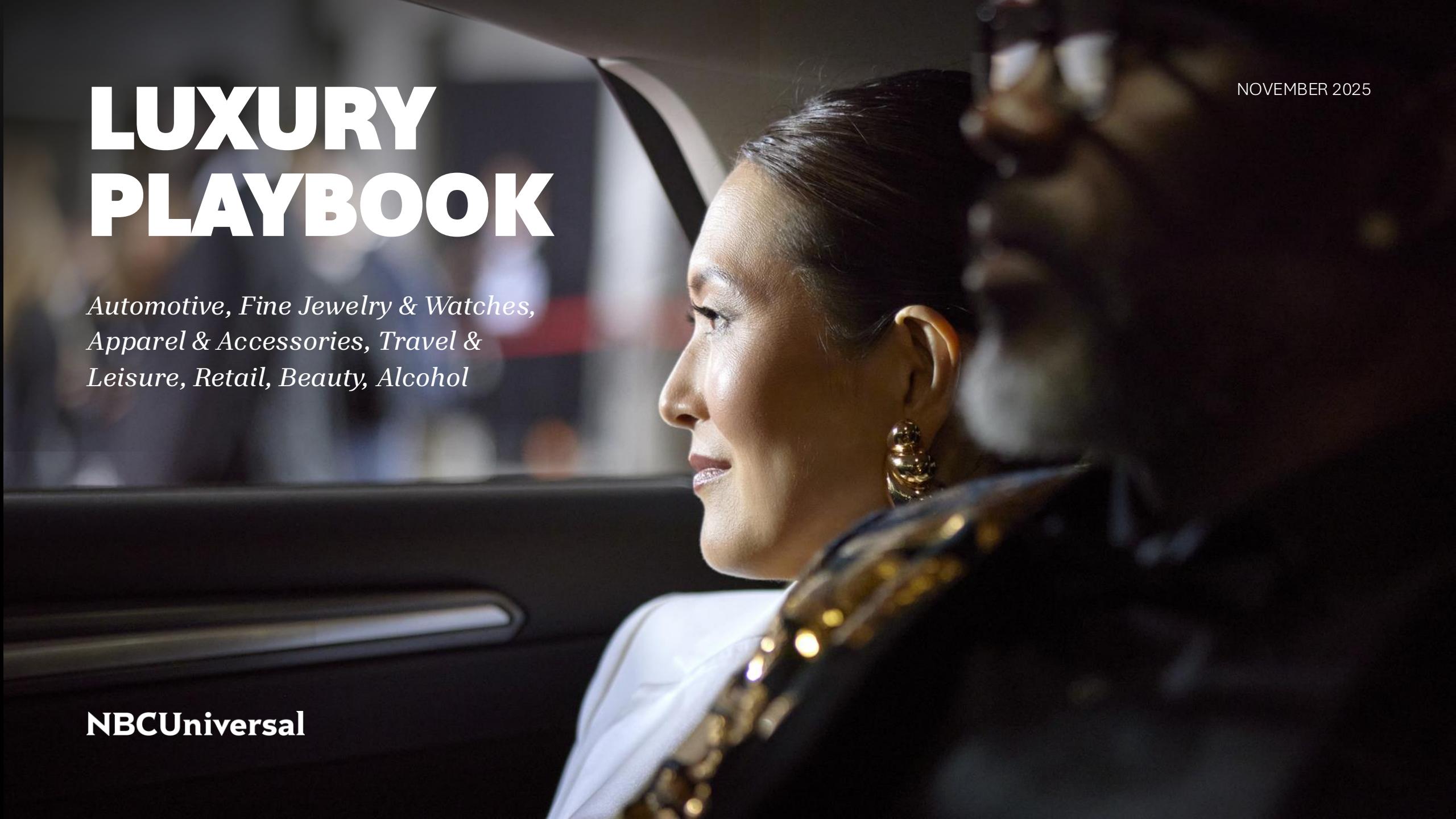


LUXURY PLAYBOOK



NOVEMBER 2025

*Automotive, Fine Jewelry & Watches,
Apparel & Accessories, Travel &
Leisure, Retail, Beauty, Alcohol*

NBCUniversal

Luxury Playbook Overview

Explore NBCUniversal's latest perspectives & insights into the Luxury industry.

Our Approach

At NBCUniversal, we have a legacy of working with a diverse range of Luxury partners to build their brands & businesses.



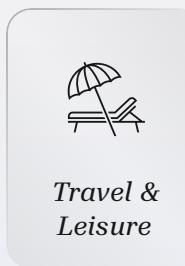
Automotive



Fine Jewelry & Watches



Apparel & Accessories



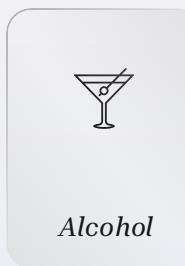
Travel & Leisure



Retail



Beauty



Alcohol

This playbook has been created based on NBCU's:

- Ongoing industry evaluation
- Conversations with Luxury advertisers & agencies
- Proprietary category intelligence
- Continual marketplace analysis
- Examination of consumer attitudes towards the Luxury industry

Luxury Playbook Contents

An Overview

of NBCUniversal's latest Luxury perspectives, insights, and strategic considerations.

Marketplace Dynamics



Media Trends & Observations



Brand & Business Imperatives



NBCUniversal Playbook



'25/'26 **LUXURY** *Industry* *Dynamics*



Current U.S. Luxury Category Dynamics



Economic pressures are reshaping spending as both core and aspirational luxury buyers are prompting the industry to adapt strategies and push boundaries to preserve loyalty

Headwinds

- **Resilience wavers** with economic uncertainty and cultural shifts influencing consumer spend
Personal luxury retail sales are not expected to rebound until 2027¹
- **Aspirational consumer spend declines** leading to a shift in focus to core HNW clientele
.1% makes up 23% of sales²
- **Price increases are softening amidst consumer pushback**, with the slowest rate since 2019
+3% 1H'25 vs. +8% in '22³
- **Demand for used luxury is on the rise**, creating more competition for traditional luxury brands
The used luxury market was worth \$56B in 2024, 3x a decade ago⁴

Tailwinds

- **Luxury brands are slowly seeing signs of recovery**, with improved earnings in 3Q'25 with renewed spending in the U.S. and China
- **Most luxury buyers still plan to maintain or grow spending**, especially younger consumers
45% of A18-34 say they intend to spend more on luxury goods in the next 12 months¹
- **Experiential luxury (beyond product) is unscathed** from the slowdown in the top half of the year
- **Luxury brands refresh**, entering a new era of “Loud Luxury” to retain tepid shoppers, a potential turning point for the industry⁵

In a state of *reinvention*,

luxury sub-categories are adapting to shifting consumer behaviors and expectations to maintain and rekindle demand

Auto



Despite tariff pressures on price and inventory, luxury auto remains resilient, anchored by a stable affluent clientele.

Messaging continues to emphasize innovation, quality, and exclusivity, tailored to resonate with diverse buyer profiles.

96%

of A18-34 who plan to buy a vehicle in the next 3 years are considering at least one luxury brand¹

Travel



Luxury travel remains strong, driven by the resiliency of high-income travelers who continue to invest in premium, high-value experiences.

As the category looks to appeal to aspirational luxury travelers, brands are offering select luxury touches to enhance their journeys.

59%

of all consumers intend to take a vacation that includes a premium/luxury element in the next year²

Retail



Luxury e-comm growth softened as shoppers return in-store. To preserve exclusivity and HNW clientele, brands are prioritizing physical stores, limiting online products to lower-priced items.

Department stores lead luxury shopping, followed by their digital platforms, while brand sites and Amazon gain traction.

42%

of U.S. adult luxury buyers have purchased personal luxury goods at a department store in the past year³

Apparel & Accessories



Rising prices are steering aspirational shoppers toward resale, creating opportunities for loyalty and accessible entry points.

Footwear and apparel led personal luxury in 2025, as demand for handbags and beauty softened.²

3X

faster — the expected pace of luxury resale market growth vs. first-hand through 2027⁴

Fine Jewelry & Watches



Jewelry remains one of the most resilient categories, driven by demand for enduring investments, self-gifting, and self-expression.⁴

2025 tariffs that drove up luxury watch prices and strained the Swiss economy have eased through trade agreements tied to U.S. manufacturing commitments.⁵

4X

the rate of jewelry is projected to grow vs. apparel in 2026⁴

Luxury Media Trends to Watch

Luxury brands continue to favor traditional media and cultural integration, but are selectively increasing social and short-form investment in key segments

Marketplace

Luxury Media Trends to Watch

Luxury brands continue to favor traditional media and cultural integration, but are selectively increasing social and short-form investment in key segments

Media Strategies Vary by Sub-Category¹



Apparel and **Auto** continue to dominate category spend (72% SoS). Apparel leans heavily into print, while Auto focuses on linear. **Travel & Leisure** has been the most resilient, growing +4% since 1H'23, tripling linear spend.

Social & Short-form Become Selective Across Luxury Levels¹



Notable growth in Social for Affordable Luxury and Super Premium, while total investment declined

- +22% Affordable Luxury (+21% w/o auto)
- +2x Super Premium (+5x w/o auto)

Short-form is down 26%, with declines across all levels

Streaming Remains an Opportunity

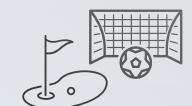


Luxury audiences are streaming, yet media spend lags behind

85% → ~1%
of the audience streams weekly² of luxury spend is allocated to streaming¹

Auto leads in streaming spend, while **Travel** sees the strongest growth

Sports Are on the Rise¹



+33% +55% w/o auto
in sports linear in 1H'25*, with growth driven primarily by Affordable & Core Luxury brands

*1H'25 vs. 1H'24

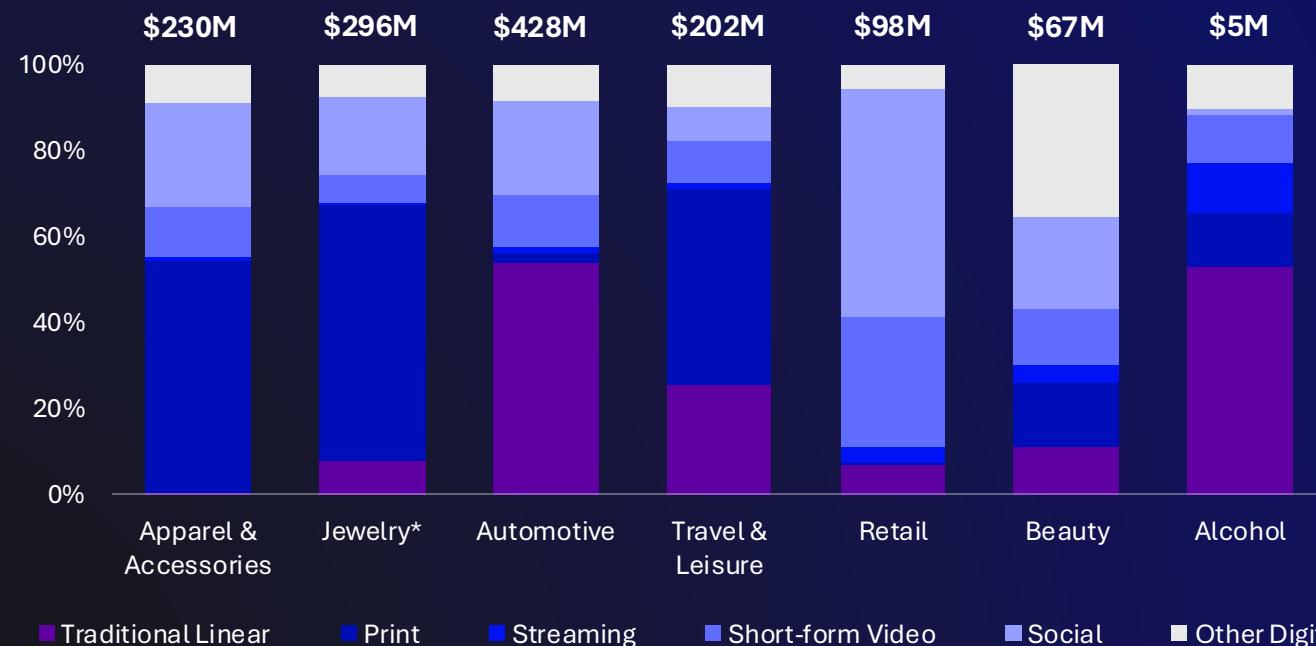
Source: 1. MediaRadar, luxury brands only; 2. MRI-Simmons Cord Evolution Study, March 2025. Watch 1+ hours of live or time-shifted streaming per week. Audience definition in notes.

MARKETPLACE

Affordable & Core Luxury lead premium video spending

with Auto, Retail, and Beauty leading investments in streaming

Top Luxury Sub-Category Media Mix 1H'25



Source: Media Radar, Luxury Brands only; *Jewelry subcategory includes jewelry & watches & timepieces. Traditional= Linear, Print / Digital= Streaming, Short-form, Social, Other Digital

Luxury Level

Top Channels



As a result of these industry dynamics,
we are seeing luxury brands prioritize a few key objectives

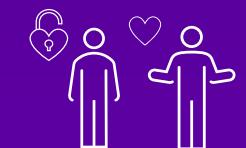
CREATE
Desire



CULTIVATE
Connections



GENERATE
Qualified Leads



A photograph of a woman with long, wavy brown hair, seen from the back, wearing a dark, sequined, backless dress. She is standing next to a man in a dark suit and tie. They are at a red carpet event, with a red carpet visible in the foreground and a person holding a camera in the background. The lighting is dramatic, with strong highlights and shadows.

'25/'26 LUXURY *Playbook*

Each month,
NBCUniversal
content reaches

286M

P2+ Proj. 2026

Across
 **80M**
Households

*the audiences
that matter to you*



52M
High Net Worth
Individuals



48M
Affluent/Luxury
Travelers



65M
Beauty Mavens



10M
Fine Jewelry
Shoppers



Based on household reach



Leverage the power of NBCUniversal's **content & audiences** to drive brand and business impact.

Create Desire



Cultivate Connections



Generate Qualified Leads



NBCUniversal's **Luxury** Playbook

01.
Harness the power of culture via live events and moments

02.
Captivate attention through the experience of streaming

03.
Enrich emotional connections in relevant environments

POWER OF

Premium Content

Peacock

Contextual Targeting

Live

Content Packages

Creative Ad Engine

Social

Innovations

Talent & IP

Data-Led & Data-Informed

Harness the power of culture **with live events and moments**



The timeliness of live events and impactful moments present luxury brands the opportunity to be a part of the current culture—cultivating connections with new and core audiences.

Live Programming
drives results for
luxury brands¹

3X

Unaided
Brand Recall

+84%

Sponsorship
Association

+20%

Consideration
Intent

Custom Marketing
results in emotional
engagement
incremental lifts
v. competitive TV norms²

+19%

Sponsor
Segment

+9%

Product
Placement

Measure
What Matters

- Holistic Brand Impact
- Consideration & Purchase Intent
- Message Association
- Search Engagement
- Outcomes (e.g., site visitation, revenue impact)

Sources: 1. NBCU Ad Impact Database 2017-2025; 2. MediaProbe Biometrics Data . P18+. All measured NBCUniversal programming

Luxury brands are tapping into cultural moments to **capture attention**

+33%

+55% w/o auto



Spend increase in sports 1H'25 vs. 1H'24 as the category leans into culture¹

\$3.7B



In earned engagement for luxury brands during the 2025 awards season²

“What makes me more engaged with the brand itself... [are] their values and what they sponsor and what types of events they throw.”³

- Quintessential Luxury Consumer

Luxury Brands in Cultural Moments



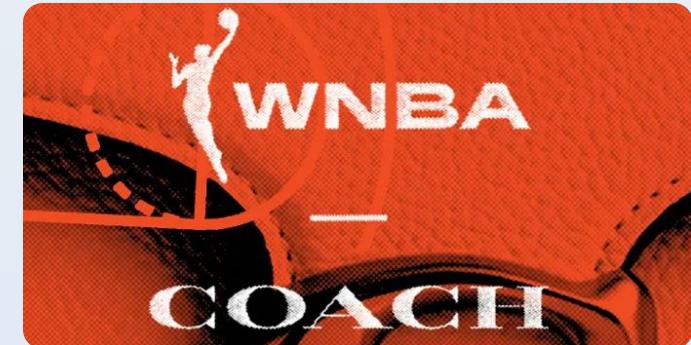
Brand Ambassadors

Swarovski featured in Wicked-themed RuPaul's Drag Race episode with Ariana Grande



Awards

Rolex was the exclusive partner of the Governors Awards in 2025



Live Sports

Coach & WNBA's multiyear partnership kicked off in 2025

The most iconic events and everyday moments for luxury brands to connect with key audiences

'25/'26 Culture-Driven Content & Events For Luxury

Sports



Big Moments



Red Carpet



Originals



Movies



Among HHs reached by NBCU...

26% have Luxury Auto Intenders who are **comedy lovers**

29% have Luxury Travelers who are **red carpet viewers**

HHs reached by NBCU are...

+21% **more likely** to have Luxury consumers who are **sports fans**

+28% **more likely** to have HNWIs who are **holiday enthusiasts**

Captivate attention through the experience of **streaming**

Peacock is the premier destination for luxury brand impact

Peacock Impact for Luxury Brands

+59%
Unaided
Brand Recall

+52%
Sponsorship
Favorability

+44%
Purchase
Intent

Source: NBCU Ad Impact Database 2020-2025, 38 Campaigns across 17 Brands
Peacock measured Luxury campaigns. Custom research, vendors vary. Average
of exposed vs. control cells for NBCU. Top 2 box

Audiences across the luxury spectrum are streaming

90% of luxury consumers used an ad-supported streaming service in the past 30 days (+3pp vs. '24)¹



ASPIRATIONAL



TRUE LUXE



The **most receptive to ads seen while streaming**,
finding them memorable and relevant to them

Defines TV as **anything they can watch on a TV set**,
regardless of the source

% Streaming
Weekly²

83%

85%

80%

79%

And Peacock provides the premium experience they expect and desire from a streaming service



Originals & New Releases¹

52% of luxury audiences are driven
to use a new streaming service for
an exclusive original series



Binge-Worthy with Limited Interruption¹

Luxury audiences are 9% more likely to
say they like streaming because it's easier
to binge watch shows

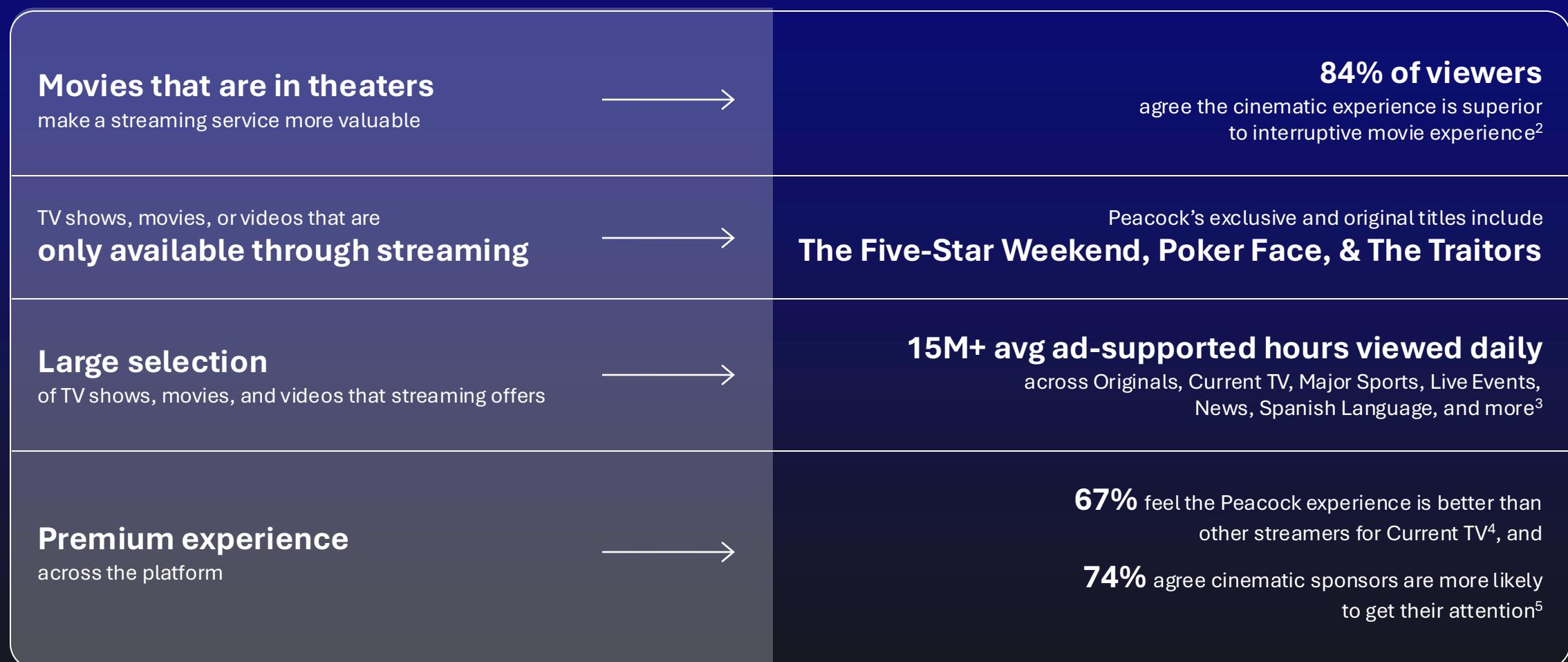


Remote Control & Endless Choice¹

46% of luxury audiences like streaming
because it's easier to catch up on shows
and watch on their own schedule

How Peacock Delivers For The Luxury Audience

What They Want¹



Foster brand and consumer connection via premium programmatic **curated content packages**

Popular on Peacock

Activate across exclusive originals to fan-favorite classics

Examples

BLACK BAG 
SNL
YELLOWSTONE

Peacock Films

Align with exclusive Peacock Originals to Pay One Movie titles

Examples

 JURASSIC WORLD: FALLEN KINGDOM
 WICKED
DOWNTON ABBEY
THE GRAND FINALE

Peacock Shows

Engage audiences as they stream Peacock Originals, acquired shows, and content across NBC & Bravo Next-Day

Examples

peacock ORIGINAL
ALL HER FAULT
peacock ORIGINAL
BELAIR

NBCU Shows/ Networks

Activate across must-watch, culture-shifting shows on NBC, Bravo, & E!

Examples

THE RAINMAKER
 LATE NIGHT WITH SETH MEYERS
 FAST MONEY

Peacock Top 10 Rail

Leverage Peacock's highly visible Top 10 rails where viewers go to discover what's trending

Examples

Top 10
shows or movies today

Premium Live Events

Connect with engaged audiences through the biggest live cultural events

Examples

LIVE FROM  PREMIOS
billboard DE LA MÚSICA LATINA
EMMYS


Programmatic
is on the rise

+8%

increase in luxury programmatic spend on Peacock in 1H'25 vs. STLY

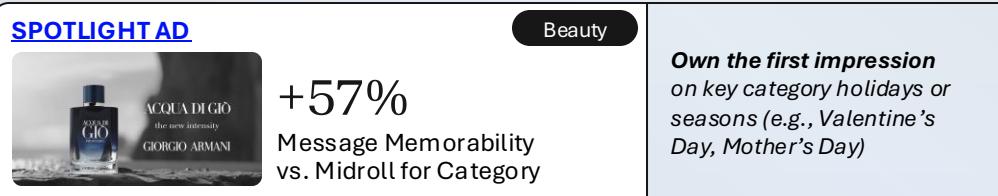
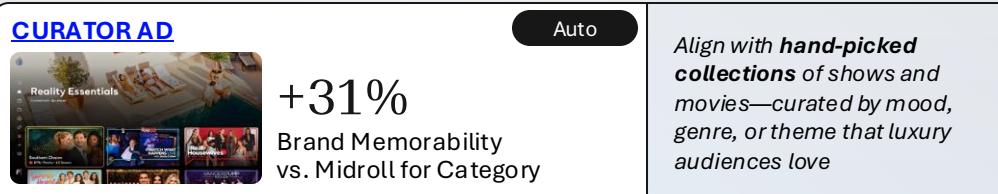
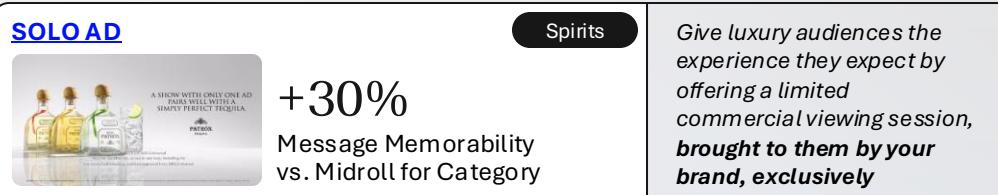
SUITE 1: UPPER FUNNEL WITH AD INNOVATIONS

Create desire and intrigue along the journey through **Peacock ad innovations** for luxury

Awareness & Aspiration

Spark desire

by establishing a connection to the craft of brand, product, or service



Additional Innovations: [Binge Ad](#), [Cinematic](#), [Sports Suite](#)

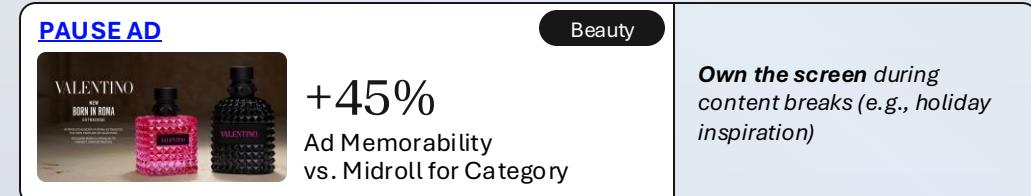
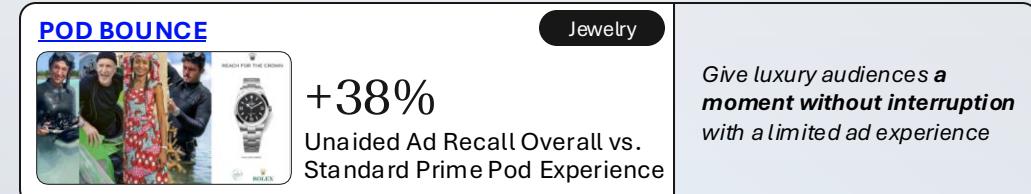
Key:



Browsing

Enrich discovery

by uncovering the craft & quality offered



Ad Innovations @ NBCU [Click here](#)

Product Names link to One Pagers

SUITE 2: FULL FUNNEL WITH COMMERCE INNOVATIONS

Connect to consumers along the buying journey through **commerce ad innovations** for luxury

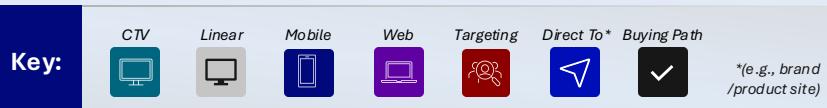
Awareness, Consideration, Purchase

Spark desire, enrich discovery, & drive action

by uncovering the craft & quality offered to inform purchase decisions while building connections

37% of the emerging luxury audience say they like that ads on streaming services are interactive, compared to 34% of all consumers¹

 <div style="display: flex; justify-content: space-around; align-items: center;"> CTV Linear Mobile Web Targeting Direct To* Buying Path </div> <div style="text-align: center;">  <p>Direct IQ, PG, PMP, careats</p> </div>	<p><i>Interact with a dynamic experience via the</i></p> <p>Shoppable Immersive Unit</p> <p>(:30 animated creative utilizing static assets, perfect for brands without video)</p>	 <div style="display: flex; justify-content: space-around; align-items: center;"> CTV Linear Mobile Web Targeting Direct To* Buying Path </div> <div style="text-align: center;">  <p>Direct IQ, PG, PMP, careats</p> </div>
 <div style="display: flex; justify-content: space-around; align-items: center;"> CTV Linear Mobile Web Targeting Direct To* Buying Path </div> <div style="text-align: center;">  <p>Direct IQ, PG, PMP, careats</p> </div>	<p><i>Engage with luxury brands and products via the sleek</i></p> <p>Shoppable Burned-In Unit</p> <p>(Blended QR code and CTA offer a subtle, luxurious feel)</p>	 <div style="display: flex; justify-content: space-around; align-items: center;"> CTV Linear Mobile Web Targeting Direct To* Buying Path </div> <div style="text-align: center;">  <p>Direct IQ, PG, PMP, careats</p> </div>
<p>+24% Lift in brand familiarity for luxury brands²</p>	<p>+28% Lift in consideration intent for luxury brands²</p>	



Commerce Innovations @ NBCU [Click here](#)

Enrich emotional connections in **relevant environments**

Drive greater impact via creative messaging in placements that foster more meaningful, lasting bonds with luxury audiences

Cultivate Connections

Generate Qualified Leads

In the marketplace, we know that:

Emotional storytelling drives stronger sales

31%

Higher purchase intent vs. rational messaging in luxury ads¹

Authenticity helps brands stand out



Luxury Consumers are drawn to brands that reflect their own values and identities²

At NBCU, Luxury Ads elicit a strong emotional response from both brand ads and integrations

1:1

ad creatives are **just as** emotionally engaging as NBCU content itself³

+28%

Luxury official sponsors are more likable vs. regular advertisers³

NBCU streaming solutions for luxury

that drive creative impact while generating a stronger emotional response (e.g., trust, loyalty, brand affinity)



Creative Ad Engine



Contextual Targeting

Maximize The Performance Of Luxury Ads

with NBCU's Creative Ad Engine

Leverage AI and machine learning
to understand historical ad performance data

Deliver customized insights
for optimizing creative against specific KPIs

Why this works for luxury?

- Creative evaluation with or without video
- Offers suggested edits for best results
- Evaluation of impact on luxury brand KPIs

Cross-Portfolio Optimization



Model expands to additional Peacock Ad Innovations (e.g., Pause Ad, Engagement Ad)



Leverage most robust dataset to date, powered by Gen-AI

Develop a deeper connection with luxury consumers, giving viewers a source of aspiration through quality content via

Contextual Targeting by Genre & Industry

77%

of viewers become more open to ads & aware of brands when it matches the content being viewed

GENRE

Direct IO PG PMP

Deliver your luxury-focused ads within curated genres across NBCU's premium streaming portfolio

Relevant genres:

Sports 

- Men's U.S. Open Golf
- Premier League

Drama 

- Downton Abbey: The Grand Finale
- The Rainmaker

Entertainment 

- Late Night with Seth Meyers
- SNL

INDUSTRY

Direct IO PG

Align your brand with luxury-relevant moments inside NBCU's curated, premium streaming content to deepen view connections

Relevant categories:

Entertainment 

- Concert goers
- Cultural arts

Shopping 

- Jewelry store purchasers
- Luxury watches

Travel 

- Luxury hotels
- High frequency / duration travelers

Contextual Targeting Continued ...

Connect with key themes, positioning, and messaging through AI-Powered
Custom Inputs & Emotional Alignment

68%

of consumers are more likely to recommend a brand they feel connected to

CUSTOM

Direct IO PG

Align your brand's creative cues with key moments in premium content to boost relevance and drive action

Illustrative Application for Luxury

01.
AI scans Peacock content to find **Iconic Design & Elite Fashion**

02.
Serve tailored creative at episode-level around **Iconic Design & Elite Fashion**
e.g., Kingsmen: Secret Service

Additional Thought-starters

Celebrity brand ambassadors across blockbusters and red carpet

High-end runway looks, fashion-centric moments

Key seasonal events (e.g., Valentine's Day, Mother's Day, holiday gifting)

EMOTIONAL ALIGNMENT

Direct IO

Build connections by aligning your brand's emotional tone with key moments in premium content

Overview:

01.
AI-powered tech **identifies the most emotionally relevant** content across our portfolio

02.
Deliver specific creative + **program-level targeting** aligned to your ad creative
Content: Downton Abbey; Genres include: Drama, Docs, Financial News

*Thought-starters***Objective**

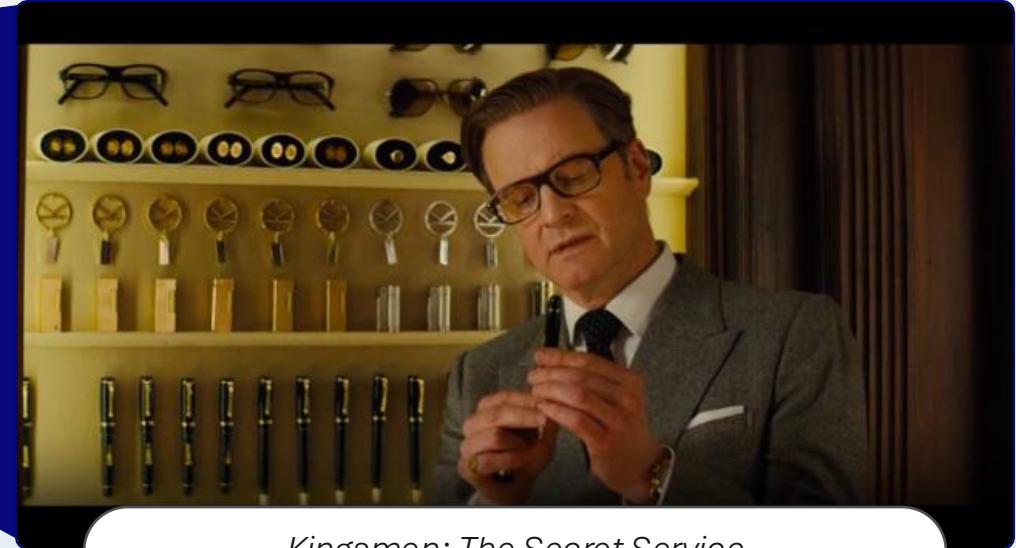
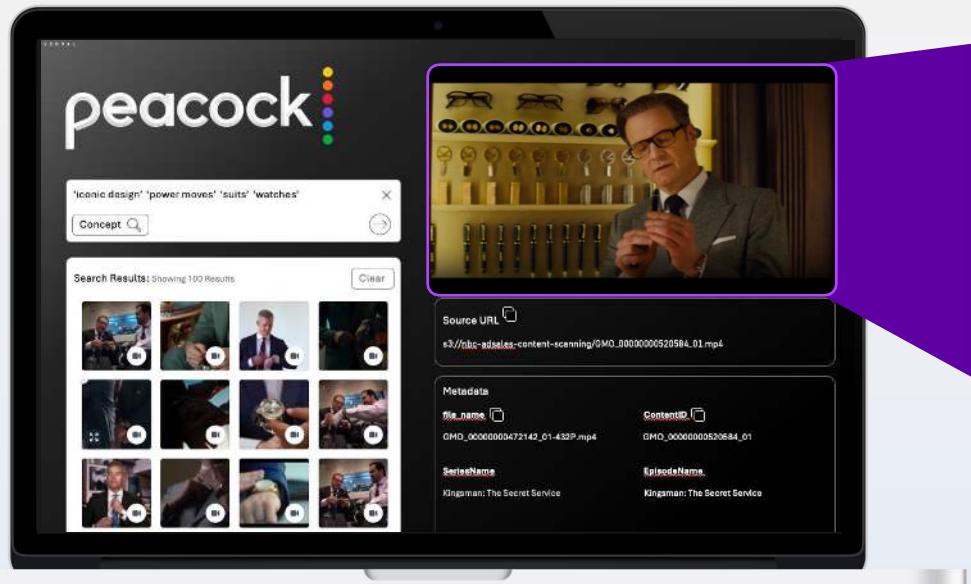
Embed creative and/or brand in emotionally relevant or desired content

Example Emotional Theme

- Confidence
- Status
- Accomplishments
- Timelessness

Custom Moments for Luxury

“Align with Iconic Design & Elite Fashion”



Kingsmen: The Secret Service

Other examples
of episodes
detected:



The Rainmaker Sn 1, Ep 1



House of Gucci



Grace of Monaco

LUXURY IMPACT

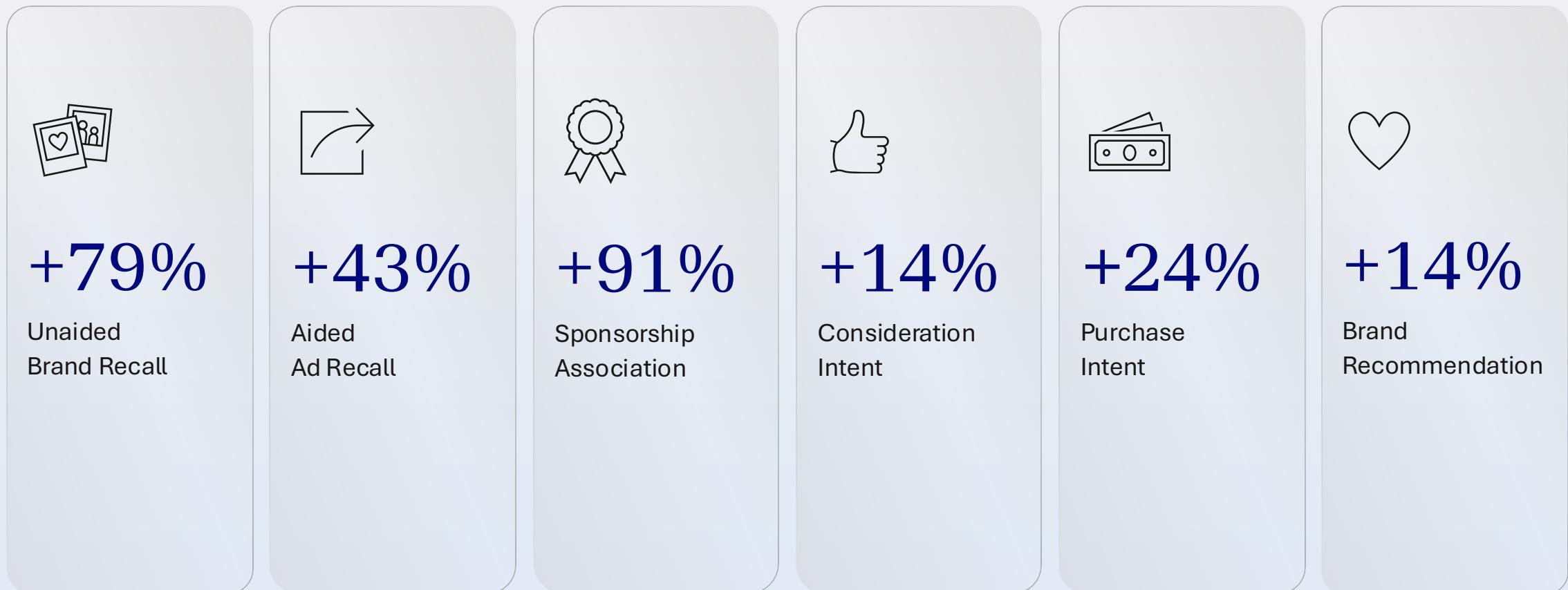
At NBCU



Luxury

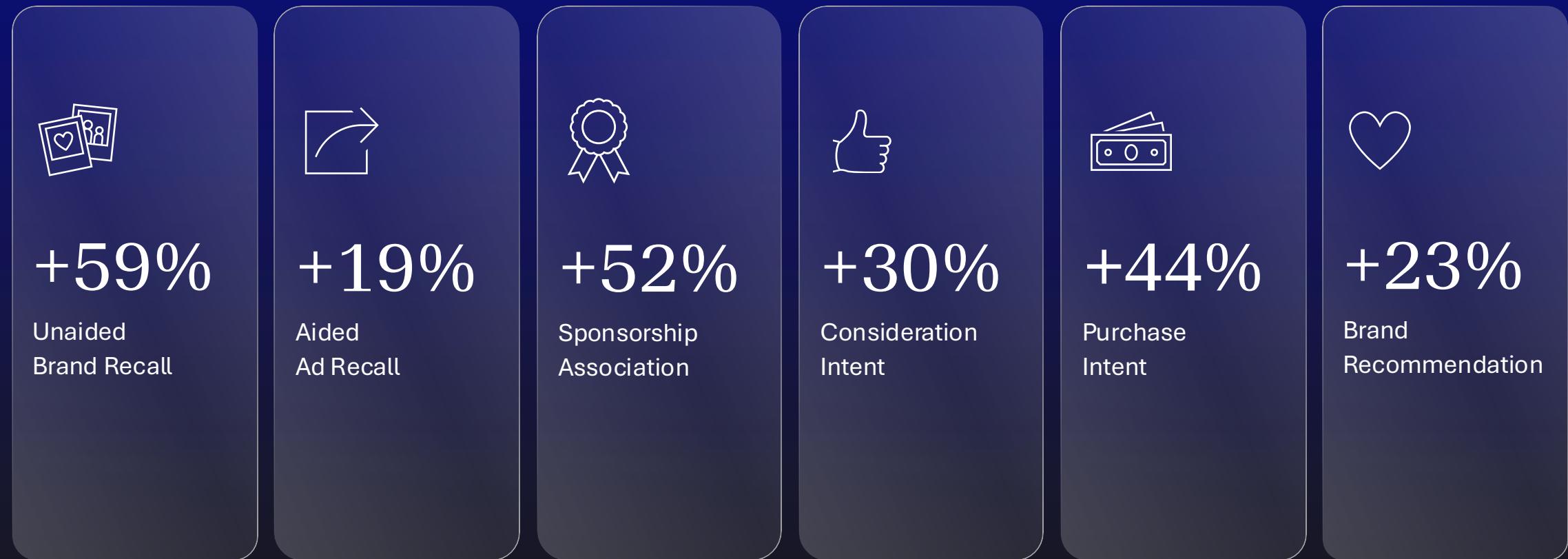
Proven impact across client KPIs

NBCU Luxury Campaigns – *Exposure to multi v. single campaigns, % Lift*



Luxury Proven **Peacock** impact across client KPIs

NBCU Luxury Campaigns – *Exposed vs. Control*

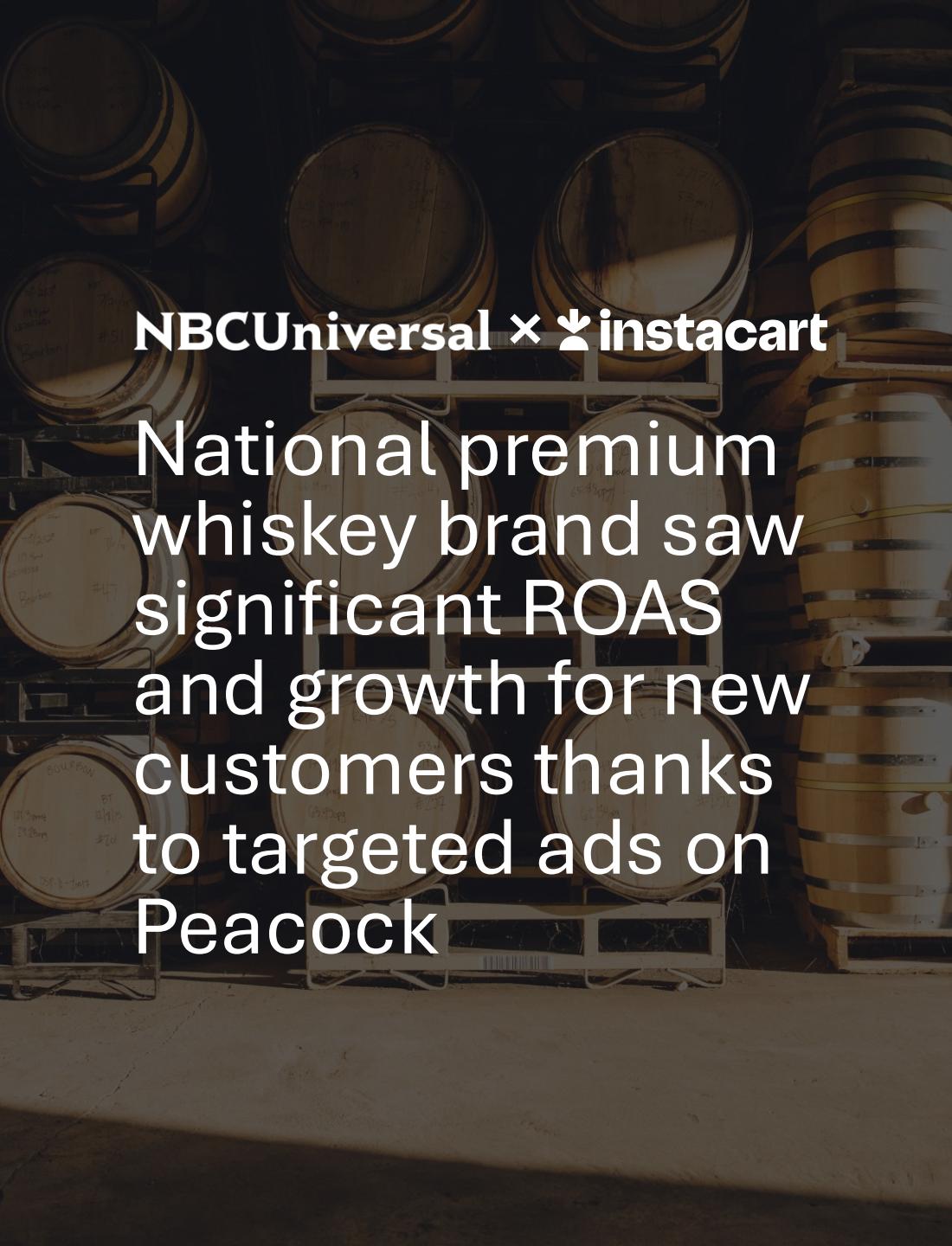


NBCU offers measurement opportunities providing full-funnel insights for luxury

	Buy Side Activation	Clean Rooms	NBCU Measurement Opportunities (Sell-Side Measurement)	Dedicated NBCU Insights Team Provide:
Awareness	✓		Brand Lift Study <ul style="list-style-type: none">• <i>Ad Awareness</i>• <i>Brand Consideration</i>• <i>Model Familiarity</i>	<ul style="list-style-type: none">- Luxury category consultation & recommendations
Consideration	✓	✓	Search Engagement Real-Time Outcomes Measurement (Attribution) Site / App Visitation (Incrementality)	<ul style="list-style-type: none">- Sponsorship & audience impact analysis
Conversion	✓	✓	Real-Time Outcomes Measurement (Attribution) Site / App Visitation (Incrementality) Foot Traffic Study Sales Lift (1P, 3P)*	



LUXURY *Case Studies*

A photograph showing several wooden barrels stacked in rows, likely in a distillery or warehouse. The barrels have metal bands around them and some handwritten labels. The lighting is warm and focused on the barrels.

NBCUniversal x  instacart

National premium whiskey brand saw significant ROAS and growth for new customers thanks to targeted ads on Peacock

2.3X

return on every dollar spent on the targeted campaign

60%

of buyers were new brand buyers

46%

of all attributed sales came from new brand buyers

NBCUniversal x  instacart

Global prestige cosmetics brand saw significant ROAS and lift in brand awareness thanks to their NBCU x Instacart campaign

2X

return on every dollar spent on the targeted campaign

64%

of buyers were new brand buyers

56%

of all attributed sales came from new brand buyers

LUXURY CATEGORY

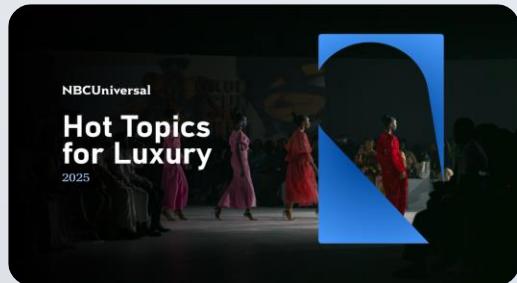
Resources



Luxury Category Resources

Category Trends & Strategic Recommendations

Hot Topics, Quarterly Updates, Industry Overview & Playbook, Understanding Affluent Multicultural Consumers

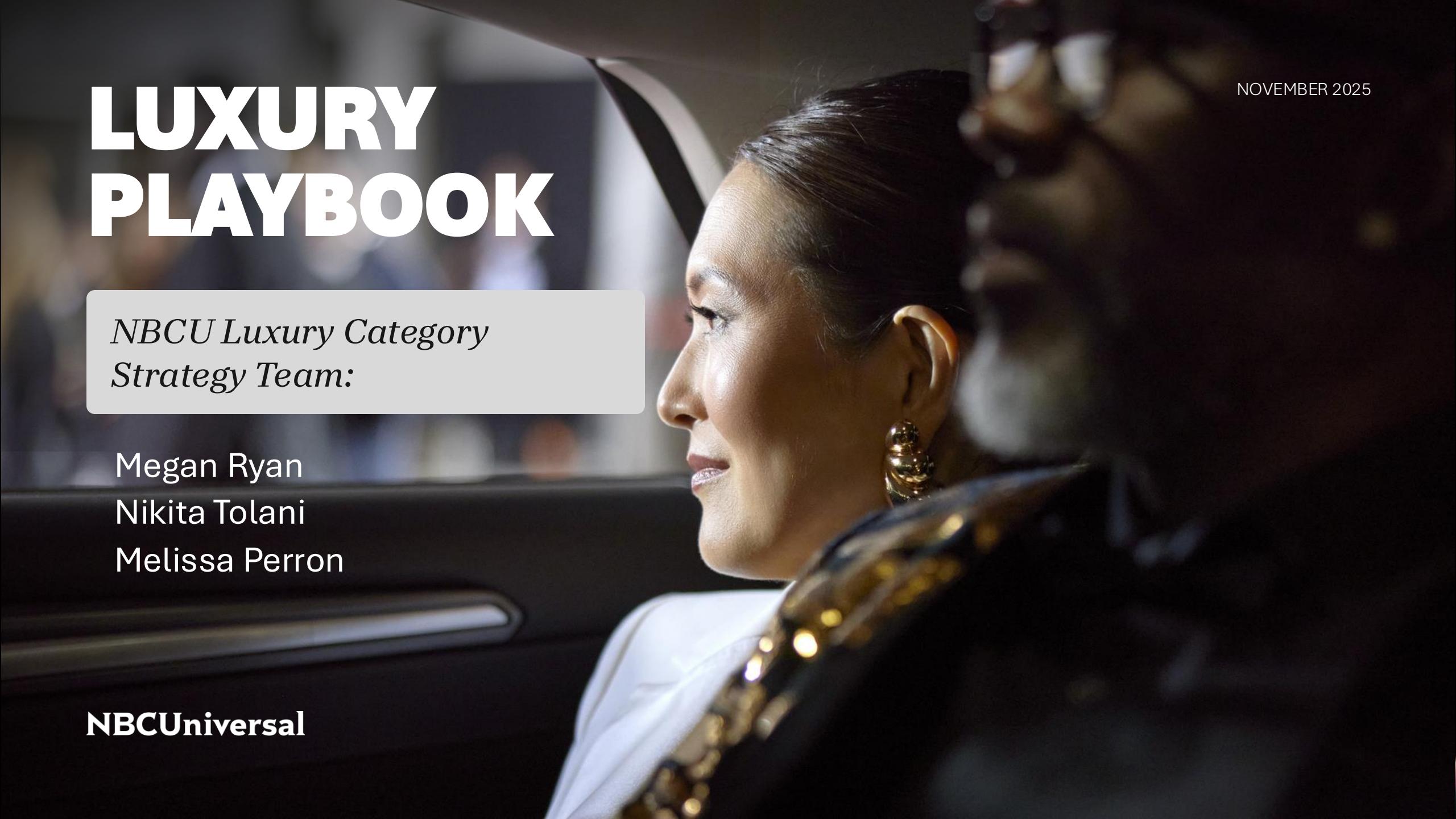


Thought Leadership & Opportunity Areas

Entertainment Ads, Luxury & Streaming, Connecting with Luxury Audiences, Curated Lifestyle



LUXURY PLAYBOOK



NOVEMBER 2025

*NBCU Luxury Category
Strategy Team:*

Megan Ryan
Nikita Tolani
Melissa Perron

NBCUniversal

Opportunities to enhance programmatic buys across NBCU's premium programmatic portfolio

Live Sports & Events



EMMYS



PREMIOS
billboard
DE LA MÚSICA LATINA



PEOPLE'S
CHOICE
AWARDS

Curated Content Packages

Popular on Peacock

ex. BLACK BAG YELLOWSTONE

Peacock Shows

ex. ALL HER FAULT

Peacock Films

ex. DOWNTON ABBEY

NBCU Shows/Networks

ex.

Peacock Top 10 Rail

ex. Top 10 Shows or Movies Today

Premium Live Events

ex.

Programmatic-Enabled Commerce Innovations

PMP with upfront investments

Burned-In Ad

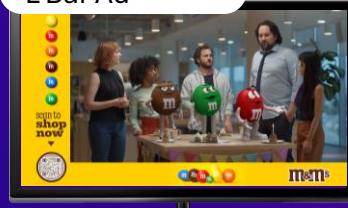
Immersive Ad

Canvas Ad

Canvas Carousel Ad

PG deals

L Bar Ad



Contextual Targeting

Drive authentic connections and actions by aligning your brand messaging with positive, brand-suitable moments with new contextual solutions powered by AI

Custom contextual

via direct IO and PG

Align your brand's creative cues with key moments in premium NBCU content to boost relevance and drive action

Emotional alignment

via direct IO and PG

Build connections by aligning your brand's emotional tone with key moments in premium content