



Unilever

UNILEVER SUPPLY CHAIN JOURNEY TO TRANSFORMATION

A PURPOSE LED VALUE NETWORK

BISH SEN, EVP SUPPLY CHAIN

Unilever Supply Chain Built for Scale



20.4m tonnes per annum

306 factories at 225 sites in 67 countries

€34bn annual procurement spend



488 third party manufacturers

400+ primary distribution centres

5.5m shipments

104,000 employees

And Achieving Good Results



**Dow Jones
Sustainability Index 2018**

**Dow Jones
Sustainability Index**

**#1 in Personal Products
Industry**

**Gartner
Supply Chain Awards
2019**

Gartner

**Gartner SC Top 25
Masters Category**

CDP Report 2018



**4 Grade-A ratings across
Climate, Water, Forests,
Supplier Engagement**

It looks like we are winning...
...but are we running the right race?



Hyper- Fragmentation



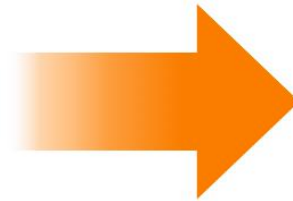
Customisations & Personalisation



Always on Demand



The Implications

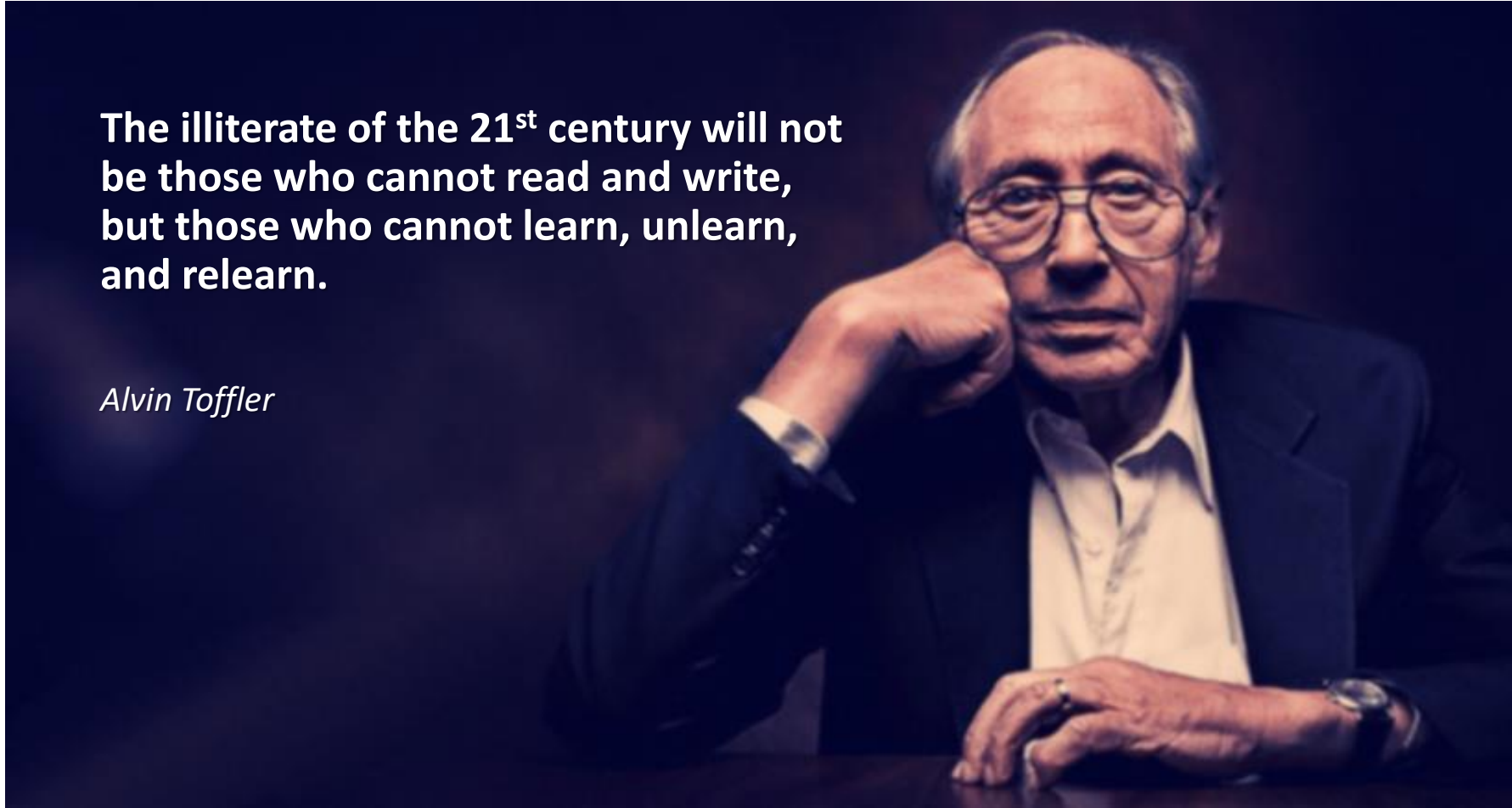


From a traditional functional organisation...

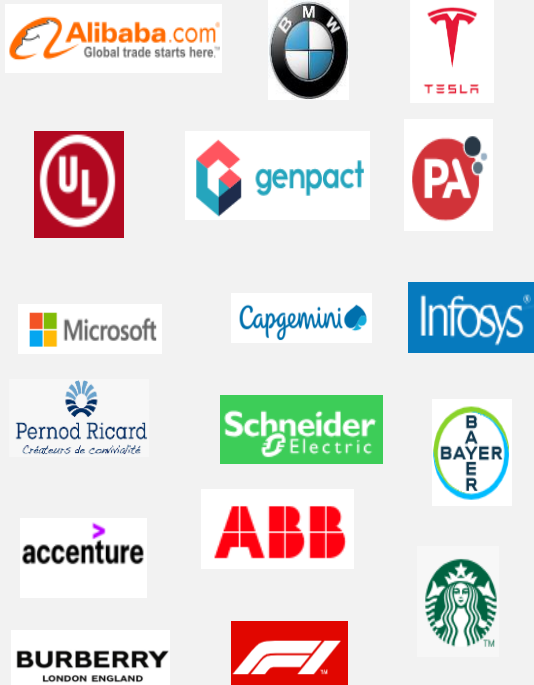
...to 3 essential enterprise processes

The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.

Alvin Toffler



External



70+ organizations

2,000,000+ employees

190+ countries

\$491bn+ revenue

8 different industries

Internal



All Clusters

All key markets

All Divisions

Country Visits & Collective workshops



Leadership



Culture



Agility



Scale



‘We want to capture the hearts of consumers who want to look good, feel good, do good and get more out of life, by offering a unique experience that enables us to exceed their needs and expectations’

We will do this through...

- Fulfilment networks
- Always on consumption sensing
- Sustainability (USLP)
- E2E Real time connectivity and visibility
- Employee enrichment
- Integrated Ecosystems

From Order Takers...

...to Market Makers

Transforming Through Three Success Factors



People



Platforms



Partnerships



Platforms

Digitally Rewiring
Our Supply Chain

New Business Models



External Manufacturing Partnerships



Real Time Visibility
& Analytics



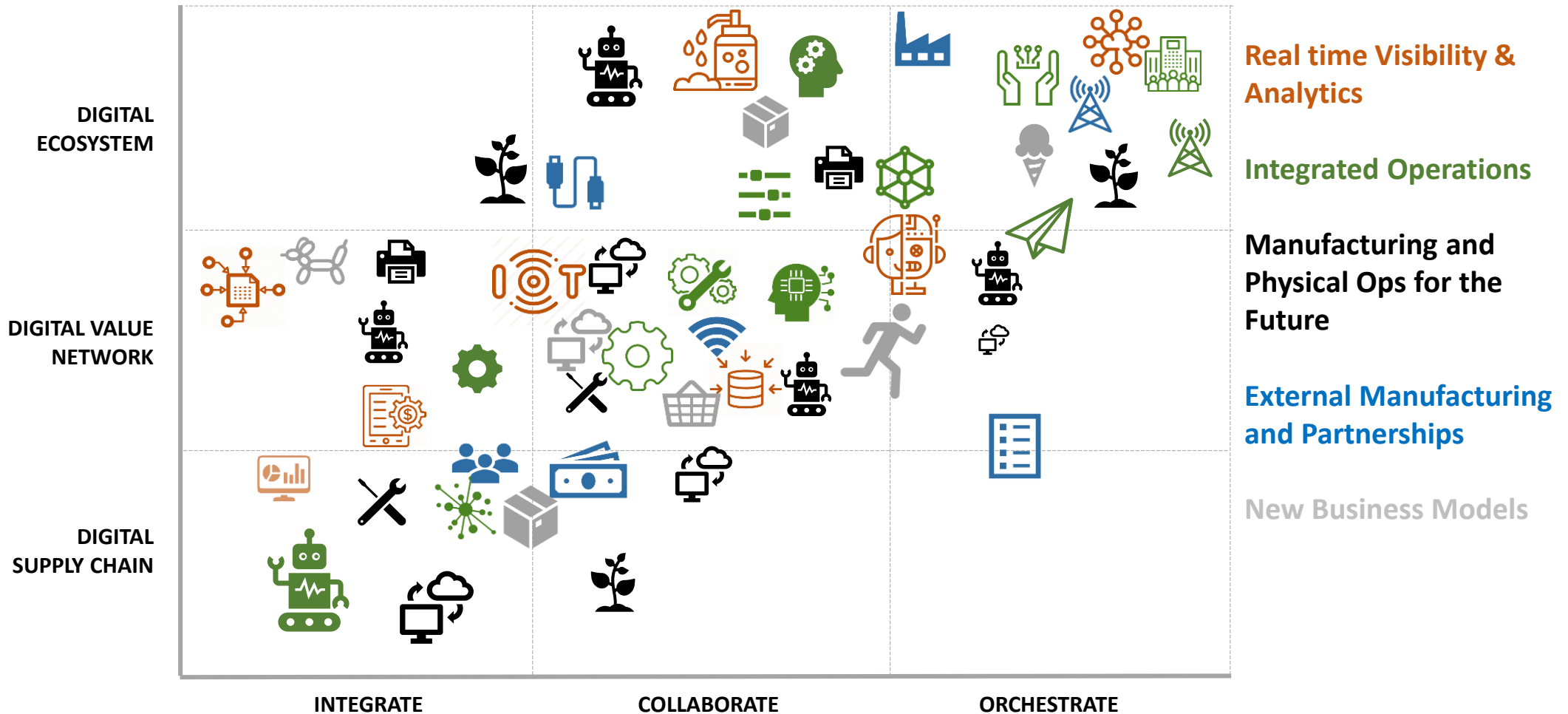
Integrated
Operations



Manufacturing & Physical Ops
of the Future



Our Roadmap for Transformation



Digitally Rewiring Our Supply Chain



Real Time Visibility & Analytics



Integrated Operations



Manufacturing & Physical Ops of the Future



Digital Voice of Consumer

Digital Twin



1

Using the Power of a Digital Twin

Learn from the **past**

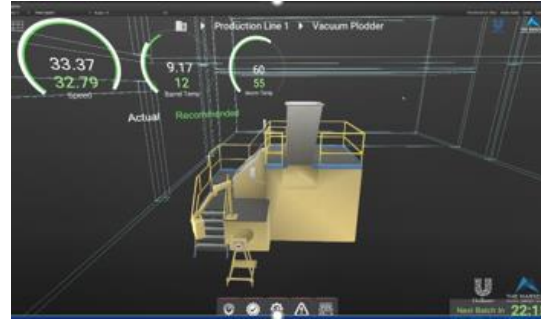
Live in the **present**

To create the **future...**

Digital Factory Foundations



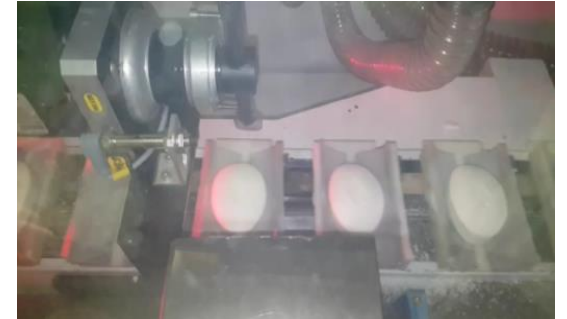
Acquire



Visualize



Analyze & Optimize



Operate



The Results



VALINHOS:
DOVE SOAP
LINE



PORT SUNLIGHT:
SONOLATORS



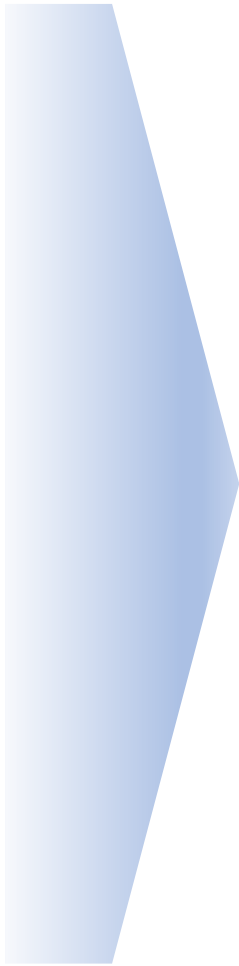
PORT SUNLIGHT:
YIELD DATA &
WASTE



TRUMBULL: R&D
PILOT PLANT
INNOVATION



KIBON:
ICE CREAM



Digital Twin



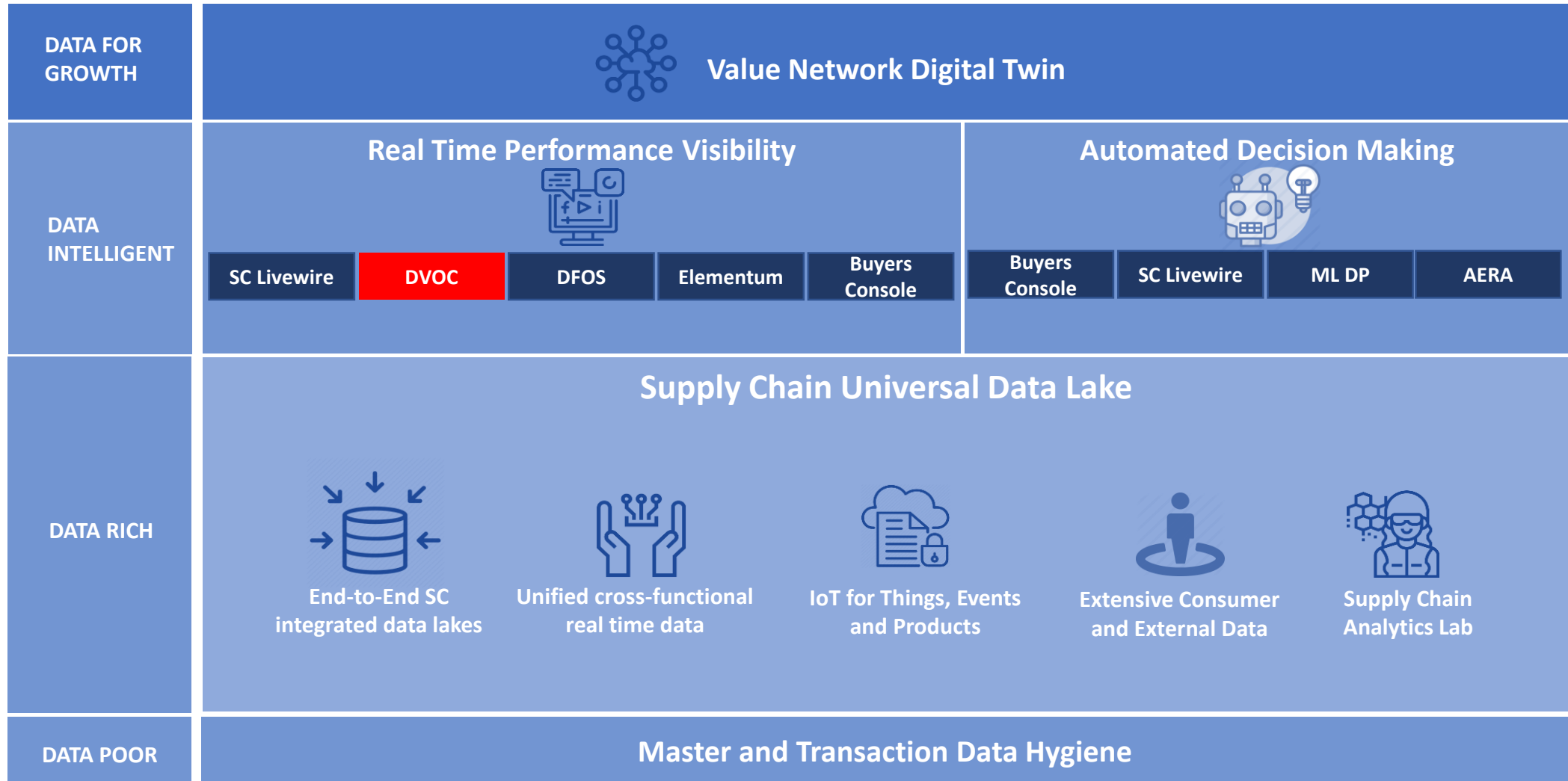


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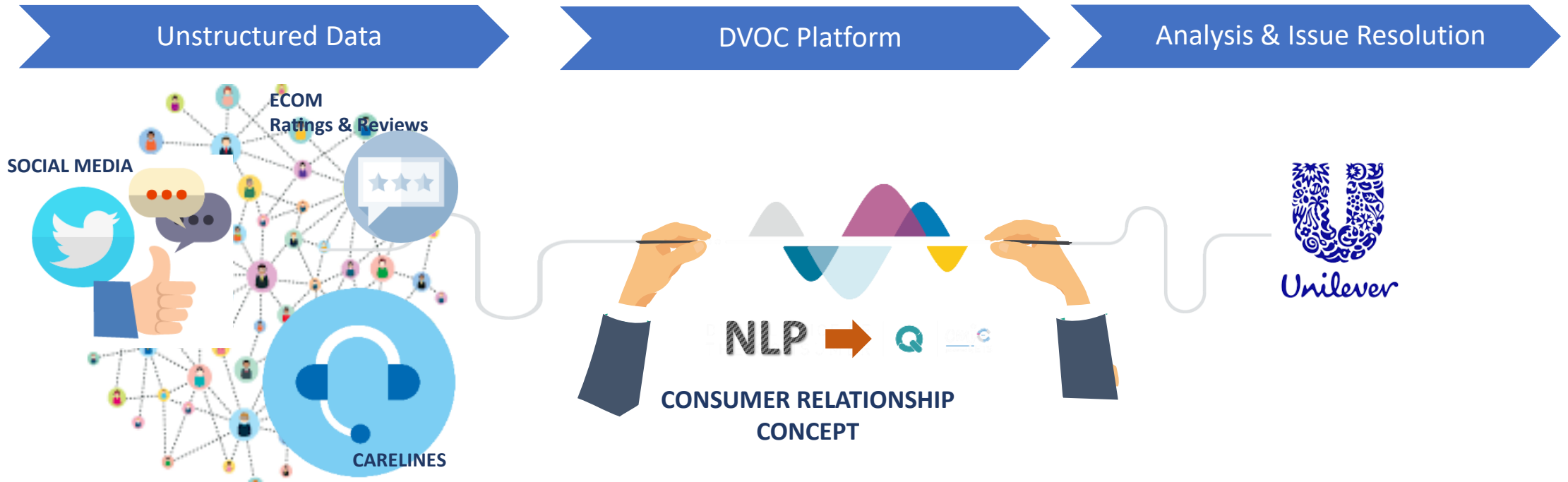
Real Time Visibility & Analytics

Our Vision

Unilever will be a data-intelligent organization across our end to end value network, supported with the data, analytics and insights to make smarter, faster decisions in order to understand, pre-empt & exceed consumer needs



Digital Voice of the Consumer



VIDEO



Thank You
QUESTIONS?



BRANDS

Purpose-led global + local brands: **85%** of turnover from #1 or #2 positions



GEOGRAPHIC PRESENCE

Available in **190** countries. **58%** of turnover in Emerging Markets



DISTRIBUTION

Our Products reach **2.5 billion** consumers a day through **30 million** outlets. Broad channel expertise



MANAGEMENT

80% of leaders are local. #1 FMCG employer in 44 countries



People

Investment in future readiness

through upskilling & reskilling on skills & mindsets of the future



Creation of more meaningful work

through new emerging roles that are more meaty by elimination of repetitive tasks



Development of richer Career paths

through more attractive E2E opportunities as well as specialised skills



Enhancement of the power of being Human

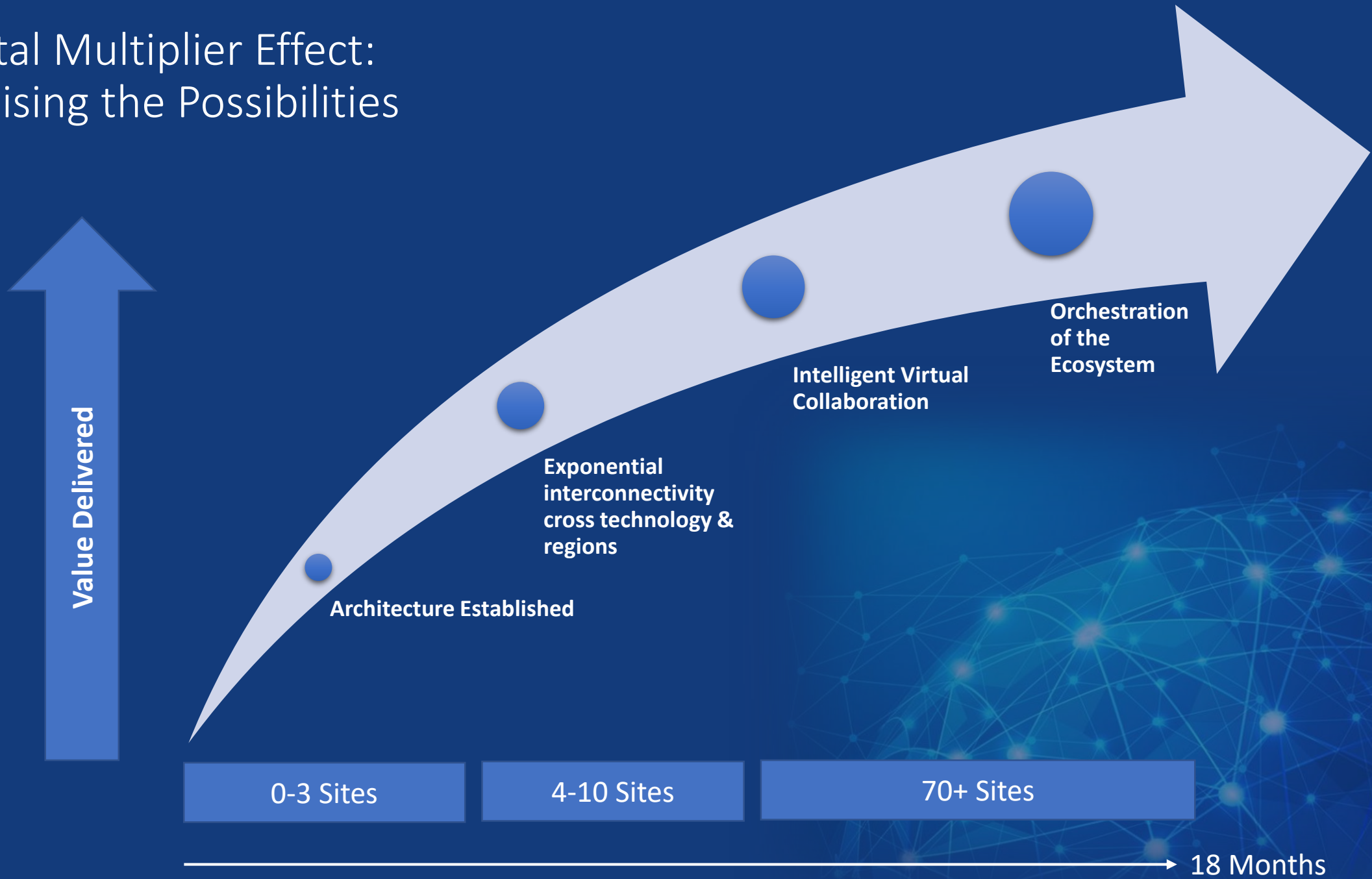
By helping you leverage your human strengths in this digital age

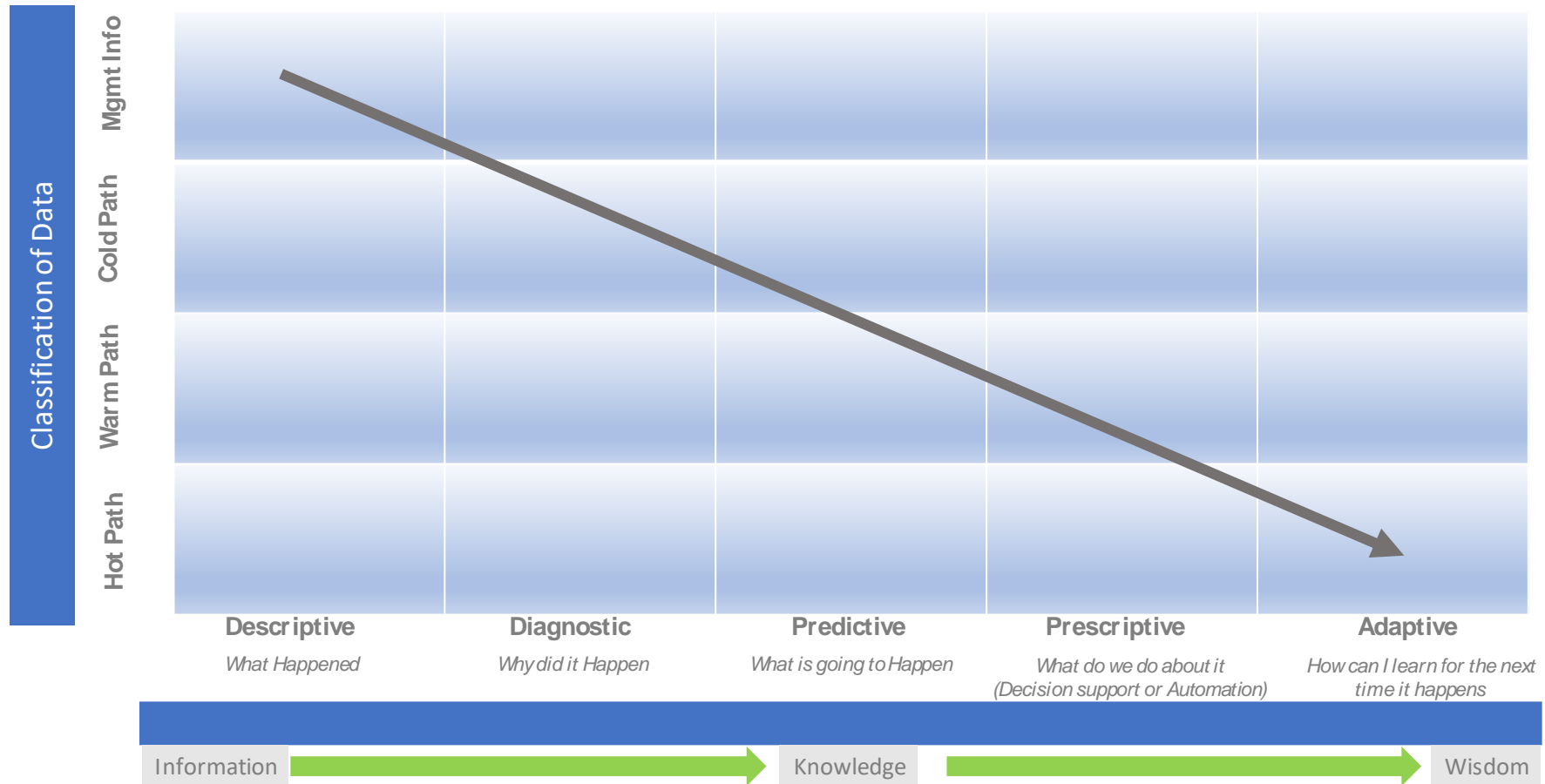


Partnerships



Digital Multiplier Effect: Realising the Possibilities



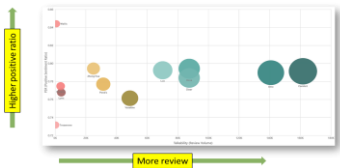


Outcomes



NORTH AMERICA

**TALENTI MISSING CHOCOLATE CHIPS
PRODUCTION DEFECT IDENTIFIED**



**NORTH AMERICA ALERTS
1181 RISK ALERTS ISSUED
20% PREVIOUSLY UNDETECTED
ALERTS FROM SOCIAL MEDIA**

**SOUTH AFRICA
FACTORY IMPROVEMENT ON
OPERATIONS & CHRONIC
QUALITY ISSUES (LEAKS)**



**PAKISTAN
HALAL CERTIFICATION TO ALL BPC
PRODUCTS**

INDIA

**30 COUNTERFEIT ECOMM PRODUCT
SOURCES REMOVED**

CHINA

**OMO DESIGN CHANGE
3 MONTHS AFTER LAUNCH**



**DOVE DESIGN CHANGE AFTER
DETECTING 1% LEAKAGE IN 2
MONTHS PERIOD**



**NEW CONSUMER PACK
BASED ON SOCIAL MEDIA
SOURCE**