Unilever Investor Event

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SOCIAL COMMERCE

Social platforms are changing the way demand is created. Influenced by creators, inspired by affiliates, driven by shared passions. Now we're turning that social commerce into a repeatable engine for growth.

Today, 30% of consumers globally discover new products on social platforms. And here in the US, 62% of Gen Z beauty shoppers discovered a product on social and bought it. The demand is there. And, most importantly, we can see demand building as it happens - what consumers are watching, sharing and buying. And we can now act on those signals much faster.

Our team in China has demonstrated this in action. Our TikTok shop has delivered 38% average annual growth over the past three years. This year, it is on track for €190 million - around 11% of our turnover in China. That is helping us deliver mid-single digit growth, despite a significant market-wide decline in the offline channel.

But China is not just delivering growth. It is building a repeatable demand generation machine in social commerce. And we are now building the same capability in Vietnam, Indonesia, Brazil and the

US. The model is simple to describe, yet difficult to execute. You need fast innovation that turns consumer signals into products. You need content that entertains and sells. You need affiliates who can endorse product at scale. And you need livestreaming, often 24 hours a day.

I've spent the past 8 months in China working alongside some of the top livestreamers. 4 hours live. Non-stop, high energy. Tackling consumer pain points, explaining the science, answering questions as they come in. I was sitting there, watching the conversion numbers move in real time - what worked, what doesn't, what made people buy. And those insights went straight into the next livestream plan.

What we have learned, is that social commerce runs on a very fast feedback loop - media, content and performance continuously shaping the next action. And that system is changing innovation too. Historically, we developed the product and then created the content. Now, content and consumer response tells us what product to create next. From innovation-driven content to content-driven innovation.

Let me bring this to life, with Lux. For many of you, Lux may not be a familiar name today. But it was once one of the biggest names in beauty. Over time, it became a legacy soap brand. We are now rebuilding Lux for growth, like we did with Vaseline, into a premium liquid brand. China is leading that reinvention through social commerce. From social platforms, we saw strong consumer signals

around fragrance, shower rituals and facial skincare benefits moving into body care.

And Lux Brightening Shower Gel was our response. It had everything a product needs to win on social. Visually distinctive, easy to demonstrate, easy for creators to talk about it. More than 800 creators posted about it in the first 15 days. More than 20,000 pieces of content were generated in two months alone. Within 30 days, it became the number one new shower-gel innovation on TikTok. But the ranking only tells part of the story. Lux Brightening attracted nearly half a million consumers in the first three months. 73% of them were new to Lux. And it delivered 50% of Lux's growth in China that quarter. The same winning proposition is launching into the southeast Asia market and western markets. A repeatable model.

Across Lux, Dove and Vaseline, innovation has moved from one or two launches a year to one or two launches every month. We have the brands, we have the science, we have the route to market, we have the investment capacity, and we have the global scale. Turning signals into winners, winners into scale, and scale into growth - online and in stores. And that growth only happens when we execute perfectly at the point of sale. Thank you.