



## Hindustan Unilever Limited

Hindustan Unilever Limited  
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+

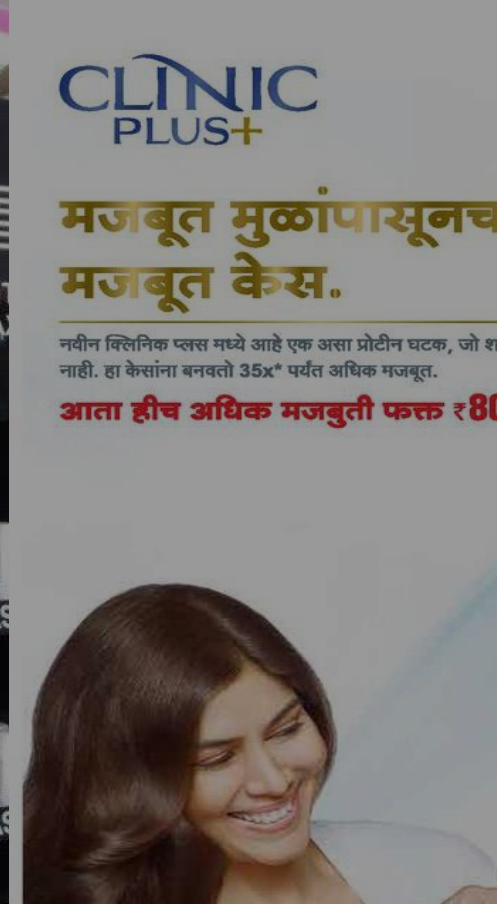
Logistics  
Manpower

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

उपकरण कुली सीटी/विशेषकर पावसा, वैद्यकीय/पेनिसिलस सारण निम्नरूप देता नहीं.  
\*क्लिनिक प्लस सिस्टिम विरुद्ध ग्रीन-कैडमिन हायड्रोक्साइड लैब टेस्टर आधारित. मर्कन हे मर्कन फोर्मुल  
ऑनर निम्नरूप राज्य/बाहरी क्लिनिक स्टॉक असेलमेंट वैध नहीं. डा. ओपनलियायवे सर्वसाधारण पैक्जरी उपकरण

infection 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

+

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+++

MARKET SHARE

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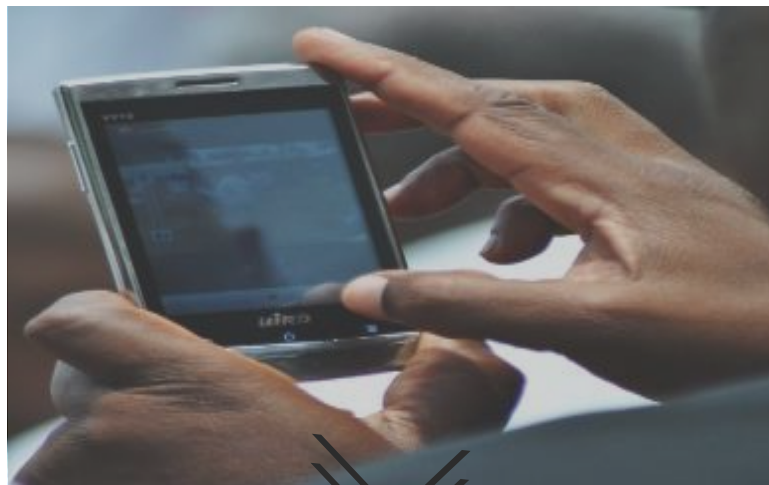
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GROSS MARGIN

# Pillars of CD Strategy

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## 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

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**Increase  
Direct Reach  
Distribution**



**More Stores**



**More  
Assortment**



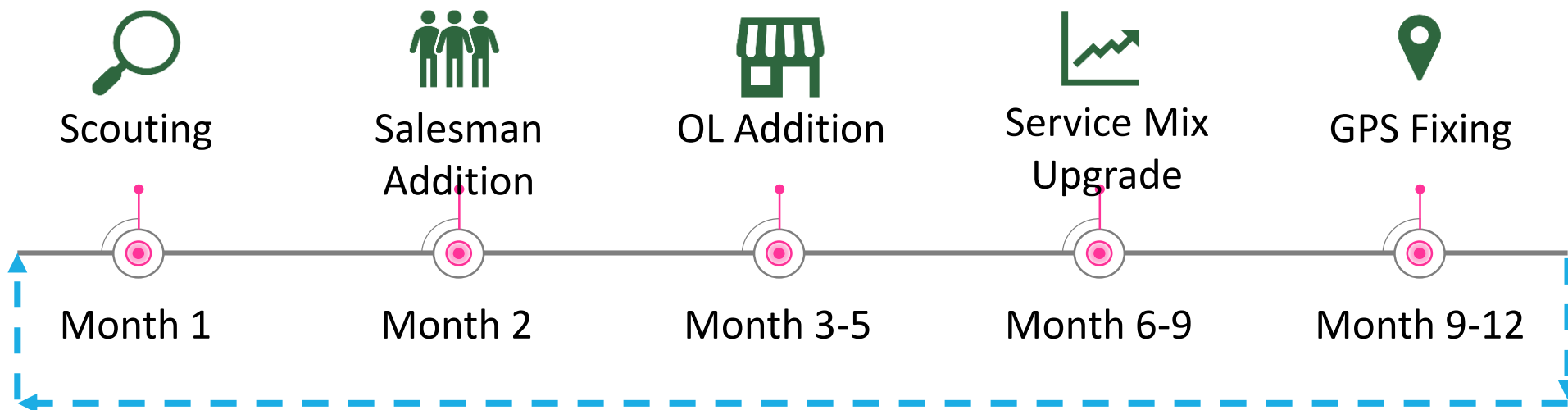
**Democratize  
Ordering**




# 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**

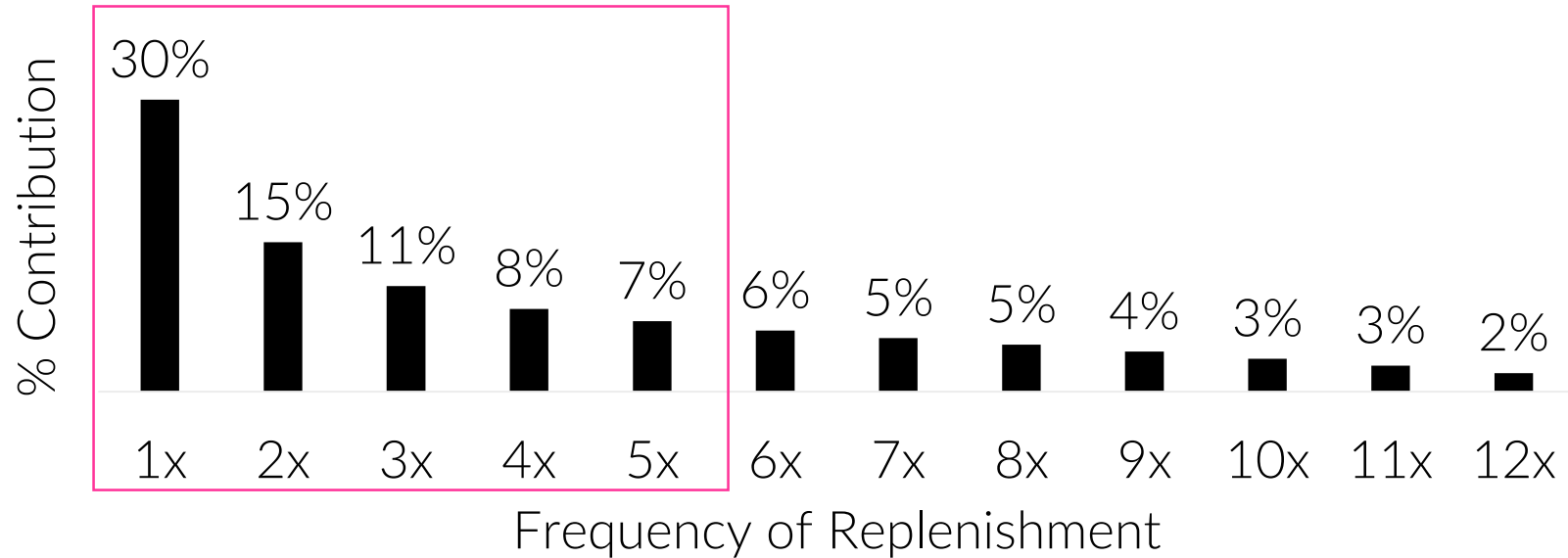
  
**Democratize  
Ordering**

  
**More  
Assortment**



# Better Replenishment is our biggest lever to grow assortment

Spread of Replenishment Across our Universe

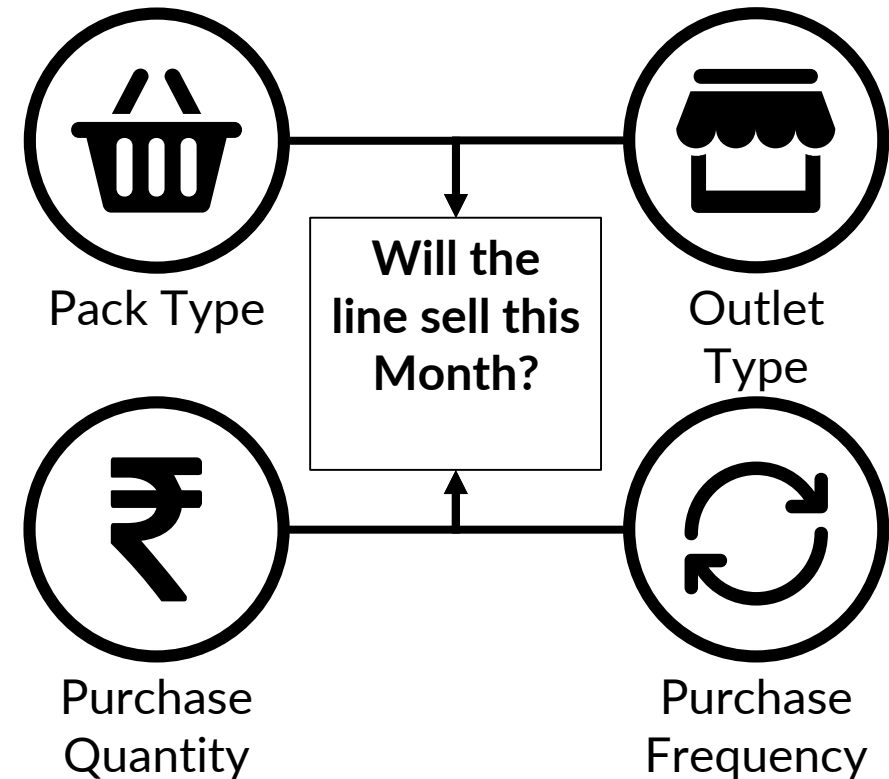


“

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

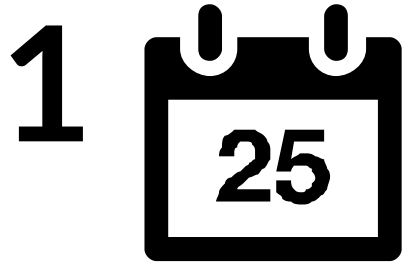
# Leveraging **Bayesian networks** for improved replenishment modelling

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

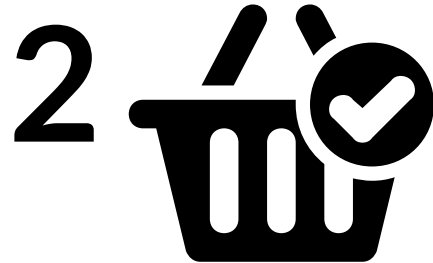




# Simplified KPIs



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

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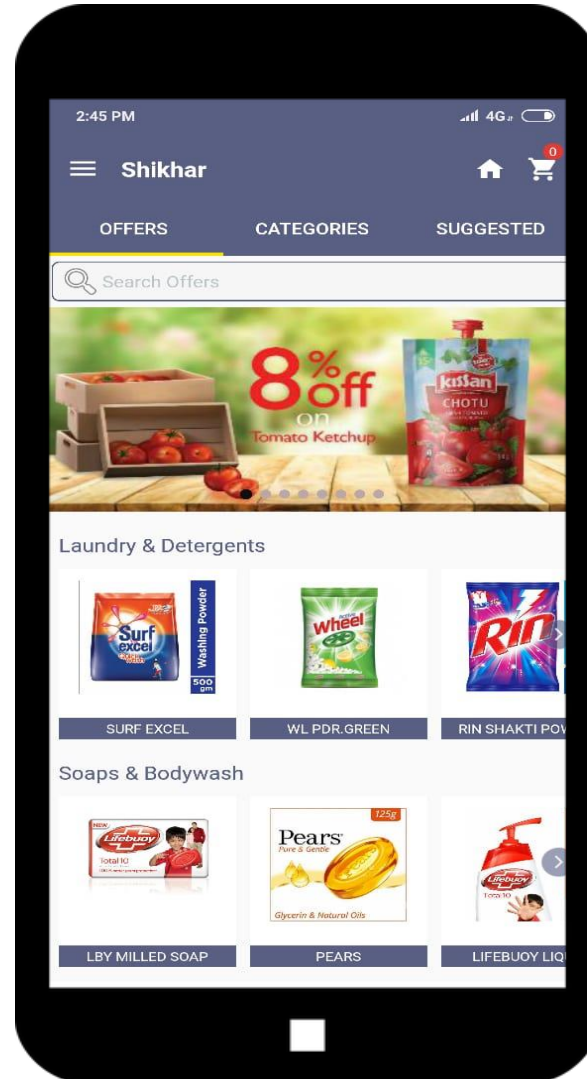
Any time  
ordering



Business  
Transparency



Customized  
Promotions



## RAPID SCALE UP



Q1'  
18

4  
Cities



Q2'  
18

8  
Cities



Q3'  
18

13  
Cities

An aerial photograph of a bustling street market in India. The street is filled with a dense crowd of people and numerous yellow and black auto-rickshaws. On the left side of the street, there is a large, ornate mosque with multiple domes and minarets. The background shows more buildings and a hazy sky. The overall scene depicts a high-demand, high-traffic urban environment.

# DEMAND FULFILLMENT





- **N+2 Delivery**

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- **Back end  
automation**

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**Delivery  
Transparency**

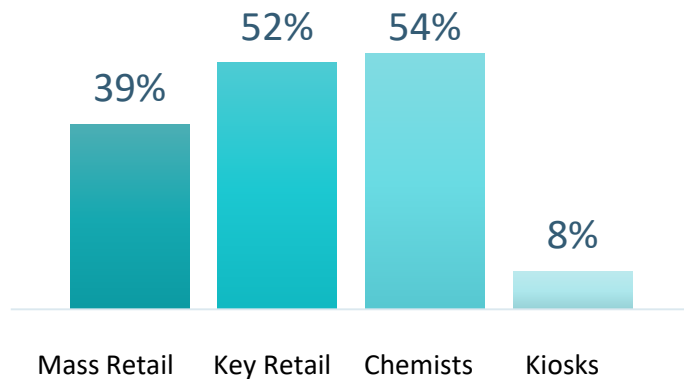


**Automation**

# Faster & on-time deliveries key for growth

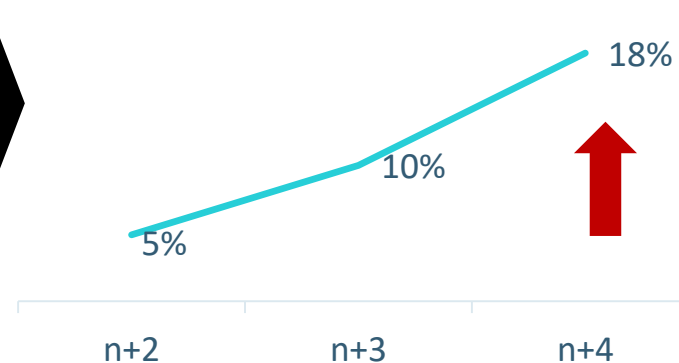
**+** Delivery Optimization is key to improve last mile efficiency

Higher the delay in delivery



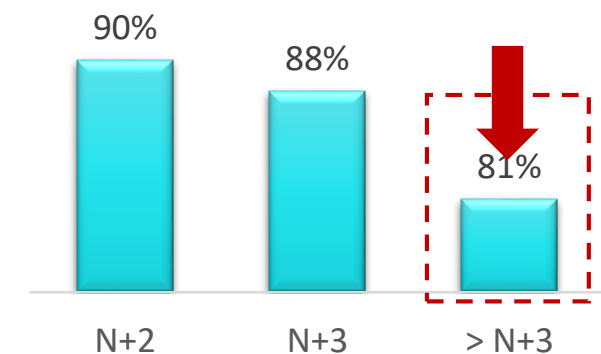
N+2 Delivery

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**

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- **Back end  
automation**

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**Delivery  
Transparency**



**Automation**



# Handling Complexity through Robotization





A high-angle, wide shot of a bustling street in a densely populated urban area, likely in South Asia. The street is filled with people walking, pushing carts, and riding bicycles. Several cars and buses are visible, including a prominent yellow car in the foreground and a blue and yellow bus. The buildings lining the street are multi-story and heavily cluttered with numerous colorful signs and advertisements in various languages, including Hindi. The overall atmosphere is one of intense activity and commercial density.

# DEMAND GENERATION





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- Wiring up  
**Program Stores**

- Activate B2C

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Wire Up  
Stores



Direct to  
Consumer



# Partnerships to wire up & win at scale



Billing Solution

Cashless Payments

Shopper Retargeting

Loyalty Program

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- Wiring up  
**Program Stores**

- Activate B2C

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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

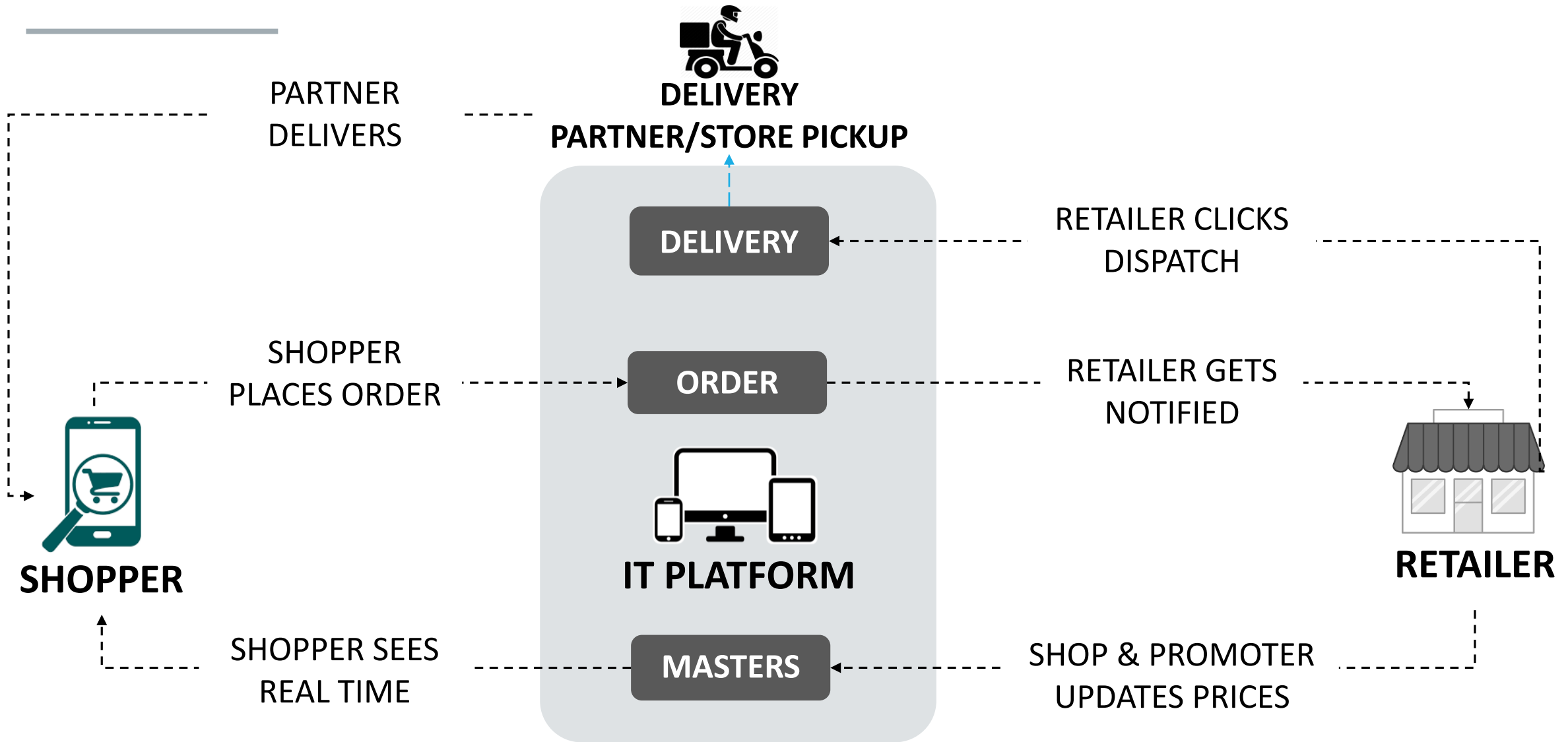
Vim Dishwash Gel  
Upto 15% Off

Recommended for You

Offers

Bestsellers

# B2B2C : Humarashop – The power of Hyperlocal





# CD Strategy : Summary

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## DEMAND CAPTURE

More Stores

More Assortment

Democratize Ordering



## DEMAND FULFILMENT

Delivery Transparency

Automation



## DEMAND GENERATION

Wire up Stores

Direct to Consumer

A dark, moody photograph of a woman smiling and holding several shopping bags. The image is dimly lit, with the woman's face and hands being the primary light sources. The background is blurred, showing some bokeh lights. The text 'THANK YOU' is overlaid in white, bold, sans-serif font on the right side of the image.

**THANK  
YOU**