Half-year results 2026

Investor & analyst presentation

Disclaimer

This presentation contains forward looking statements which reflect Management's current views and estimates. The forward-looking statements involve certain risks and uncertainties that could cause actual results to differ materially from those contained in the forward-looking statements. Potential risks and uncertainties include such factors as general economic conditions, foreign exchange fluctuations, tariffs, commodities prices, competitive product and pricing pressures and regulatory developments.

Note: 2025 figures were restated as of January 1, 2026, following the integration of the Nestlé Health Science Globally Managed Business into the Nutrition business of the three Zones and the decision to focus our portfolio on four categories

Agenda

Execution driving RIG
Philipp Navratil, CEO

H1-26 Financial results
Anna Manz, CFO

Q&A
Philipp Navratil, CEO
Anna Manz, CFO

Execution driving RIG

Philipp Navratil, CEO

Execution driving RIG

Driving growth

RIG accelerating towards 2%+ medium-term target

Strengthening marketing and execution

Sharpening portfolio

Partnership for Waters announced

Progress on other divestments

Improving efficiency and cash

Fuel for Growth cost savings up to CHF 1.7 billion

H1 free cash flow CHF 3.4 billion

Delivering on expectations

On track to deliver 2026 guidance

H1-26 results

Organic growth	Real internal growth	Pricing
3.6%	1.5%	2.1%
UTOP Margin	**Free cash flow** (CHF billion)	**Underlying EPS** (CHF)
16.4%	3.4	2.22

Strategic priorities for 2026 and beyond

1 Winning portfolio

2 RIG-led growth

3 Transformation and efficiency

4 Cash and capital allocation

5 Performance culture

Sharpening our portfolio

Partnership for Waters announced

- 50:50 JV to create a dedicated global leader in waters with strengthened focus to drive growth
- Enterprise value of CHF 4.5 billion
- Net cash proceeds for Nestlé of approximately CHF 2.8 billion
- Expected to close in H1-27

Other portfolio actions

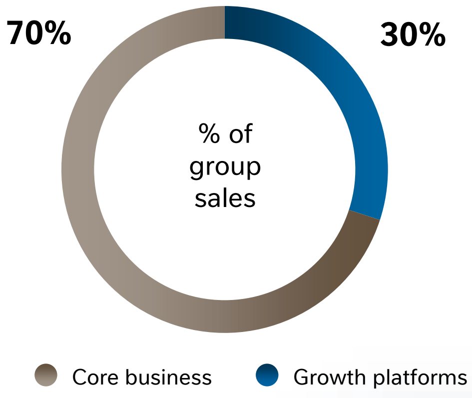
- Progressing with sale of mainstream VMS and ice cream businesses; classified as assets held-for sale
- Acquisition of remaining 51% stake of yfood, a leader in smart food
- Sale of Blue Bottle Coffee

Non-exhaustive list of Nestlé Waters & Premium Beverages brands

Clear growth model

Nestlé

Core business	Growth platforms
OG 3-4%	**OG HSD**
RIG 1-3%	RIG MSD



Group OG**	Group RIG**
4%+	**2%+**

Coffee

NESCAFÉ
NESPRESSO
STARBUCKS

Growth platforms
- Coffee NA
- Nescafé EM
- Out of home
- Cold coffee

Petcare

PURINA ONE
PURINA Friskies
PURINA PRO PLAN
PURINA GOURMET

Growth platforms
- Wet cat
- Emerging markets
- Therapeutics & supplements

Nutrition

Nestlé NAN
pure encapsulations
Nestlé NIDO
SOLGAR

Growth platforms
- Adult nutrition
- Medical nutrition
- Premium/specialist infant formula

Food & Snacks

Maggi
Nestlé KitKat
Nestlé MILO
Nestlé

Growth platforms
- KitKat
- Noodles
- Maggi cooking solutions

HSD = high-single digit; MSD = mid-single digit

Execution across our value proposition

Example *Petcare Europe*

Unrivalled superiority

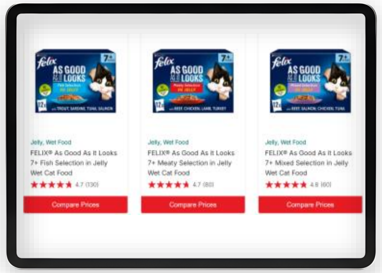
- Taste preference
- Proprietary science & technology

Unbeatable value

- Price pack architecture
- Strategic revenue management

Unmissable visibility

- Optimal availability
- Omni-channel approach



Unforgettable communication

- Distinctive creativity
- Optimal media spend

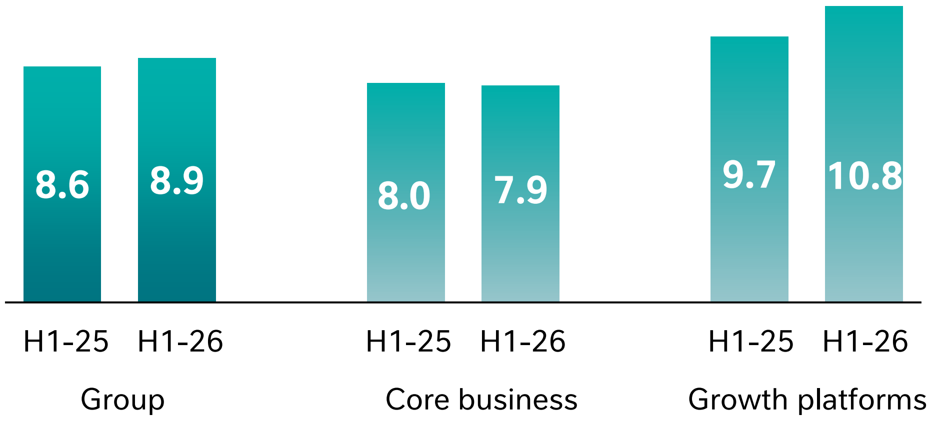
Increased investment, increased prioritization

Increasing effectiveness

- Increased MROI coverage of paid media and consumer promotions
- Paid media spend increased and now concentrated on 135 brands (down from 400)
- Strong increases in retail digital media and influencer marketing
- Non-working media spend now below 20%
- Leveraging AI across our marketing and innovation journey

Increasing investment in growth platforms

Advertising & marketing, % of sales



- Core business OG improved year-on-year but still work to do
- Growth platforms OG at 7% with further opportunities

MROI – marketing return on investments

Empowering our teams to be agile

Equivalent in paid media
(CHF million)

180

Share of voice
in 90+ markets

>30%

Social reach
(billion)

71

Marketing awards
(Cannes Lions)

9

Social reach - estimated number of times people have potentially seen a piece of content or mention across social and online media
Share of voice - measure of a brand’s prominence, compared to competitors, tracked via content and conversation in social and online media

Financial results

Anna Manz, CFO

Good H1 performance, on track for FY guidance

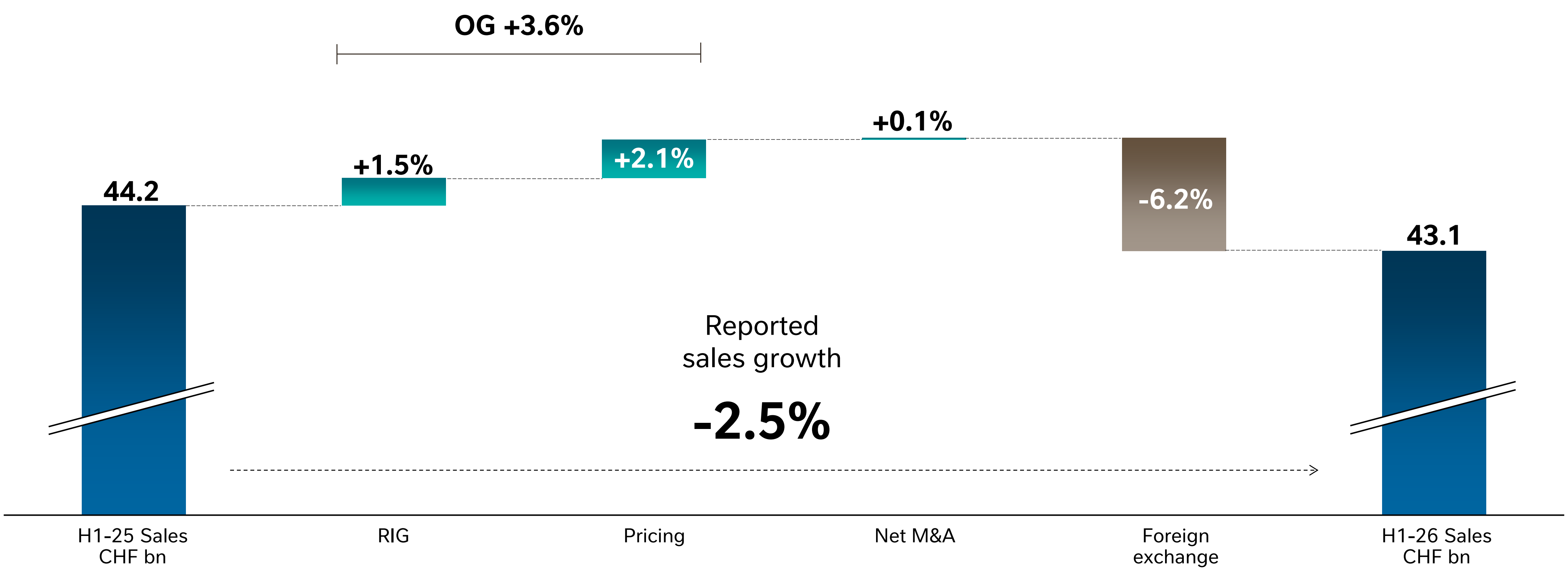
H1 performance

- Solid organic growth with improving RIG
- UTOP margin recovering sequentially
- Strong free cash flow delivery

Full year outlook

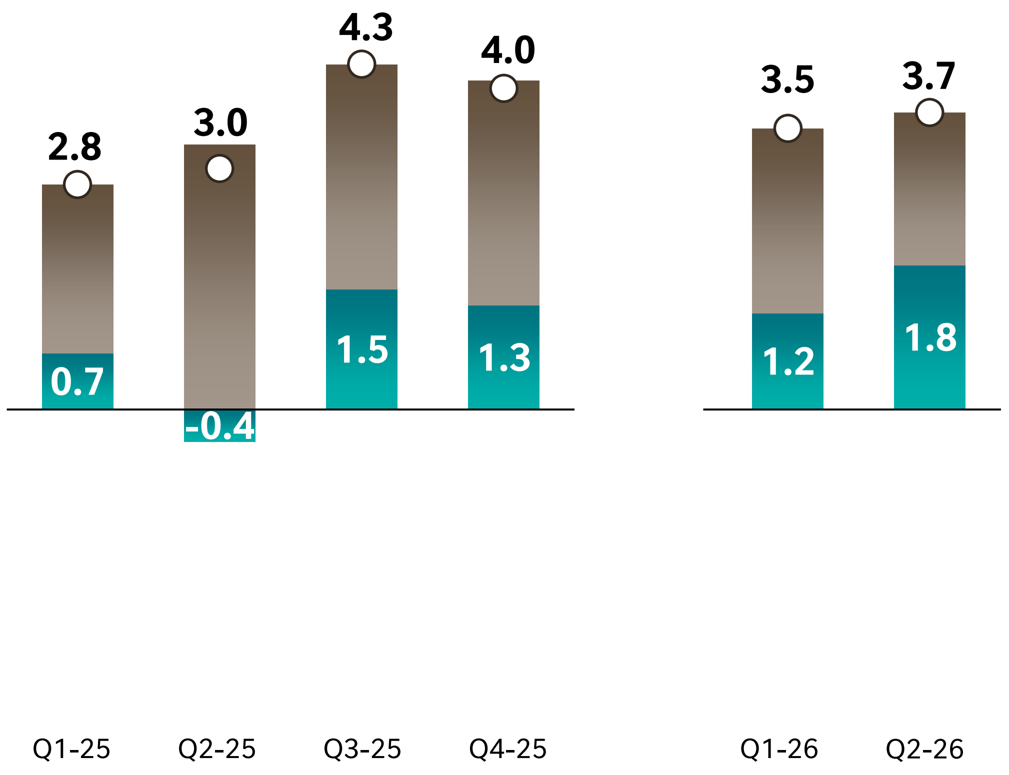
- Underlying momentum continuing
- On track for 2026 guidance

Organic sales growth offset by FX



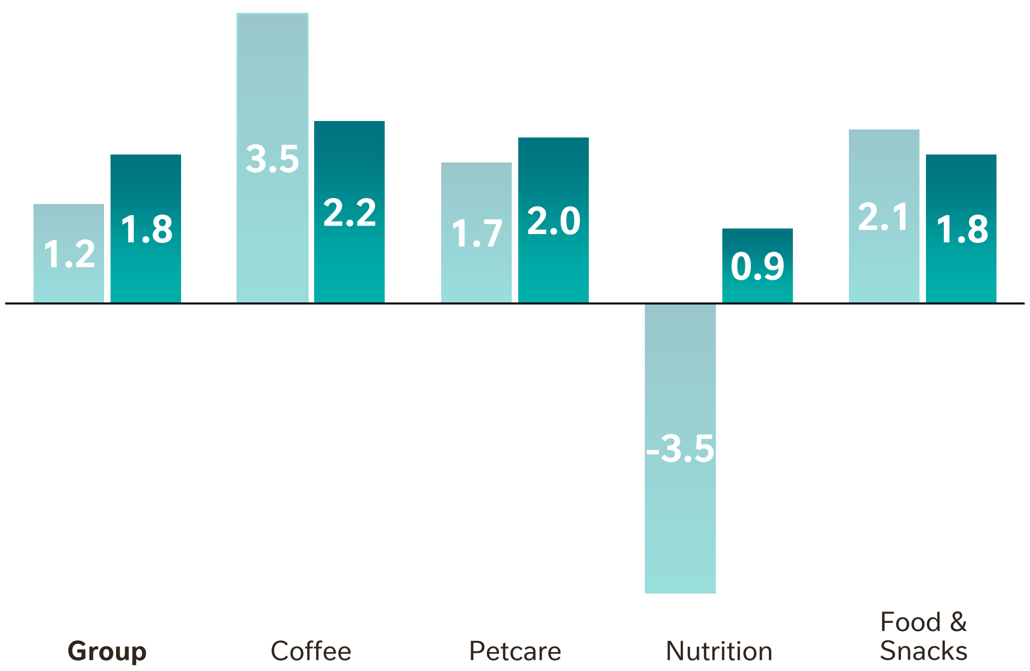
RIG momentum continuing

Quarterly performance, %



OG RIG Pricing

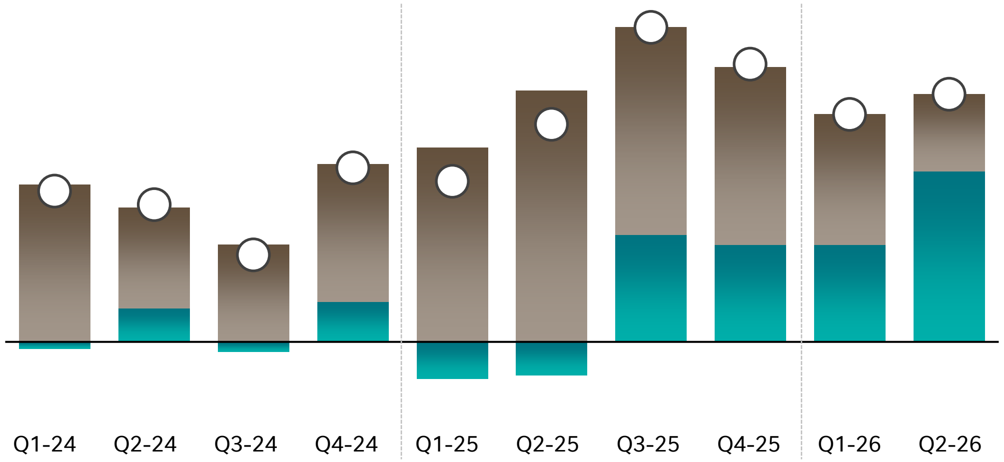
Quarterly RIG, %



Q1-26 Q2-26

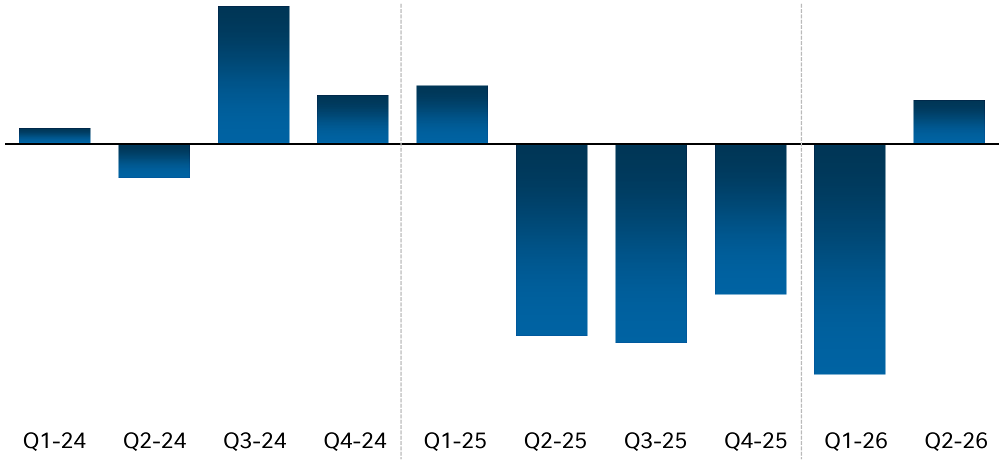
Strengthening performance in emerging markets, Greater China now stable

Emerging markets excluding China



- Broad-based strength in recent quarters, further improving in Q2

Greater China



- Good progress with shift to demand-led growth, inventory reduction completed
- Categories remain subdued

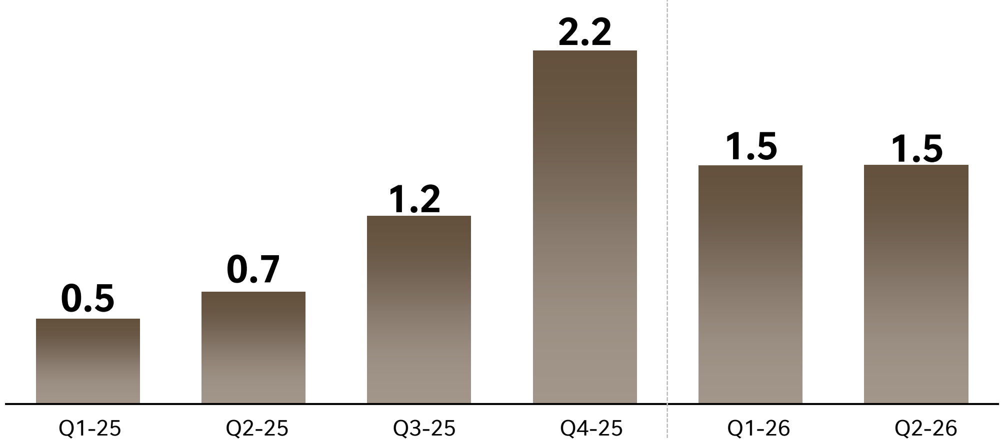
OG RIG Pricing

OG

North America resilient, Petcare trends positive

Total North America

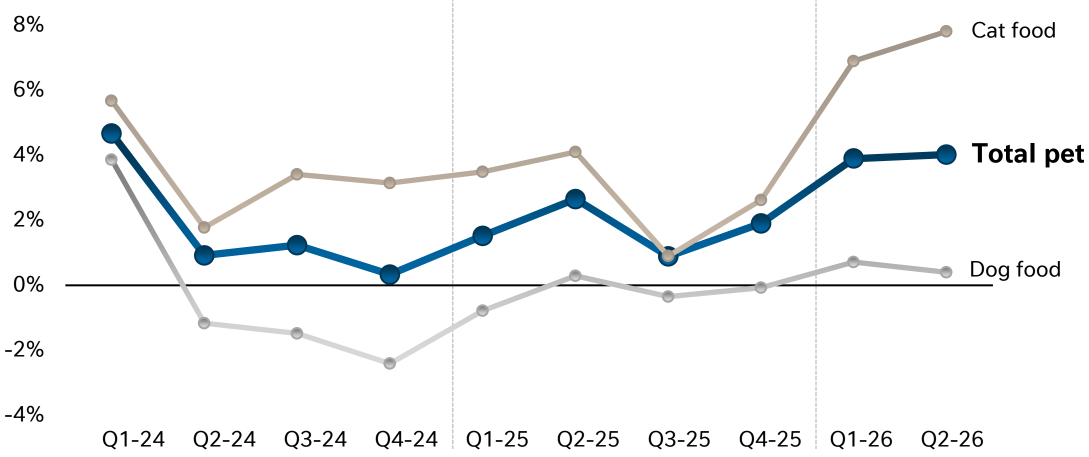
North America OG, %



- OG momentum maintained in Q2-26
- Stronger pricing, weaker RIG driven by Coffee

US Petcare

Nestlé retail sell-out growth, %



- Sell-out strengthened in H1-26
- OG impacted in Q2 by retailer inventory reductions

Source: NielsenIQ and other third-party sources

Infant nutrition improving, adult and medical nutrition strong

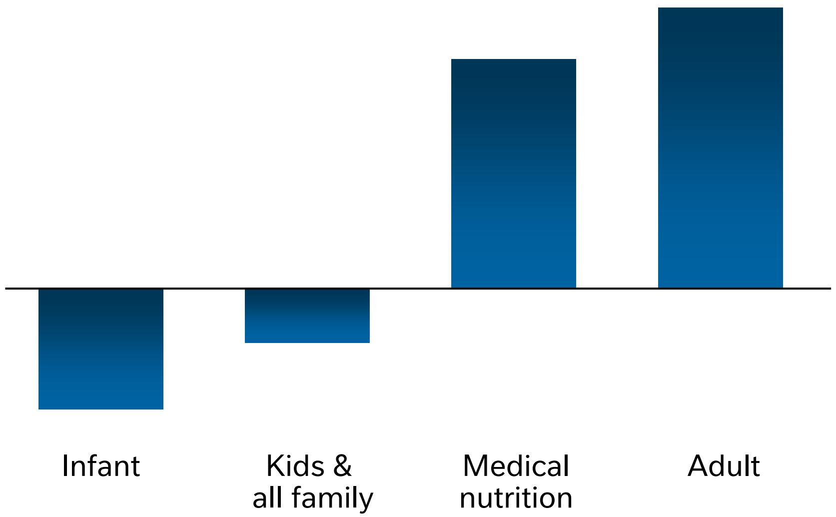
Infant nutrition

- Improving in Q2-26 to mid-single-digit decline
- Expect to regain share by end of year

Adult nutrition and medical nutrition

- Adult Nutrition strong, led by *Pure Encapsulations* and *Vital Proteins*
- Continued acceleration in Medical Nutrition, supported by new launches of *Compleat*

Q2-26 Nutrition OG, %

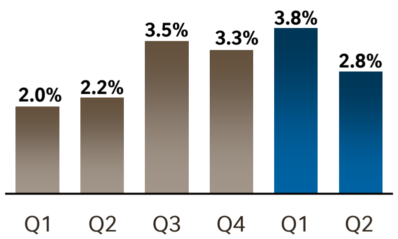


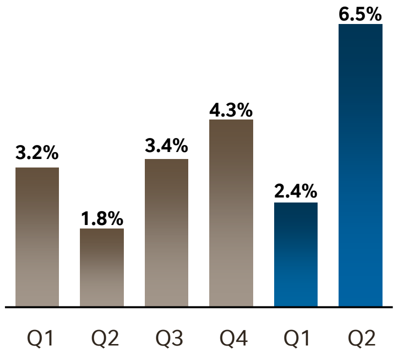
	Infant	Kids & all family	Medical nutrition	Adult
Q2-26 sales, %	26%	34%	13%	26%

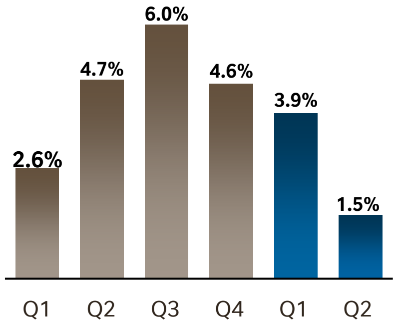
H1-26 Zone performance overview

	Zone AMS	Zone AOA	Zone EUR
Organic growth	**3.3%**	**4.3%**	**2.7%**
Real internal growth	1.0%	2.8%	0.5%
Pricing	2.2%	1.5%	2.2%
UTOP Margin	**19.3%**	**21.4%**	**16.4%**
vs H1-25	-30 bps	Flat	-120 bps

Organic growth by quarter





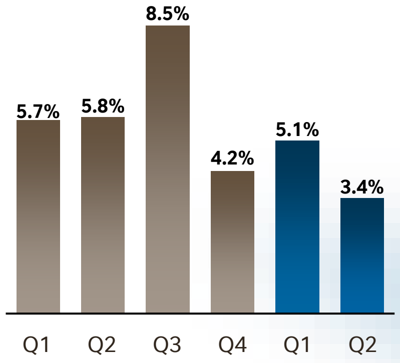


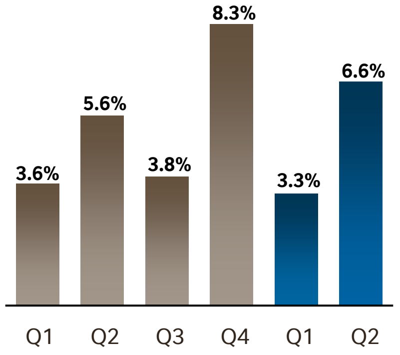
2025 2026

H1-26 GMB performance overview

	Nespresso	Nestlé Waters & Premium Beverages
Organic growth	**4.3%**	**5.1%**
Real internal growth	1.7%	1.6%
Pricing	2.6%	3.5%
UTOP Margin	**20.7%**	**9.5%**
vs H1-25	-120bps	+20 bps

Organic growth by quarter



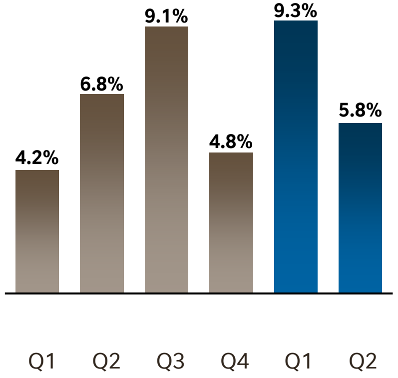


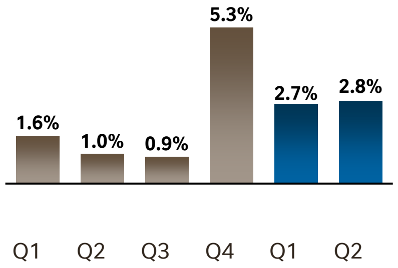
2025 2026

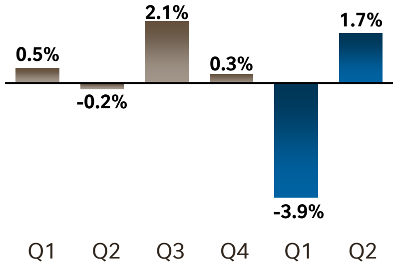
H1-26 Product category performance overview

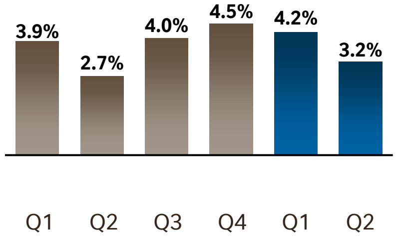
	Coffee	Petcare	Nutrition	Food & Snacks
Organic growth	**7.5%**	**2.7%**	**-1.2%**	**3.7%**
Real internal growth	2.9%	1.8%	-1.3%	1.9%
Pricing	4.7%	0.9%	0.2%	1.8%
UTOP Margin	**19.0%**	**21.8%**	**19.8%**	**17.4%**
vs H1-25	-100 bps	-30 bps	-90 bps	+50 bps

Organic growth by quarter







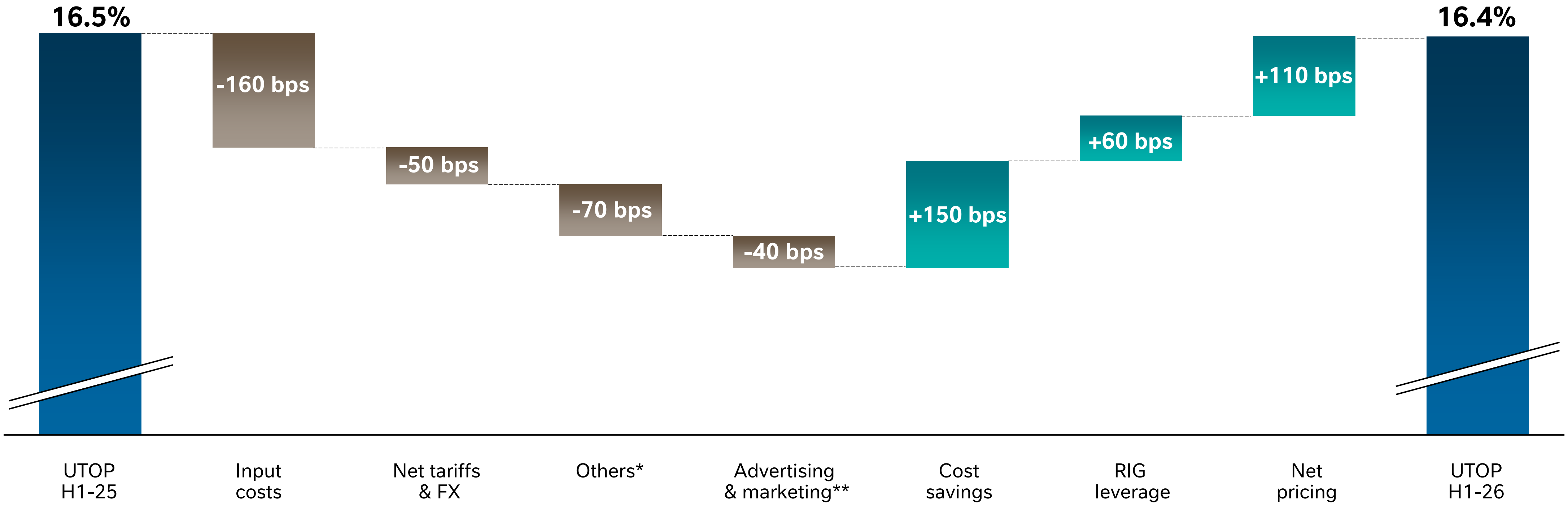


2025 2026

Nestlé Waters & Premium Beverages not included

Cost and pricing actions largely offset significant external headwinds

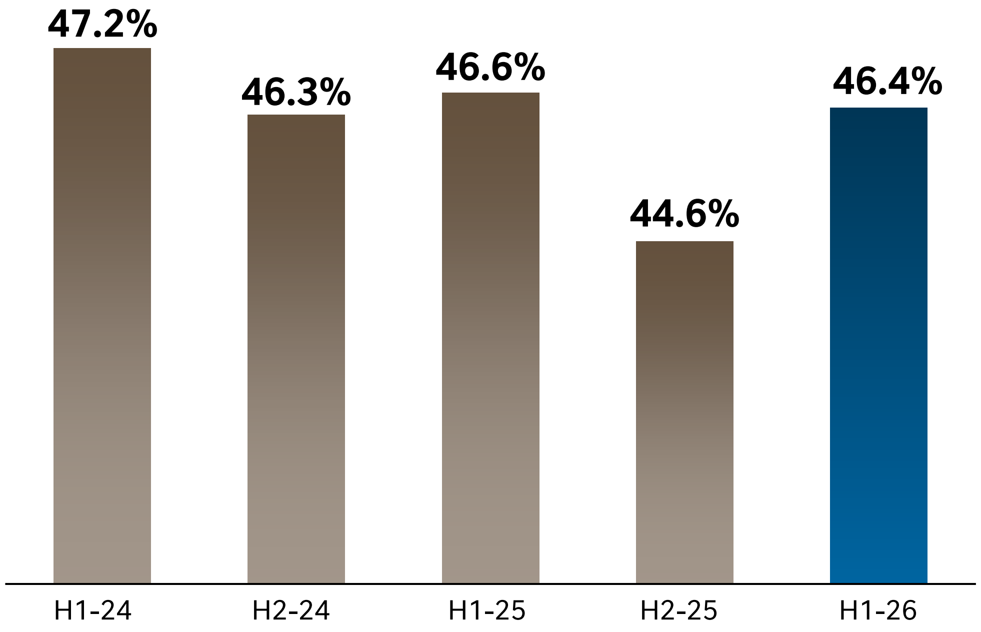
Underlying trading operating profit margin, %



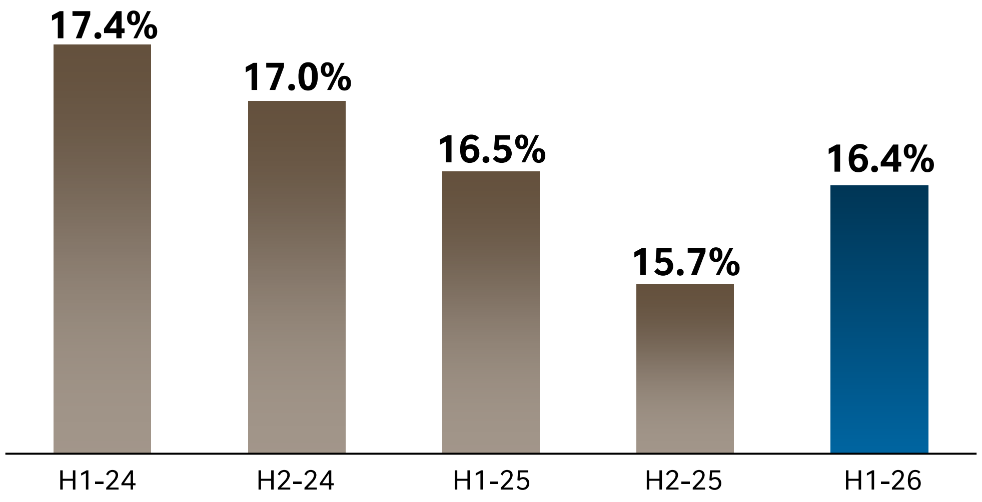
Figures may not sum due to rounding
* Others: primarily impact of infant formula recall, partially offset by pension credit
** Before cost savings

Gross profit and UTOP margin improved sequentially

Gross profit margin, %

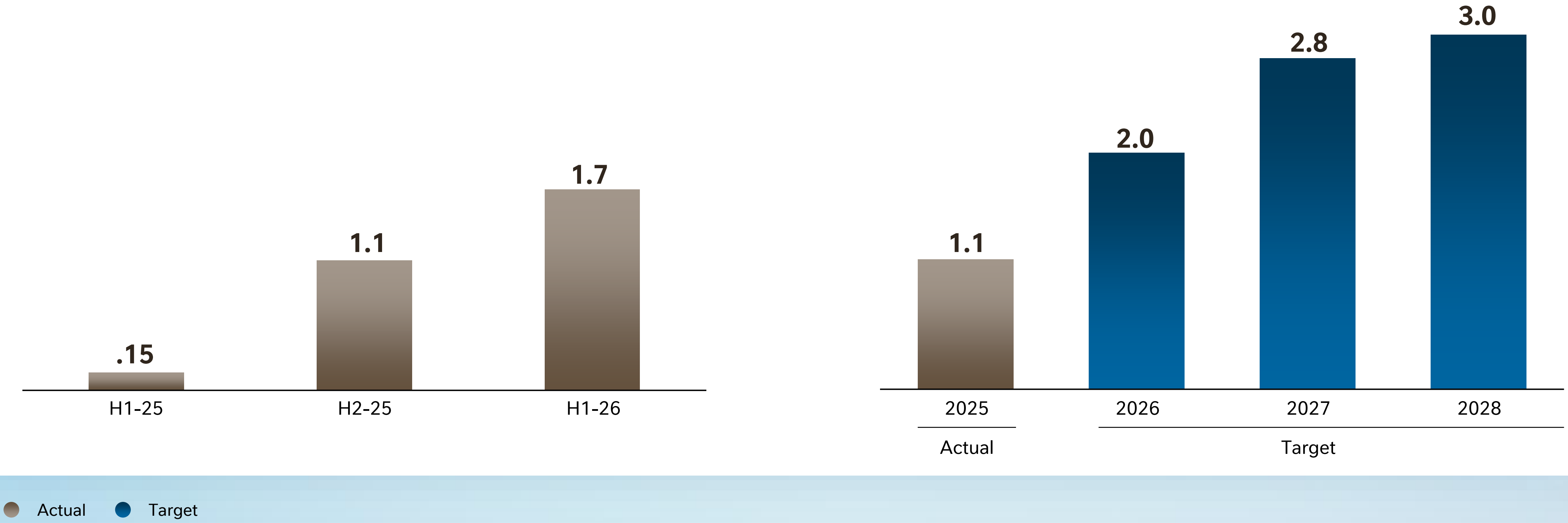


UTOP margin, %

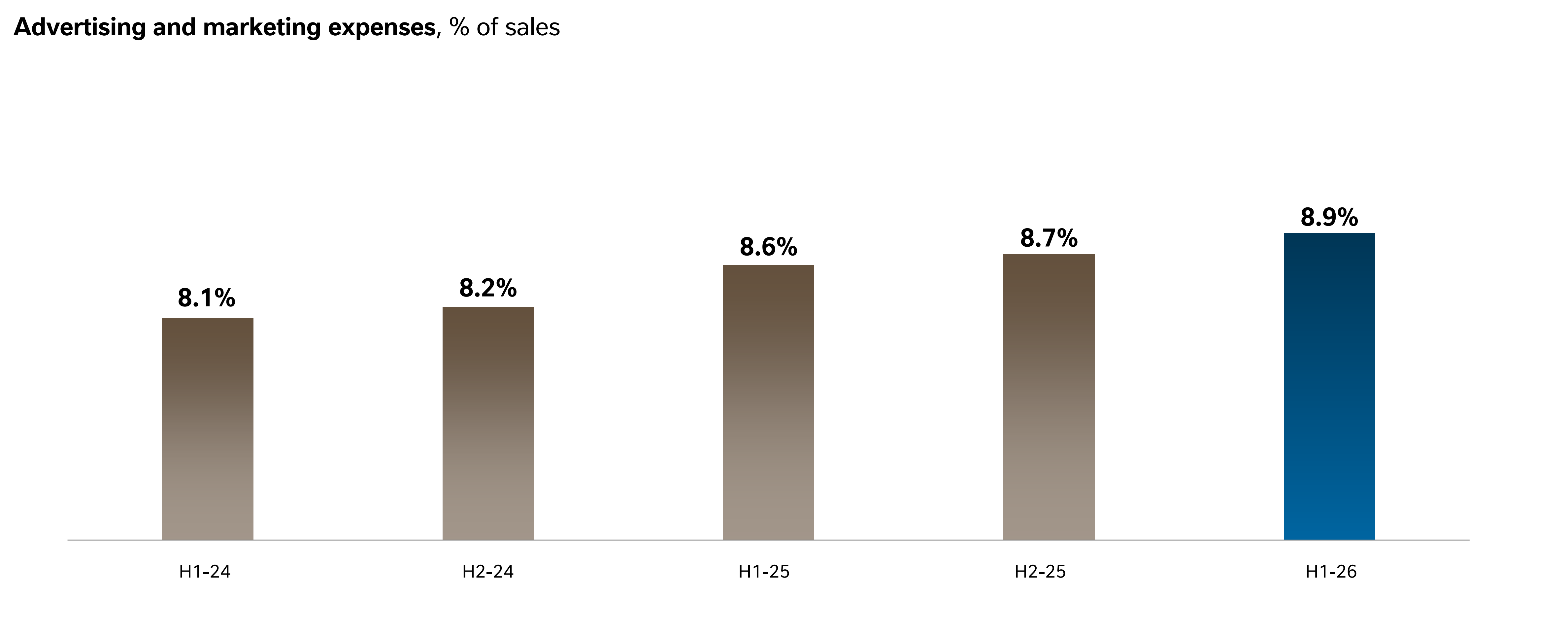


On track to deliver cost savings targets

***Fuel for growth* P&L impact**, CHF bn (cumulative)



Investment increased, with targeted support behind our brands



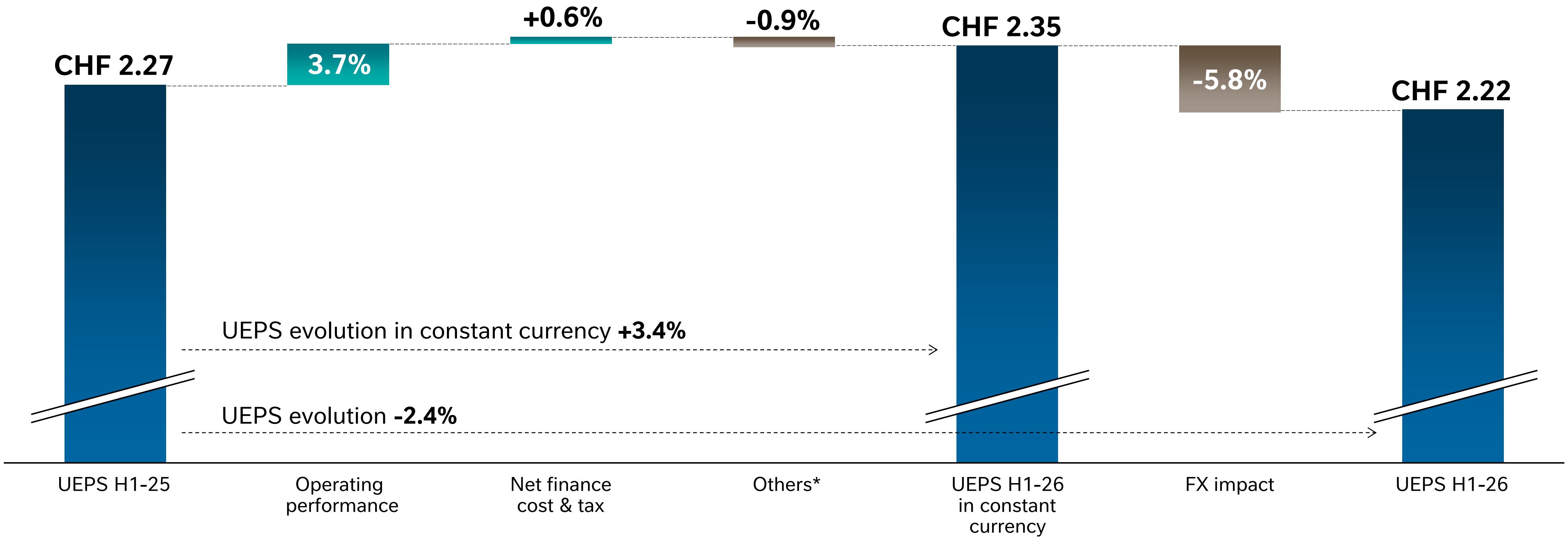
Net profit impacted by restructuring and write-down of assets held for sale

Nestlé

	% of sales	H1-26 vs H1-25
Underlying trading operating profit	**16.4%**	**-10 bps**
Restructuring		-90 bps
Impairment of assets (excluding goodwill)		-20 bps
Onerous contracts, litigations and other trading income/expenses		10 bps
Trading operating profit	**14.5%**	**-110 bps**
Gain/loss on disposals of businesses*		-290 bps
Net financial expenses		10 bps
Taxes		70 bps
Income from associates / joint ventures		-40 bps
Others		20 bps
Net profit	**8.1%**	**-340 bps**

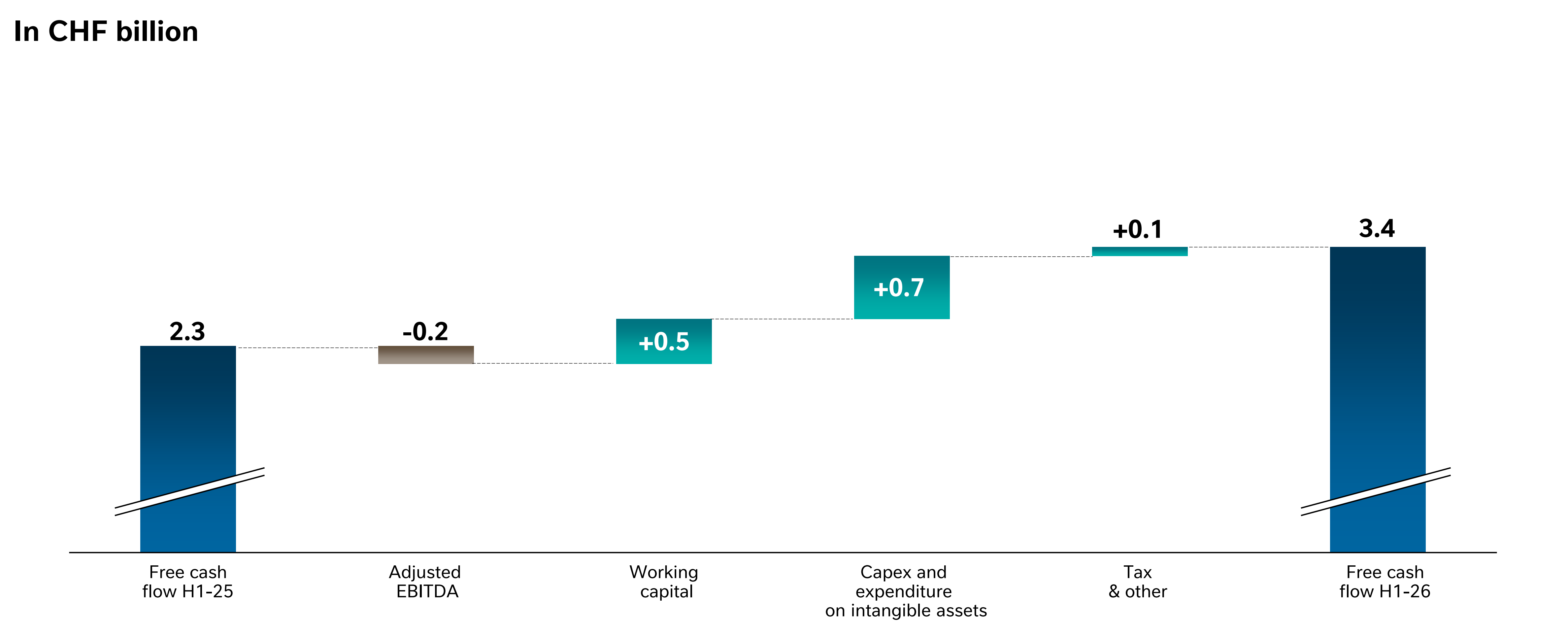
*Mainly driven by write-down of assets held for sale

UEPS up 3.4% in constant currency, down 2.4% reported



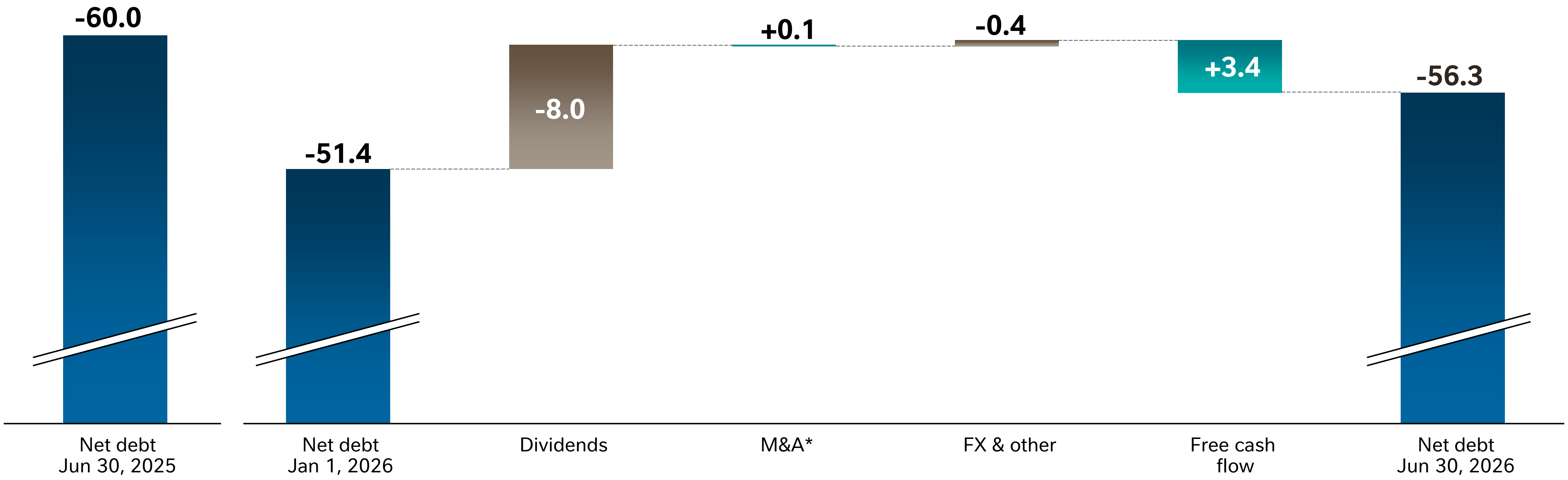
UEPS = underlying earnings per share
*Others includes income from associates and joint ventures and non-controlling interests

Free cash flow up strongly



Net debt reduced versus last year

In CHF billion



*M&A line includes associates and joint ventures and non-controlling interests

On track for 2026 guidance

	2026	Medium-term
Organic growth	**Range of 3% to 4%** RIG accelerating versus 2025	**4% +** in normal market conditions
UTOP margin	**Improving vs 2025** H2-26 broadly similar to H1-26	**17.0%+**
Free cash flow	**Above CHF 9 bn**	

Execution driving RIG

Driving growth

RIG accelerating towards 2%+ medium-term target

Strengthening marketing and execution

Sharpening portfolio

Partnership for Waters announced

Progress on other divestments

Improving efficiency and cash

Fuel for Growth cost savings up to CHF 1.7 billion

H1 free cash flow CHF 3.4 billion

Delivering on expectations

On track to deliver 2026 guidance

Appendix

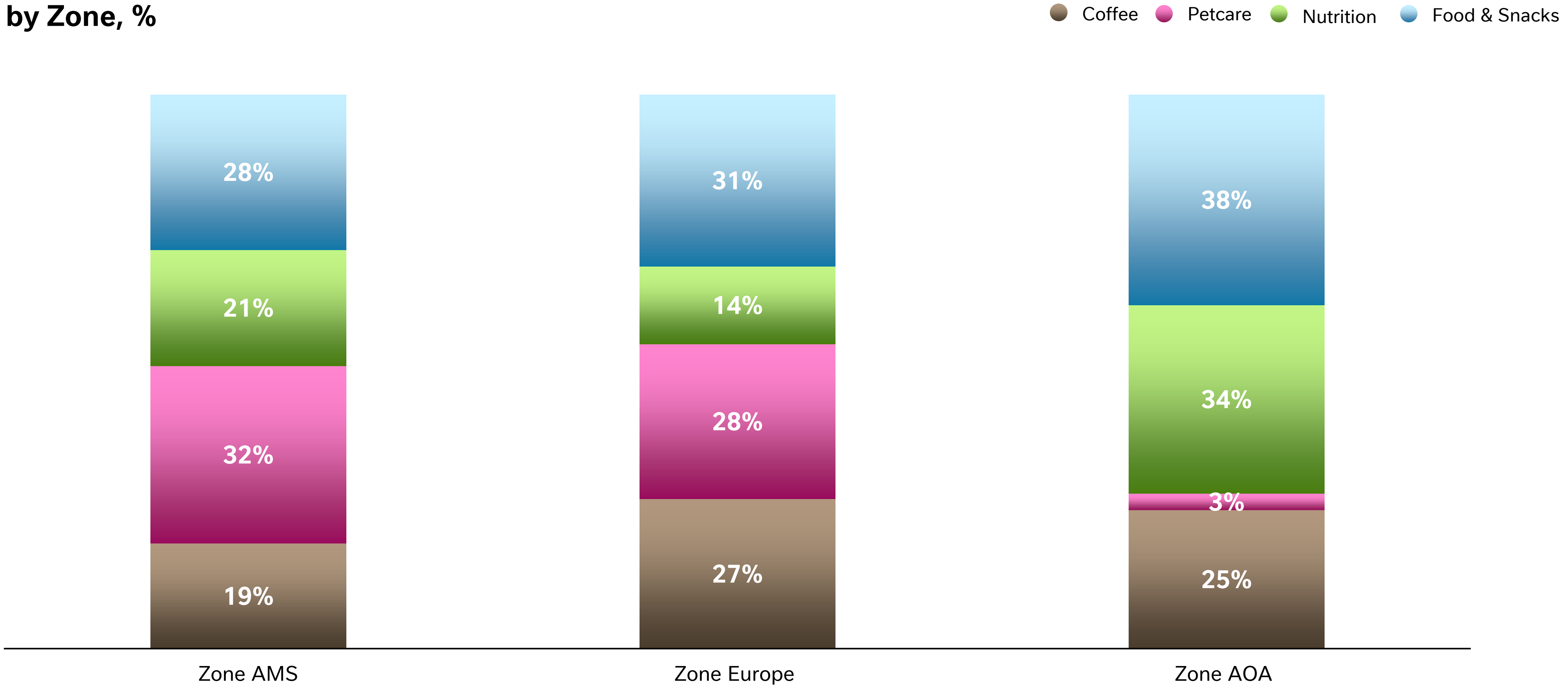
Modeling

Item	2025 actual	2026 guidance
Organic growth	3.5%	In the range of 3% to 4%, with RIG accelerating versus 2025
FX effect on sales	-5.7%	Approx. -3%, assuming current FX spot rates for remainder of the year
Gross profit margin	45.6%	Improving versus 2025
UTOP margin	16.1%	Improving versus 2025, H2-26 broadly similar to H1-26
‘Fuel for growth’ savings	CHF 1.1 billion	Incremental savings of CHF 0.9 billion, to reach CHF 2.0 billion p.a. in total
Net financial expense	CHF 1.5 billion	Approx. CHF 1.5 billion
Underlying tax rate	22.1%	Approx. 22%
Working capital*	1.2% of sales	Reducing versus 2025
Capex**	4.8% of sales	Reducing versus 2025
Free cash flow	CHF 9.2 billion	Above CHF 9.0 billion

* Working capital calculated on a 5-quarter average; ** Additions of owned PP&E

Product category sales by Zone

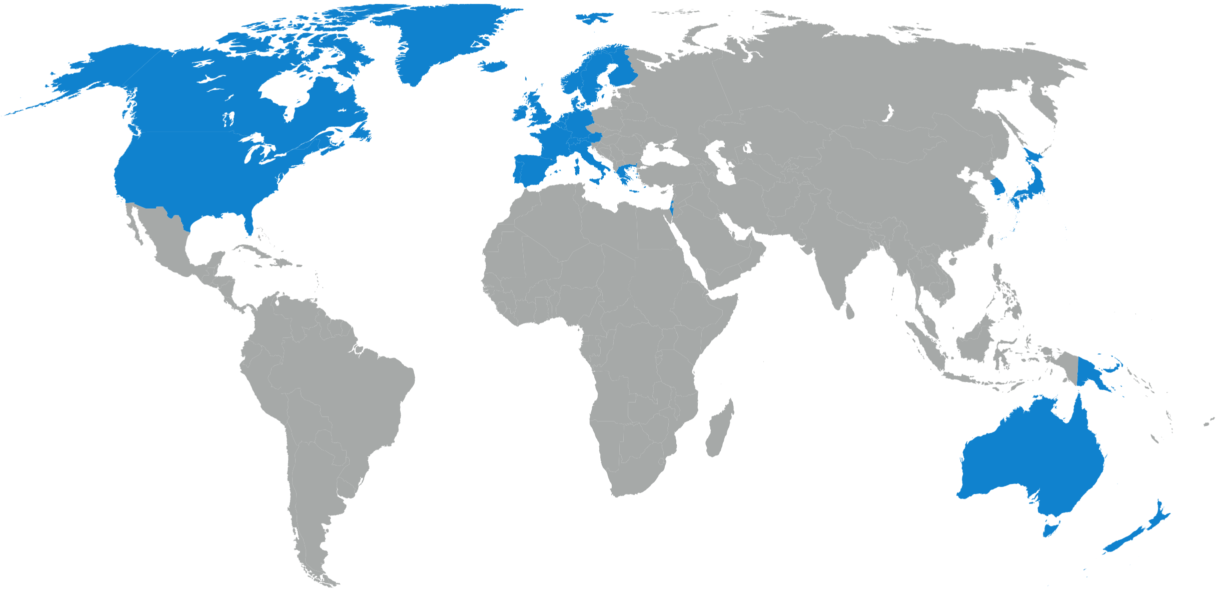
FY-25 sales by Zone, %



Nespresso, Nestlé Waters & Premium Beverages and other businesses not included

H1-26 growth in developed and emerging markets

	Developed	Emerging
Sales (in CHF) % of Group sales	**24.8 bn** 58%	**18.3 bn** 42%
RIG	0.6%	2.8%
Pricing	1.7%	2.8%
OG	**2.3%**	**5.6%**



Q2-2026 Historical eight quarters

Period	RIG %	Pricing %	OG %
Q3-2024	1.3	0.6	1.9
Q4-2024	1.5	1.2	2.7
Q1-2025	0.7	2.1	2.8
Q2-2025	-0.4	3.3	3.0
Q3-2025	1.5	2.8	4.3
Q4-2025	1.3	2.8	4.0
Q1-2026	1.2	2.3	3.5
Q2-2026	1.8	1.9	3.7

Q2-2026 Operating segments – topline summary

	Q2-2026 sales			
	Sales (CHF m)	**RIG %**	**Pricing %**	**OG %**
Zone AMS	9 540	0.8	1.9	2.8
Zone AOA	5 150	4.8	1.7	6.5
Zone EUR	4 429	flat	1.5	1.5
Nespresso	1 592	1.5	2.0	3.4
Nestlé Waters & Premium Beverages	1 023	2.2	4.4	6.6
Other Businesses	58	10.4	-0.1	10.3
Total Group	**21 792**	**1.8**	**1.9**	**3.7**

Q2-2026 Operating segments including AMS & AOA breakdown

	2026 Performance								
	Q1-26			Q2-26			H1-26		
	RIG %	Pricing %	OG %	RIG %	Pricing %	OG %	RIG %	Pricing %	OG %
Zone AMS	**1.2**	**2.6**	**3.8**	**0.8**	**1.9**	**2.8**	**1.0**	**2.2**	**3.3**
North America	0.2	1.3	1.5	-0.6	2.1	1.5	-0.2	1.7	1.5
Latin America	3.6	5.5	9.1	4.2	1.5	5.8	3.9	3.6	7.5
Zone AOA	**1.1**	**1.3**	**2.4**	**4.8**	**1.7**	**6.5**	**2.8**	**1.5**	**4.3**
AOA excluding Greater China	4.6	1.8	6.4	6.0	1.8	7.7	5.3	1.8	7.0
Greater China	-10.4	-0.2	-10.6	0.5	1.5	2.0	-5.6	0.6	-5.0
Zone EUR	**1.1**	**2.8**	**3.9**	**flat**	**1.5**	**1.5**	**0.5**	**2.2**	**2.7**
Nespresso	**2.0**	**3.1**	**5.1**	**1.5**	**2.0**	**3.4**	**1.7**	**2.6**	**4.3**
Nestlé Waters & Premium Beverages	**0.9**	**2.4**	**3.3**	**2.2**	**4.4**	**6.6**	**1.6**	**3.5**	**5.1**
Other Businesses	**2.6**	**-0.7**	**1.8**	**10.4**	**-0.1**	**10.3**	**5.9**	**-0.5**	**5.4**
Total Group	**1.2**	**2.3**	**3.5**	**1.8**	**1.9**	**3.7**	**1.5**	**2.1**	**3.6**

Q2-2026 Products categories – topline summary

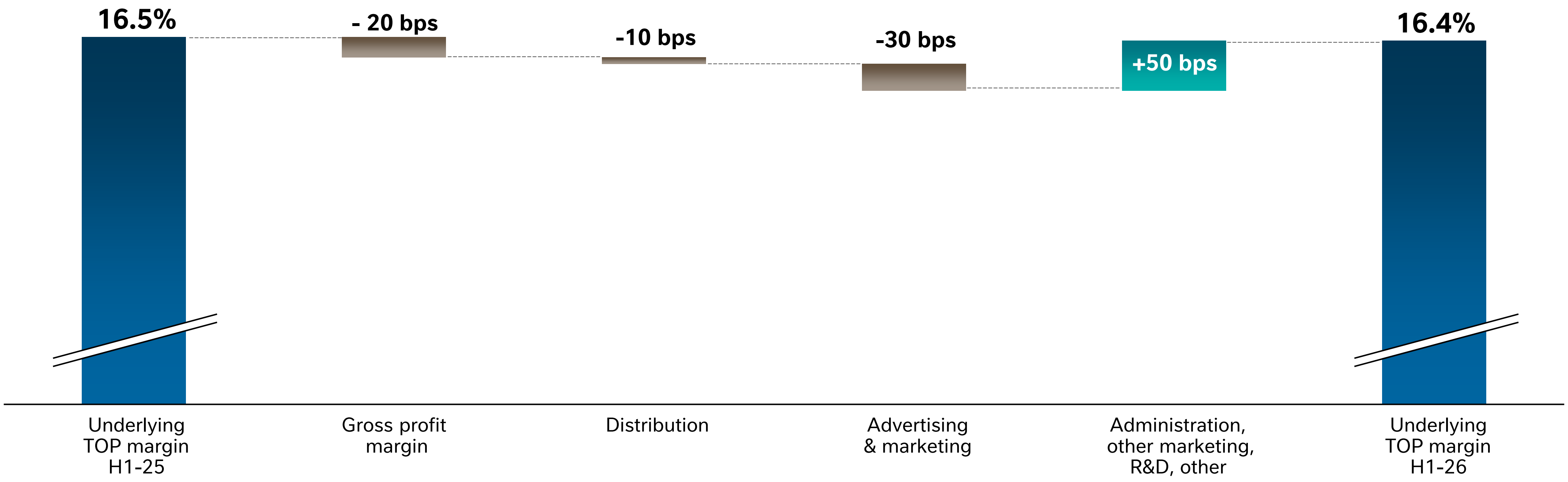
	Q2-2026 sales			
	Sales (CHF m)	RIG %	Pricing %	OG %
Coffee	6 124	2.2	3.6	5.8
Petcare	4 538	2.0	0.8	2.8
Nutrition	4 355	0.9	0.7	1.7
Food & Snacks	5 752	1.8	1.5	3.2
Waters & Premium Beverages	1 023	2.1	4.4	6.6
Total Group	**21 792**	**1.8**	**1.9**	**3.7**

Note: Waters included in Nestlé Waters & Premium Beverages which became a Globally Managed Business, as of January 1, 2025

H1-26 Operating segments – topline summary

	H1-26 sales						
	Sales (CHF m)	RIG %	Pricing %	OG %	Net M&A %	FX %	Reported sales growth %
Zone AMS	18 646	1.0	2.2	3.3	0.0	-6.2	-3.0
Zone AOA	10 366	2.8	1.5	4.3	-0.3	-7.9	-3.8
Zone EUR	9 044	0.5	2.2	2.7	0.9	-4.0	-0.5
Nespresso	3 147	1.7	2.6	4.3	0.1	-5.1	-0.8
Nestlé Waters & Premium Beverages	1 781	1.6	3.5	5.1	-0.7	-6.7	-2.3
Other Businesses	125	5.9	-0.5	5.4	-13.3	-7.3	-15.1
Total Group	**43 109**	**1.5**	**2.1**	**3.6**	**0.1**	**-6.2**	**-2.5**

UTOP margin



16.5%
- 20 bps
-10 bps
-30 bps
+50 bps
16.4%
Underlying TOP margin H1-25
Gross profit margin
Distribution
Advertising & marketing
Administration, other marketing, R&D, other
Underlying TOP margin H1-26

H1-26 Operating segments – sales and profit

In CHF m

	Sales	Underlying Trading Operating Profit	Trading Operating Profit	Net other trading income/ (expense)	Of which impairment of property, plant and equipment	Of which restructuring costs	Depreciation and amortization
Zone AMS	18 646	3 606	3 282	(324)	(118)	(105)	(717)
Zone AOA	10 366	2 219	2 150	(69)	(3)	(46)	(296)
Zone Europe	9 044	1 484	1 231	(253)	(3)	(230)	(423)
Nespresso	3 147	651	539	(112)	-	(68)	(139)
Nestlé Waters & Premium Beverages	1 781	168	137	(31)	(20)	(7)	(66)
Other Businesses	125	16	14	(2)	-	-	(6)
Unallocated items	-	(1 063)	(1 106)	(43)	-	(13)	(119)
Total Group	**43 109**	**7 081**	**6 247**	**(834)**	**(144)**	**(469)**	**(1 766)**

H1-26 Products – sales and profit

	In CHF m					
	Sales	Underlying Trading Operating Profit	Trading Operating Profit	Net other trading income/ (expense)	Of which impairment of property, plant and equipment	Of which restructuring costs
Coffee	12 126	2 304	2 059	(245)	(4)	(178)
Petcare	8 933	1 943	1 820	(123)	(47)	(67)
Nutrition	8 339	1 651	1 512	(139)	1	(64)
Food & Snacks	11 930	2 077	1 825	(252)	(74)	(140)
Waters & Premium Beverages	1 781	169	137	(32)	(20)	(7)
Unallocated items	-	(1 063)	(1 106)	(43)	-	(13)
Total Group	**43 109**	**7 081**	**6 247**	**(834)**	**(144)**	**(469)**

H1-26 EPS reconciliation (1 of 2)

From net profit to underlying net profit	In CHF m	
	H1-25	H1-26
Net Profit	**5 065**	**3 472**
Restructuring costs	101	469
Impairments of property, plant & equipment, goodwill and int. assets	88	181
Net result on disposal of businesses	(11)	1 250
Other adjustment in Net other income/(expense)	285	162
Adjustment for income from associates and joint ventures	177	374
Tax effect on above items & adjustment of one-off tax items	163	(186)
Adjustment in non-controlling interests	(20)	(13)
Underlying Net Profit	**5 848**	**5 709**
Weighted average number of shares outstanding (million)	2 573	2 573
Underlying EPS (in CHF)	**2.27**	**2.22**

H1-26 EPS reconciliation (2 of 2)

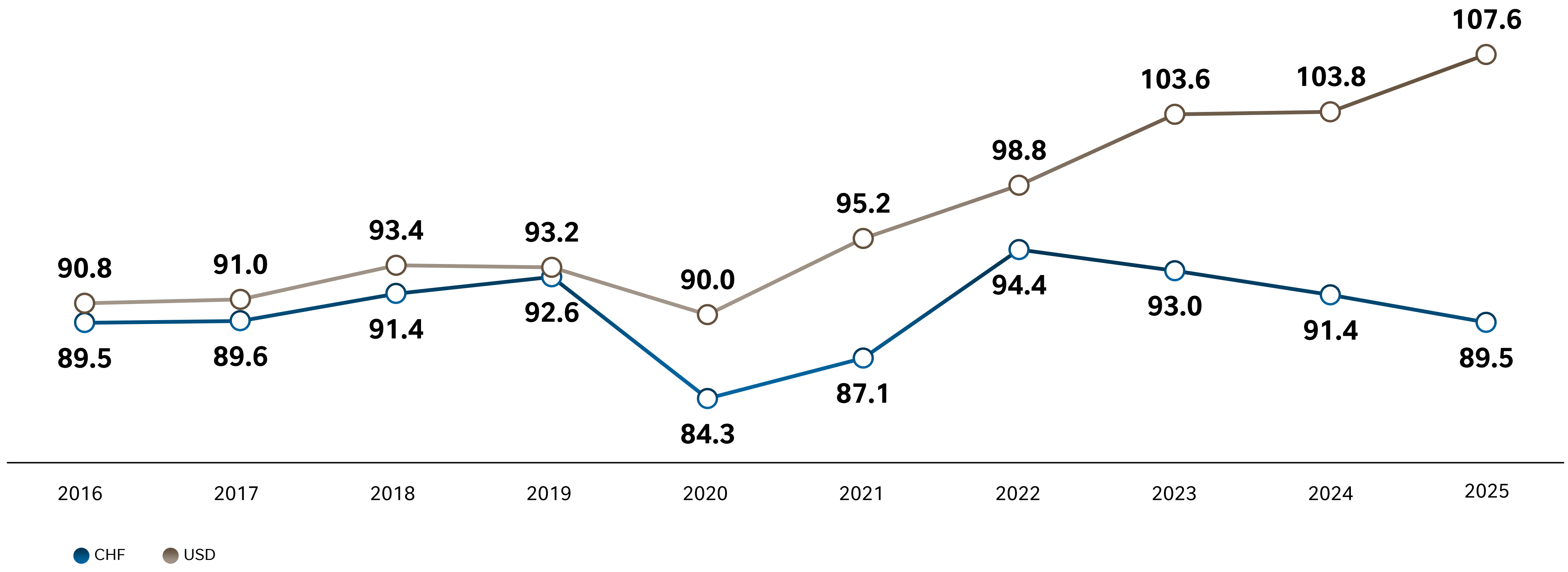
From underlying trading operating profit to underlying net profit	In CHF m H1-2025	In CHF m H1-2026
Underlying trading operating profit	**7 287**	**7 081**
Net financial income / (expense)	(759)	(688)
Adjusted taxes	(1 439)	(1 428)
Adjusted income from associates and joint ventures	881	881
Adjusted non-controlling interests	(122)	(137)
Underlying Net Profit	**5 848**	**5 709**
Weighted average number of shares outstanding (million)	2 573	2 573
Underlying EPS (in CHF)	**2.27**	**2.22**

H1-26 currency overview

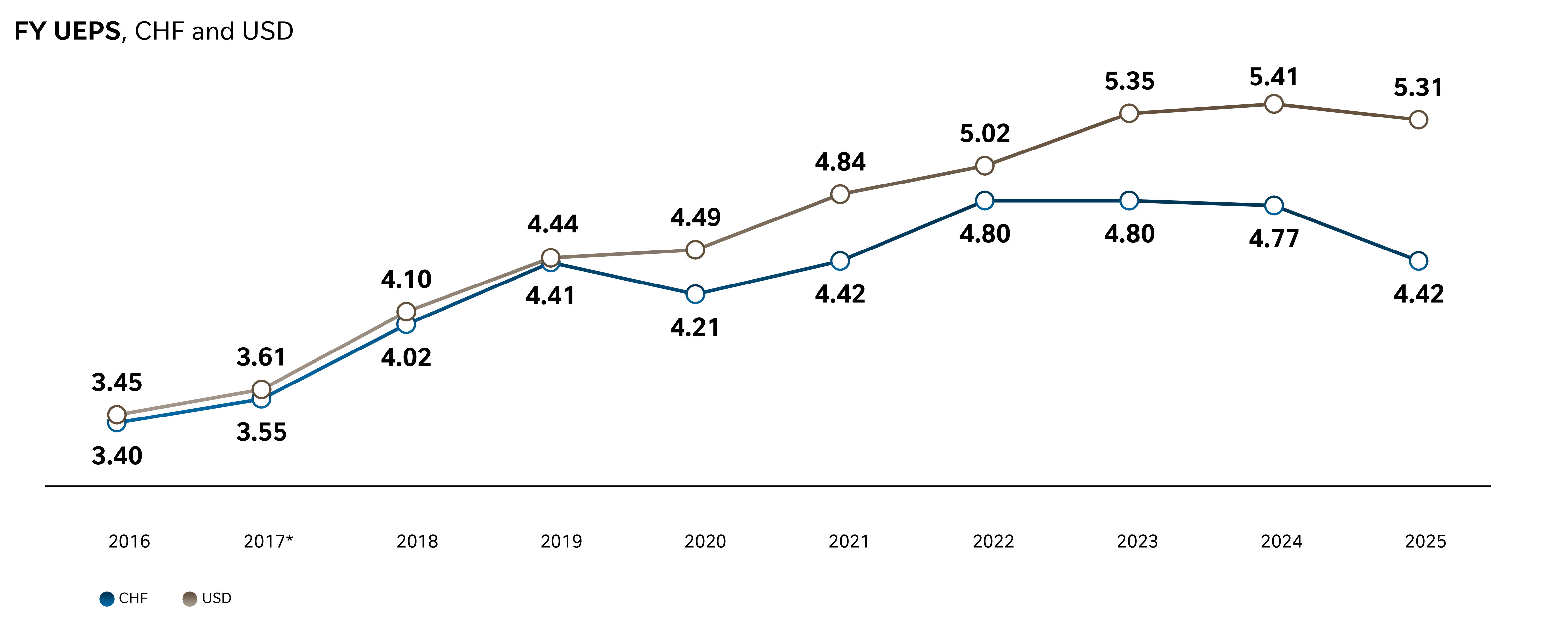
			Average rate		
			H1-2025	H1-2026	Variation (%)
US Dollar	1	USD	0.863	0.787	-8.9
Euro	1	EUR	0.942	0.918	-2.5
Chinese Yuan Renminbi	100	CNY	11.895	11.460	-3.7
Brazilian Real	100	BRL	14.980	15.274	2.0
Philippine Peso	100	PHP	1.510	1.311	-13.2
UK Pound Sterling	1	GBP	1.118	1.058	-5.3
Mexican Peso	100	MXN	4.318	4.503	4.3
Canadian Dollar	1	CAD	0.612	0.571	-6.7
Japanese Yen	100	JPY	0.581	0.498	-14.4
Australian Dollar	1	AUD	0.547	0.553	1.0
Indian Rupee	100	INR	1.002	0.845	-15.7

Sales in CHF and USD

FY Sales, CHF billion and USD billion



UEPS in CHF and USD



*Restated to reflect implementation of IFRS 15 and IFRS 16 in 2017

Abbreviations

AMS	Americas
AOA	Asia, Oceania and Africa
EUR	Europe
GC	Greater China
GMB	Globally managed business
OG	Organic growth
OOH	Out-of-home
RIG	Real internal growth
UEPS	Underlying Earnings Per Share
UTOP	Underlying Trading Operating Profit
VMS	Vitamins, minerals and supplements