



Nestlé Good food, Good life

2025 Operating segments and information by products restated

Vevey, March 23, 2026

As announced on February 19, 2026 with the full-year results 2025, Nestlé's operating segments now comprise five reportable segments, following the integration of the Nestlé Health Science Globally Managed Business into the Nutrition business of the three geographic Zones.

Effective January 1, 2026 the company is organized into three geographic Zones and two Globally Managed Businesses:

- Zone Americas (AMS);
- Zone Asia, Oceania and Africa (AOA);
- Zone Europe (EUR);
- Nespresso; and
- Nestlé Waters & Premium Beverages (NW&PB).

In addition, effective January 1, 2026, following the decision to analyze the products under four categories, the information by products will be:

- Coffee;
- Petcare;
- Nutrition;
- Food & Snacks;

with Waters & Premium Beverages (W&PB) being separately disclosed.

To enable comparability in 2026, we are re-publishing 2025 financials by Operating segment and information by products as follows:

- 2025 three-month sales (Appendix 1)
- 2025 half-year results (Appendix 2)
- 2025 nine-month sales (Appendix 3)
- 2025 full-year results (Appendix 4)



Nestlé Good food, Good life

In addition, the organic sales growth, real internal growth (RIG) and pricing by Operating segment and information by products are re-published for the same periods as well as by quarter (Appendix 5).

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Three-month sales: January – March 2025

By operating segment

In millions of CHF

January - March 2025

restated *

	Sales
Zone AMS	9 759
Zone AOA	5 703
Zone EUR	4 662
Nespresso	1 595
NW&PB	809
Other businesses ^(a)	73
Total	22 601

By operating segment

In millions of CHF

January - March 2025

as originally published

	Sales
Zone AMS	8 639
Zone AOA	5 539
Zone EUR	4 353
Nestlé Health Science	1 593
Nespresso	1 595
NW&PB	809
Other businesses ^(a)	73
Total	22 601

* 2025 figures restated following the integration of the Nestlé Health Science Globally Managed Business into the Nutrition business of the three geographic Zones, as of January 1, 2026.

(a) Composed of businesses not under the direct control of the Zones or GMBs and Group procurement activities.

By product

In millions of CHF

January - March 2025

restated **

	Sales
Coffee	6 008
Petcare	4 704
Nutrition	4 638
Food & Snacks	6 441
Waters & Premium Beverages	810
Total	22 601

By product

In millions of CHF

January - March 2025

as originally published

	Sales
Powdered and Liquid Beverages	6 124
Water	722
Milk products and Ice cream	2 542
Nutrition and Health Science	3 657
Prepared dishes and cooking aids	2 660
Confectionery	2 192
PetCare	4 704
Total	22 601

** 2025 figures restated following the decision to analyze the products under four categories: Coffee, Petcare, Nutrition and Food & Snacks, as of January 1, 2026, with Waters & Premium Beverages (W&PB) disclosed separately.

3. Analyses by segment for the year ended June 30, 2025

3.1 Operating segments

Revenue and results

In millions of CHF

January - June 2025
restated *

	Sales ^(a)	Underlying Trading operating profit ^(b)	Trading operating profit	Net other trading income/(expenses) ^(c)	of which impairment of property, plant and equipment	of which restructuring costs	Depreciation and amortisation
Zone AMS	19'220	3'771	3'617	(154)	(9)	(16)	(741)
Zone AOA	10'774	2'300	2'211	(89)	(29)	(21)	(308)
Zone EUR	9'094	1'598	1'550	(48)	(20)	(48)	(409)
Nespresso	3'172	695	669	(26)	(13)	(7)	(141)
NW&PB	1'821	170	132	(38)	(10)	(5)	(78)
Other businesses ^(d)	147	(8)	(10)	(2)	(1)	—	(18)
Unallocated items ^(a)	—	(1'239)	(1'284)	(45)	(1)	(4)	(104)
Total	44'228	7'287	6'885	(402)	(83)	(101)	(1'799)

In millions of CHF

January - June 2025
as originally published

	Sales ^(a)	Underlying Trading operating profit ^(b)	Trading operating profit	Net other trading income/(expenses) ^(c)	of which impairment of property, plant and equipment	of which restructuring costs	Depreciation and amortisation
Zone AMS	16'954	3'429	3'280	(149)	(9)	(18)	(614)
Zone AOA	10'442	2'246	2'159	(87)	(29)	(20)	(300)
Zone EUR	8'467	1'456	1'408	(48)	(20)	(48)	(386)
Nestlé Health Science	3'225	504	497	(7)	—	1	(158)
Nespresso	3'172	695	669	(26)	(13)	(7)	(141)
NW&PB	1'821	170	132	(38)	(10)	(5)	(78)
Other businesses ^(d)	147	(8)	(10)	(2)	(1)	—	(18)
Unallocated items ^(b)	—	(1'205)	(1'250)	(45)	(1)	(4)	(104)
Total	44'228	7'287	6'885	(402)	(83)	(101)	(1'799)

* 2025 figures restated following the integration of the Nestlé Health Science Globally Managed Business into the Nutrition business of the three geographic Zones, as of January 1, 2026.

(a) Inter-segment sales are not significant.

(b) Trading operating profit before Net other trading income/(expenses).

(c) Included in Trading operating profit.

(d) Composed of businesses not under the direct control of the Zones or GMBs and Group procurement activities.

(e) Mainly corporate expenses as well as research and development costs.

3. Analyses by segment for the year ended June 30, 2025 (continued)

3.1 Operating segments (continued)

Other information

In millions of CHF

January - June 2025
restated *

	Impairment of non-commercialized intangible assets ^(c)	Impairment of intangible assets ^(d)
Zone AMS	—	(1)
Zone AOA	—	—
Zone EUR	—	—
Nespresso	—	(4)
NW&PB	—	—
Unallocated items ^(a)	—	—
Total	—	(5)

In millions of CHF

January - June 2025
as originally published

	Impairment of non-commercialized intangible assets ^(c)	Impairment of intangible assets ^(d)
Zone AMS	—	(1)
Zone AOA	—	—
Zone EUR	—	—
Nestlé Health Science	—	—
Nespresso	—	(4)
NW&PB	—	—
Other businesses ^(a)	—	—
Unallocated items ^(b)	—	—
Total	—	(5)

* 2025 figures restated following the integration of the Nestlé Health Science Globally Managed Business into the Nutrition business of the three geographic Zones, as of January 1, 2026.

(a) Composed of businesses not under the direct control of the Zones or GMBs and Group procurement activities.

(b) Refer to the Segment reporting accounting policies for the definition of unallocated items.

(c) Included in Operating profit.

(d) Included in Trading operating profit.

3. Analyses by segment for the year ended June 30, 2025 (continued)

3.2 Products
Revenue and results

In millions of CHF

January - June 2025
restated **

	Sales	Underlying Trading operating profit ^(a)	Trading operating profit	Net other trading income/(expenses) ^(b)	of which impairment of property, plant and equipment	of which restructuring costs
Coffee	12'016	2'403	2'325	(78)	(25)	(30)
Petcare	9'229	2'037	1'981	(56)	(14)	(1)
Nutrition	9'082	1'877	1'804	(73)	(13)	(12)
Food & Snacks	12'077	2'039	1'928	(111)	(20)	(49)
Waters & Premium Beverages	1'824	170	131	(39)	(10)	(5)
Unallocated items ^(a)	—	(1'239)	(1'284)	(45)	(1)	(4)
Total	44'228	7'287	6'885	(402)	(83)	(101)

In millions of CHF

January - June 2025
as originally published

	Sales	Underlying Trading operating profit ^(a)	Trading operating profit	Net other trading income/(expenses) ^(b)	of which impairment of property, plant and equipment	of which restructuring costs
Powdered and Liquid Beverages	12'308	2'350	2'267	(83)	(26)	(27)
Water	1'611	156	118	(38)	(10)	(5)
Milk products and Ice cream	4'830	1'078	1'051	(27)	(1)	(8)
Nutrition and Health Science	7'237	1'500	1'437	(63)	(13)	(10)
Prepared dishes and cooking aids	5'051	935	892	(43)	(11)	(34)
Confectionery	3'962	436	389	(47)	(7)	(12)
PetCare	9'229	2'037	1'981	(56)	(14)	(1)
Unallocated items ^(b)	—	(1'205)	(1'250)	(45)	(1)	(4)
Total	44'228	7'287	6'885	(402)	(83)	(101)

** 2025 figures restated following the decision to analyze the products under four categories: Coffee, Petcare, Nutrition and Food & Snacks, as of January 1, 2026, with Waters & Premium Beverages (W&PB) disclosed separately.

(a) Trading operating profit before Net other trading income/(expenses).

(b) Included in Trading operating profit.

(c) Mainly corporate expenses as well as research and development costs.

3. Analyses by segment for the year ended June 30, 2025 (continued)

3.2 Products (continued)

Other information

In millions of CHF

January - June 2025
restated **

	Impairment of non-commercialized intangible assets ^(b)	Impairment of intangible assets ^(c)
Coffee	—	(4)
Petcare	—	—
Nutrition	—	—
Food & Snacks	—	(1)
Waters & Premium Beverages	—	—
Unallocated items ^(a)	—	—
Total	—	(5)

In millions of CHF

January - June 2025
as originally published

	Impairment of non-commercialized intangible assets ^(b)	Impairment of intangible assets ^(c)
Powdered and Liquid Beverages	—	(4)
Water	—	—
Milk products and Ice cream	—	—
Nutrition and Health Science	—	—
Prepared dishes and cooking aids	—	—
Confectionery	—	(1)
PetCare	—	—
Unallocated items ^(b)	—	—
Total	—	(5)

** 2025 figures restated following the decision to analyze the products under four categories: Coffee, Petcare, Nutrition and Food & Snacks, as of January 1, 2026, with Waters & Premium Beverages (W&PB) disclosed separately.

(a) Mainly corporate and research and development assets.

(b) Included in Operating profit.

(c) Included in Trading operating profit.

Nine-month sales: January – September 2025

By operating segment

In millions of CHF

January - September 2025

restated *

	Sales
Zone AMS	28 693
Zone AOA	15 782
Zone EUR	13 716
Nespresso	4 706
NW&PB	2 753
Other businesses ^(a)	219
Total	65 869

By operating segment

In millions of CHF

January - September 2025

as originally published

	Sales
Zone AMS	25 294
Zone AOA	15 263
Zone EUR	12 785
Nestlé Health Science	4 849
Nespresso	4 706
NW&PB	2 753
Other businesses ^(a)	219
Total	65 869

* 2025 figures restated following the integration of the Nestlé Health Science Globally Managed Business into the Nutrition business of the three geographic Zones, as of January 1, 2026.

(a) Composed of businesses not under the direct control of the Zones or GMBs and Group procurement activities.

By product

In millions of CHF

January - September 2025

restated **

	Sales
Coffee	17 992
Petcare	13 583
Nutrition	13 432
Food & Snacks	18 106
Waters & Premium Beverages	2 756
Total	65 869

By product

In millions of CHF

January - September 2025

as originally published

	Sales
Powdered and Liquid Beverages	18 443
Water	2 431
Milk products and Ice cream	7 175
Nutrition and Health Science	10 718
Prepared dishes and cooking aids	7 445
Confectionery	6 074
PetCare	13 583
Total	65 869

** 2025 figures restated following the decision to analyze the products under four categories: Coffee, Petcare, Nutrition and Food & Snacks, as of January 1, 2026, with Waters & Premium Beverages (W&PB) disclosed separately.

3. Analyses by segment for the year ended December 31, 2025

3.1 Operating segments

Revenue and results

In millions of CHF

January - December 2025
restated *

	Sales ^(a)	Underlying Trading operating profit ^(b)	Trading operating profit	Net other trading income/(expenses) ^(c)	of which impairment of property, plant and equipment	of which restructuring costs	Depreciation and amortisation
Zone AMS	39'063	7'858	6'878	(980)	(260)	(52)	(1'493)
Zone AOA	21'265	4'373	4'107	(266)	(6)	(107)	(608)
Zone EUR	18'839	3'109	2'861	(248)	(92)	(101)	(821)
Nespresso	6'481	1'160	1'136	(24)	(11)	(11)	(292)
NW&PB	3'548	322	199	(123)	(69)	(1)	(157)
Other businesses ^(d)	294	6	(15)	(21)	(1)	—	(36)
Unallocated items ^(e)	—	(2'439)	(2'491)	(52)	(4)	(34)	(226)
Total	89'490	14'389	12'675	(1'714)	(443)	(306)	(3'633)

In millions of CHF

January - December 2025
as published

	Sales ^(a)	Underlying Trading operating profit ^(b)	Trading operating profit	Net other trading income/(expenses) ^(c)	of which impairment of property, plant and equipment	of which restructuring costs	Depreciation and amortisation
Zone AMS	34'482	7'118	6'474	(644)	(259)	(52)	(1'258)
Zone AOA	20'553	4'254	3'985	(269)	(16)	(106)	(594)
Zone EUR	17'581	2'834	2'600	(234)	(82)	(98)	(776)
Nestlé Health Science	6'551	1'056	709	(347)	(1)	(4)	(296)
Nespresso	6'481	1'160	1'136	(24)	(11)	(11)	(292)
NW&PB	3'548	322	199	(123)	(69)	(1)	(157)
Other businesses ^(d)	294	6	(15)	(21)	(1)	—	(36)
Unallocated items ^(e)	—	(2'361)	(2'413)	(52)	(4)	(34)	(224)
Total	89'490	14'389	12'675	(1'714)	(443)	(306)	(3'633)

* 2025 figures restated following the integration of the Nestlé Health Science Globally Managed Business into the Nutrition business of the three geographic Zones, as of January 1, 2026.

(a) Inter-segment sales are not significant.

(b) Trading operating profit before Net other trading income/(expenses).

(c) Included in Trading operating profit.

(d) Composed of businesses not under the direct control of the Zones or GMBs and Group procurement activities.

(e) Refer to the Segment reporting accounting policies for the definition of unallocated items.

3. Analyses by segment for the year ended December 31, 2025 (continued)

3.1 Operating segments (continued)

Invested capital and other information

In millions of CHF

January - December 2025
restated *

	Invested capital	Goodwill and intangible assets	Impairment of goodwill and non-commercialized intangible assets (c)	Impairment of intangible assets (d)	Capital additions
Zone AMS	16'579	27'178	—	(476)	2'475
Zone AOA	4'348	8'953	—	—	894
Zone EUR	8'830	5'920	—	—	1'084
Nespresso	1'526	597	—	(4)	357
NW&PB	1'214	1'001	—	—	163
Other businesses (a)	(2'125)	51	—	—	35
Unallocated items (b) and inter-segment eliminations	1'378	616	—	—	343
Total	31'750	44'316	—	(480)	5'351

In millions of CHF

January - December 2025
as published

	Invested capital	Goodwill and intangible assets	Impairment of non-commercialized intangible assets (c)	Impairment of intangible assets (d)	Capital additions
Zone AMS	14'977	18'655	—	(150)	2'360
Zone AOA	4'152	7'750	—	—	881
Zone EUR	8'195	4'018	—	—	978
Nestlé Health Science	2'430	11'646	—	(326)	234
Nespresso	1'526	597	—	(4)	357
NW&PB	1'214	1'001	—	—	163
Other businesses (a)	(2'125)	51	—	—	35
Unallocated items (b) and inter-segment eliminations	1'381	598	—	—	343
Total	31'750	44'316	—	(480)	5'351

* 2025 figures restated following the integration of the Nestlé Health Science Globally Managed Business into the Nutrition business of the three geographic Zones, as of January 1, 2026.

(a) Composed of businesses not under the direct control of the Zones or GMBs and Group procurement activities.

(b) Refer to the Segment reporting accounting policies for the definition of unallocated items.

(c) Included in Operating profit.

(d) Included in Trading operating profit.

3. Analyses by segment for the year ended December 31, 2025 (continued)

3.2 Products
Revenue and results

In millions of CHF

January - December 2025
restated **

	Sales	Underlying Trading operating profit ^(a)	Trading operating profit	Net other trading income/(expenses) ^(b)	of which impairment of property, plant and equipment	of which restructuring costs
Coffee	24'545	4'461	4'323	(138)	(32)	(62)
Petcare	18'406	4'000	3'808	(192)	(107)	(25)
Nutrition	17'918	3'590	2'653	(937)	(145)	(85)
Food & Snacks	25'070	4'455	4'183	(272)	(86)	(99)
Waters & Premium Beverages	3'551	322	199	(123)	(69)	(1)
Unallocated items ^(c)	—	(2'439)	(2'491)	(52)	(4)	(34)
Total	89'490	14'389	12'675	(1'714)	(443)	(306)

In millions of CHF

January - December 2025
as published

	Sales	Underlying Trading operating profit ^(a)	Trading operating profit	Net other trading income/(expenses) ^(b)	of which impairment of property, plant and equipment	of which restructuring costs
Powdered and Liquid Beverages	25'144	4'324	4'183	(141)	(34)	(61)
Water	3'128	288	166	(122)	(69)	(1)
Milk products and Ice cream	9'698	2'229	2'154	(75)	(9)	(22)
Nutrition and Health Science	14'304	2'825	1'922	(903)	(142)	(74)
Prepared dishes and cooking aids	10'114	1'977	1'850	(127)	(59)	(56)
Confectionery	8'696	1'107	1'005	(102)	(19)	(33)
PetCare	18'406	4'000	3'808	(192)	(107)	(25)
Unallocated items ^(c)	—	(2'361)	(2'413)	(52)	(4)	(34)
Total	89'490	14'389	12'675	(1'714)	(443)	(306)

** 2025 figures restated following the decision to analyze the products under four categories: Coffee, Petcare, Nutrition and Food & Snacks, as of January 1, 2026, with Waters & Premium Beverages (W&PB) disclosed separately.

(a) Trading operating profit before Net other trading income/(expenses).

(b) Included in Trading operating profit.

(c) Refer to the Segment reporting accounting policies for the definition of unallocated items.

3. Analyses by segment for the year ended December 31, 2025 (continued)

3.2 Products (continued)

Invested capital and other information

In millions of CHF

January - December 2025
restated **

	Invested capital	Goodwill and intangible assets	Impairment of non-commercialized intangible assets ^(b)	Impairment of intangible assets ^(c)
Coffee	6'442	6'474	—	(4)
Petcare	10'173	8'755	—	—
Nutrition	6'384	21'881	—	(476)
Food & Snacks	7'902	6'800	—	—
Waters & Premium Beverages	1'431	1'046	—	—
Unallocated items ^(a) and intra-group eliminations	1'494	1'653	—	—
Total	33'826	46'609	—	(480)

In millions of CHF

January - December 2025
as published

	Invested capital	Goodwill and intangible assets	Impairment of non-commercialized intangible assets ^(b)	Impairment of intangible assets ^(c)
Powdered and Liquid Beverages	6'176	6'099	—	(4)
Water	1'253	1'039	—	—
Milk products and Ice cream	3'370	1'144	—	—
Nutrition and Health Science	5'601	21'728	—	(476)
Prepared dishes and cooking aids	3'146	4'997	—	—
Confectionery	2'613	1'213	—	—
PetCare	10'173	8'755	—	—
Unallocated items ^(a) and intra-group eliminations	1'494	1'634	—	—
Total	33'826	46'609	—	(480)

** 2025 figures restated following the decision to analyze the products under four categories: Coffee, Petcare, Nutrition and Food & Snacks, as of January 1, 2026, with Waters & Premium Beverages (W&PB) disclosed separately.

(a) Refer to the Segment reporting accounting policies for the definition of unallocated items.

(b) Included in Operating profit.

(c) Included in Trading operating profit.

2025 RIG, Pricing and OG by Operating segment - year-to-date by quarter

2025 Three-month sales overview by Operating segment

	Total Group	Zone AMS	Zone AOA	Zone Europe	Nespresso	NW&PB	Other Businesses
Real internal growth (RIG)	0.7%	0.6%	0.9%	-0.3%	2.6%	1.6%	3.9%
Pricing	2.1%	1.4%	2.3%	2.9%	3.2%	2.0%	2.5%
Organic growth	2.8%	2.0%	3.2%	2.6%	5.7%	3.6%	6.4%

2025 Half-year sales overview by Operating segment

	Total Group	Zone AMS	Zone AOA	Zone Europe	Nespresso	NW&PB	Other Businesses
Real internal growth (RIG)	0.2%	-0.2%	0.0%	0.0%	2.0%	2.3%	0.7%
Pricing	2.7%	2.3%	2.5%	3.7%	3.8%	2.4%	2.5%
Organic growth	2.9%	2.1%	2.5%	3.6%	5.8%	4.7%	3.2%

2025 Nine-month sales overview by Operating segment

	Total Group	Zone AMS	Zone AOA	Zone Europe	Nespresso	NW&PB	Other Businesses
Real internal growth (RIG)	0.6%	0.1%	0.5%	0.8%	2.4%	2.0%	2.2%
Pricing	2.8%	2.5%	2.3%	3.6%	4.3%	2.4%	1.6%
Organic growth	3.3%	2.6%	2.8%	4.4%	6.7%	4.4%	3.8%

2025 Full-year sales overview by Operating segment

	Total Group	Zone AMS	Zone AOA	Zone Europe	Nespresso	NW&PB	Other Businesses
Real internal growth (RIG)	0.8%	0.4%	0.9%	0.7%	1.6%	2.6%	3.0%
Pricing	2.8%	2.3%	2.3%	3.8%	4.4%	2.7%	1.3%
Organic growth	3.5%	2.8%	3.2%	4.5%	6.0%	5.3%	4.3%

2025 figures restated following the integration of the Nestlé Health Science Globally Managed Business into the Nutrition business of the three geographic Zones, as of January 1, 2026.

2025 RIG, Pricing and OG by Operating segment - by quarter

2025 First-quarter performance

	Total Group	Zone AMS	Zone AOA	Zone Europe	Nespresso	NW&PB	Other Businesses
Real internal growth (RIG)	0.7%	0.6%	0.9%	-0.3%	2.6%	1.6%	3.9%
Pricing	2.1%	1.4%	2.3%	2.9%	3.2%	2.0%	2.5%
Organic growth	2.8%	2.0%	3.2%	2.6%	5.7%	3.6%	6.4%

2025 Second-quarter performance

	Total Group	Zone AMS	Zone AOA	Zone Europe	Nespresso	NW&PB	Other Businesses
Real internal growth (RIG)	-0.4%	-0.9%	-1.0%	0.3%	1.4%	2.9%	-2.1%
Pricing	3.3%	3.1%	2.7%	4.4%	4.4%	2.7%	2.5%
Organic growth	3.0%	2.2%	1.8%	4.7%	5.8%	5.6%	0.3%

2025 Third-quarter performance

	Total Group	Zone AMS	Zone AOA	Zone Europe	Nespresso	NW&PB	Other Businesses
Real internal growth (RIG)	1.5%	0.7%	1.6%	2.5%	3.3%	1.4%	5.1%
Pricing	2.8%	2.8%	1.8%	3.5%	5.3%	2.4%	0.0%
Organic growth	4.3%	3.5%	3.4%	6.0%	8.5%	3.8%	5.1%

2025 Fourth-quarter performance

	Total Group	Zone AMS	Zone AOA	Zone Europe	Nespresso	NW&PB	Other Businesses
Real internal growth (RIG)	1.3%	1.4%	1.8%	0.5%	-0.6%	4.5%	5.4%
Pricing	2.8%	1.9%	2.5%	4.1%	4.8%	3.8%	0.4%
Organic growth	4.0%	3.3%	4.3%	4.6%	4.2%	8.3%	5.8%

2025 figures restated following the integration of the Nestlé Health Science Globally Managed Business into the Nutrition business of the three geographic Zones, as of January 1, 2026.

2025 RIG, Pricing and OG information by products - year-to-date by quarter

2025 Three-month sales overview by products

	Total Group	Coffee	Petcare	Nutrition	Food & Snacks	Waters & Premium Beverages
Real internal growth (RIG)	0.7%	0.6%	2.5%	0.0%	0.0%	1.6%
Pricing	2.1%	3.6%	-0.9%	0.6%	3.9%	2.0%
Organic growth	2.8%	4.2%	1.6%	0.5%	3.9%	3.7%

2025 Half-year sales overview by products

	Total Group	Coffee	Petcare	Nutrition	Food & Snacks	Waters & Premium Beverages
Real internal growth (RIG)	0.2%	0.6%	1.8%	-1.0%	-1.0%	2.3%
Pricing	2.7%	4.9%	-0.5%	1.2%	4.2%	2.4%
Organic growth	2.9%	5.5%	1.3%	0.2%	3.3%	4.8%

2025 Nine-month sales overview by products

	Total Group	Coffee	Petcare	Nutrition	Food & Snacks	Waters & Premium Beverages
Real internal growth (RIG)	0.6%	1.2%	1.6%	-0.2%	-0.5%	2.0%
Pricing	2.8%	5.5%	-0.5%	0.9%	4.0%	2.4%
Organic growth	3.3%	6.7%	1.2%	0.8%	3.5%	4.4%

2025 Full-year sales overview by products

	Total Group	Coffee	Petcare	Nutrition	Food & Snacks	Waters & Premium Beverages
Real internal growth (RIG)	0.8%	0.5%	2.6%	-0.2%	0.2%	2.6%
Pricing	2.8%	5.7%	-0.4%	0.9%	3.6%	2.7%
Organic growth	3.5%	6.2%	2.2%	0.7%	3.8%	5.3%

2025 figures restated following the decision to analyze the products under four categories: Coffee, Petcare, Nutrition and Food & Snacks, as of January 1, 2026, with Waters & Premium Beverages (W&PB) disclosed separately.

2025 RIG, Pricing and OG information by products - by quarter

2025 First-quarter performance

	Total Group	Coffee	Petcare	Nutrition	Food & Snacks	Waters & Premium Beverages
Real internal growth (RIG)	0.7%	0.6%	2.5%	0.0%	0.0%	1.6%
Pricing	2.1%	3.6%	-0.9%	0.6%	3.9%	2.0%
Organic growth	2.8%	4.2%	1.6%	0.5%	3.9%	3.7%

2025 Second-quarter performance

	Total Group	Coffee	Petcare	Nutrition	Food & Snacks	Waters & Premium Beverages
Real internal growth (RIG)	-0.4%	0.7%	1.1%	-2.0%	-1.9%	2.9%
Pricing	3.3%	6.1%	-0.1%	1.8%	4.6%	2.7%
Organic growth	3.0%	6.8%	1.0%	-0.2%	2.7%	5.6%

2025 Third-quarter performance

	Total Group	Coffee	Petcare	Nutrition	Food & Snacks	Waters & Premium Beverages
Real internal growth (RIG)	1.5%	2.4%	1.3%	1.7%	0.6%	1.5%
Pricing	2.8%	6.7%	-0.4%	0.4%	3.4%	2.4%
Organic growth	4.3%	9.1%	0.9%	2.1%	4.0%	3.8%

2025 Fourth-quarter performance

	Total Group	Coffee	Petcare	Nutrition	Food & Snacks	Waters & Premium Beverages
Real internal growth (RIG)	1.3%	-1.4%	5.4%	-0.3%	1.8%	4.5%
Pricing	2.8%	6.3%	-0.1%	0.7%	2.6%	3.8%
Organic growth	4.0%	4.8%	5.3%	0.3%	4.5%	8.3%

2025 figures restated following the decision to analyze the products under four categories: Coffee, Petcare, Nutrition and Food & Snacks, as of January 1, 2026, with Waters & Premium Beverages (W&PB) disclosed separately.