

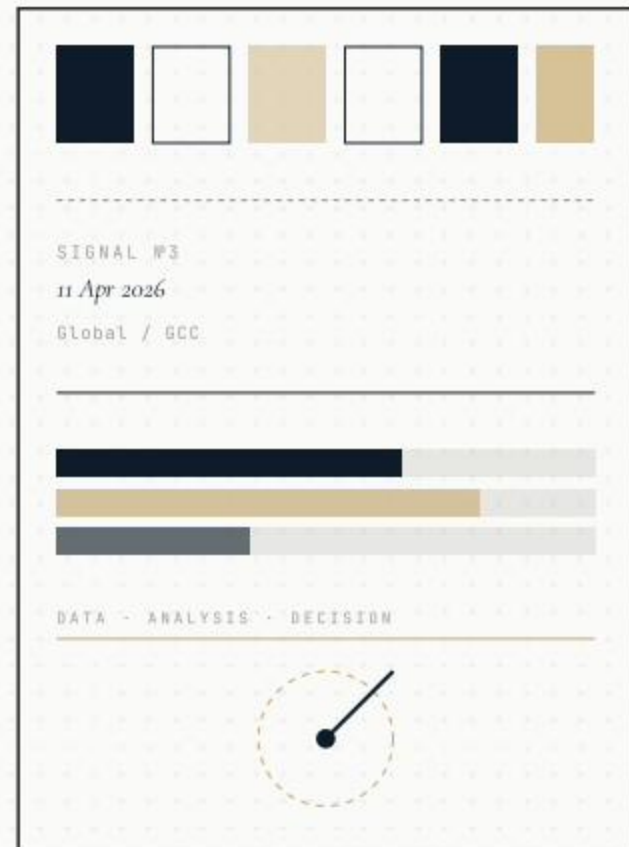
— MARKET SIGNAL · PREMIUM SUSTAINABILITY



Unilever just bought Wild. The premium-sustainability play *is back.*

For three years M&A in personal care has been about cost discipline. The Wild deal signals the opposite — and changes the playbook for ME and SEA premium portfolio strategy.

 Dominique Silvarelli
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— WHAT HAPPENED · APRIL 2026

Unilever acquires Wild — natural, refillable deodorant, plastic-free.

Unilever announced the acquisition of *Wild*, the UK-based natural personal-care brand built around refillable, plastic-free formats.

Wild has scaled rapidly across the UK, Europe and the US through digital-first distribution. The brand is part of Unilever's *Growth Action Plan 2030* — the new playbook focuses on premium, sustainable, digitally-native brands.

After three years where global FMCG M&A has been about portfolio simplification and cost-out, this is a different signal: *premium volume, paid through brand acquisition.*

£M&A	UK·EU·US	GCC
Premium acquisition Unilever GAP30	Wild current scale	2027 retailer category-plan focus

Premium personal care · share growth

Indicative %, GCC modern trade, refillable / plastic-free segment, 2022 → 2026E



● Refillable / plastic-free segment, GCC



— WHY IT MATTERS · THREE STRUCTURAL SHIFTS

For ME and SEA portfolios, the implications hit faster than London thinks.

01 Premium personal care is reopening. Three years of value-led shopping kept this segment quiet. The data shows GCC modern trade share growing back. Unilever just paid to be ready. **DEMAND**

02 Acquisition becomes the strategy. Building a premium-sustainability brand from scratch in MENA or SEA takes 5-7 years. Buying a \$30-80M scale-up takes 9 months. Capital allocation maths shifts. **M&A**

03 Distribution premium tier expands. Carrefour and Lulu in UAE / KSA will allocate more shelf to premium-sustainability in 2027 plans. Brands without a credible play will lose the category to private label or imports. **CHANNEL**



"The premium-sustainability shopper isn't back yet — but she's closer than the boards think."

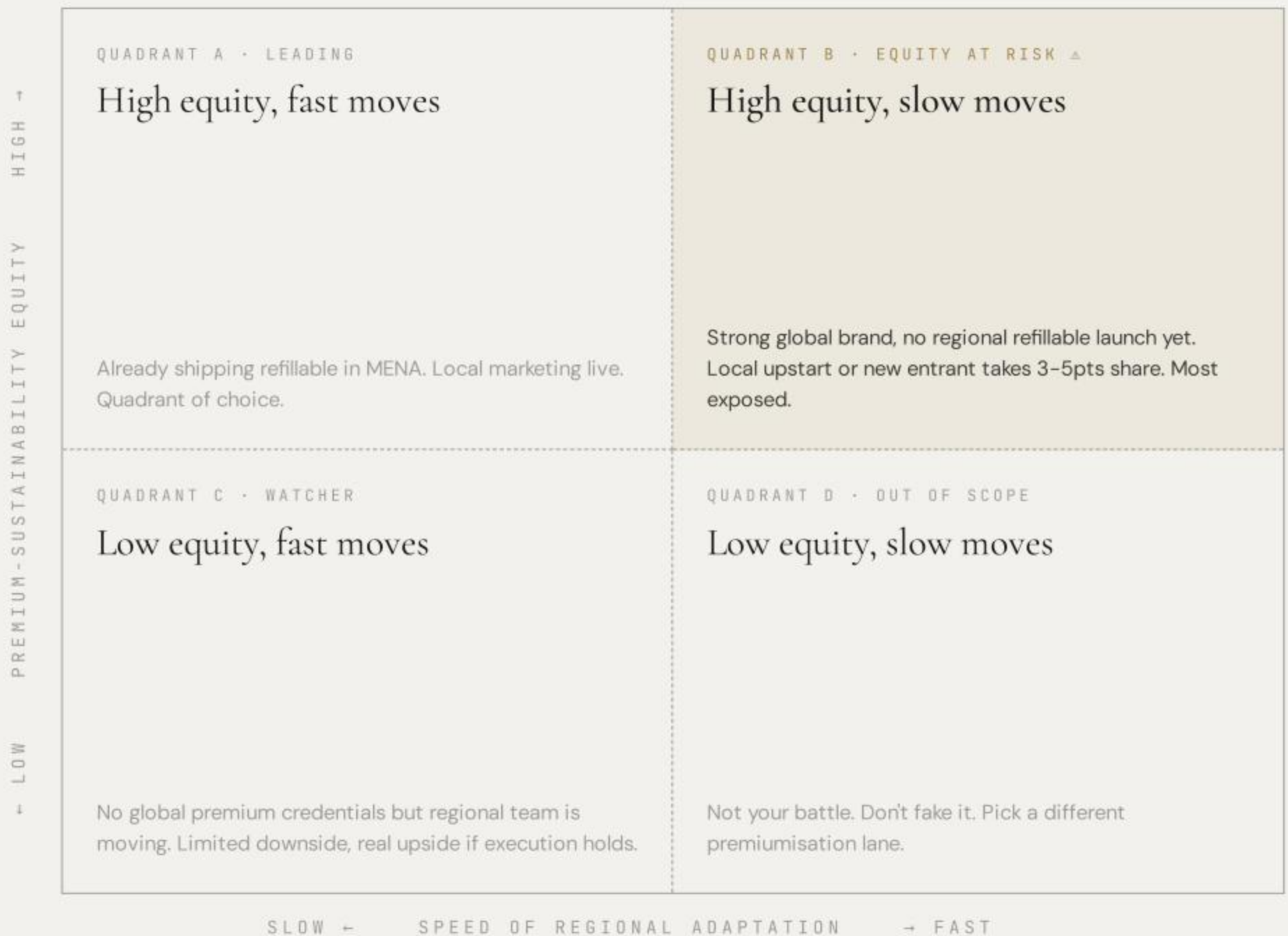
— FROM A CARREFOUR MENA CATEGORY REVIEW, 2025



— WHERE YOU SIT · A 2x2 READING

Map your premium personal-care exposure on two axes.

Existing premium credibility versus speed of regional adaptation. Quadrant B is where the next 18 months hurts most — strong global brand, slow regional move.





— THE PLAYBOOK · THREE MOVES TO MAKE THIS QUARTER

Quadrant B has the most ground to make up — fastest.

These plays are not a global mandate. They're a regional GM's choice — the kind that gets executed in a 4-quarter window if the leader has the conviction.

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- 01** Pilot a refillable SKU in 2 GCC markets. Don't wait for global. UAE + KSA, single SKU, 50 stores, 12 weeks of read. The execution learning is more valuable than the volume — and it's a real signal to retailers and recruits. **12 WEEKS**

 - 02** Open a regional acquisition lens. Dubai and Singapore have a small but real cohort of \$5-30M premium-sustainability brands. Most never get screened. Get a list of 8-10. Two will be worth conversations. **6 MONTHS**

 - 03** Re-allocate A&P split. Move 10-15% of mass-tier A&P into premium-tier media + activation. The mainstream tier doesn't need the spend. The premium tier does — and won't come back without it. **6 MONTHS**
-



— 30 / 60 / 90 · FROM ANNOUNCEMENT TO ACTION

Don't wait for the global memo. Move on the regional read.

I've seen this pattern before — global signals an M&A pivot, regional teams wait 9 months for guidance, by then the window has narrowed. Act on the read, not the memo.

— 30 DAYS

Read

- › Map your portfolio against the 2x2

- › Quantify premium-tier share trend

- › Identify regional acquisition candidates

— 60 DAYS

Decide

- › Pick refillable pilot SKU and markets

- › Lock A&P re-allocation

- › Send first acquisition NDAs

— 90 DAYS

Move

- › Refillable pilot live in 50 stores

- › First retailer category-captain conversations

- › Two acquisition due-diligences underway

"Premium-sustainability is reopening. Don't wait for permission to test."



— THE BOTTOM LINE

After 3 years of cost discipline, the M&A signal flipped. *Get ready.*

The Unilever-Wild deal is a tell. Premium-sustainability isn't a sub-segment anymore — it's the engine of the next portfolio cycle. Boards that signed off on three years of harvest mode are about to reverse.

If you're reviewing your premium personal-care portfolio, scoping a regional acquisition lens, or trying to convince a London board that MENA-specific premiumisation can't wait — DM me. I run shorter mandates (4–8 weeks) and longer interim COO assignments out of UAE and Singapore.



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