



Hindustan Unilever Limited

SUPPLY CHAIN

YOGESH MISHRA

EXECUTIVE DIRECTOR, SUPPLY CHAIN

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.

1100+
Suppliers

28/50+
Own Factories/Strategic
sourcing Units

35
Distribution
Centers

3500+
Redistributors

Available in
> 9 Million
Outlets

3000+
SKUs

10,000+
Trucks/day

11k+
Employees in our
factories

1300+
Women employees on
shopfloor

~10 million
Prabhat Beneficiary

75+
Billion units/year

~3 Days
DBNR for A class

7 Nano factories
250+ SKUs

3
Lighthouse Awards

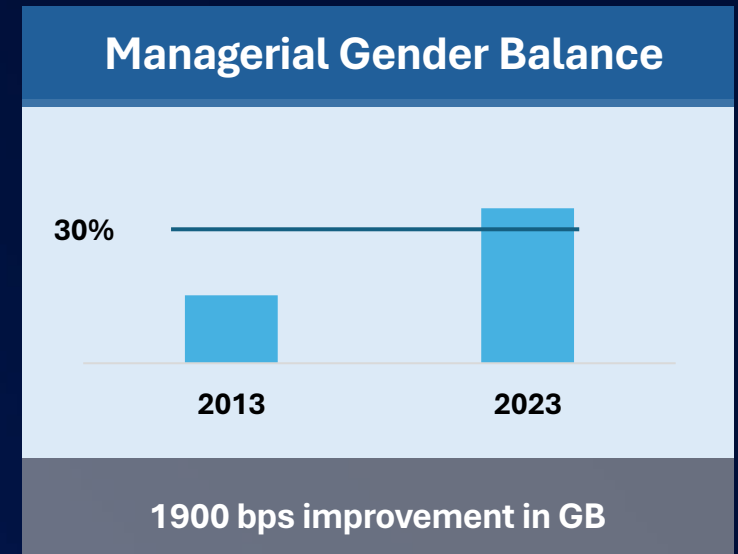
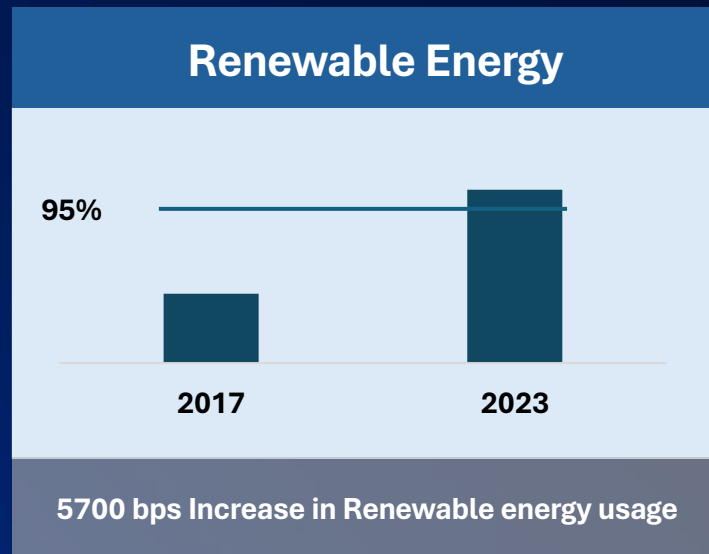
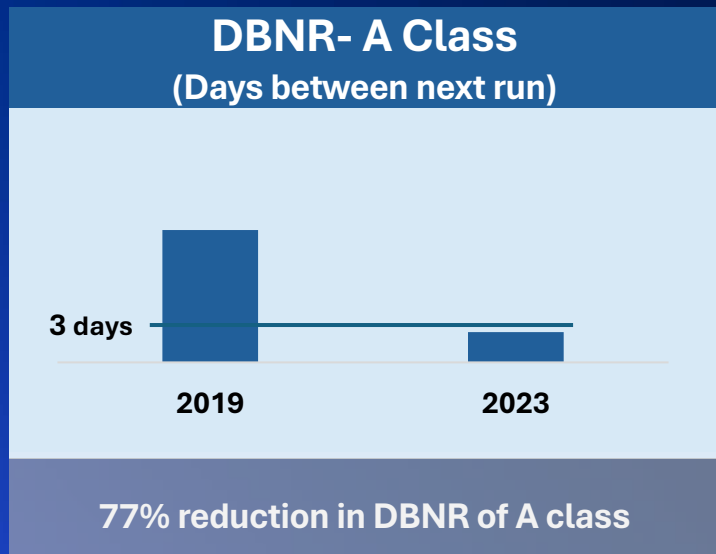
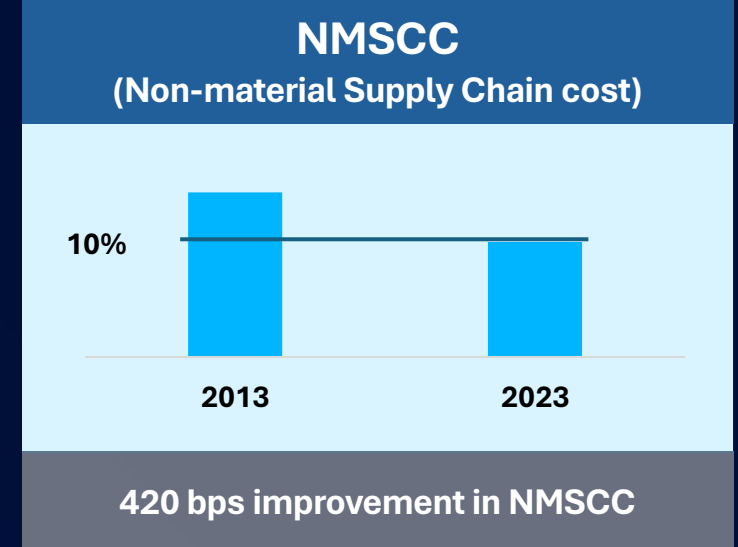
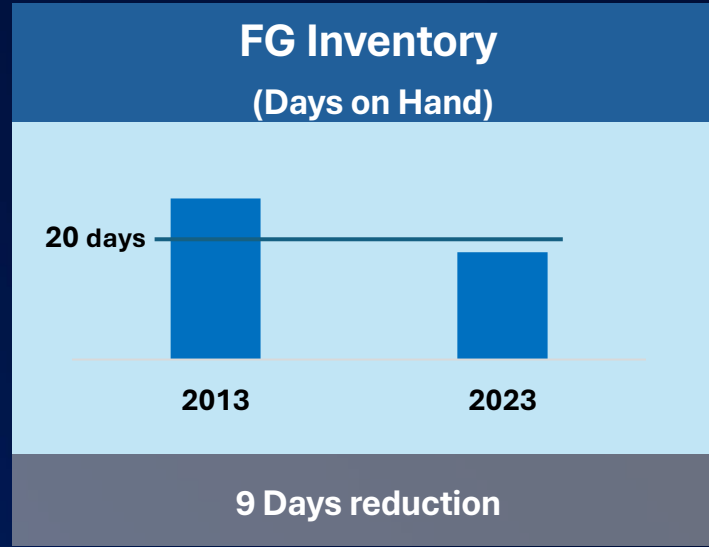
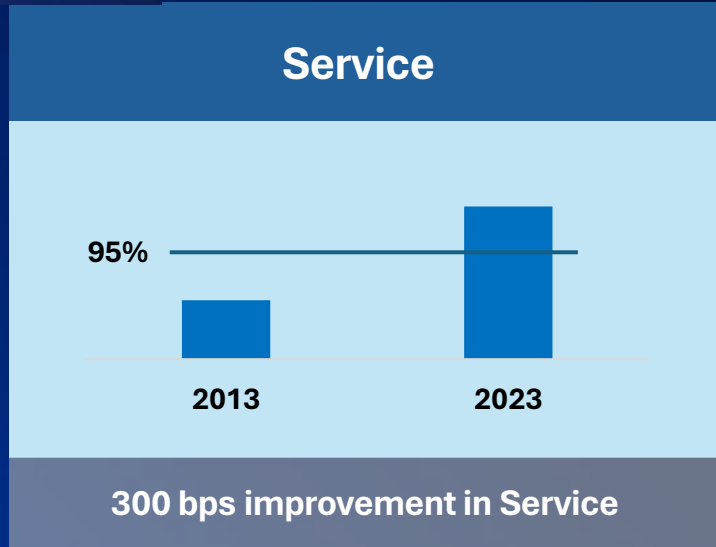
Best in Class
NMSCC %TO

79%
Efficiency

Plastic Neutral
Since 2021

96%
Renewable Energy in own
operations

SUPPLY CHAIN : Source Of Competitive Advantage Over The Decade



SUPPLY CHAIN STRATEGY

STRATEGIC PILLARS



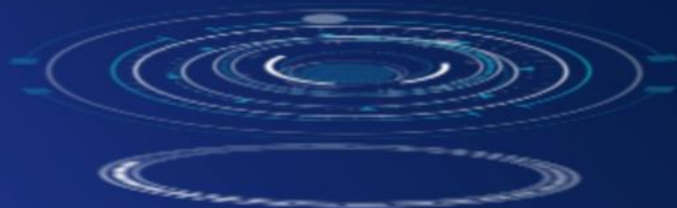
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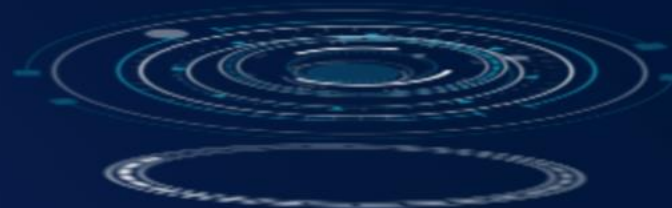


Hindustan Unilever Limited

SUPERIOR VALUE



DARK OPERATIONS



FUTURE-FIT NETWORK



Hindustan Unilever Limited

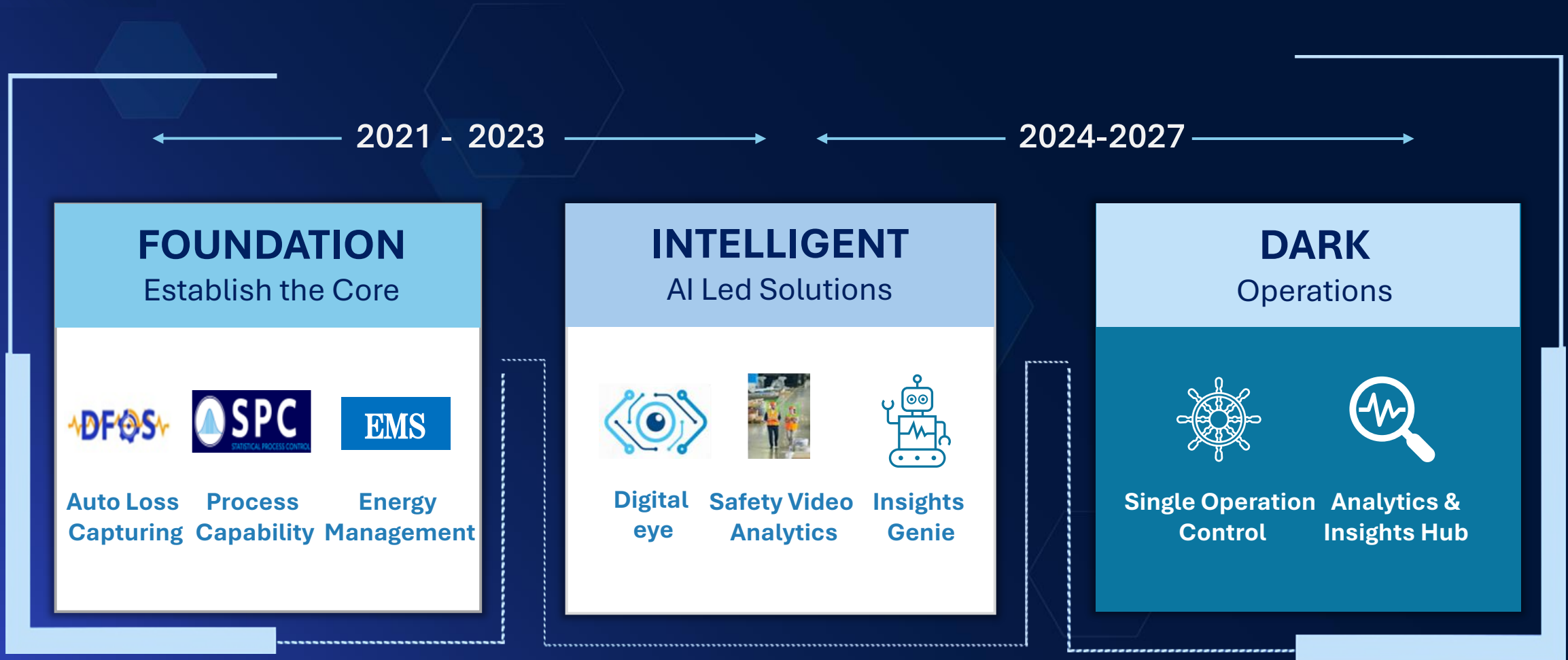


DARK OPERATIONS

SUPERIOR VALUE: JOURNEY TOWARDS DARK OPERATIONS



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DIGITAL FACTORY AV

SUPERIOR VALUE: CONSISTENT PERFORMANCE ACROSS ALL PILLARS



Hindustan Unilever Limited



Equipment Efficiency

78%



2021 2022 2023 2024

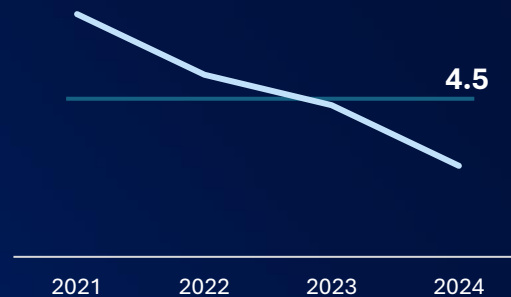
— 2021 — 2022 — 2023 — 2024

**400 bps OEE
increase**



Manpower Productivity

4.5



2021 2022 2023 2024

— FTE/KT

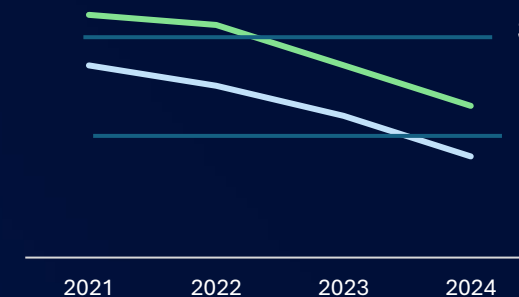
**17% Manpower
productivity increase**



Energy light

3700

1.2



2021 2022 2023 2024

— kGJ/kT — Abs Energy(kGJ)

**14% Energy
per Ton reduction**



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FUTURE-FIT NETWORK

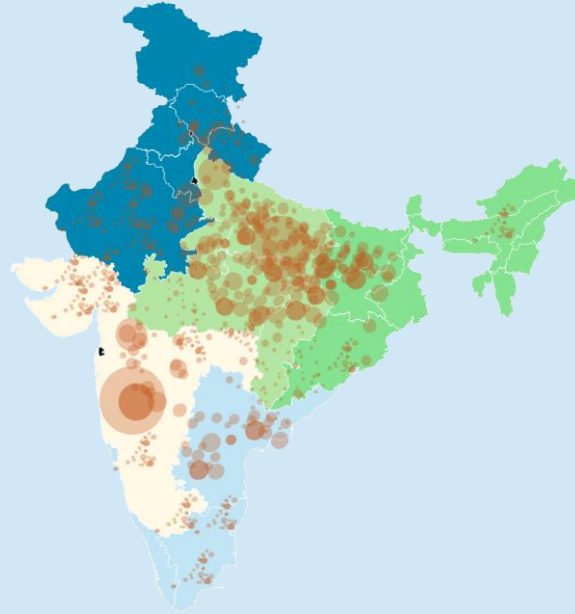
SUPERIOR VALUE: FUTURE FIT NETWORK (NAKSHATRA)



Hindustan Unilever Limited



**MULTI-CATEGORY
FACTORY**



CLOSER TO DEMAND



**NEXT-GEN
MANUFACTURING**

SUPERIOR VALUE: SUMERPUR FACTORY | NAKSHATRA BIGGEST NODE



Hindustan Unilever Limited

MULTI-CATEGORY FACTORY

Pre-Nakshatra
Single category



Post-Nakshatra
Multi-Category



2X increase in formats

FULLY AUTOMATED WAREHOUSE



23% Reduction in FG
distance travelled

GENDER BALANCED WORKFORCE



> 40% Women in shopfloor

SUPERIOR VALUE: NAKSHATRA TRANSFORMATION JOURNEY



Hindustan Unilever Limited

+30%
Formats per Site

108%
Improvement In
Direct Dispatch

21%
Reduction In KM
travelled

>600 KT
Additional Capacity

Unlocking >2000 Cr Value over a decade



Hindustan Unilever Limited

SUPERIOR AVAILABILITY



Hindustan Unilever Limited

SUPERIOR AVAILABILITY

**NANO
3.0**



NANO

SAMADHAN



Hindustan Unilever Limited


NANO
3.0

NANO

SUPERIOR AVAILABILITY: NANO MANUFACTURING : HUL JOURNEY



Hindustan Unilever Limited



2021
First Ever
Nano for B&W



2022-2024
Nano for Skin
Cleansing, Nutrition &
Homecare



2024-2025
Nano 3.0
Adaptive
manufacturing

BENEFITS:

600 bps eCom DR
improvement

500+ SKU's
150+ innovations

1000 bps OLA
improvement

5 Premium Beauty
Brands



Hindustan Unilever Limited



NANO AV



Hindustan Unilever Limited



SAMADHAN

Need for direct-to-store : Samadhan



EVOLVING RETAILER NEEDS

**Any time and
Frequent
ordering**

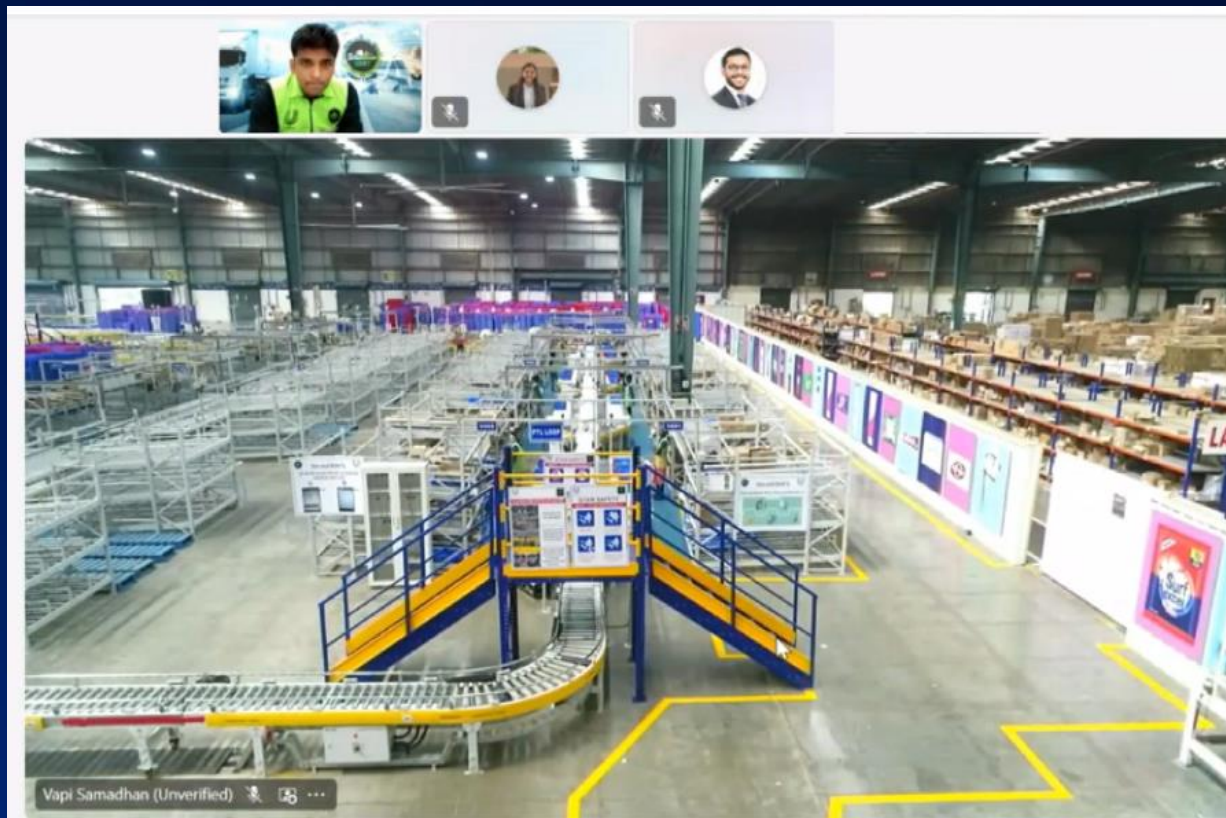
**Next day
Delivery**

High Fill rate

**Larger and
relevant
Assortment**



Hindustan Unilever Limited



SAMADHAN TOUR



Hindustan Unilever Limited

END-TO-END DIGITAL TRANSFORMATION

PROJECT SAMARTH





Hindustan Unilever Limited



SAMARTH AV



Hindustan Unilever Limited

THANK YOU