



**Nestlé**

Good food, Good life



**Invitation to the  
Annual General Meeting 2026  
of Nestlé S.A.**

159th Annual General Meeting  
Thursday, April 16, 2026 at 2:30 p.m.  
SwissTech Convention Center EPFL  
Rue Louis-Favre 2  
1024 Ecublens/Lausanne, Switzerland

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# Letter from the Chair of the Board of Directors

Dear Shareholders,

With Nestlé's new leadership in place, we are accelerating our efforts to achieve sustainable, profitable growth. Together with our dynamic new CEO, Philipp Navratil, and a strengthened Board with two new Vice Chairs and a new Lead Independent Director, we are acting with renewed discipline and urgency in the execution of our strategy. And we will do so responsibly, ensuring we create shared value for all our stakeholders.

Serving as Nestlé's Chair is a great honor and privilege. As an independent Chair, I bring a new outlook to guide the company forward. I am dedicated to serving this great company and you, its shareholders, and I respectfully submit my candidacy for confirmation as Chair of the Board of Directors to the Annual General Meeting (AGM) of shareholders. On behalf of the entire Board, I thank Paul Bulcke for his long-standing service and commitment to our company.

The Board proposes the re-election of all its members, with the exception of Laurent Freixe, our former CEO. Detailed profiles of each candidate are available on our website. If re-elected, Dick Boer will continue in his role as Lead Independent Director and Vice Chair and will chair the Nomination and Corporate Governance Committee. Upon re-election, Dinesh Paliwal will chair the Compensation Committee, and Marie-Gabrielle Ineichen-Fleisch will continue to serve as our Vice Chair.

Following a thorough review of our Board practices and committee structure, we have decided to implement several changes as of the next AGM. We will introduce in-camera sessions between our regular Board meetings and revise our committee structure and responsibilities to better leverage the diverse skillsets of our Directors. These enhancements are designed to further engage our Board, improve oversight, enrich decision-making, and ensure our governance remains robust and forward-looking.

We will continue our practice of regularly refreshing the Board to ensure we maintain a broad and diverse range of experiences. The skillsets and expertise represented on our Board – spanning consumer goods, marketing, digitalization, food systems, sustainability, geopolitics, and financial and operational leadership – remain directly relevant to Nestlé's long-term success.

This year, the Board proposes to elect two new members:

Ma. Fatima D. (Fama) Francisco, a US citizen born in the Philippines, is a member of Procter & Gamble's (P&G) Global Leadership Team leading its Global Baby, Feminine and Family Care business. She began her career at P&G in 1989 as the company's first female sales manager in the Philippines. She has since held various leadership positions across

multiple P&G businesses and geographies. She is widely recognized for her leadership, including being named to Fortune’s Top 50 Most Powerful Women International list in 2020, 2019 and 2018. The Board believes that her extensive experience in consumer insight, brand building, product innovation and global operations will bring a significant contribution to Nestlé’s Board of Directors.

Thomas Jordan, a Swiss citizen, served as Chairman of the Swiss National Bank’s Governing Board from 2012 to 2024, after having joined the central bank in 1997 and rising through the ranks in roles such as Head of Research, Chief Investment Officer, Governing Board Member and Vice Chairman. During his tenure, he represented Switzerland in key international institutions: as Governor at the International Monetary Fund, on the Board of Directors of the Bank for International Settlements, and as a member of the Financial Stability Board. With his extensive experience in international financial markets and macroeconomics, Thomas Jordan will make a strong contribution to the Nestlé Board’s financial and strategic expertise.

We will also continue to engage with you, our shareholders, through roadshows, investor meetings, analyst calls and Chairman’s Roundtables – key forums that allow us to exchange views and gather valuable input.

We will maintain our modern AGM format, so that you can attend the meeting in person or follow the proceedings via live-stream through our electronic shareholder portal “GVMANAGER-Live”. You can access the portal using your personal access code or the QR code displayed in the invitation letter. Your voting instructions to the Independent Representative ahead of the General Meeting can also be provided electronically through this shareholder portal.

On behalf of our Board, executive management and the global Nestlé community, I would like to thank you, our shareholders, for your trust and support.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'P. Isla', with a horizontal line underneath.

Pablo Isla  
Chairman of the Board of Directors





# Agenda and Proposals of the Board of Directors

## **1 Annual Report 2025**

### **1.1 Annual Review, financial statements of Nestlé S.A. and consolidated financial statements of the Nestlé Group for 2025**

#### *Proposal*

Approval of the Annual Review, the financial statements of Nestlé S.A. and the consolidated financial statements of the Nestlé Group for 2025

#### *Explanation*

As per Nestlé S.A.'s Articles of Association, the Board of Directors submits the Annual Review, the financial statements of Nestlé S.A. as well as the consolidated financial statements of the Nestlé Group for the financial year 2025 to the shareholders for approval. The Annual Review, the financial statements and the reports of the auditors are part of Nestlé's Annual Report and are available on the internet ([www.nestle.com/investors/publications](http://www.nestle.com/investors/publications)) or from the Share Registry in Cham.

In their audit reports, Ernst & Young Ltd recommend approving the financial statements of Nestlé S.A. and the consolidated financial statements of the Nestlé Group for 2025.

### **1.2 Advisory vote on the Compensation Report 2025**

#### *Proposal*

Acceptance of the Compensation Report 2025 (advisory vote)

#### *Explanation*

As per Nestlé S.A.'s Articles of Association, the Board of Directors submits the Compensation Report 2025 to an advisory vote of the shareholders. The Compensation Report is part of the Corporate Governance Report included in the Annual Report. It is available on the internet ([www.nestle.com/investors/publications](http://www.nestle.com/investors/publications)) or from the Share Registry in Cham.

Ernst & Young Ltd have audited the Compensation Report as required by law and confirm that the Compensation Report 2025 complies with Swiss law and the Articles of Association.

### **1.3 Advisory vote on the Non-Financial Statement of the Nestlé Group for 2025**

#### *Proposal*

Acceptance of the Non-Financial Statement of the Nestlé Group for 2025 (advisory vote)

#### *Explanation*

As per Nestlé S.A.'s Articles of Association, the Board of Directors established the Non-Financial Statement 2025 in accordance with article 964b of the Swiss Code of Obligations. The Non-Financial Statement is available on the internet ([www.nestle.com/investors/publications](http://www.nestle.com/investors/publications)).

Ernst & Young Ltd have provided limited assurance on selected KPIs, as referenced on pages 151 ss. of the Non-Financial Statement 2025, and assessed whether the Non-Financial Statement 2025 complies with article 964b of the Swiss Code of Obligations. Ernst & Young Ltd provide an unqualified limited assurance conclusion in this regard.

## 2 Discharge of the Board of Directors and of the Management

### *Proposal*

Discharge to the members of the Board of Directors and of the Management for the financial year 2025

### *Explanation*

As per Nestlé S.A.'s Articles of Association, the Board of Directors proposes to the shareholders to grant discharge to the members of the Board of Directors and of the Management for 2025.

## 3 Appropriation of available earnings resulting from the balance sheet of Nestlé S.A.

### *Proposal*

#### **Retained earnings**

Profit brought forward from 2024	CHF	9 546 926 229
Undistributed dividends <sup>(a)</sup>	CHF	148 497 510
Cancellation of 43 480 000 shares (share buyback)	CHF	(3 909 741 246)
Profit for the year 2025	CHF	<u>39 258 193 811</u>
Total	CHF	<u>45 043 876 304</u>

#### **Proposed appropriation**

Dividend for 2025, CHF 3.10 per share on 2 576 520 000 shares <sup>(b)</sup> (2024: CHF 3.05 on 2 620 000 000 shares)	CHF	<u>7 987 212 000</u>
Retained earnings to be carried forward	CHF	<u>37 056 664 304</u>

### *Explanation*

Pursuant to Nestlé S.A.'s Articles of Association, the Board of Directors proposes to the shareholders to approve the dividend of CHF 3.10 per share. In their audit report,

(a) Including undistributed dividends for 2024 on 46 697 991 treasury shares held by the Nestlé Group at the dividend payment date and unclaimed dividends for which the right of payment has expired.

(b) Depending on the number of shares issued as of the last trading day with entitlement to receive the dividend (April 17, 2026). No dividend is paid on treasury shares held by the Nestlé Group.

Ernst & Young Ltd confirm that the proposed appropriation of available earnings complies with Swiss law and the Articles of Association.

Provided that the proposal of the Board of Directors is approved, the gross dividend will amount to CHF 3.10 per share, representing a net amount of CHF 2.015 per share after payment of Swiss withholding tax of 35%.

The last trading day with entitlement to receive the dividend is April 17, 2026. The shares will be traded ex-dividend as of April 20, 2026. The net dividend will be payable as from April 22, 2026.

## **4 Elections**

### **4.1 Re-elections of the members and election of the Chair of the Board of Directors**

#### *Proposal*

Individual re-elections of Pablo Isla as member, including his election as Chair of the Board of Directors, of Dick Boer, Marie-Gabrielle Ineichen-Fleisch, Renato Fassbind, Patrick Aebischer, Dinesh Paliwal, Lindiwe Majele Sibanda, Chris Leong, Luca Maestri, Rainer Blair as well as Geraldine Matchett as members of the Board of Directors (each for a term of office until the end of the next Annual General Meeting)

#### *Explanation*

At the Annual General Meeting 2025, the shareholders elected all members of the Board of Directors for a term of office of one year in accordance with the Articles of Association. Their mandates will expire at the end of the Annual General Meeting of April 16, 2026.

Paul Bulcke, elected as Chair and member of the Board of Directors at the Annual General Meeting 2025, stepped down from the Board of Directors as of October 1, 2025. The Board of Directors wishes to extend its gratitude to Paul Bulcke for his longstanding services. Paul Bulcke joined Nestlé in 1979 and was appointed to the Executive Board in 2004. He served as Nestlé S.A.'s CEO from 2008 to 2016 and as Chair of the Board of Directors of Nestlé S.A. from 2017 to 2025.

Effective October 1, 2025, the Board has appointed Pablo Isla, Vice Chair and Lead Independent Director, as Chair for the remaining term of office until the completion of the Annual General Meeting 2026. The Board further appointed Dick Boer as Vice Chair and Lead Independent Director and Marie-Gabrielle Ineichen-Fleisch as Vice Chair.

Pursuant to Nestlé S.A.'s Articles of Association, the Board of Directors proposes the individual re-election of each of the following Directors, who have provided most valuable services to the Company as members of the Board of Directors <sup>(a)</sup>:

- 4.1.1 Pablo Isla, Spanish, born 1964, Chair, Chair of the Chair's and Corporate Governance Committee and of the Nomination Committee as well as member of the Compensation Committee. Pablo Isla was from 2005 to 2022 Executive Chairman and CEO of Inditex, Spain, one of the world's largest fashion retailers holding brands such as Zara. He is the former Co-Executive Chairman of Altadis and was the General Secretary and an Executive Member of Banco Popular, both in Spain. The Board of Directors proposes to re-elect Pablo Isla as a member and elect him as Chair of the Board of Directors in a single vote.
- 4.1.2 Dick Boer, Dutch, born 1957, Lead Independent Director and Vice Chair, Chair of the Compensation Committee and member of the Chair's and Corporate Governance Committee and of the Sustainability Committee, was President and CEO of Ahold Delhaize N.V., Netherlands, until 2018. Prior to the merger of Ahold and Delhaize in 2016, he served as President and CEO of Ahold N.V., Netherlands. Dick Boer is member of the Board of Shell plc, United Kingdom. He is also Chairman of the Supervisory Board of the Royal Concertgebouw N.V. and non-executive Board member of SHV Holdings N.V., both in the Netherlands.
- 4.1.3 Marie-Gabrielle Ineichen-Fleisch, Swiss, born 1961, Vice Chair, member of the Nomination Committee, was the State Secretary and Director of the Swiss State Secretariat for Economic Affairs (SECO) from 2011 to 2022. From 2007 to 2011, she was the Swiss Ambassador and Delegate for Trade Agreements and Switzerland's Chief Negotiator to the World Trade Organization (WTO) as well as Head of the World Trade Division and member of the Executive Management of SECO. Previously, she held various positions at SECO, the Swiss Federal Office of Foreign Economic Affairs (BAWI), the World Bank in the USA and at McKinsey & Company in Switzerland. Marie-Gabrielle Ineichen-Fleisch serves on the Boards of KIBAG Holding AG, Schweizerische Mobiliar Genossenschaft, F.G. Pfister AG and BVZ Holding AG, all in Switzerland.
- 4.1.4 Renato Fassbind, Swiss, born 1955, Chair of the Audit Committee and member of the Chair's and Corporate Governance Committee. Renato Fassbind was a member of various Boards such as Kühne + Nagel International AG and Swiss Re AG, the latter in the position of Vice Chairman.

(a) Committee memberships reflect the current Committee structure. As announced, the Committees' responsibilities will be reorganized as from the 2026 Annual General Meeting.

- 4.1.5 Patrick Aebischer, Swiss, born 1954, Chair of the Sustainability Committee and member of the Compensation Committee. He is the President Emeritus of the Swiss Federal Institute of Technology Lausanne (EPFL). Patrick Aebischer serves as Vice Chairman and Lead Independent Director of PolyPeptide Group AG, Switzerland, and was member of the Board of Logitech International S.A., Switzerland, until October 2024.
- 4.1.6 Dinesh Paliwal, American/Indian Overseas Citizenship, born 1957, member of the Compensation Committee and of the Nomination Committee, was Senior Advisor to the Harman International Industries Inc./Samsung Board and CEO until December 2020, after having been the CEO of Harman from 2007 to April 2020. Dinesh Paliwal is a partner at KKR & Co. Inc. in the USA. He also serves as Non-Executive Chairman of Marelli & Koki Holding Co. Ltd., Japan.
- 4.1.7 Lindiwe Majele Sibanda, Zimbabwean, born 1963, member of the Sustainability Committee, is Professor Extraordinary at the University of Pretoria, South Africa. Lindiwe Majele Sibanda is the Managing Director of Linds Agriculture Services Pvt Ltd., Harare, Zimbabwe, and serves as Council Chair of the National University of Science and Technology (NUST). She is a Board member of the Geneva Science and Diplomacy Anticipator Foundation, Switzerland, and Co-Chair of the Curt Bergfors Food Planet Prize, Sweden.
- 4.1.8 Chris Leong, Malaysian, born 1967, member of the Sustainability Committee, is EVP and Chief Marketing and Innovation Officer at Ecolab Inc., USA, since June 2025. Previously, she served as Chief Sustainability Officer and member of the Executive Committee of Schneider Electric SE, France, after having been Schneider Electric's Chief Marketing Officer from 2015 until 2024. Before joining Schneider Electric in 2012, she led Nokia's Greater China, Korea and Japan region. Previously, Chris Leong was with WPP plc, United Kingdom, including managing its advertising agencies based in Asia.
- 4.1.9 Luca Maestri, Italian/American, born 1963, member of the Audit Committee, was Apple Inc.'s Senior Vice President and CFO from 2014 to 2024 and now leads Apple's corporate services teams. Prior to joining Apple, Luca Maestri was CFO at Xerox Corporation, USA, from 2011 to 2013, and at Nokia Siemens Networks, Germany, from 2008 to 2011. He started his career at General Motors Europe, Switzerland.

- 4.1.10 Rainer Blair, American, born 1964, member of the Audit Committee, is the President and CEO of Danaher Corporation, a global science and technology company, since 2020. He joined Danaher in 2010 and held leadership roles across several of its operating companies before being appointed Executive Vice President of Danaher's Life Sciences in 2017. Prior to Danaher, Rainer Blair was President and CEO of MAPEI Americas, a global construction chemical corporation. He spent 15 years with BASF Group in various leadership roles on three continents.
- 4.1.11 Geraldine Matchett, Swiss/British/French, born 1972, member of the Audit Committee, has been the Co-Chief Executive Officer and Chief Financial Officer at DSM-Firmenich AG, Switzerland, from 2020 to 2023. From 2014 to 2020, she served as CFO at Royal DSM N.V., Netherlands. Prior to DSM, she was Global CFO and member of the Operations Council of SGS S.A., Switzerland. Geraldine Matchett serves on the Boards of ABB Ltd. and Swiss Re Ltd, both in Switzerland.

For further details on the nominees as well as their qualifications and mandates, see their biographies in the Corporate Governance Report 2025 or on the internet ([www.nestle.com/investors/corporate-governance/management/board-directors](http://www.nestle.com/investors/corporate-governance/management/board-directors)).

## 4.2 Elections to the Board of Directors

### *Proposal*

Individual elections of Ma. Fatima D. (Fama) Francisco and Thomas Jordan as members of the Board of Directors (each for a term of office until the end of the next Annual General Meeting)

### *Explanation*

The Board proposes to elect the following candidates as members of the Board of Directors:

- 4.2.1 Ma. Fatima D. (Fama) Francisco, a US citizen born in the Philippines in 1968, is a member of Procter & Gamble's (P&G) Global Leadership Team leading its Global Baby, Feminine and Family Care business. P&G is a leading global consumer goods company.

Throughout her career at P&G, both in the US and internationally, Fama Francisco has taken on roles of increasing responsibility, starting as a Sales Manager, progressing through several Marketing Director positions, then serving as General Manager for Global Baby Care Innovation, and subsequently, becoming President of Global Feminine Care, Global Baby Care and CEO of the Global Baby & Feminine Care Sector.

She holds a Bachelor's degree in Business Administration and Marketing from the University of the Philippines.

Fama Francisco serves on the Board of Directors of HP Inc., a global leader in technology products, software and solutions, where she is a member of the HR & Compensation Committee and the Nominating, Governance and Social Responsibility Committee.

The Board believes that her extensive experience in consumer insight, brand building, product innovation and global operations will bring a significant contribution to Nestlé's Board of Directors.

4.2.2 Thomas Jordan, a Swiss citizen, born 1963, is the former Chairman of the Governing Board of the Swiss National Bank (SNB), the central bank of Switzerland. He joined the SNB in 1997 and advanced through key roles, including Head of Research (1999), Alternate Member of the Governing Board and Chief Investment Officer (2004), Governing Board Member (2007), and Vice Chairman (2010). He served as Chairman of the SNB's Governing Board from 2012 to September 2024. In this capacity, he was also the Governor for Switzerland at the International Monetary Fund and a member of the Board of Directors of the Bank for International Settlements, where he chaired the Banking and Risk Management Committee. Additionally, he represented Switzerland on the Financial Stability Board's plenary and steering committee and chaired its budget and resources committee.

Thomas Jordan holds a Master's degree in Economics and Business Administration and a PhD in economics from the University of Bern. In addition, the University of Basel awarded him a honorary doctorate.

Thomas Jordan serves as a member of the Board of Directors of Zurich Insurance Group and is a honorary professor at the University of Bern.

With his extensive financial and macroeconomic experience, Thomas Jordan will make a strong contribution to the Nestlé Board's financial and strategic expertise.

For further details on the nominees as well as their qualifications and mandates, see their biographies on the internet ([www.nestle.com/investors/corporate-governance/annualgeneralmeeting](http://www.nestle.com/investors/corporate-governance/annualgeneralmeeting)).

### **4.3 Elections of the members of the Compensation Committee**

#### *Proposal*

Individual elections of Dinesh Paliwal, Dick Boer, Patrick Aebischer, Marie-Gabrielle Ineichen-Fleisch, Renato Fassbind and Luca Maestri as members of the Compensation Committee (each for a term of office until the end of the next Annual General Meeting)

#### *Explanation*

The Board of Directors proposes the individual election of the following candidates, for a term of office until the end of the next Annual General Meeting. If elected, Dinesh Paliwal will be appointed Chair of the Compensation Committee.

4.3.1 Dinesh Paliwal

4.3.2 Dick Boer

4.3.3 Patrick Aebischer

4.3.4 Marie-Gabrielle Ineichen-Fleisch

4.3.5 Renato Fassbind

4.3.6 Luca Maestri

#### **4.4 Election of the statutory auditors**

(Audit of the financial statements of Nestlé S.A. and the consolidated financial statements of the Nestlé Group 2026 and assurance of sustainability statements of the Nestlé Group 2026)

#### *Proposal*

Re-election of Ernst & Young Ltd, Renens branch, as statutory auditors for the financial year 2026

#### *Explanation*

As per Nestlé S.A.'s Articles of Association, the Board of Directors proposes to the shareholders to elect Ernst & Young Ltd, Renens branch, as auditors for the financial year 2026. The election of Ernst & Young shall include their appointment as assurance providers for sustainability statements of the Nestlé Group 2026.

#### **4.5 Election of the Independent Representative**

#### *Proposal*

Re-election of Hartmann Dreyer, Attorneys-at-law, Fribourg, Switzerland, as Independent Representative (for a term of office until the end of the next Annual General Meeting)

#### *Explanation*

In accordance with Nestlé S.A.'s Articles of Association, the Board of Directors proposes to the shareholders to re-elect Hartmann Dreyer, Attorneys-at-law, as Independent Representative for a term of office until the end of the next Annual General Meeting.

## **5 Compensation of the Board of Directors and of the Executive Board**

Pursuant to Nestlé S.A.'s Articles of Association, the Board of Directors submits the compensation of the Board of Directors and of the Executive Board for approval by the shareholders.

### **5.1 Compensation of the Board of Directors**

#### *Proposal*

Approval, prospectively, for the period from the Annual General Meeting 2026 to the Annual General Meeting 2027, of a total compensation for the 13 non-executive members of the Board of Directors (including the Chair) of CHF 10.0 million, including approximately CHF 4.7 million in cash remuneration, CHF 4.7 million in Nestlé S.A. shares (blocked for a 3-year period) and CHF 0.6 million for social security contributions and other fees

#### *Explanation*

Please refer to the Report of the Board of Directors on the Proposals for the Compensation of the Board of Directors and of the Executive Board which is available on the internet ([www.nestle.com/investors/corporate-governance/annualgeneralmeeting](http://www.nestle.com/investors/corporate-governance/annualgeneralmeeting)).

### **5.2 Compensation of the Executive Board**

#### *Proposal*

Approval, prospectively, for the period from January 1, 2027 to December 31, 2027, of a total maximum amount of compensation for the 11 members of the Executive Board (including the CEO) of CHF 55 million, including approximately CHF 13 million for base salary, CHF 20.5 million for short-term bonus (based on maximum target achievement), CHF 14 million for long-term incentive plans (based on market value at grant), CHF 2.5 million for contributions for future pension benefits and CHF 5 million for social security contributions, other benefits and unforeseen expenses

#### *Explanation*

Please refer to the Report of the Board of Directors on the Proposals for the Compensation of the Board of Directors and of the Executive Board which is available on the internet ([www.nestle.com/investors/corporate-governance/annualgeneralmeeting](http://www.nestle.com/investors/corporate-governance/annualgeneralmeeting)).



# General Information

## Invitation, Voting rights

Only shareholders who are on record in the share registry with voting rights on April 9, 2026 at 12:00 noon (CEST) are entitled to exercise their voting rights. The registration of shares for voting purposes does not affect the tradability of such shares.

Shareholders registered with voting rights on March 26, 2026 will automatically receive an invitation to the Annual General Meeting.

Shareholders whose registration in the share registry with voting rights is made as from March 27, 2026 and who wish to attend the Annual General Meeting or grant a proxy to the Independent Representative should contact the Share Registry.

Only shareholders or their duly appointed representatives will be entitled to participate in person in the Annual General Meeting.

## Livestream

As a shareholder, you have the possibility to follow the Annual General Meeting in full via livestream by accessing the electronic shareholder portal "GVMANAGER-Live" on [www.gvmanager-live.ch/nestle](http://www.gvmanager-live.ch/nestle) (using your personal access or QR code displayed in the Invitation Letter).

## Proxy to the Independent Representative

If you wish your voting rights to be exercised by the Independent Representative, Hartmann Dreyer, Attorneys-at-law, Fribourg, Switzerland, please provide your voting instructions electronically by accessing the shareholder portal "GVMANAGER-Live" via [www.gvmanager-live.ch/nestle](http://www.gvmanager-live.ch/nestle) (using your personal access or QR code displayed in the Invitation Letter) or by using the Reply Form which should be signed and sent to Nestlé S.A. c/o Devigus Shareholder Services in the enclosed envelope by April 9, 2026.

## Admission card

You can order an admission card for yourself or for a personal representative by accessing the electronic shareholder portal "GVMANAGER-Live" via [www.gvmanager-live.ch/nestle](http://www.gvmanager-live.ch/nestle) (using your personal access or QR code displayed in the Invitation Letter) or by returning the signed Reply Form to Nestlé S.A. c/o Devigus Shareholder Services in the enclosed envelope by April 9, 2026.

## Documentation

For detailed information on the financial results and an insight into our different areas of activity, we invite you to consult our Annual Report 2025 (which includes the Corporate Governance and Compensation Reports 2025) on our website ([www.nestle.com/investors/publications](http://www.nestle.com/investors/publications)). On the same website, you will also find the Non-Financial Statement 2025.

A printed copy of the Annual Report 2025 can be ordered by ticking the corresponding box on the Reply Form. Using the same document, you can also pre-order a printed copy of the Half-Year Report January – June 2026 which will be published in July 2026 and be available on our website.

Please address all correspondence regarding the Annual General Meeting to the Share Registry of Nestlé S.A., P.O. Box, 6330 Cham, Switzerland, telephone +41 41 785 20 20 or e-mail [shareregister@nestle.com](mailto:shareregister@nestle.com).

**Information**

All shareholder information is available at [www.nestle.com/investors](http://www.nestle.com/investors).

Nestlé S.A.

Board of Directors

Cham and Vevey (Switzerland), March 17, 2026





**Nestlé**

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