

Ice Cream

Matt Close, President Ice Cream

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Safe harbour statement

This presentation may contain forward-looking statements, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995. Words such as 'will', 'aim', 'expects', 'anticipates', 'intends', 'looks', 'believes', 'vision', or the negative of these terms and other similar expressions of future performance or results, and their negatives, are intended to identify such forward-looking statements. Forward-looking statements also include, but are not limited to, statements and information regarding the Unilever Group's (the 'Group') emissions reduction targets and other climate change related matters (including actions, potential impacts and risks associated therewith). These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting the Group. They are not historical facts, nor are they guarantees of future performance or outcomes.

Because these forward-looking statements involve risks and uncertainties, there are important factors that could cause actual results to differ materially from those expressed or implied by these forward-looking statements. Among other risks and uncertainties, the material or principal factors which could cause actual results to differ materially are: Unilever's global brands not meeting consumer preferences; Unilever's ability to innovate and remain competitive; Unilever's investment choices in its portfolio management; the effect of climate change on Unilever's business; Unilever's ability to find sustainable solutions to its plastic packaging; significant changes or deterioration in customer relationships; the recruitment and retention of talented employees; disruptions in our supply chain and distribution; increases or volatility in the cost of raw materials and commodities; the production of safe and high quality products; secure and reliable IT infrastructure; execution of acquisitions, divestitures and business transformation projects; economic, social and political risks and natural disasters; financial risks; failure to meet high and ethical standards; and managing regulatory, tax and legal matters. A number of these risks have increased as a result of the current Covid-19 pandemic.

These forward-looking statements speak only as of the date of this document. Except as required by any applicable law or regulation, the Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in the Group's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

Further details of potential risks and uncertainties affecting the Group are described in the Group's filings with the London Stock Exchange, Euronext Amsterdam and the US Securities and Exchange Commission, including in the Unilever Annual Report and Accounts 2021.



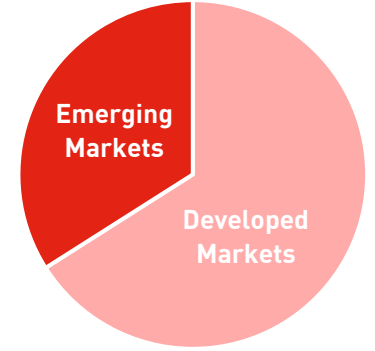
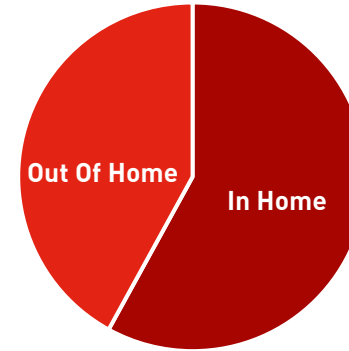
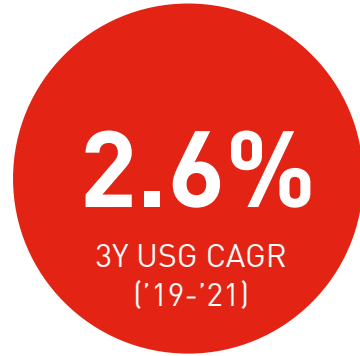
Ice Cream Business Group: Who we are



Strategic Direction: Where and how we will win

Ice Cream: Who we are

Business Group overview



Magnum



Ben & Jerry's



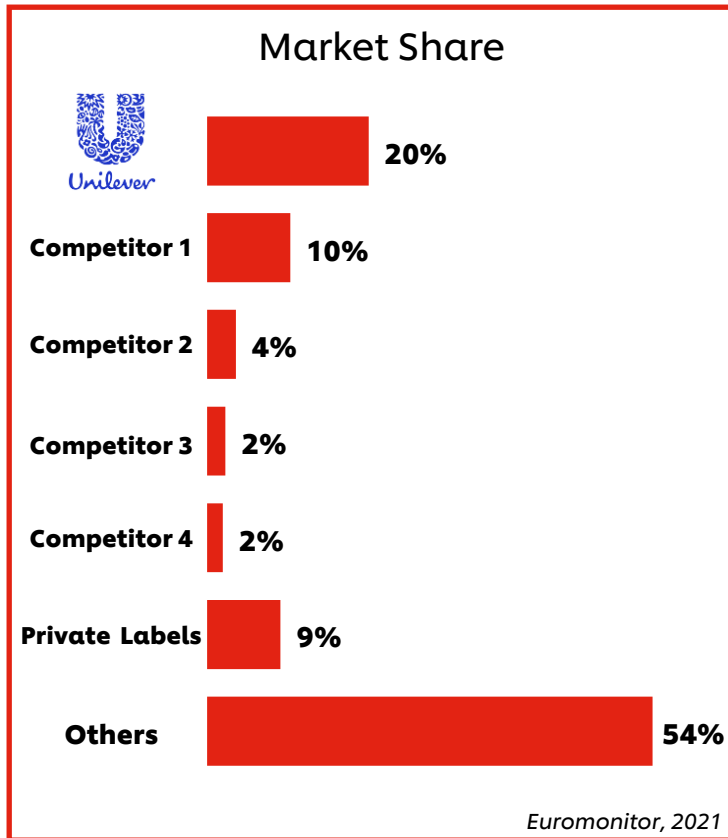
Cornetto



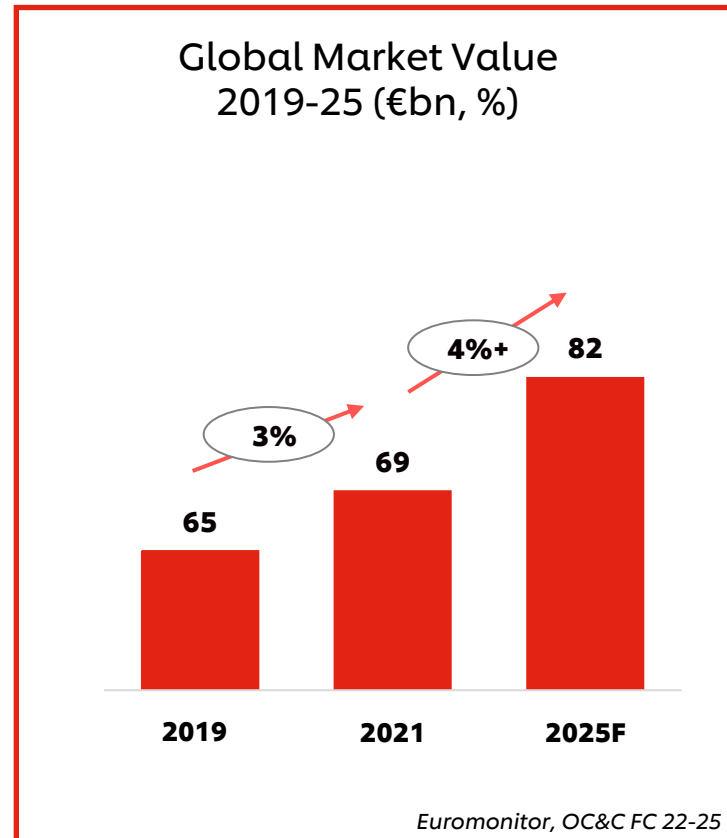
Wall's Kids



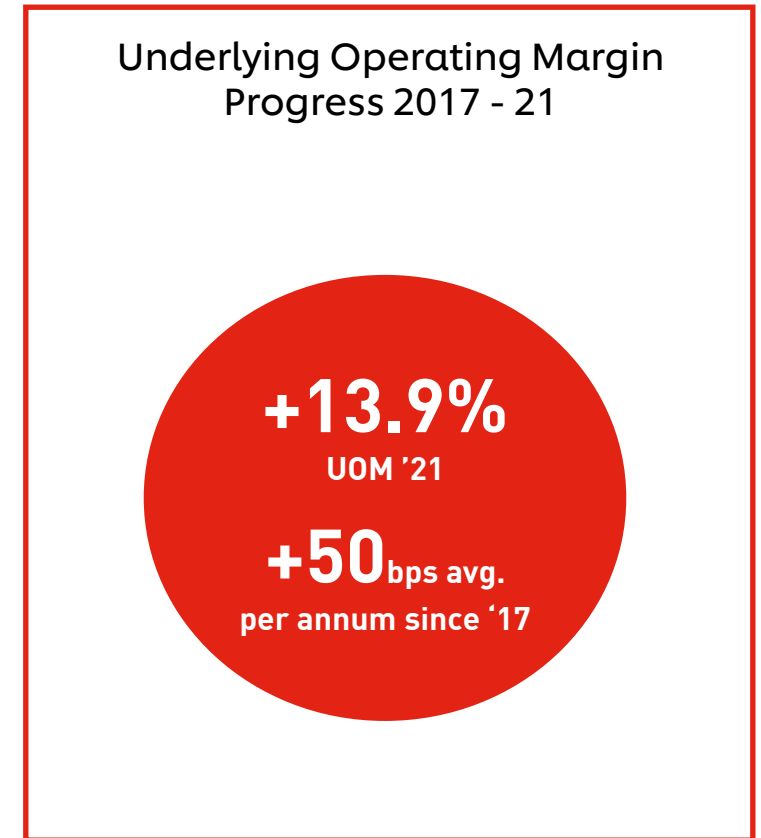
Clear leadership



in a growing market



with improving margins



Indulging experiences



Mood Transformation



E-everything



Conscious Choices

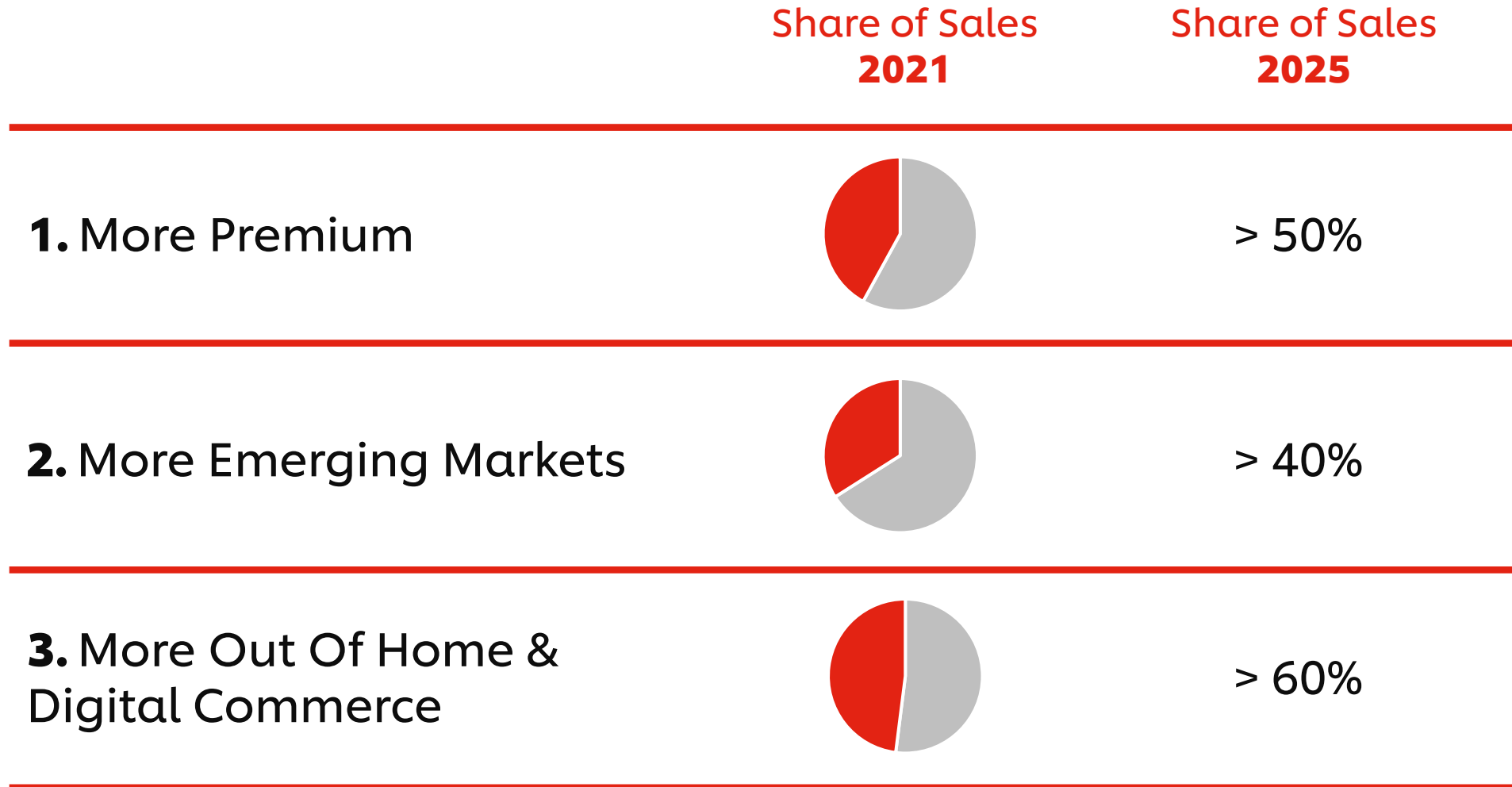


Value Redefined



Ice Cream: looking ahead

We have a clear strategic growth direction...



4. All Under Pinned By *More* Domain Expertise

... that keeps our Happiness mission at its core

Happy People



Employees




Suppliers




Consumers

An unbroken chain of happiness


Happy Planet



Less Dairy



Low emission cabinets



Stop Deforestation

Net Zero by 2039

Our R&D is source of competitive advantage



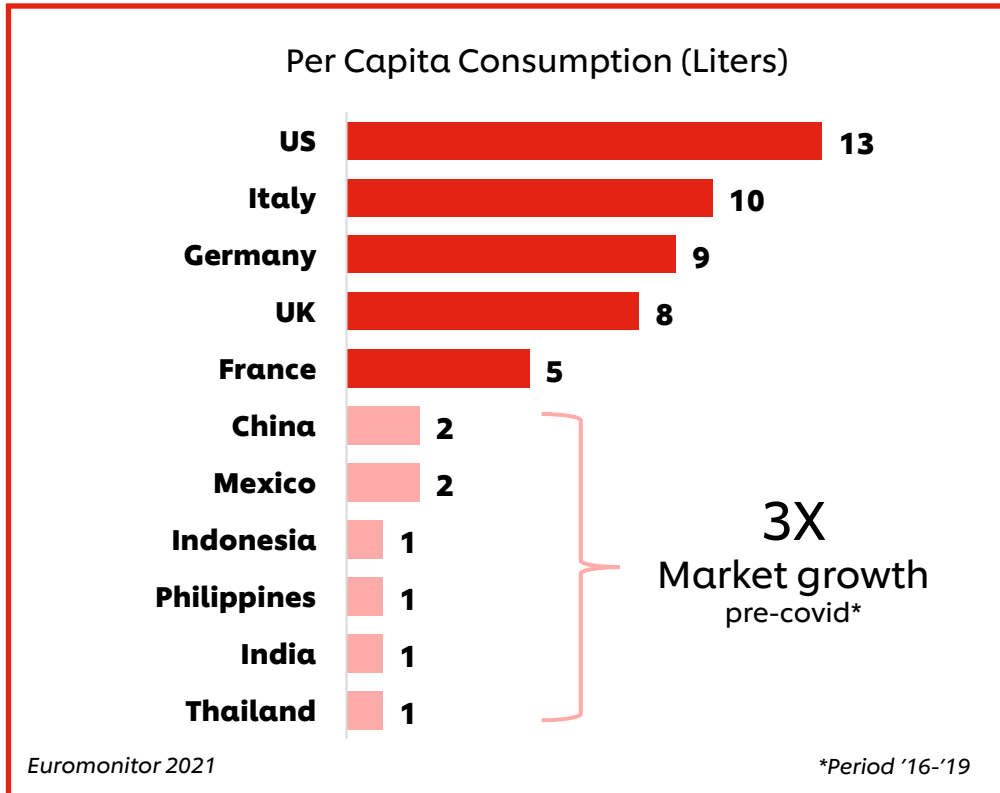
More Premium: a portfolio of strong brands to win in Developed Markets



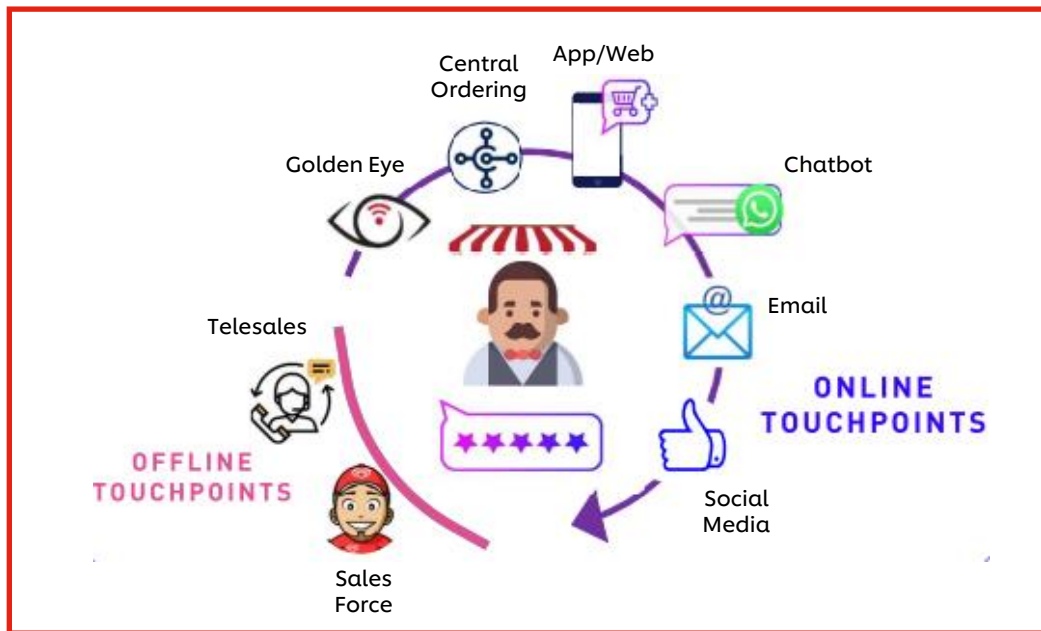
More Emerging Markets: a huge opportunity to accelerate growth

A huge market expansion opportunity

with a codified approach to cover all price tiers



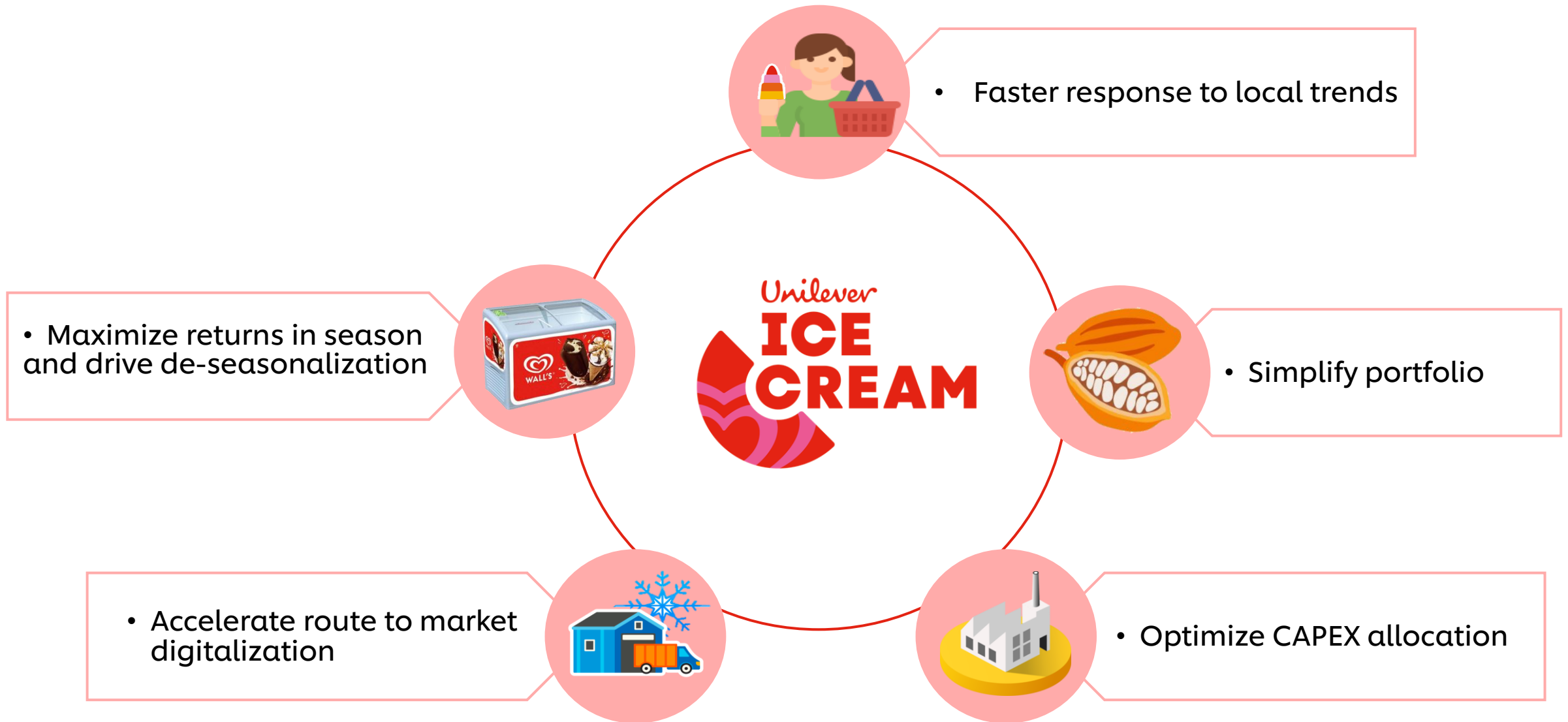
Out of Home: digitizing our route to market



Digital Commerce: delivering smiles at your doorsteps



More Domain Expertise: the new organization unlocks opportunities in the entire value chain



-  **We are global leader in attractive market and well-positioned to capture latest consumer trends**
-  **We have clear strategic growth direction: more premium, more emerging markets, more out of home and digital commerce and more domain expertise**
-  **Compass organization unlock opportunities in the entire value chain, allowing to navigate more effectively the seasonal nature of the Category**

