



Hindustan Unilever Limited

CUSTOMER DEVELOPMENT

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SAFE HARBOUR STATEMENT

This Release / Communication, except for the historical information, may contain statements, including the words or phrases such as 'expects, anticipates, intends, will, would, undertakes, aims, estimates, contemplates, seeks to, objective, goal, projects, should' and similar expressions or variations of these expressions or negatives of these terms indicating future performance or results, financial or otherwise, which are forward looking statements. These forward looking statements are based on certain expectations, assumptions, anticipated developments and other factors which are not limited to, risk and uncertainties regarding fluctuations in earnings, market growth, intense competition and the pricing environment in the market, consumption level, ability to maintain and manage key customer relationship and supply chain sources and those factors which may affect our ability to implement business strategies successfully, namely changes in regulatory environments, political instability, change in international oil prices and input costs and new or changed priorities of the trade. The Company, therefore, cannot guarantee that the forward-looking statements made herein shall be realised. The Company, based on changes as stated above, may alter, amend, modify or make necessary corrective changes in any manner to any such forward looking statement contained herein or make written or oral forward-looking statements as may be required from time to time on the basis of subsequent developments and events. The Company does not undertake any obligation to update forward looking statements that may be made from time to time by or on behalf of the Company to reflect the events or circumstances after the date hereof.



UNMATCHED SCALE BUILT BY THOUGHT LEADERSHIP

3500+ Distributors
2000+ towns

50+ Brands
3000 SKUs

3.0 Mn Stores
(Directly Covered)

75Bn+ Units

9 Mn+ Retail Outlets
(95% VWD)

c. 35% Digital Demand
Capture

Dedicated Systems

MT System – 2004
Ecom System – 2013

Unlocking Bharat

Rural Shakti Set Up – 2003
Winning In Many Indias - 2014

Digitizing Sales

Distributor Systems – 2005
Front End Salesrep HHT – 2008
Shikhar – 2019



TRANSFORMING INDIA, TRANSFORMING CHANNELS

Rising Affluence



Premium Consumers Seeking New Categories

Digitization



Content + Commerce Convergence

More Connected India



Enhanced Physical & Mental Reach

Rise Of Organised Trade



Modern Trade Consolidation



Evolving Ecom Models

Specialty Retail



Evolving Channels To Meet Customized Requirements

Transforming Kirana



More Digital



More Assortment



STRENGTHEN
Traditional Trade

CUSTOMIZE
Specialty Channels

LEAD
MT & E-com



Hindustan Unilever Limited

WINNING IN TRADITIONAL TRADE

TRANSFORMATION OF TRADITIONAL TRADE

KIRANA CENTRIC
DISTRIBUTOR INCLUSIVE





STRENGTHENING TRADITIONAL TRADE MOATS

More Stores



56% → 65% → 70%
FY'22 FY'24 FY'27
Direct Weighted Distribution

Better Served



30% More Frequent
Enhanced Tech & Analytics, More
Distributors, More Feet on Street

Digitally Transformed



Shikhar eRTM
Buy Smarter, Sell More



eRTM: TRANSFORMING TRADITIONAL TRADE

Kirana Centric, Distributor Inclusive

BUY SMARTER



Wide Assortment



Anytime ordering



Fast & Full Delivery



Attractive Pricing



Guaranteed Credit

SELL MORE



Go Online



Enable Home Delivery



Demand Gen In-Store

Creating Sustained Advantage



Enhance Distributive Capacity



Reach More Stores



More Orders, More Assortment



Cost Efficiency

1.4 Mn Outlets

70% MAU

80%+ NPS Score



POWERED BY DIGITAL SELLING HUB

Advanced Technology Solutioning



Shopper Coupon Activation



Influencer Campaigns



AI Led Customized Ads

Integrated 360° Product Suite



SHIKHAR



SalesEDGE



IQ Neo

1.SHIKHAR ORDERS

2.SHIKHAR INTELLIGENCE



3.SHIKHAR CARE



4.SHIKHAR DELIVERY



SHIKHAR AV



Hindustan Unilever Limited



NEW EMERGING CHANNELS

CUSTOMIZED RTMs

SPECIALTY CHANNELS



LAUNCHING NEW RTMs FOR EMERGING SEGMENTS

Beauty PRO



~80k Outlets, **90** Towns
70% Premium Beauty Market

Pharma Ecosystem



~200k Pharmacists
71% Direct Reach

Foods Specialty



~45k Outlets
~70% Premium Food Business



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WINNING IN CHANNELS OF THE FUTURE

AMPLIFYING MODERN TRADE

MODERN TRADE



MODERN TRADE AN EDGE FOR HUL

Scaled Channel



15 Categories
#1 (80% Categories)

MT Tailwind



1.1 x
Market Share in MT vs GT

In Store Presence



60% VWD
in 90 days
30%
Share of In-store Manning*

*basis internal survey for B&W top stores



SUPERIOR EXECUTION & PARTNERSHIP

Category Captaincy



Building Segments Of The Future



Unmissable Brands In Store

Enabled by technology



Global Tech Stack – Customized For India



New Age Technology

Customer Partnership



Events & Festival Activation



Customer Immersions



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ECOMMERCE

WINNING IN CHANNELS OF THE FUTURE

ACCELERATING
ECOMMERCE





HUL ECOMMERCE: SIZEABLE, GROWING, UNIQUE



7%
E-com Contribution

14%
E-com Contribution in
B&W

30%+
3-year CAGR

48%
D4C Portfolio

90%*
Automated

56%
Industry Experience



WINNING VIA PERSONALIZATION AT SCALE

Platform Centricity

Quick/slotted Delivery

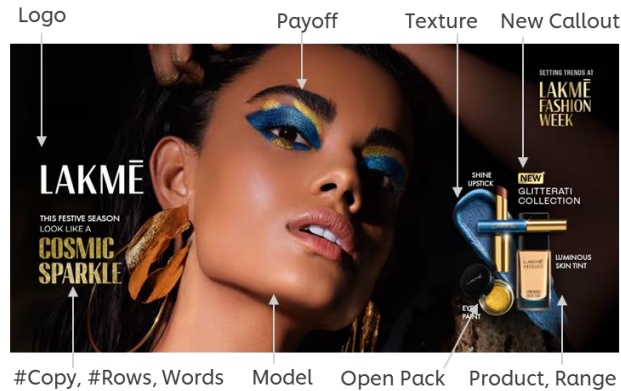


Beauty-verse

Marketplace

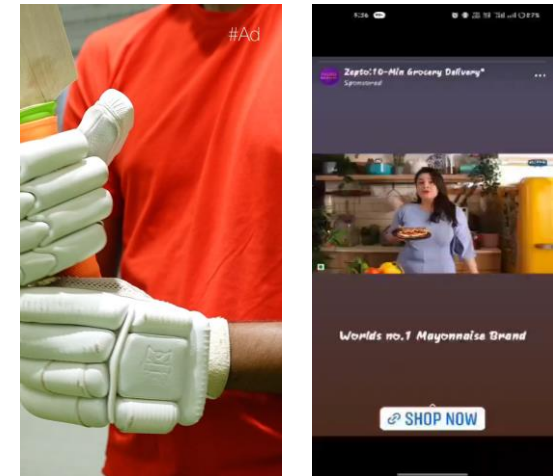
Shopper First Design
Differentiated Portfolio

AI Enabled



Content Supply Chain
Performance Automation

Customer Engagement



Marketing Partnership
Superior Availability



ECOMMERCE SHOPPER JOURNEY



ECOMMERCE AV





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CUSTOMER DEVELOPMENT

THANK YOU