

DESIRE AT SCALE IN ACTION

LEANDRO BARRETO
CHIEF MARKETING OFFICER - UNILEVER

Unilever

SAME FUNDAMENTALS. MORE FORCES SHAPING CHOICE

CREATORS

SEARCH

COMMERCE

BRAND

TRUSTED.
REMEMBERED.
DESIRED.
EASY TO FIND.

AI ASSISTANTS

ALGORITHMS

RECOMMENDATION ENGINES



SASSY BRANDS

Science

Aesthetics

Sensorials

Said by others

Young spirited

SUPERIORITY & INNOVATION

SOCIAL-FIRST DEMAND



BIGGER, BETTER, FASTER INNOVATION

ALWAYS ON FORESIGHT

60k

continuous signals

FASTER CONCEPTS

5 → 3

months hours

FORMULATION DISCOVERY

25M+

data points predicting appeal

INNOVATION SIZE

2x

larger



PEOPLE + AI WORKING TOGETHER

HIGHER EFFICACY & MULTI-BENEFIT SKIN CARE







ADVANCED HAIR LONGEVITY & STYLING







SUPERIOR, CLINICALLY-PROVEN CARE



WELLBEING, CONVENIENCE, PLEASURE







HOME AS A HAVEN







SASSY BRANDS

Science

Aesthetics

Sensorials

Said by others

Young spirited

SUPERIORITY & INNOVATION

SOCIAL-FIRST DEMAND



FOUR CAPABILITIES, ONE SYSTEM



RECOMMENDATION AT SCALE

CONTENT AT SCALE

INFLUENCE AT SCALE

MEDIA AT SCALE

LEARNING AT SCALE

AI MAKES SUPERIORITY MORE VALUABLE



SAID BY OTHERS

YESTERDAY

PEOPLE

TODAY

PEOPLE + LLMs

AI REWARDS EVIDENCE

WE HAVE IT AT SCALE

15K+

Active Patents

>80%

Product Superiority

A CENTURY OF SCIENCE: MACHINE-READABLE



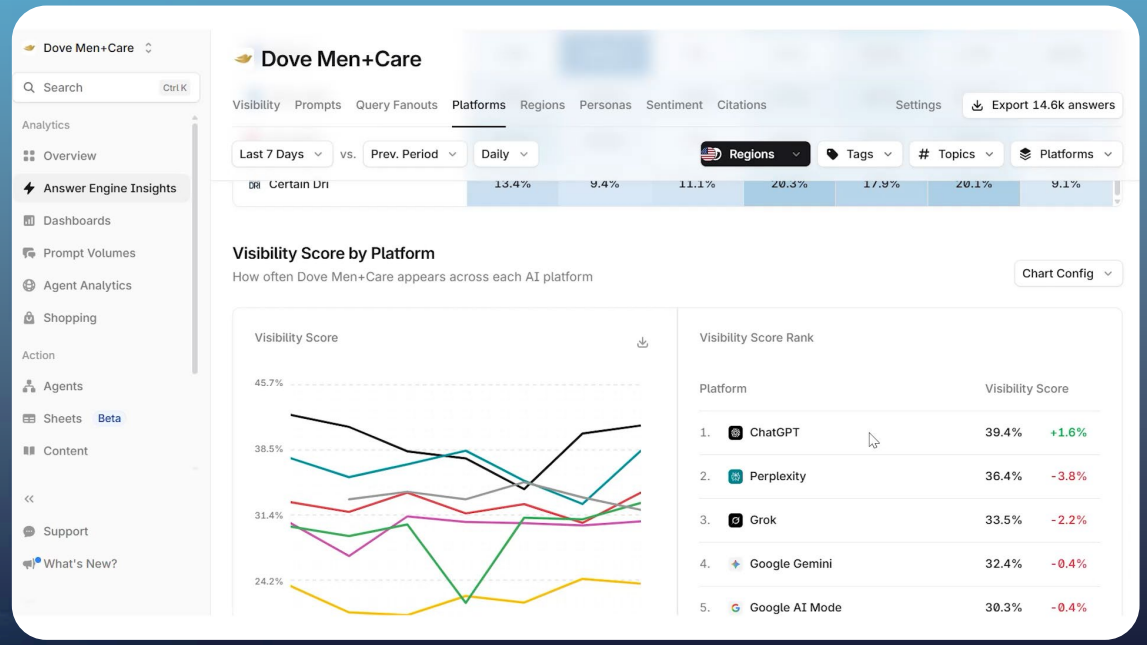
PROPRIETARY INTELLIGENCE

150K

proprietary scientific documents connected

PLATFORM PARTNERSHIPS

ALWAYS-ON OPTIMISATION



WHERE WE ACT, RECOMMENDATION IMPROVES

91%

TRACKED POSITIONS
IMPROVED IN SIX MONTHS

8/10

TOP MARKETS WITH A UNILEVER BRAND IN THE TOP THREE

#1

SELECTED EXAMPLES:

Dove

Rexona

DIRT IS GOOD



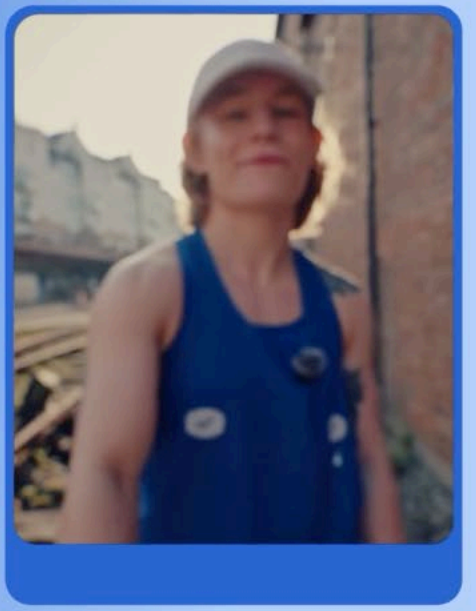
CONTENT AT SCALE: FASTER, BETTER

12x more content

~90% lower cost per asset

+23% purchase intent

BrandDNAi DRIVES BRAND CONSISTENCY AT SCALE













INFLUENCE AT SCALE: GLOBAL CAPABILITY, LOCAL VOICES

500K+ CREATORS

1.5X HIGHER ROI THAN BRAND CONTENT



AI HELPS FIND, VET, BRIEF AND MEASURE

PEOPLE RETAIN BRAND-SAFETY CONTROL

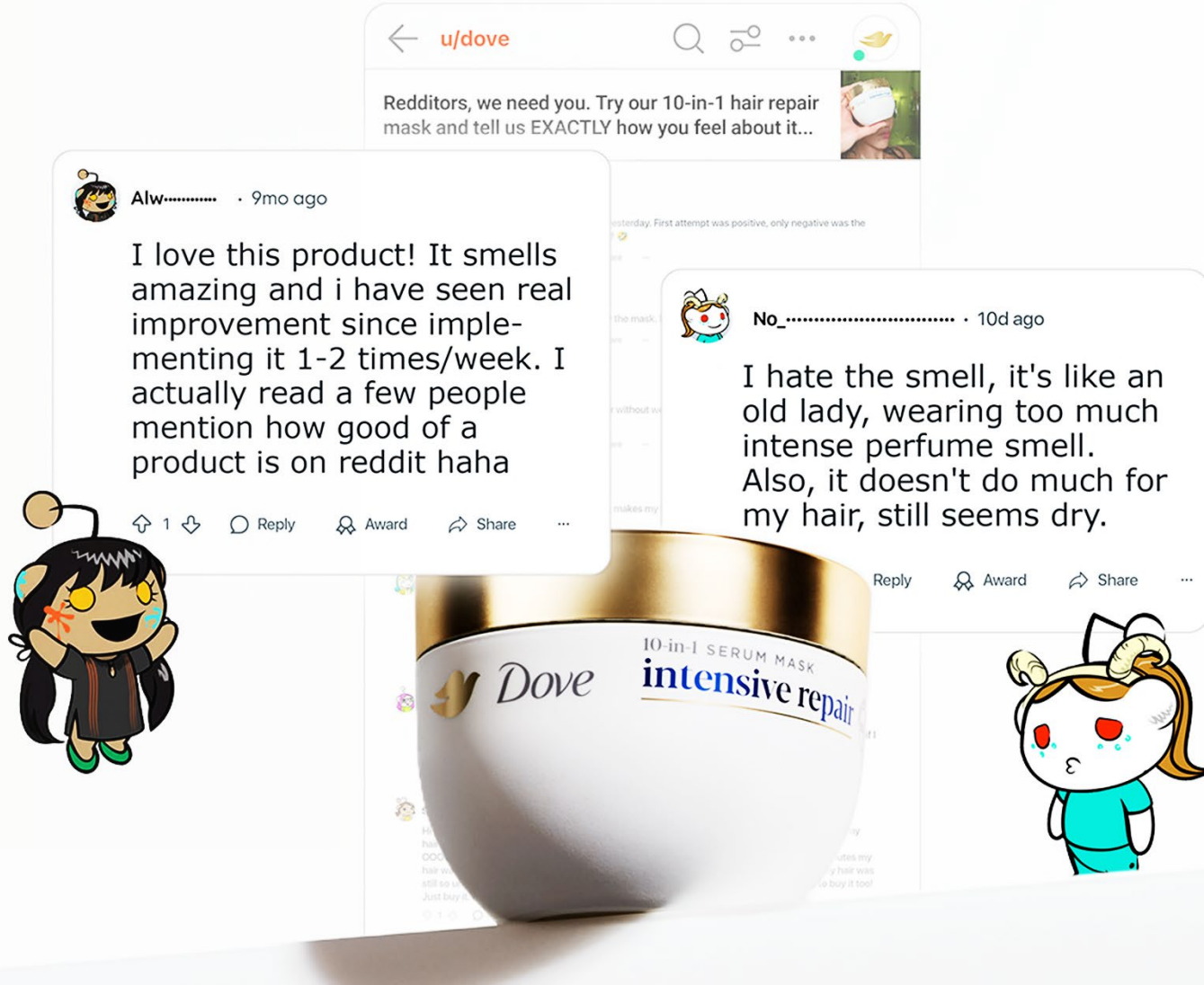
THE COMMUNITY BECAME THE MEDIA

#1

HAIR MASK BRAND
IN THE USA

+240 bps

MARKET SHARE
IN 4 MONTHS



MEDIA AT SCALE: BETTER DECISIONS

ONE UNILEVER MEDIA

PLANNING | BUYING | DATA | LEARNING

ALLOCATE → BUY → CONVERT

ALLOCATE	BUY	CONVERT
RAPID ROI	SMART DIGITAL BIDDING	RETAIL MEDIA AI
10–15%	14%	44
Media ROI increase	Media Efficiencies | 25+ markets	Retailers | 22 markets



ONE DEMAND SYSTEM. 120 MARKETS.

OFFICIAL PERSONAL CARE SPONSOR OF THE FIFA WORLD CUP 2026™

118K
PIECES OF CONTENT

52K
CREATORS



8
WEEKS ALWAYS ON

€350M
LIMITED EDITION SALES

AS AI SCALES, CULTURE MATTERS MORE








150 YEARS OLD. AND GROWING.
Vaseline

FROM INNOVATION–DRIVEN CONTENT…
…TO CONTENT–DRIVEN INNOVATION

- CONTENT
- CREATORS
- RECOMMENDATION
- BUY

IN ONE EXPERIENCE.
CHINA SHOWS THE WAY



TURNING SCALE INTO LEARNING POWER



BILLIONS OF INTERACTIONS

LEARNING | TRAVELS

BETTER DECISIONS IN EVERY MARKET

DESIRE AT SCALE IS WORKING

~87% #1 OR #2 BRAND POWER

>80% PRODUCT SUPERIORITY

x2 LARGER, MORE PREMIUM INNOVATION





Unilever

AND THIS IS HOW WE EXECUTE

2026