

PROFILE FOR DIRECTORS AND BOARD COMPOSITION STANDARDS

Dated 8 December 2025

The Magnum Ice Cream Company N.V.

1 INTRODUCTION

- 1.1 This document contains (i) the profile for the size and composition of the board of directors of The Magnum Ice Cream Company N.V. (the “**Board**”), as adopted by the Non-Executive Directors in accordance with article 3.4 of the terms of reference of the Board (the “**Profile**”) and (ii) the composition standards for the Board (the “**Board Composition Standards**”), as prepared by the Non-Executive Directors and adopted by the Board in accordance with articles 3.5 and 3.6 of the terms of reference of the Board.
- 1.2 The Profile and the Board Composition Standards shall be reviewed periodically and be amended, if required, by the Non-Executive Directors and the Board, as applicable. The Profile and the Board Composition Standards will guide the Nomination and Governance Committee and the Board when selecting and nominating Directors for appointment or reappointment.
- 1.3 The Profile and the Board Composition Standards shall be posted on the Company’s website.
- 1.4 Terms capitalised in the Profile and the Board Composition Standards have the meaning given to them in the terms of reference of the Board.

2 COMPOSITION AND AMBITION LEVEL

- 2.1 The basic principle underlying the drawing-up of the Profile is that account should be taken of the nature, activities, scope and complexity of the undertaking and the desired competencies, experience, expertise, background and independence of the Directors.
- 2.2 The Board shall be composed such that it is capable of complying with its obligations to the Group, taking account of the efforts to achieve complementarity, collegial decision-making, as well as familiarity with the socioeconomic and political culture and the social environment of the main markets in which the Group operates, in keeping with the competence criteria included in the Profile. The Non-Executive Directors are responsible for maintaining sufficient diversity in the composition of the Board.
- 2.3 The Board shall be composed such that the requisite professional experience, expertise, (educational) background, competencies and independence are present in order to carry out the Board’s duties properly. The current Board reflects these requirements. The Board as a whole shall have sufficient expertise to identify opportunities and risks that may be associated with the business, innovations in business models and technologies in a timely manner.
- 2.4 Each Director shall have the specific (professional) expertise required for the fulfilment of their duties. Each Director should be capable of assessing the broad outline of the overall management. In this respect the ambition is to continue maintaining a blend of industry knowledge and financial and executive expertise.
- 2.5 The Non-Executive Directors acknowledge that the Non-Executive Directors must in principle comprise at least one-third women and at least one-third men, determined with due observance of the provisions of Section 2:142b of the Dutch Civil Code.
- 2.6 A process of self-assessment will be performed annually to evaluate, among other things, the effectiveness of the composition of the Board.

- 2.7** The Non-Executive Directors shall set specific, appropriate and ambitious standards for the composition of the Board, in accordance with Section 2:166 of the Dutch Civil Code (if applicable), the Dutch Corporate Governance Code and the UK Listing Rules, and together with the Board Composition Standards and the standards set in accordance with clause 5.3, such standards will constitute the policy of the Company as referred to in best practice provision 2.1.5 of the Dutch Corporate Governance Code.
- 2.8** The Board shall cause the Group to comply with the laws of the jurisdictions in which the Group operates in implementing this policy and this policy shall not apply in any jurisdiction in which the Group operates to the extent the policy itself or actions taken under it would, in the good-faith judgment of the Board, could potentially violate the laws of such jurisdictions.

3 DESIRED EXPERTISE AND EXPERIENCE

- 3.1** In view of the Group's objectives and activities, it is important that the Board has sufficient global experience and outlook, financial literacy, and is composed in such a way that the following skills and capabilities are present in one or more of its members:
- 3.1.1** leadership of complex global entities;
 - 3.1.2** broad board experience, including knowledge of corporate governance issues at main board level with a company comparable in size and international spread of activities with multiple stock exchange listings;
 - 3.1.3** geo-political exposure;
 - 3.1.4** financial expertise, including with financial administration, accounting policies and internal control;
 - 3.1.5** fast moving consumer goods and consumer experience;
 - 3.1.6** understanding of the markets where the Group is active, in particular emerging markets;
 - 3.1.7** insights on digital technologies, in particular digital marketing;
 - 3.1.8** marketing and sales expertise;
 - 3.1.9** banking expertise;
 - 3.1.10** science, technology and innovation expertise;
 - 3.1.11** strong experience with corporate social responsibility issues; and
 - 3.1.12** understanding of human resources and remuneration related matters of large international companies.
- 3.2** In addition to the skills and capabilities set out in clause 3.1, personal qualities such as impartiality, integrity, tolerance of other points of view, balance and ability to act critically and independently are evenly important for Directors.
- 3.3** Directors should be capable of assessing the broad outline of the overall policy and shall have the specific expertise required for the fulfilment of the duties assigned to the role designated to them within the framework of the Profile.
- 3.4** The composition of the Board shall be such that the Directors are able to operate independently and critically vis-a-vis one another and any particular interests involved.

4 AVAILABILITY

Each Director shall have sufficient time available for the proper performance of their duties. Directors should be sufficiently free of other commitments to be able to devote the time needed to prepare for meetings and participate in induction, training, appraisal and other Board associated activities.

5 SELECTION PROCEDURE FOR NEW DIRECTORS

New Directors will be selected based on merit, taking into account the basis of wide-ranging experiences, backgrounds, skills, knowledge and insight with a continuing emphasis on diversity of its members including, but not limited to, factors set out by applicable regulation, guidance and industry and government best practice. When selecting Directors, the process is based on objective criteria and there is no discrimination on any personal or physical attributes that would not speak to such person's ability to perform as a Director.

6 REPORTING

The Board shall explain the goals of the Board Composition Standards, the plan to achieve these goals, the results of these standards and the gender composition of the Board in the corporate governance statement in the Management Report. If one or more of these goals are not achieved, an explanation of the reasons shall be added in the corporate governance statement, along with measures to attain the goals, and by when this is likely to be achieved.