Barclays
Global Consumer Staples Conference

Peter ter Kulve, CEO
September 8, 2026

Cautionary statement regarding forward-looking statements and assumptions

This document may contain forward-looking statements, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995, concerning the financial condition, results of operations and businesses of The Magnum Ice Cream Company N.V. (the 'Company'). All statements other than statements of historical fact are, or may be deemed to be, forward-looking statements. Words such as 'will', 'aim', 'expects', 'anticipates', 'intends', 'looks', 'believes', 'vision', 'ambition', 'target', 'goal', 'plan', 'potential', 'work towards', 'may', 'milestone', 'objectives', 'outlook', 'probably', 'project', 'risk', 'seek', 'continue', 'projected', 'estimate', 'achieve' 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 Company's strategy, plans and expected trends, financial results and results of operations, including trends in the global ice cream market, the Company's outlook and expected modelled or potential financial results including, sales growth and Adjusted EBITDA margin improvement, expectations with respect to the Company's productivity programme, the anticipated growth of the global ice cream market, expectations with respect to Company's strategic partners, statements with respect to external environment, statements relating to costs and anticipated benefits from pricing such as increase in supply chain costs, plans and ambitions of the Company to maintain a leadership position in the global ice cream market, statements with respect to the Turkish Competition Authority investigation, statements regarding the Company's exposure to the Middle East and impact of geopolitical events and hostilities, including those in the Middle East as well as consequences of mitigating actions, statements on the Company's financial results and result of operations, the Company's expected financial and operational position, finalisation of exits from remaining TSAs by the end of 2027. Forward-looking statements can be made in writing but also may be made verbally by directors, officers and employees of the Company (including during management presentations) in connection with this document. These forward-looking statements are based upon current expectations, assumptions, plans and projections regarding anticipated developments and other factors affecting the Company. They are not historical facts, nor are they guarantees of future performance or outcomes. All forward-looking statements contained in this document are expressly qualified in their entirety by the cautionary statements contained or referred to in this section. Readers should not place undue reliance on forward-looking statements.

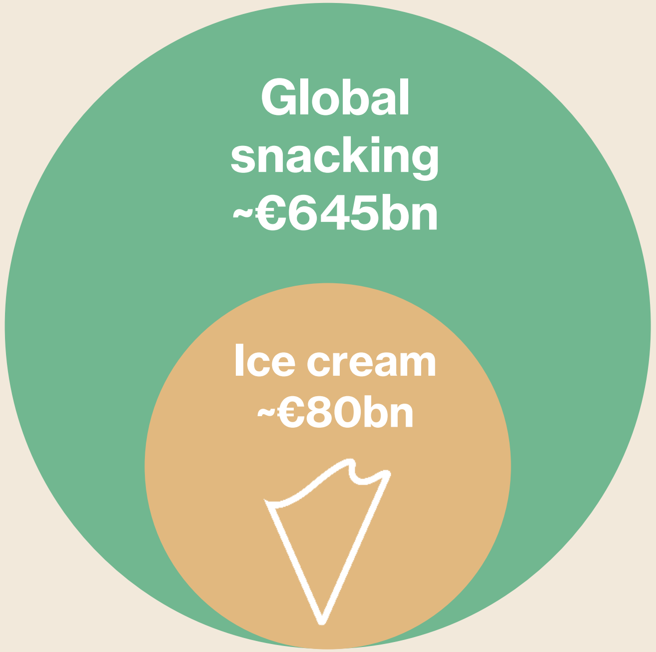
Because these forward-looking statements involve known and unknown risks and uncertainties, a number of which may be beyond the Company's control, there are important factors that could cause actual results to differ materially from those expressed or implied by these forward-looking statements. Among other risks and uncertainties, the material or principal factors which could cause actual results to differ materially from those expressed in the forward-looking statements included in this document are: the Company's global brands not meeting consumer preferences; the Company's ability to innovate and remain competitive; the Company's investment choices in its portfolio management; the effect of climate change on the Company's business; the Company's ability to find sustainable solutions to its packaging; significant changes or deterioration in customer relationships; the Company's reliance on Unilever; the recruitment and retention of talented employees; disruptions in the Company's 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 ethical standards; and managing regulatory, tax and legal matters and practices with regard to the interpretation and application thereof and emerging and developing ESG reporting standards including differences in implementation of climate and sustainability policies in the regions where the Company operates. The foregoing list of risk factors is not exhaustive. You should carefully consider the foregoing factors and the other risks and uncertainties described in the "Risk Factors" section of the Company's annual report for the year 2025 and filed by the Company on Form 20-F with the U.S. Securities and Exchange Commission (the 'SEC') on 18 March 2026, the Company's other documents on file, and filed from time to time, by the Company with the SEC. These filings do or will identify and address other important risks and uncertainties that could cause actual events and results to differ materially from those contained in the forward-looking statements. There may be additional risks that the Company does not presently know or that the Company currently believe are immaterial that could also cause actual results to differ from those contained in the forward-looking statements.

The forward-looking statements are based on our beliefs, assumptions and expectations of our future performance, taking into account all information currently available to us. Forward-looking statements are not predictions of future events. These beliefs, assumptions and expectations can change as a result of many possible events or factors, not all of which are known to us. If a change occurs, our business, financial condition, liquidity and results of operations may vary materially from those expressed in our forward-looking statements.

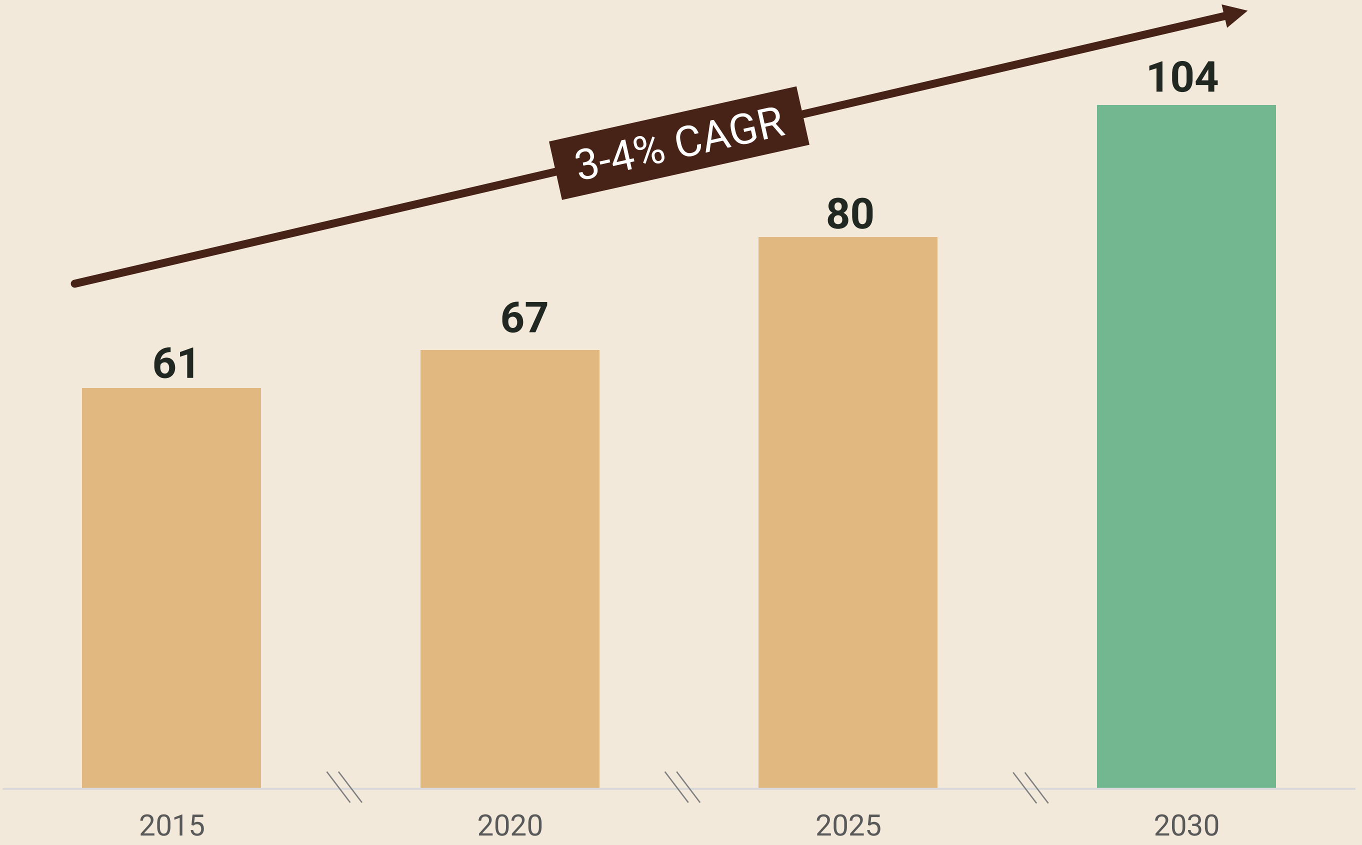
The forward-looking statements speak only as of the date of this document. Except as required by any applicable law or regulation, the Company expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in the Company's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based. New risks and uncertainties arise over time, and it is not possible for us to predict those events or how they may affect us. In addition, we cannot assess the impact of each factor on our business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statements.

The global ice cream market is large, growing, and resilient

Ice cream forms part of the global snacking market



€ Billion



Source: Euromonitor, Snacks 2026 edition, Retail Value Sales (RSP) in EUR, y-o-y ex. rates, current prices; CAGR 2015-2030 = 3.7%c

Magnum is the leader in a large and growing market

Clear global leadership with strong positions across key markets

#1

Global ice cream leader

#2	**#2**	**#1**	**#1**	**#1**

Leading brands with premium position, built on world-class innovation

€8bn

Revenue FY25

€2.7bn	**€1.9bn**	**€1.1bn**	**€0.7bn**

Leading distribution capabilities across all channels

#1

Omni-Channel Market leader

#1	**~3m**	**#1**
Position across major retailers[1]	Freezer cabinets worldwide	Rapid Delivery Platforms

Note: Based on 2025 Revenue, 1. Company analysis based on external third-party data for US, Germany, UK, Mexico, France

Quick results recap: Growth in volume and value, across all regions

FY 2025

+4.2%

Organic Sales Growth

(OSG)

+3.3%	+0.8%	+10.9%
Europe & ANZ	Americas	AMEA

H1 2026

+4.7%

Organic Sales Growth

(OSG)

+4.1%	+3.2%	+7.6%
Europe & ANZ	Americas	AMEA

Source: FY 2025 and H1 2026 reported results

Three structural trends influencing the next decade of growth

1. Consumption headroom:
Where growth comes from

2. GLP-1 reshapes consumption:
How occasions evolve

3. Agentic commerce:
How choices are made

Unlocking sustainable growth, in emerging markets

The unlock | **More places** × **Right price** × **More occasions** → ***↑ Per capita consumption***

~8×

Consumption per capita gap

Emerging markets **1.4 L**

Developed markets **11.0 L**

1. Availability: Be where demand happens

- More freezers & outlets
- Fully serviced, no out off stocks
- Efficient digitized last mile

2. Accessibility: Make the category reachable

- Snacking aligned price points
- Full price pyramid (scale matters)
- Right flavours, formats & portions

3. Occasion-based demand creation: Create reasons to consume

- Needs-led propositions
- Trial + visibility + social proof
- Turn occasions into habits

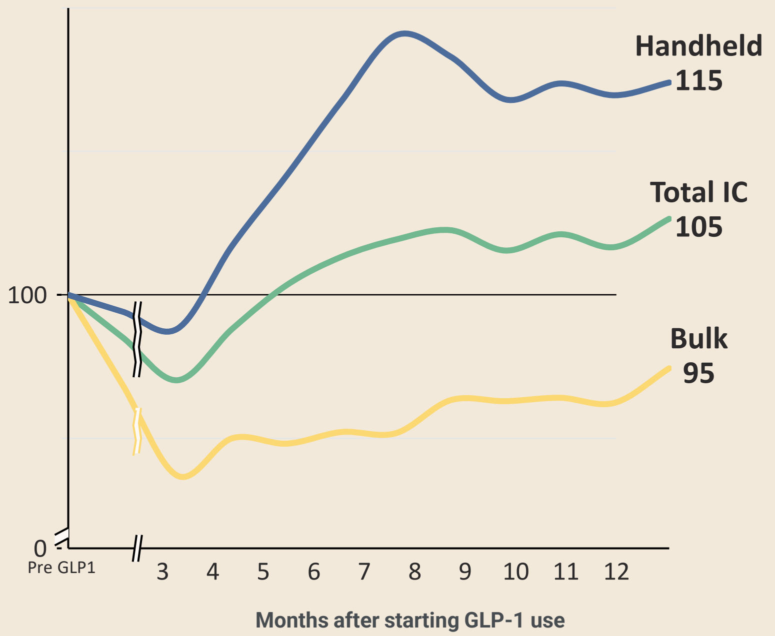
Source: Company analysis based on Euromonitor International market data; per capita consumption calculated as retail ice cream volume divided by population. Developed and emerging market averages based on TMICC market classification.

GLP-1 use drives new formats, occasions, and growth

Structural shift

GLP-1 reshapes consumption

How occasions evolve



Index of household spend on the **category** after starting GLP-1 usage (pre-GLP-1 = 100)

Portion & Calorie control

Less calories, more nutrition

- Smaller formats for built-in portion control
- Clear calorie cues
- Emphasise naturalness of freezing process

More functional

Make every calorie work

- Protein/hunger satisfaction
- Hydration/refreshment
- Structural sugar reduction

Pleasure

Protect the reward

- Premium sensory delivery
- Permission to indulge
- High-quality treat moments

Note: Portfolio implications from the GLP-1 consumer-shift analysis

AI is the next digital shelf

1. Product fit
Formulation

- Products mapped to explicit needs
- Claims agents can understand
- Strong value / nutrition / occasion fit

2. Data fitness
Structured product data

- Complete machine-readable attributes
- Real-time price & availability
- Consistent taxonomy across retailers

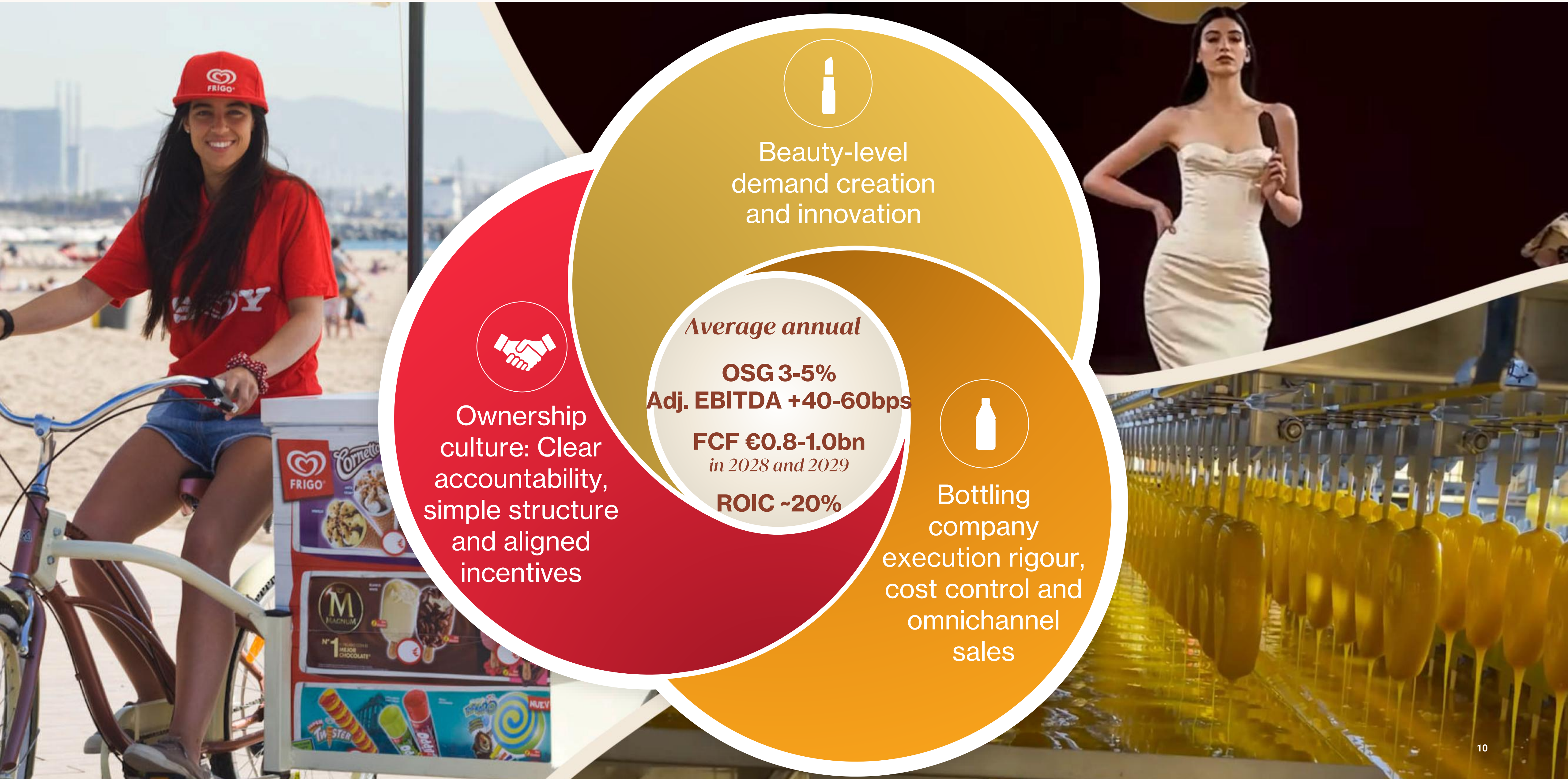
3. Algorithm visibility
AI engine optimisation

- Authority & trusted content
- Reviews, relevance, and context
- Optimise for prompts, not keywords

Consumer intent → *AI* → 1–3 recommendations → Purchase

Note: Strategic framework based on 2026 AI shopping / agentic commerce signals

Our value-creation model remains unchanged



CREATE: Better products. More occasions. Speed to market.

Core portfolio superiority

Perfect portfolio
(format/flavour/pack/price)

Premium Brands go multi-format

Category expanding innovation


MAGNUM


OLÁ
6 COPOS COLECIONÁVEIS!
MINECRAFT
OFERTA COPO
NOVO


SOLERO

CONVERT: Transformation and Productivity programme

Supply chain transformation €350-380m

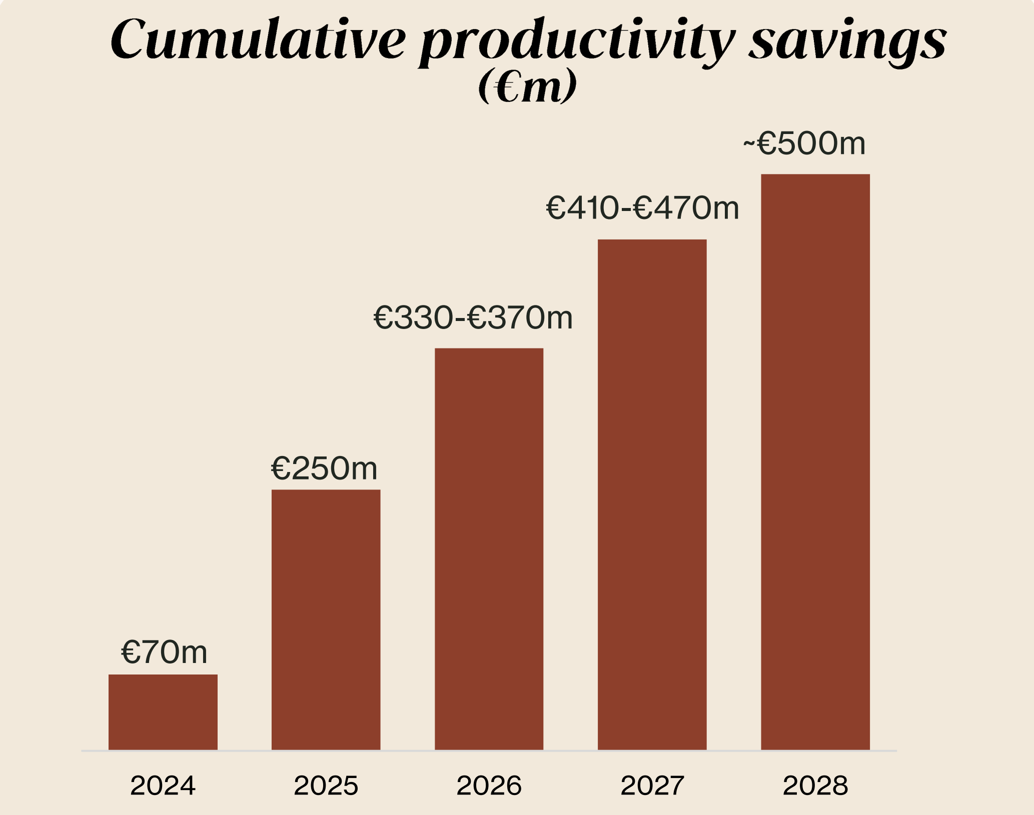
- E2E network cost optimisation
- Step change in manufacturing productivity
- Procurement efficiency

Overheads reduction €70-100m

- De-layered front-line focused organisation
- Lean headquarters & E2E P&L accountability in markets
- Cost of standalone company less than operating as a division

Tech-enabled productivity €30-50m

- Efficient and fit-for-purpose tech infrastructure
- Scale and leverage Global Business Solutions



~€340m savings delivered to date

Note: Targeted cumulative medium-term gross savings

COMPOUND: Ownership culture.
Fully aligned with mid-term plan and investors.

1. 24 end-to-end P&L Units (supported by 4 region presidents)
2. Country teams owning their bonus
3. Top management investing their own capital (±60 pax)

2026 outlook is reaffirmed, in line with strategy

Organic Sales Growth	*Adjusted EBITDA*
3-5%	**+40-60bps** (comparable perimeter) Reported Adj. EBITDA +0-20bps

Perimeter	*Adjusting Items*
India and Portugal included from Q2 2026	€425 – €450 million

Adjusted Effective Tax Rate	*Net Finance Cost*
~27%*	~€160 million

*excluding prior year tax settlements

Key highlights: Why TMICC wins

1. Ice cream is a large, resilient category, with a long runway of structural growth ahead

2. We are the clear global leader, with unmatched positions, brands, and distribution

3. GLP-1 use and AI are changing the rules and creating new opportunities for a focused player

4. We have a simple model: Create demand. Convert demand. Compound returns.

5. Balanced growth, increasing share, and productivity savings show our model is working


DRIVE IT LIKE
YOU OWN IT
THE
MAGNUM
ICE CREAM COMPANY