



Hindustan Unilever Limited

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Unilever House
B D Sawant Marg
Chakala, Andheri East
Mumbai 400 099

5th December, 2018

Stock Code: BSE: 500696
NSE: HINDUNILVR
ISIN: INE030A01027

Tel: +91 (22) 3983 0000
Web: www.hul.co.in
CIN: L15140MH1933PLC002030

BSE Limited,
Corporate Relationship Department,
2nd Floor, New Trading Wing,
Rotunda Building, P.J. Towers,
Dalal Street,
Mumbai – 400 001

National Stock Exchange of India Ltd
Exchange Plaza, 5th Floor,
Plot No. C/1, G Block,
Bandra – Kurla Complex,
Bandra (E),
Mumbai – 400 051

Dear Sir,

Sub: Investor Presentation

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith a copy of the presentation to be made at Unilever Investor Event to be held at registered office of the Company at Mumbai today.

You are requested to take the above information on record.

Thanking You.

Yours faithfully,
For Hindustan Unilever Limited



Dev Bajpai
Executive Director, Legal & Corporate Affairs
and Company Secretary
DIN: 00050516 / FCS No. F3354



**TRANSFORMING
DISTRIBUTIVE
TRADE WITH
TECHNOLOGY**

INDIA CD LANDSCAPE

3K+

Distributors

19k+

Sales
Representatives

30k+

Logistics
Manpower

4000+

Merchandisers

5000+

Beauty
Advisors



90k+

Shakti Entrepreneurs

WIDEST RURAL REACH

140 Mn

Units Sold per Day



3 Units sold to every Indian Citizen monthly

600k Sq. Ft

of Trade Assets

BIGGEST IN STORE MERCHANDIZING

WIDEST DISTRIBUTION REACH (OL)

Many brands reach over million outlets

*क्लिनिक प्लस प्रोटीन घटक में-केटोनिंग हार्मोन डायलैसिस से उत्पन्न होता है, जो कि मनुष्यों के लिए हानिकारक है।

Intention causing germs Please follow any additional precautions recommended by health authorities. Avoid contact with infected person as far as possible.

GENERAL TRADE

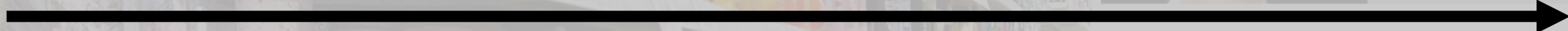
MODERN TRADE

E-COMMERCE

+

+

+

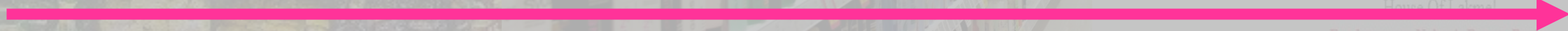


MARKET SHARE

+

+

+



GROSS MARGIN



Pillars of CD Strategy

.....



DEMAND CAPTURE

cover the right outlets at the right frequency with the right assortment



DEMAND FULFILMENT

speedy delivery of order(s) to outlets at the most optimal cost



DEMAND GENERATION

world class in store execution & shopper loyalty to win at the point of purchase



DEMAND CAPTURE



**Increase
Direct Reach
Distribution**

More Stores

**More
Assortment**

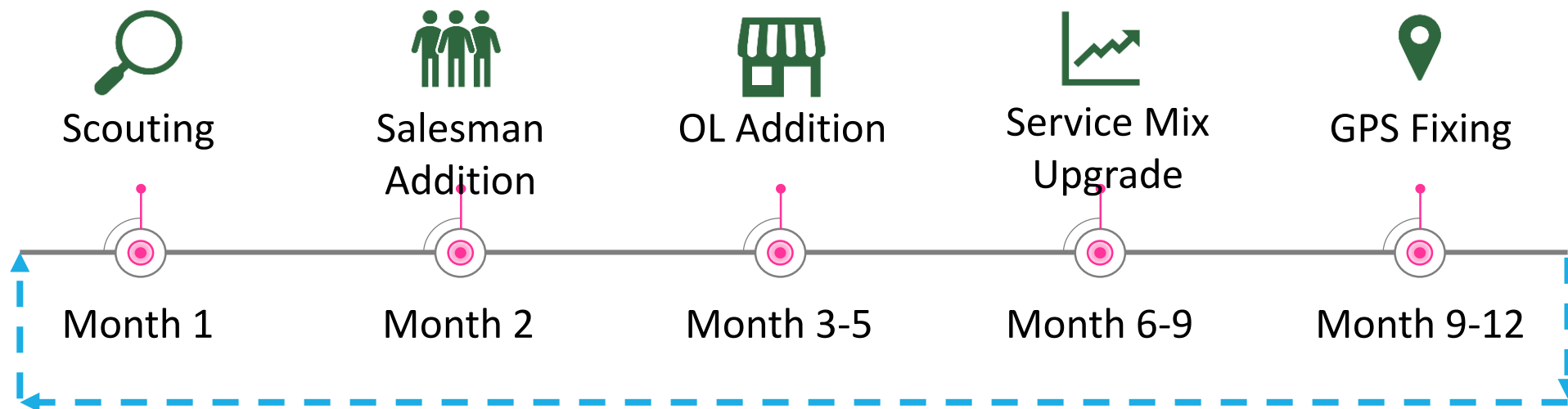
**Democratize
Ordering**



Adding Stores – following the sustainable rhythm

Building a Rhythm of outlet addition

Streamlining the process of outlet addition – making it **repeatable, scalable & efficient**



**Increase
Direct Reach
Distribution**



More Stores



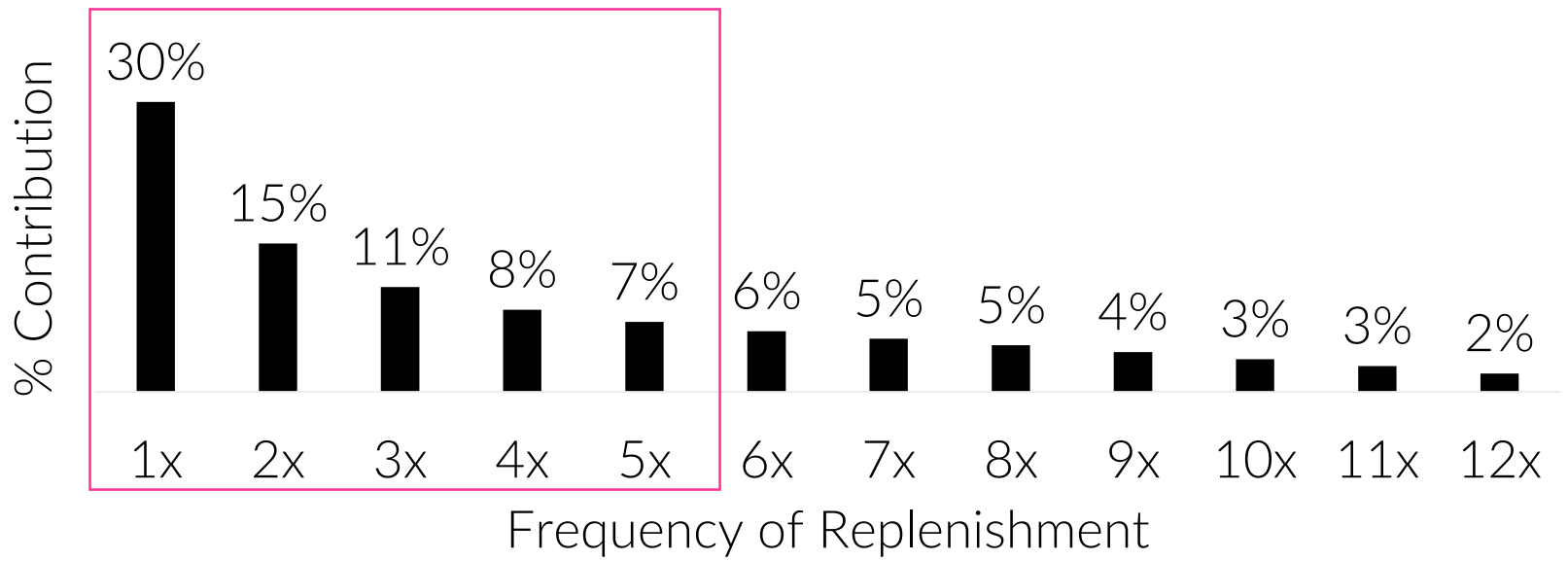
**More
Assortment**



**Democratize
Ordering**

Better Replenishment is our biggest lever to grow assortment

Spread of Replenishment Across our Universe

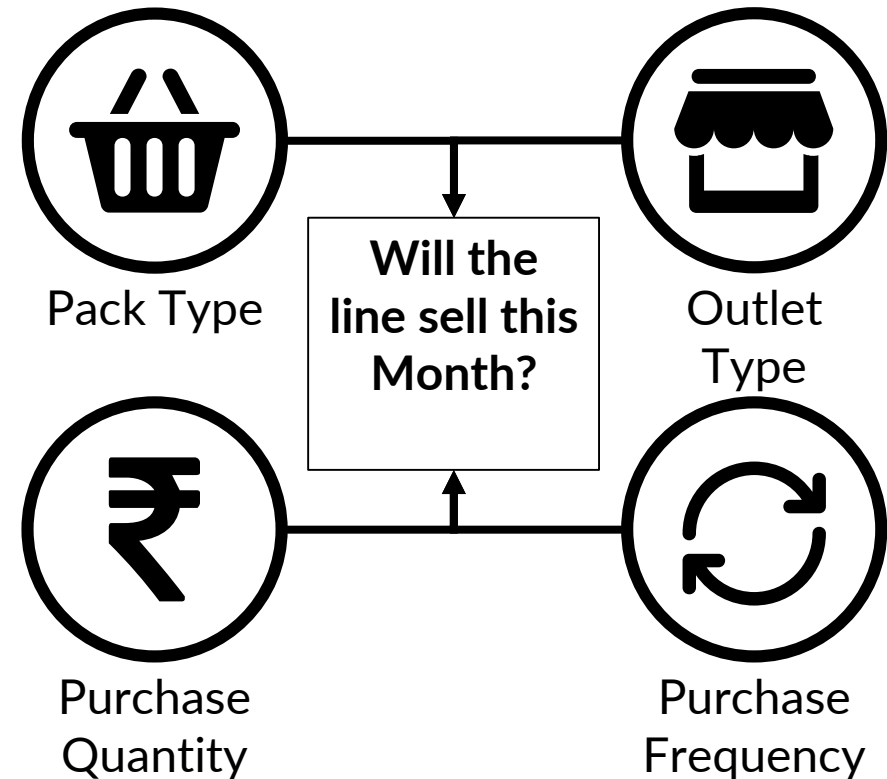


“ Assortment is not just about the sale of new packs but also **their subsequent replenishment** ”

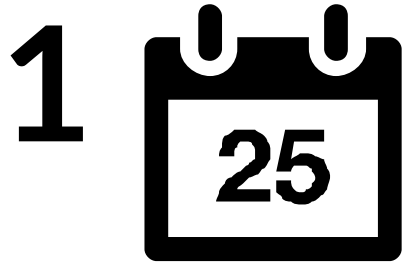


Leveraging **Bayesian networks** for improved replenishment modelling

A probabilistic model which learns outlet and pack behavior trends to provide more relevant tasks to the Salesman in the given month



Simplified KPIs



Total Lines Sold Per Day



Total Assortment

 **Easy to Sell**

Set of packs an outlet regularly buys

 **Easy to Earn**

Set of incremental packs which have a priority

Simplified Interface



**Increase
Direct Reach
Distribution**



More Stores



**More
Assortment**



**Democratize
Ordering**

Democratize order taking from Salesman : B2B App



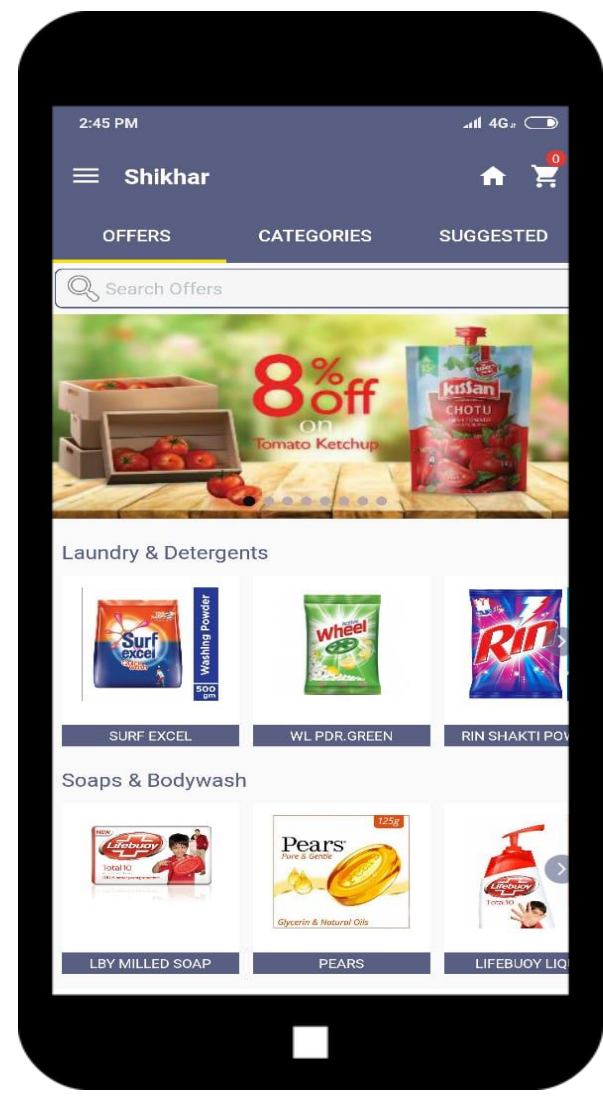
Any time ordering



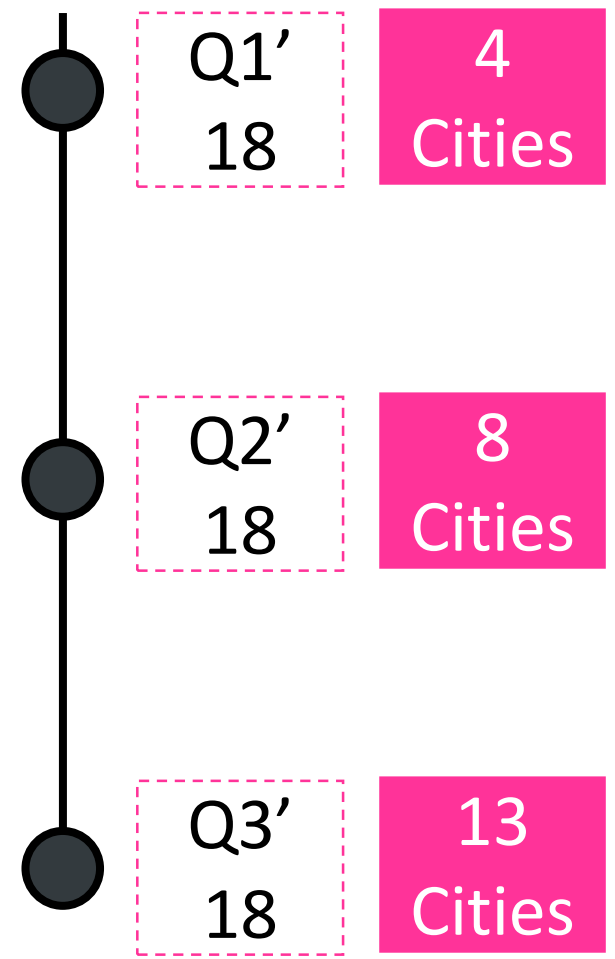
Business Transparency



Customized Promotions



RAPID SCALE UP



An aerial, high-angle photograph of a very busy street market. The street is filled with a dense crowd of people and numerous yellow auto-rickshaws. The market stalls are covered with colorful awnings in shades of blue, yellow, and red. On the left side, there are large, ornate buildings with domes and arches, characteristic of Indian architecture. In the background, a tall sign for 'CHIRIMEX' is visible. The overall scene depicts a bustling, high-demand environment.

DEMAND FULFILLMENT



- **N+2 Delivery**

- **Back end automation**



**Delivery
Transparency**

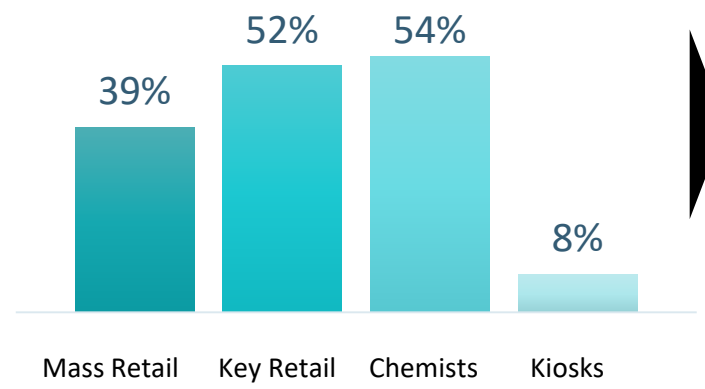


Automation

Faster & on-time deliveries key for growth

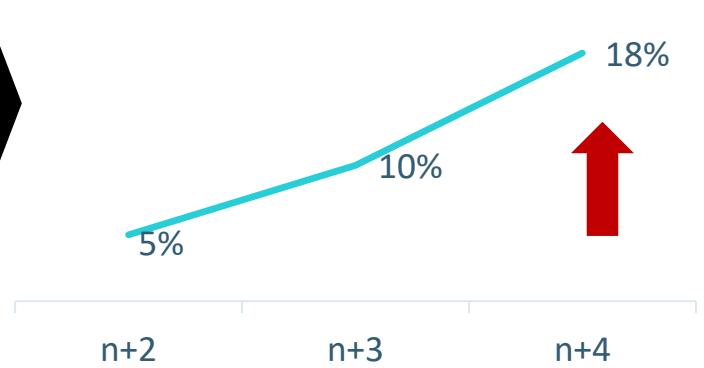
+ Delivery Optimization is key to improve last mile efficiency

Higher the delay in delivery



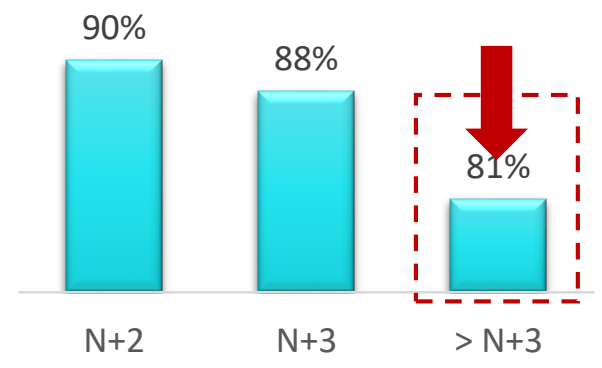
N+2 Delivery

Larger is the Cost of Delay



%age Return as per delivery date

Lesser is the Productivity



Probability of billing in next salesman visit

- **N+2 Delivery**

- **Back end automation**



**Delivery
Transparency**



Automation

Handling Complexity through Robotization





DEMAND GENERATION



- Wiring up
Program Stores

- Activate B2C



Wire Up
Stores



Direct to
Consumer

Partnerships to wire up & win at scale



Reliance



mosambee



Billing Solution

Cashless Payments

Shopper Retargeting

Loyalty Program

- Wiring up
Program Stores

- Activate B2C



Wire Up
Stores



Direct to
Consumer

B2B2C : Humarashop - The power of Hyperlocal

Your Local Kirana, Now Online

1800 419 1019

HumaraShop

SIGN IN / SIGN UP

Humara  Shop

CATEGORIES

Search products & brands



OFFER ZONE

BASKET

0



Buy Dove Shampoo & Get
FLAT
₹100
OFF*

SHOP NOW

*T & C apply.

Dove Shampoo
Flat 100 Off

Winter Care
Upto 20% Off

Surf Excel Matic
Flat 100 Off

Lifebuoy Handwash
Flat 40 Off

Indulekha
Upto 15% Off

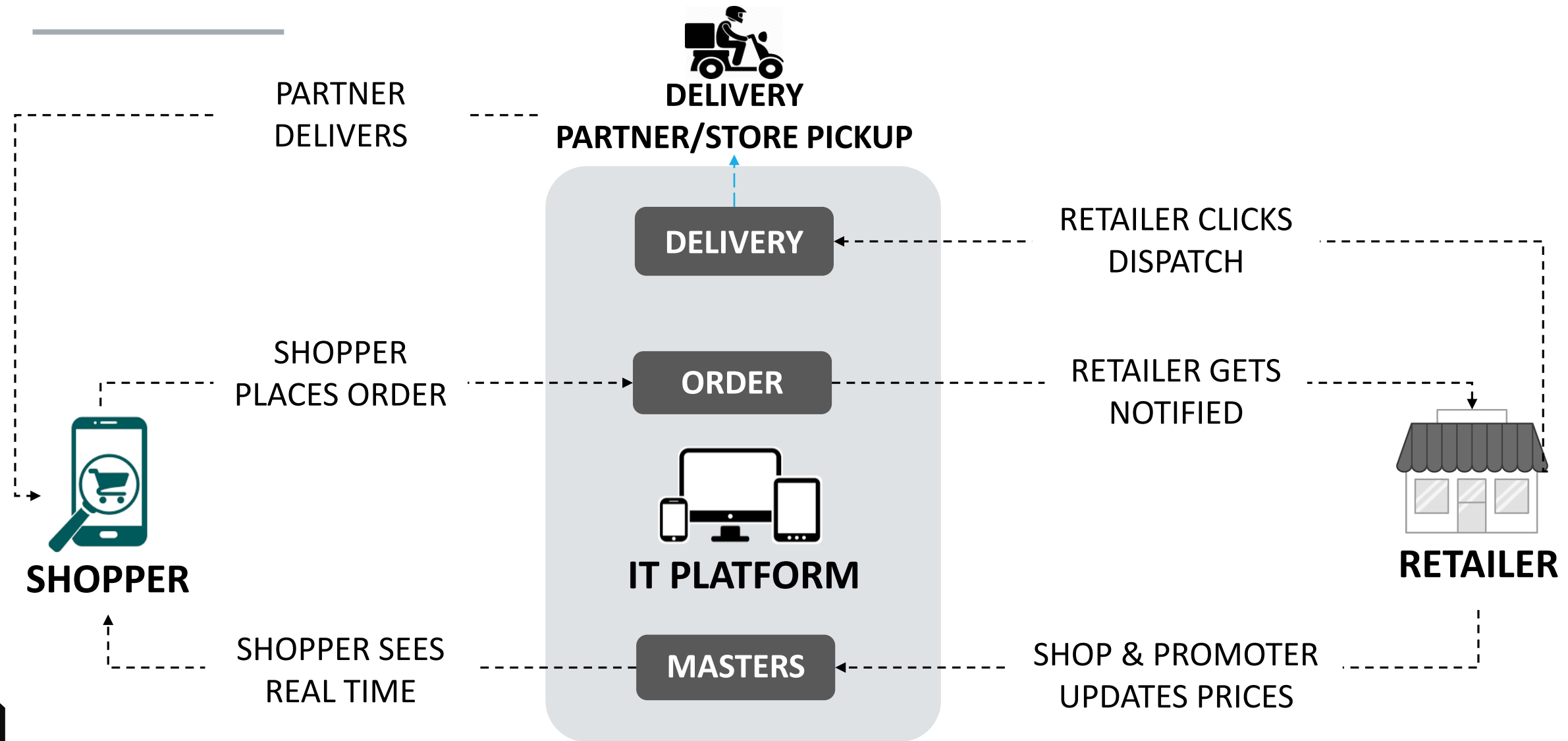
Vim Dishwash Gel
Upto 15% Off

Recommended for You

Offers

Bestsellers

B2B2C : Humarashop – The power of Hyperlocal



CD Strategy : Summary



DEMAND CAPTURE

More Stores

More Assortment

Democratize Ordering



DEMAND FULFILMENT

Delivery Transparency

Automation



DEMAND GENERATION

Wire up Stores

Direct to Consumer

A person is shown from the chest up, holding several white shopping bags with red and white striped handles. The person is smiling and looking towards the camera. The background is dark with colorful bokeh lights. A large black rectangular area on the right side of the image contains the text 'THANK YOU' in white, bold, sans-serif font.

**THANK
YOU**