The Company is exempt from Income Tax under Section 12AA of the Income Tax Act, 1961 and hence no provision for taxation is required for current year tax expense. As, the Company is exempt from Income Tax, no deferred tax (asset or liability) is recognised in respect of timing differences.

	As at 31st March, 2025	As at 31st March, 2024
Non - current tax assets (TDS receivable)	0.25	0.89
	0.25	0.89

(All amounts in ₹ lakhs, unless otherwise stated)

NOTE 5 CASH AND CASH EQUIVALENTS

Total Cash and cash equivalents are cash, balances with bank and short-term (three months or less from the date of placement), highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value.

	As at 31st March, 2025	As at 31st March, 2024
Balances with banks		
In current accounts	170.69	144.29
Total	170.69	144.29

NOTE 6 OTHER CURRENT ASSETS

	As at 31st March, 2025	As at 31st March, 2024
Other assets (includes prepaid expenses, other receivables, etc.)	5.65	6.86
Total	5.65	6.86

NOTE 7A) EQUITY SHARE CAPITAL

	As at 31st March, 2025	As at 31st March, 2024
Authorised		
5,00,000 (31st March, 2024 : 5,00,000) equity shares of ₹ 10 each	50.00	50.00
Issued, subscribed and fully paid up		
10,000 (31st March, 2024 : 10,000) equity shares of ₹10 each fully paid	1.00	1.00
	1.00	1.00

a) Reconciliation of the number of shares

	Year ended 31st March, 2025		Year ended 31st March, 2024	
	Number of shares	Amount	Number of shares	Amount
Equity Shares:				
Balance as at the beginning of the year	10,000	1.00	10,000	1.00
Add : Issued during the year	-	-	-	-
Balance as at the end of the year	10,000	1.00	10,000	1.00

b) Rights, preferences and restrictions attached to shares

Equity shares: The Company has only one class of equity shares having a par value of ₹ 10 per share. Each shareholder is eligible for one vote per share held. As the Company is a private company limited by shares formed under Section 8 of the Companies Act, 2013, no dividend is to be proposed and paid to the shareholders. In the event of winding up or dissolution of the Company, after the satisfaction of all its debts and liabilities, any property whatsoever shall be given or transferred to some other institution(s) having object similar to the objects of the Company, to be determined by the members of the Company at or before the time of dissolution or in default thereof by the High Court.

c) Shares held by Holding Company and Subsidiary of Holding Company in aggregate

	As at 31st March, 2025	As at 31st March, 2024
Equity shares of ₹ 10 held by :		
7,600 (31st March, 2024 : 7,600) shares are held by Hindustan Unilever Limited, the Holding Company	0.76	0.76
2,400 (31st March, 2024 : 2,400) shares are held by Unilever India Exports Limited, Subsidiary of Holding Company	0.24	0.24

Notes

to the financial statements for the year ended 31st March, 2025

(All amounts in ₹ lakhs, unless otherwise stated)

d) Details of equity shares held by shareholders holding more than 5% of the aggregate shares in the Company

	As at 31st March, 2025	As at 31st March, 2024
Number of shares of ₹ 10 each held by:		
Hindustan Unilever Limited, the Holding Company	7,600	7,600
% of Holding	76%	76%
Unilever India Exports Limited, Subsidiary of the Holding Company	2,400	2,400
% of Holding	24%	24%

e) Details of shareholdings by the Promoter’s of the Company

Sr. No.	Promoter Name	As at 31st March, 2025		As at 31st March, 2024		% change during the year
		Number of shares	% of Total shares	Number of shares	% of Total shares	
1	Hindustan Unilever Limited	7,600	76%	7,600	76%	-
2	Unilever India Exports Limited	2,400	24%	2,400	24%	-
Total		10,000	100%	10,000	100%	-

Sr. No.	Promoter Name	As at 31st March, 2024		As at 31st March, 2023		% change during the year
		Number of shares	% of Total shares	Number of shares	% of Total shares	
1	Hindustan Unilever Limited	7,600	76%	7,600	76%	-
2	Unilever India Exports Limited	2,400	24%	2,400	24%	-
Total		10,000	100%	10,000	100%	-

NOTE 7B) OTHER EQUITY

a) Summary of Other Equity balance:

	Retained Earnings
Opening balance as at 1st April, 2023	123.39
Deficit for the year	(9.56)
Opening balance as at 1st April, 2024	113.83
Surplus for the year	8.91
As at 31st March, 2025	122.74

b) Nature and purpose of reserves:

Retained earnings: Retained earnings are the excess/(shortage) of income over expenditure that the Company has received till date.

	As at 31st March, 2025	As at 31st March, 2024
Balance at the beginning of the year	113.83	123.39
Add: Surplus/ (Deficit) for the year	8.91	(9.56)
Balance at the end of the year	122.74	113.83

(All amounts in ₹ lakhs, unless otherwise stated)

NOTE 8 TRADE PAYABLES

Trade payables are initially recognised at fair value and subsequently, these liabilities are held at amortised cost, using the effective interest rate method. Refer Note 21 for accounting policy on Trade payables.

	As at 31st March, 2025	As at 31st March, 2024
Total outstanding dues of micro enterprises and small enterprises	1.60	0.06
Total outstanding dues of creditors other than micro enterprises and small enterprises	10.89	4.52
Total	12.49	4.58

Disclosure as required by Micro, Small and Medium Enterprises Development Act, 2006

	As at 31st March, 2025	As at 31st March, 2024
a(i) Principal amount remaining unpaid	1.60	0.06
a(ii) Interest amount remaining unpaid	-	-
b. Interest paid by the Company in terms of Section 16 of the Micro, Small and Medium Enterprises Development Act, 2006, along with the amount of the payment made to the supplier beyond the appointed day	-	0.01
c. Interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the period) but without adding interest specified under the Micro, Small and Medium Enterprises Act, 2006	-	-
d. Interest accrued and remaining unpaid	-	-
e. Interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprises	-	-

Ageing for trade payables from the due date of payment for each of the category as at 31st March, 2025 is as follows:

	Not due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed dues - Micro and small enterprises	1.60	-	-	-	-	1.60
Undisputed dues - Others	10.73*	0.16	-	-	-	10.89
Disputed dues - Micro and small enterprises	-	-	-	-	-	-
Disputed dues - Others	-	-	-	-	-	-
Total	12.33	0.16	-	-	-	12.49

*includes unbilled payables of ₹3.47 lakhs

Ageing for trade payables from the due date of payment for each of the category as at 31st March, 2024 is as follows:

	Not due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed dues - Micro and small enterprises	0.02	0.04	-	-	-	0.06
Undisputed dues - Others	4.06*	0.46	-	-	-	4.52
Disputed dues - Micro and small enterprises	-	-	-	-	-	-
Disputed dues - Others	-	-	-	-	-	-
Total	4.08	0.50	-	-	-	4.58

*includes unbilled payables of ₹2.30 lakhs

NOTE 9 OTHER CURRENT LIABILITIES

	As at 31st March, 2025	As at 31st March, 2024
Statutory dues (including provident fund, Tax Deducted at Source and others)	40.36	32.63
Total	40.36	32.63



Notes

to the financial statements for the year ended 31st March, 2025

(All amounts in ₹ lakhs, unless otherwise stated)

NOTE 10 DONATIONS RECEIVED

Donations are recognised as income in the Statement of Income and Expenditure in the year in which the collections are actually received. Donation is received and applied for objects as mentioned in Memorandum of Association of the Company. Refer note 1.

	Year ended 31st March, 2025	Year ended 31st March, 2024
Donation received (Refer Note 15)	5,249.55	3,654.87
Total	5,249.55	3,654.87

NOTE 11 OTHER INCOME

Interest income is recognised using the effective interest rate (EIR) method. Interest on income tax refund is recognised on a cash basis.

	Year ended 31st March, 2025	Year ended 31st March, 2024
Interest income		
On others	0.06	0.07
On bank deposits	2.47	-
Total	2.53	0.07

NOTE 12 DONATIONS PAID

Donation paid is accounted upon disbursement.

	Year ended 31st March, 2025	Year ended 31st March, 2024
Donations paid	4,508.06	3,026.43
Total	4,508.06	3,026.43

NOTE 13 EMPLOYEE BENEFIT EXPENSE

Short term employee benefits

All employee benefits payable wholly within twelve months of rendering the service are classified as short term employee benefits. Benefits such as salaries and performance incentives, are charged to Statement of Income and Expenditure on an undiscounted, accrual basis during the period of service rendered by the employees in the financial year.

Defined contribution plans

Provident Fund contributions are made to a trust administered by the Holding Company, Hindustan Unilever Limited and are charged as an expense to the Statement of Income and Expenditure.

	Year ended 31st March, 2025	Year ended 31st March, 2024
Salaries and bonus	467.26	434.70
Contribution to provident fund (Refer Note 15 and 17)	21.01	21.33
Total	488.27	456.03

NOTE 14 OTHER EXPENSES

All expenses are accounted for on accrual basis and provision is made for all known losses and liabilities.

	Year ended 31st March, 2025	Year ended 31st March, 2024
Travelling expenses	33.79	34.73
Payment to auditors		
- Statutory audit (excluding taxes)	1.17	1.20
Professional fees	201.49	134.88
Miscellaneous expenses	10.39	11.23
Total	246.84	182.04

NOTE 15 RELATED PARTY DISCLOSURES

A Enterprises exercising control

Ultimate Holding Company : Unilever PLC

Holding Company : Hindustan Unilever Limited

B Enterprise exercising significant influence

Unilever India Exports Limited

C Fellow subsidiaries with whom the Company had transactions during the year

Unilever Industries Private Limited

Lakme Lever Private Limited

Unilever India Limited

D Key Managerial Personnel

Chief Executive Officer : Shraman Jha

E Post Employment Benefit Plans

The Union Provident Fund

F Disclosure of transactions between the Company and Related parties and the status of outstanding balance as per Ind AS 24 Related Party Disclosures

	Year ended 31st March, 2025	Year ended 31st March, 2024
Holding Company		
Donation received	4,584.35	2,981.87
Reimbursement of expenses to holding company	46.28	6.00
Fellow Subsidiaries		
Donation received		
Unilever India Exports Limited	283.00	359.00
Unilever Industries Private Limited	240.00	270.00
Lakme Lever Private Limited	62.65	29.00
Unilever India Limited	79.55	15.00
Post Employment Benefit Plans		
Contributions during the year (Employer's contribution only)	20.41	20.59

Key Management Personnel compensation

	Year ended 31st March, 2025	Year ended 31st March, 2024
Short-term employee benefits	162.85	163.75
Post-employment defined benefit	8.07	7.83
Total	170.92	171.58

Notes

to the financial statements for the year ended 31st March, 2025

(All amounts in ₹ lakhs, unless otherwise stated)

NOTE 16 DEFINED BENEFIT PLANS

Gratuity assets are being controlled by separate independent Trusts for Hindustan Unilever Limited (the “Holding Company”) and its subsidiaries including the Company. These trusts maintain their assets at the group level and do not have assets identifiable specifically for the Company. Thus all the disclosures required by Ind AS 19 “Employee Benefits” have been made in the Holding Company’s Financial Statements

In respect of certain employees, provident fund contributions are made to a trust administered by the Holding Company. The interest rate payable to the members of the trust shall not be lower than the statutory rate of interest declared by the Central Government under the Employees Provident Funds and Miscellaneous Provisions Act, 1952 and shortfall, if any, shall be made good by the Company. The liability in respect of the shortfall of interest earnings of the Fund is determined on the basis of an actuarial valuation. There is no shortfall as at 31st March, 2025.

The Company also provides for retirement/post-retirement benefits in the form of gratuity, compensated absences (in respect of certain employees) and long term service awards. The Company’s Gratuity Fund Scheme is considered as defined benefit plans and the gratuity fund assets are being controlled by separate independent trust for entire Hindustan Unilever Limited and its subsidiaries including Hindustan Unilever Foundation. The group’s liability is determined on the basis of an actuarial valuation using the projected unit credit method as at Balance Sheet date, made by independent actuaries.

As per Ind AS 19 Employee Benefits, in respect of group plans that share risks between various enterprises under common control, the net defined benefit cost is recognised in the separate financial statements of the group enterprise that is legally the sponsoring employer for the plan. Hence, the gratuity plan assets, liabilities towards gratuity, leave encashment and long term service awards are recognised in the books of the holding company for the group. Actuarial gains and losses in respect of the defined benefit plans are recognised in the Statement of Profit and Loss of the parent company in the year in which they arise.

NOTE 17 DEFINED CONTRIBUTION PLANS

Refer note 13 for accounting policy on defined benefit plans

During the year, the Company has recognised the following amounts in statement of income and expenditure.

	Year ended 31st March, 2025	Year ended 31st March, 2024
Employer's Contribution to provident fund	20.41	20.59
Employer's contribution to pension funds	0.60	0.74
Total	21.01	21.33

NOTE 18 EARNINGS/(LOSS) PER SHARE

Basic earnings per share is computed by dividing the net excess/(shortfall) for the year attributable to the equity shareholders of the Company by the weighted average number of equity shares outstanding during the year. The weighted average number of equity shares outstanding during the year and for all years presented is adjusted for events, such as bonus shares, other than the conversion of potential equity shares that have changed the number of equity shares outstanding, without a corresponding change in resources.

For the purpose of calculating diluted earnings per share, the net excess/(shortfall) for the year attributable to equity shareholders and the weighted average number of shares outstanding during the year if any, is adjusted for the effects of all dilutive potential equity shares.

	Year ended 31st March, 2025	Year ended 31st March, 2024
Surplus/ (Deficit) for the year (A)	8.91	(9.56)
Weighted average number of equity shares outstanding (B)	10,000.00	10,000.00
Earnings / (Loss) per share (face value of ₹ 10 per share)		
- Basic (₹)	89.10	(95.56)
- Diluted (₹)	89.10	(95.56)

NOTE 19 GOING CONCERN

The company has adequate resources to meet its obligations over the next 12 months. Further, the board of directors does not intend to liquidate the company. Accordingly, the financial statements are prepared on a going concern basis.

NOTE 20 CONTINGENT LIABILITIES

There are no contingent liabilities as at 31st March, 2025 (Nil for 31st March, 2024).

NOTE 21 FINANCIAL INSTRUMENTS

The Company has disclosed financial instruments such as cash and cash equivalents & trade payables at amortised cost because the carrying amounts are a reasonable approximation of the fair values due to their short-term nature.

NOTE 22 ACCOUNTING RATIOS

Name of the Ratio	Numerator	Denominator	FY 25	FY 24	% variance	Reason for variance
Current ratio (in times)	Current assets	Current liabilities	3.34	4.06	-18%	Refer note below

Reason for variance of ratios with significant change (i.e. change of 25% or more as compared to the financial year 2023-24) have been explained.

The following ratios are not applicable to the entity since the Company is a Not for Profit Organisation or does not have the relevant transactions

- Debt Equity ratio
- Debt Service coverage ratio
- Inventory Turnover Ratio
- Trade receivables turnover ratio
- Net capital turnover ratio
- Return on Investment
- Net Profit Ratio
- Return on Capital Employed
- Return on equity
- Trade payables turnover ratio

NOTE 23

The proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014 inserted by the Companies (Accounts) Amendment Rules 2021 requires companies, which uses accounting software for maintaining its books of accounts, to use only such accounting software which has a feature of recording audit trail of each and every transaction, creating an edit log of each change made in the books of accounts along with the date when such changes were made and ensuring that the audit trail cannot be disabled.

The Company has used accounting softwares for maintaining its books of account, which have a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the respective software except in case of an accounting software used for maintenance of all accounting records wherein audit trail for changes to the application layer by a super user has been enabled and preserved from 1st May, 2024 onwards. Further, where the audit trail (edit log) facility was enabled and operated, the audit trail feature has not been tampered with.

While the back-up of audit trail (edit log) has been maintained on the servers physically located in India for financial year ended 31st March 2025, the daily back-up of audit trail (edit log) in respect of its accounting software used for maintenance of all accounting records, an accounting software for maintaining purchase orders and an accounting software for journal entries has been maintained on the servers physically located in India from 3rd March 2025, 19th October, 2024 and 19th December 2024 onwards, respectively.

NOTE 24 DISCLOSURE OF STRUCK OFF COMPANIES

The Company does not have any transactions with companies struck off under Section 248 of the Companies Act, 2013 or Section 560 of Companies Act, 1956.

to the financial statements for the year ended 31st March, 2025

(All amounts in ₹ lakhs, unless otherwise stated)

No transactions to report against the following disclosure requirements as notified by MCA pursuant to amended Schedule III:

- (a) Crypto Currency or Virtual Currency
- (b) Benami Property held under Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder
- (c) Registration of charges or satisfaction with Registrar of Companies
- (d) Relating to borrowed funds:
 - i. Wilful defaulter
 - ii. Utilisation of borrowed funds & share premium
 - iii. Borrowings obtained on the basis of security of current assets
 - iv. Discrepancy in utilisation of borrowings
 - v. Current maturity of long term borrowings

No funds have been advanced or loaned or invested (either from borrowed funds or securities premium or any other sources or kind of funds) by the Company to or in any person or entity, including foreign entities ('the intermediaries'), with the understanding, whether recorded in writing or otherwise, that the intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ('the Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf the Ultimate Beneficiaries. Additionally, no funds have been received by the Company from any person or entity, including foreign entities ('the Funding Parties'), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ('Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

Figures for the previous year have been regrouped/rearranged, wherever considered necessary, to conform to current period's classification. The impact of such reclassification/ regrouping is not material to the financial statements.

As per our report of even date attached

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm's Registration No. 001076N/N500013

For and on behalf of Board of Directors of Hindustan Unilever Foundation
CIN: U93090MH2010NPL201468

Rohan Jain
Partner
Membership No. 139536

Biddappa Ponnappa Bittianda
Director
DIN No. 06586886

Ritesh Tiwari
Director
DIN No. 05349994

Shraman Jha
Chief Executive Officer

Place: Mumbai
Date: 16th April, 2025

Place: Mumbai
Date: 16th April, 2025

Place: Mumbai
Date: 16th April, 2025

Place: Mumbai
Date: 16th April, 2025

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Hindustan Unilever Foundation

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CIN: U93090MH2010NPL201468