Consensus submission 9M-2022 (pre-9M 2022)

Nestlé Does Not Endorse These Numbers

| NESTLÉ GROUP | | 9M 2021 Actuals |
|------------------------------------|-------|--------------------|
| - RIG | in % | 6.0% |
| - Pricing | in % | 1.6% |
| - Organic Growth | in % | 7.6% |
| - Acquisitions net of divestitures | in % | -3.3% |
| - FX impact | in % | -2.0% |
| Total Sales Evolution | in % | 2.2% |
| Sales | CHF m | 63 294 |

| 9M 2022 Average Analysts' Estimates | Number of analysts' estimates | 9M 2022 Analysts' Estimates | |
|--|-------------------------------|-----------------------------------|--------|
| | | min | max |
| 1.2% | 23 | 0.5% | 1.8% |
| 7.1% | 23 | 6.1% | 7.9% |
| 8.3% | 23 | 7.8% | 9.0% |
| 1.0% | 23 | 0.0% | 1.7% |
| -0.4% | 23 | -1.0% | 0.6% |
| 8.8% | 23 | 7.9% | 9.7% |
| 68 911 | 23 | 68 253 | 70 031 |

Note: certain figures might not completely add due to rounding.

Consensus submission FY 2022 (pre-9M 2022)

Nestlé Does Not Endorse These Numbers

| NESTLÉ GROUP | | FY 20 Actu | |
|--|-------|---------------|--------|
| - RIG | in % | 5.5% | |
| - Pricing | in % | 2.0% | |
| - Organic Growth | in % | 7.5% | |
| - Acquisitions net of divestitures | in % | -2.9% | |
| - FX impact | in % | -1.3% | |
| Total Sales Evolution | in % | 3.3% | |
| Sales | CHF m | 87 088 | 100.0% |
| Other Revenue | CHF m | 382 | 0.4% |
| Cost of goods sold | CHF m | -45 468 | -52.2% |
| Gross Margin | CHF m | 41 620 | 47.8% |
| Distribution expenses | CHF m | -7 919 | -9.1% |
| Marketing and admin. expenses | CHF m | -17 294 | -19.8% |
| R&D costs | CHF m | -1 670 | -1.9% |
| Underlying Trading Operating Profit | CHF m | 15 119 | 17.4% |
| Net trading income (expense) | CHF m | -2 960 | -3.4% |
| Trading Operating Profit | CHF m | 12 159 | 14.0% |
| Trading Operating Profit Margin | in % | 14.0% | |
| Operating Profit | CHF m | 11 679 | 13.4% |
| Operating Profit margin | in % | 13.4% | |
| Net Financial Income (Expense) | CHF m | -873 | -1.0% |
| Profit before taxes, associates and Joint Ventures (PBT) | CHF m | 10 806 | 12.4% |
| Tax | CHF m | -2 261 | |
| % Tax rate as % PBT | in % | 20.9% | |
| % Underlying tax rate | in % | 20.7% | |
| Income from associates and joint ventures | CHF m | 8 651 | 9.9% |
| Profit for the period | CHF m | 17 196 | 19.7% |
| of which attributable to shareholders of the parent (Net Profit) | CHF m | 16 905 | 19.4% |
| Net Profit Margin | in % | 19.4% | |
| Basic EPS | CHF | 6.06 | |
| Underlying EPS | CHF | 4.42 | |
| Dividend per share | CHF | 2.80 | |

| FY 2022 Average Analysts' Estimates | | Number of | FY 2022 Analysts' Estimates | | |
|--|------------------------|------------------|--------------------------------|--------------------------|--|
| | | analysts' | | | |
| | | estimates | min | max | |
| 0.9% | | 00 | 0.5% | | |
| | | 23 | 0.070 | 1.9% | |
| 7.3% | | 23 | 5.8% | 8.7% | |
| 8.2% | | 23 | 7.5% | 9.4% | |
| 0.9% -0.4% | | 23 23 | 0.2% -1.9% | 2.6% | |
| -0.4% 8.7% | | 23 23 | -1.9% 7.6% | 1.1% 11.5% | |
| 94 604 | | 23 | 93 661 | 97 190 | |
| | 0.4% | 23 16 | | 444 | |
| 393 -51 046 | -54.0% | 17 | 360 -52 364 | -48 798 | |
| 43 746 | -54.0% 46.2% | 1 <i>7</i> 17 | -52 364 41 816 | -46 796 46 324 | |
| -8 540 | 46.2% -9.0% | | -8 718 | | |
| -6 540 -17 667 | -9.0% -18.7% | 10 10 | -0 7 10 -18 915 | -8 262 -16 867 | |
| -17 667 | -18.7% | 10 | -1826 | -10 007 | |
| 16 032 | 16.9% | 23 | 15 670 | 16 496 | |
| -1 307 | -1.4% | 23 21 | -2 077 | -234 | |
| 14 781 | 15.6% | 21 | 13 750 | 15 838 | |
| 15.6% | 15.6% | 22 | 13 750 | 16.7% | |
| 14 685 | | 23 | 13 915 | 15 837 | |
| 15.5% | | 23 | 14.7% | 16.7% | |
| -928 | -1.0% | 23 | -1 026 | -830 | |
| 13 758 | 14.5% | 23 | 12 950 | 14 889 | |
| -3 077 | 14.5 /6 | 12 | -3 406 | -2 860 | |
| 22.2% | | 9 | 19.3% | 23.9% | |
| 20.9% | | 20 | 20.5% | 22.0% | |
| 1 355 | 1.4% | 23 | 1 198 | 1 629 | |
| 12 019 | 12.7% | 23 | 10 913 | 13 253 | |
| 11 781 | 12.5% | 23 | 10 554 | 13 860 | |
| 12.5% | /0 | 23 | 11.2% | 14.3% | |
| | | | | | |
| 4.30 | | 23 | 3.89 | 4.73 | |
| 4.76 | | 22 | 4.61 | 4.96 | |
| 2.95 | | 23 | 2.85 | 3.13 | |
| | | | | | |

Note: certain figures might not completely add due to rounding.

Consensus submission FY 2023 (pre-9M 2022)

Nestlé Does Not Endorse These Numbers

| NESTLÉ GROUP | | FY 20 Actu | |
|--|-------|---------------|--------|
| - RIG | in % | 5.5% | |
| - Pricing | in % | 2.0% | |
| - Organic Growth | in % | 7.5% | |
| - Acquisitions net of divestitures | in % | -2.9% | |
| - FX impact | in % | -1.3% | |
| Total Sales Evolution | in % | 3.3% | |
| Sales | CHF m | 87 088 | 100.0% |
| Other Revenue | CHF m | 382 | 0.4% |
| Cost of goods sold | CHF m | -45 468 | -52.2% |
| Gross Margin | CHF m | 41 620 | 47.8% |
| Distribution expenses | CHF m | -7 919 | -9.1% |
| Marketing and admin. expenses | CHF m | -17 294 | -19.8% |
| R&D costs | CHF m | -1 670 | -1.9% |
| Underlying Trading Operating Profit | CHF m | 15 119 | 17.4% |
| Net trading income (expense) | CHF m | -2 960 | -3.4% |
| Trading Operating Profit | CHF m | 12 159 | 14.0% |
| Trading Operating Profit Margin | in % | 14.0% | |
| Operating Profit | CHF m | 11 679 | 13.4% |
| Operating Profit margin | in % | 13.4% | |
| Net Financial Income (Expense) | CHF m | -873 | -1.0% |
| Profit before taxes, associates and Joint Ventures (PBT) | CHF m | 10 806 | 12.4% |
| Tax | CHF m | -2 261 | |
| % Tax rate as % PBT | in % | 20.9% | |
| % Underlying tax rate | in % | 20.7% | |
| Income from associates and joint ventures | CHF m | 8 651 | 9.9% |
| Profit for the period | CHF m | 17 196 | 19.7% |
| - of which attributable to shareholders of the parent (Net Profit) | CHF m | 16 905 | 19.4% |
| Net Profit Margin | in % | 19.4% | |
| Basic EPS | CHF | 6.06 | |
| Underlying EPS | CHF | 4.42 | |
| Dividend per share | CHF | 2.80 | |

| FY 2023 Average Analysts' Estimates | | Number of analysts' estimates | FY 2023 Analysts' Estimates | |
|--|--------|-------------------------------------|--------------------------------|---------|
| | | esumates | min | max |
| 1.6% | | 23 | -0.4% | 3.5% |
| 3.4% | | 23 | 1.5% | 5.6% |
| 5.0% | | 23 | 3.2% | 6.9% |
| 0.1% | | 23 | 0.0% | 0.4% |
| -0.8% | | 23 | -1.9% | 1.0% |
| 4.3% | | 23 | 2.7% | 6.2% |
| 98 649 | | 23 | 96 627 | 102 554 |
| 405 | 0.4% | 16 | 360 | 451 |
| -52 744 | -53.5% | 17 | -54 107 | -51 177 |
| 46 272 | 46.9% | 17 | 43 192 | 49 342 |
| -8 790 | -8.9% | 10 | -9 149 | -8 411 |
| -18 782 | -19.0% | 10 | -20 626 | -16 680 |
| -1 792 | -1.8% | 10 | -1 929 | -1 634 |
| 16 920 | 17.2% | 23 | 16 217 | 17 517 |
| -889 | -0.9% | 21 | -2 043 | -150 |
| 16 066 | 16.3% | 22 | 14 365 | 16 868 |
| 16.3% | | 22 | 14.8% | 17.1% |
| 16 053 | | 23 | 15 292 | 16 869 |
| 16.3% | | 23 | 15.2% | 16.8% |
| -1 036 | -1.1% | 23 | -1 398 | -750 |
| 15 017 | 15.2% | 23 | 14 159 | 15 921 |
| -3 288 | | 11 | -3 521 | -3 013 |
| 21.6% | | 9 | 19.0% | 23.1% |
| 20.9% | | 19 | 20.5% | 22.0% |
| 1 449 | 1.5% | 23 | 1 209 | 1 752 |
| 13 156 | 13.3% | 23 | 11 891 | 13 840 |
| 12 902 | 13.1% | 23 | 11 565 | 14 654 |
| 13.1% | | 23 | 11.9% | 14.3% |
| 4.04 | 1 | 00 | 4.38 | F 00 |
| 4.81 | | 23 | | 5.08 |
| 5.12 | | 22 | 4.89 | 5.37 |
| 3.11 | | 23 | 2.90 | 3.37 |

Note: certain figures might not completely add due to rounding.