



Transforming the deodorants category to drive long-term growth

Unilever has re-ignited the deodorants category over the last year, launching products with superior patented and versatile technology that deliver against genuine consumer needs. We've reimagined how deodorants are sold in-store and online to re-engage shoppers, implementing 'good, better, best' merchandising principles. All of this was part of our three-year deodorants strategy, launched in March 2022, to drive much-needed growth and value back into the category.

Invigorating the category

Covid had a huge impact on the deodorants category. People stayed at home, personal care habits changed, and usage occasions significantly reduced.

However, the category's value had already been relatively stagnant since 2017, with many consumers shopping deodorants on autopilot, despite these being one of the most habitually used products in personal care.

Opportunity and success

Covid allowed us to take a step back, identify the opportunities within the category, and highlight the need to change consumer perceptions. We wanted to give shoppers a clear reason to reappraise the category – by offering superior products that served a clear purpose – and make it simpler for them to choose the right product, with an easier-to-shop fixture.

Since the launch of our strategy, the entire deodorants category has grown by an impressive 9.1%¹, proving this approach is working. The transformation was spearheaded by Sure, the UK's biggest-selling antiperspirant brand², which launched its revolutionary Sure Nonstop Protection (72hr) with patented anti-sweat technology. This delivered £8.7m in incremental retail sales value, bringing much-needed category growth³.

To mark the second phase of our strategy, we are bringing our pioneering patented and

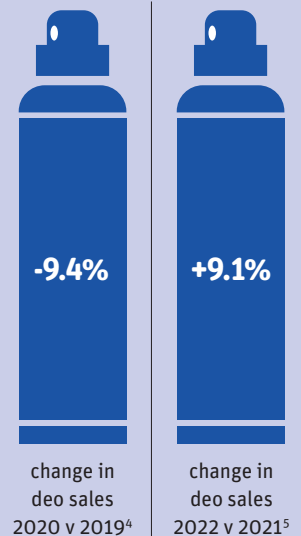
versatile technology to Dove, by launching Dove Advanced Care and Dove Men+Care Advanced. These new formulas – the brand's most effective antiperspirant product yet – provide 72-hour protection* while delivering more nourishing ingredients.

Fixture transformation in-store will focus on 'good, better, best' merchandising principles, while brand-agnostic category navigation will make shopper decision-making easier.

In e-commerce, the addition of 48hr, 72hr or 96hr protection to online product hero images enhances navigation, so shoppers can identify more easily the varied levels of protection and benefit.

We are also backing our strategy with a substantial £40m investment across our deodorant ranges during 2023.

¹ Kantar, 52 w/e 19.02.23; ² Kantar, 52 w/e 25.12.22; ³ Nielsen MAT to Dec 22; ⁴ Kantar 52 w/e 27.12.20; ⁵ Kantar, 52 w/e 25.12.22; *72hr protection for the aerosol and 48hr protection for the roll-on



£8.7m

Incremental RSV delivered by Sure Nonstop Protection³

MASTERCLASS

DEODORANTS



The science behind the brands

Driving trade-up via superior technology

We are taking a science and technology-led approach to combating sweating, and have consistently raised the bar by bringing ground-breaking innovation through patented technology to the deodorants category from our cutting-edge R&D facilities.

As the UK's leading deodorant manufacturer⁶, we use our insight team to understand the main consumer needs, so we can innovate based on these. Research tells us the three key needs are protection, care and fragrance, so these remain our areas of focus as they offer the biggest opportunity to our retail partners.

● **Protection:** In March 2022, we launched Sure Nonstop Protection, featuring the company's patented anti-sweat technology. Taking more than a decade to develop, the range marked our biggest upgrade in antiperspirant technology in 30 years. It provides 72-hour

sweat and odour protection by forming a strong protective layer that reduces the flow of sweat to the underarm surface.

● **Care:** In March 2023, we unveiled Dove Advanced Care and Dove Men+Care Advanced. The versatile nature of Unilever's patented technology allows us to adapt how it's used

and, when applied to the new Dove Advanced Care formula, we've created the brand's most effective antiperspirant product – providing 72-hour protection* – making it the brand's kindest to skincare ever. It features new TripleMoisturisingTechnology and 100% natural sunflower seed oil – a moisturising factor

found in many premium skincare products. The formula for Dove Men+Care includes Triple Action Technology™, which offers the most effective antiperspirant yet.

● **Fragrance:** Known for its market-leading scents, Lynx taps into the second-biggest need in the category, fragrance. This year, we launched a limited-edition pack for our iconic Lynx Africa variant, the UK's No.1 male fragrance¹⁰, which has sold over 400m units¹¹.

To continue to connect with Gen Z, we have elevated it to G.O.A.T (Greatest of All Time) status, which is on-pack. It also features a QR code, where shoppers can unlock G.O.A.T level prizes.

Brand performance for Sure, Dove and Lynx



Sure: the UK's biggest-selling antiperspirant brand⁷

Dove: the UK's No.1 deodorant for care⁸

Lynx: the UK's No.1 male toiletries brand⁹

⁶ Nielsen, MAT to 25.02.23 vs YA; ⁷ Kantar Worldpanel, 52 w/e 25.12.22; ⁸ Nielsen Value Sales, UK, 52 w/e 28.01.23; ⁹ Nielsen Share of Value in %, MAT to 19.06.21, Male UK; ¹⁰ Kantar Usage, GB Male Deodorant & GB Male Shower % Weekly Occasions, June 2018-2022; ¹¹ Kantar Usage, GB Male Deodorant Weekly Occasions (actuals), 12 m/e June 2022. *72hr protection for the aerosol and 48hr protection for the roll-on



Merchandising innovation

Driving category growth in the deodorant aisle

At Unilever, our extensive research on how shoppers shop the deodorants fixture identified one main challenge – the experience.

While the category has high penetration, given deodorants are an essential part of our personal care routines, shopper feedback showed that it was confusing to shop due to the multiple formats and needs not being clearly represented.

Shoppers wanted easier navigation from the fixture, as well as clarity on the benefits of the products they were

“Shoppers wanted easier navigation from the fixture”

buying – especially when it came to justifying the increased price of more premium offerings.

Unilever’s solution

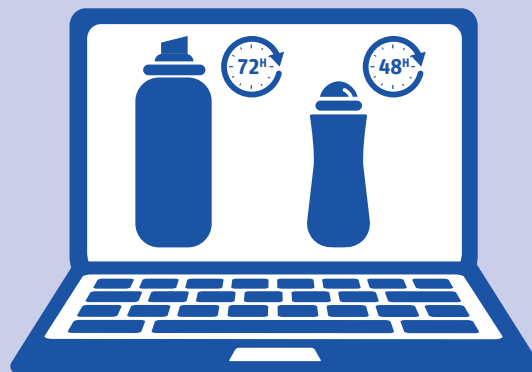
During 2022, we partnered with retailers to implement ‘good, better, best’ merchandising principles to communicate differentiation between the ranges and drive trade-up – and this will continue to be a focus for our business going forward.

Making it easy for shoppers

We have partnered with retailers to create brand-agnostic category signage to ensure a simple decision-making process for shoppers at the fixture, focusing on the three consumer needs identified – protection, fragrance and care.

Online, we will use our ‘hours of protection’ messaging to signal product efficacy to

Online we will use our ‘hours of protection’ messaging to signal product efficacy to shoppers



shoppers, bringing ‘good, better, best’ principles to the online environment.

A product for everyone

At Unilever, we’re very mindful of the need to provide our shoppers with value and choice across our range of deodorant products

– whether that be formats or price points.

For example, alongside Dove Advanced Care, our most superior range, to date, is the Dove Gentle Care 48h range, which comes at a lower recommended retail price and still offers great protection and care.



In-store recommendations

Tips to help retailers maximise deodorant sales

At Unilever, we offer some important advice for retailers when it comes to merchandising deodorants.

1. Stock best-sellers

Shoppers will expect to see the top performing brands on-shelf.

Our company is home to the biggest brands in the deodorant category. Dove is the UK's No.1 deodorant for care¹², while Sure is the UK's biggest-selling antiperspirant brand with a 23.6% share of the deodorant market¹³. In fact, 19 million households in the UK bought a Sure product in 2022, the highest penetration of any brand in the category¹⁴.

Meanwhile, Lynx is the UK's No.1 male toiletries brand¹⁵ and is known for its market-leading fragrances and appeal with younger male audiences¹⁶.

2. Implement 'good, better, best' marketing principles

Not only will this aid trade-up,

it will also allow shoppers to navigate the fixture with ease, so they can select the best product for them based on need, price point and format.

3. Utilise POS materials in-store to educate users

Education at shelf-point is key, as it is on e-commerce channels, so we have invested heavily in educational materials to communicate our pioneering technology and what needs they address to drive sales.

To discover more about Unilever's iconic deodorant brands please visit
www.suredeodorant.co.uk
www.lynxformen.com
www.dove.com

¹² Nielsen Value Sales, UK, 52 w/e 28.01.23;

¹³⁻¹⁴ Kantar Worldpanel, 52 w/e 25.12.22; ¹⁵ Nielsen Share of Value in %, MAT to 19.06.21, Male UK;

¹⁶ Unilever category research: Best recruitment rate of 13- to 18-year-old males in the category;

¹⁷ GfK, 2022

Note: * Excludes non-aluminium components

Driving sustainability

The environmental impact of FMCG products, especially packaging, is increasingly important to shoppers, with 65% of global consumers trying to buy products that are packaged more sustainably¹⁷. For example, our Lynx, Dove and Sure antiperspirant cans are made with infinitely recyclable aluminium*.

As part of our sustainability commitments, we reduced aerosol packaging by compressing some of our 250ml aerosols into slimmer, smarter 200ml cans, ensuring less packaging on a product that lasts just as long and is just as effective. This helps our consumers to reduce their impact without compromise.

We constantly strive to improve on plastics, using recyclable plastics in our



portfolio wherever possible. Also, our new recyclable roll ons use 20% less plastic than their previous counterparts. Our goal is to move our entire roll on range to 100% recycled material.

When it comes to Dove Advanced Care, the range is made with 25% post-consumer-recycled materials and is PETA Vegan approved.