Nestlé
Company presentation

July 2026

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

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

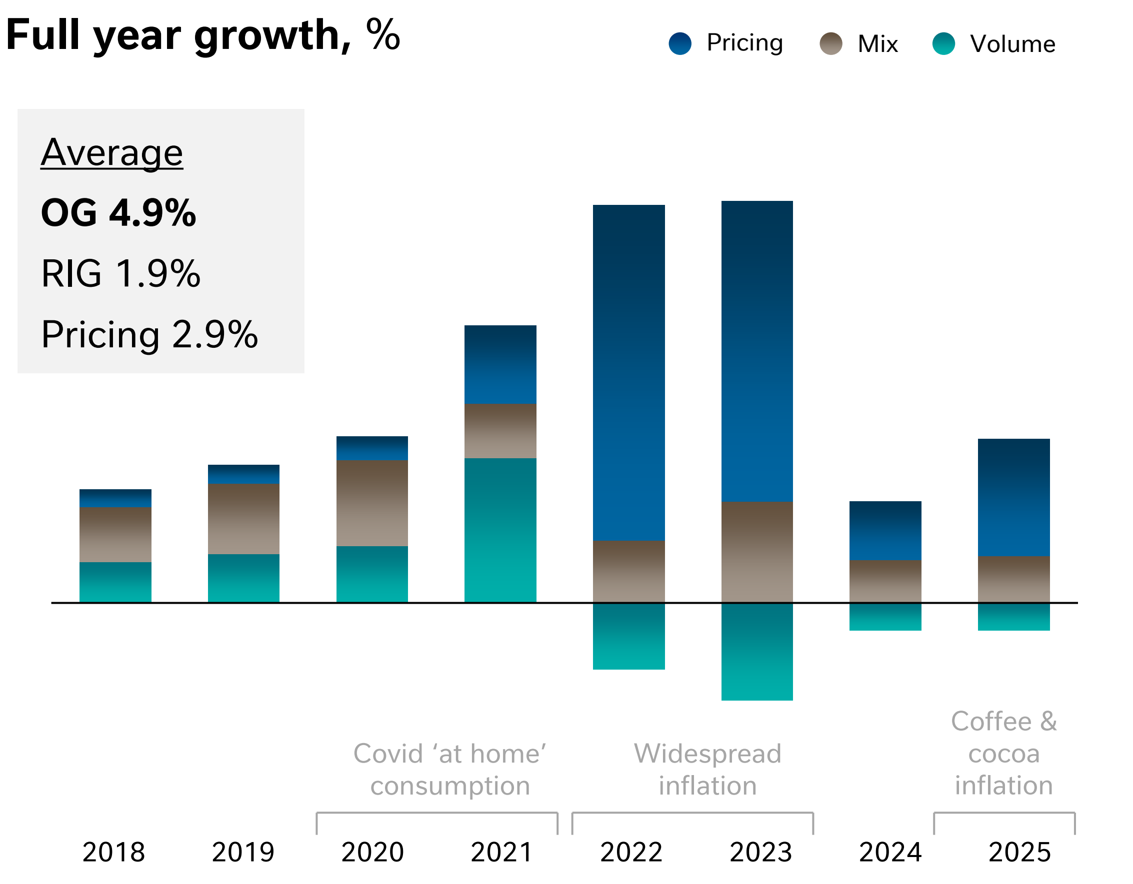
H1 free cash flow CHF 3.4 billion

Delivering on expectations

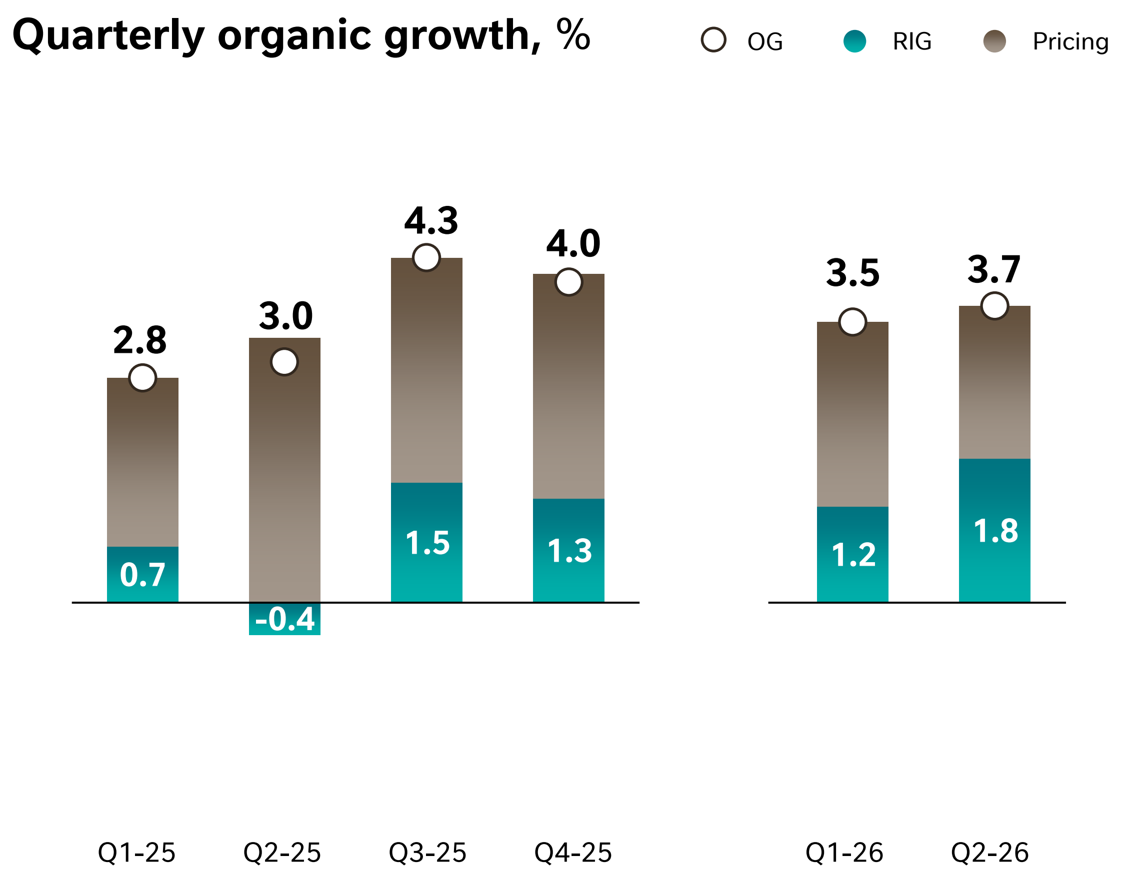
On track to deliver 2026 guidance

RIG-led growth is a priority after several years of strong pricing and weaker volumes

Full year growth, %



Quarterly organic growth, %



Notes: "Average" figures are for Group and show averages for 2018-25
Data for chart excludes Water and Nestlé Health Science; volume and mix together comprise RIG

Clear growth model supported by increased investment

Core business

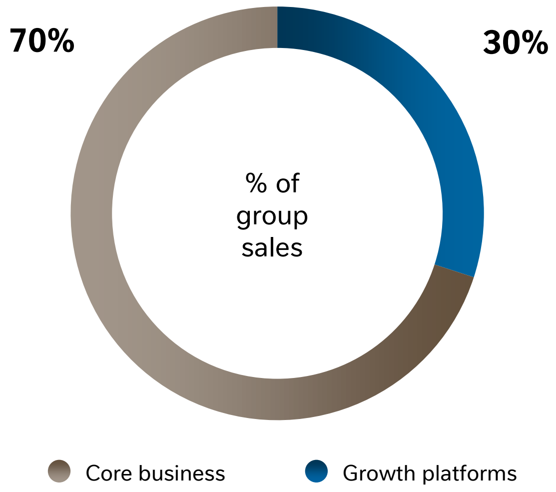
OG 3-4%

RIG 1-3%

Growth platforms

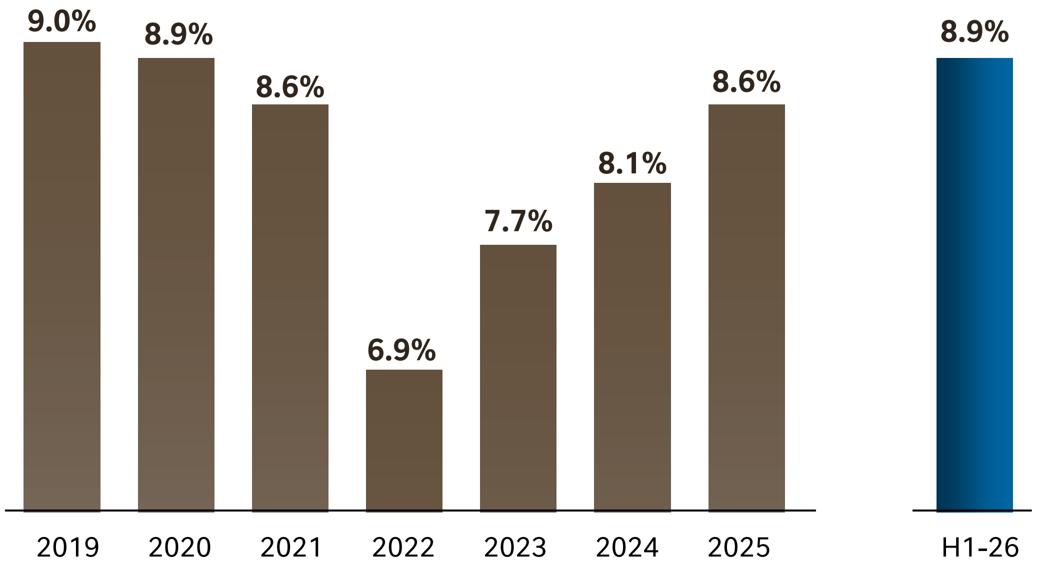
OG HSD

RIG MSD



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

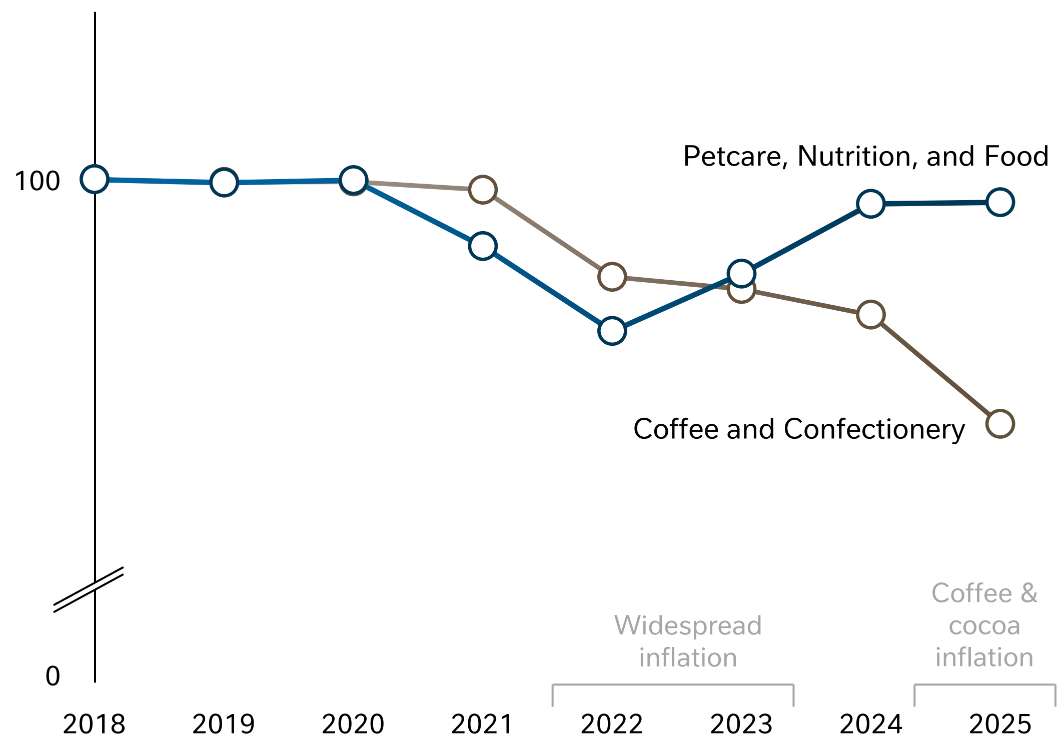
Advertising and marketing expenses, % of sales



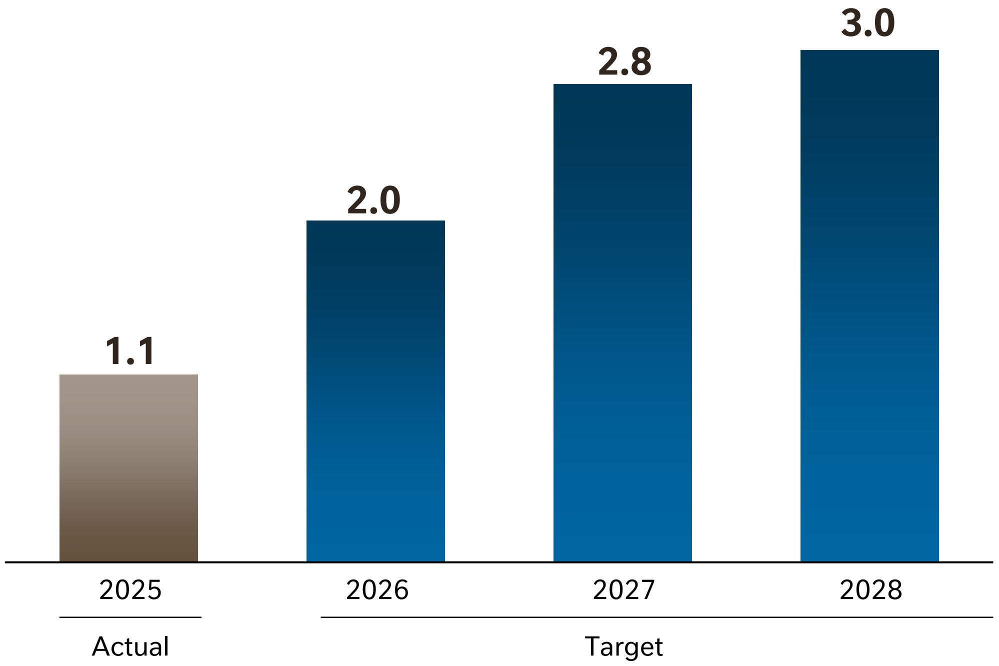
Excludes Nestlé Skin Health in 2019

Navigating input cost pressures and driving savings

Gross profit margin, indexed to 100

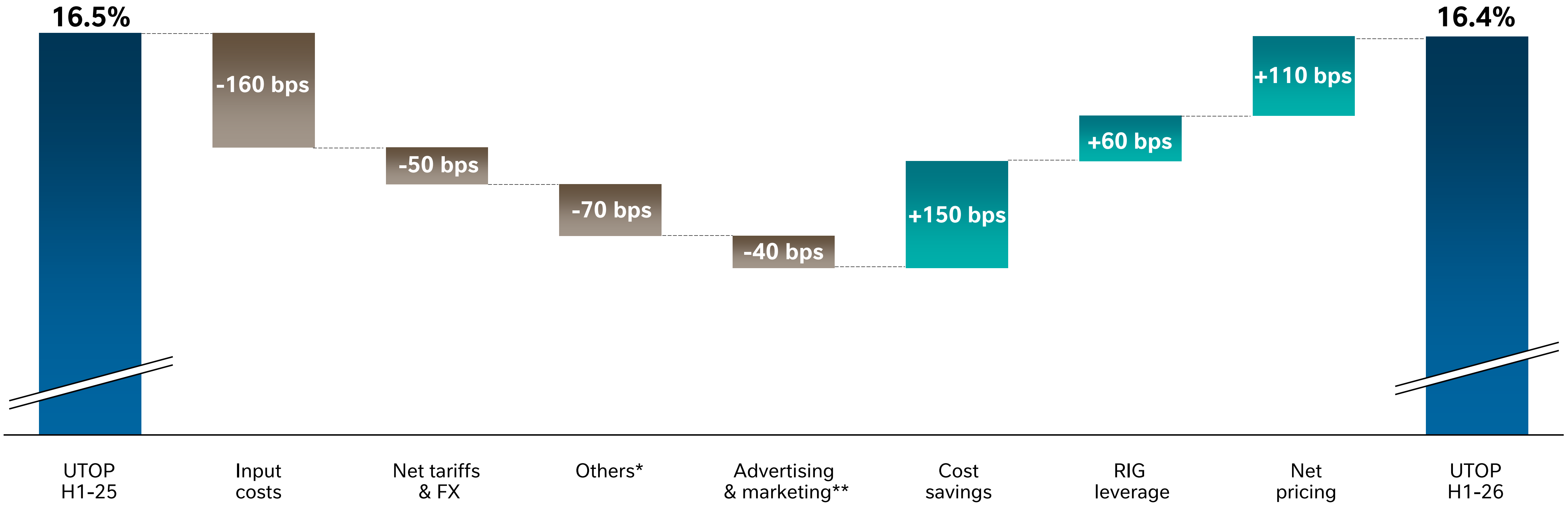


Fuel for growth cost savings, CHF bn (cumulative)



Offsetting margin headwinds with cost savings, pricing and RIG leverage

Underlying trading operating profit margin, %



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* Others: primarily impact of infant formula recall, partially offset by pension credit
** Before cost savings

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Winning businesses in a winning combination

Winning business

- Structural growth
- Leading position
- Attractive returns
- Gaining share

Winning combination

- Commercial synergies
- Shared capabilities

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

Creating a global powerhouse in Nutrition

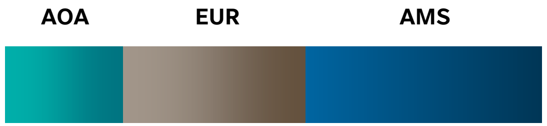
Medical nutrition

CHF 2 bn

4-6% CAGR

PEPTAMEN
Compleat
resource

2025 sales by zone



Infant nutrition

CHF 5 bn

1-3% CAGR

Nestlé NAN
S-26
Alfaré
Althéra
Alfamino

2025 sales by zone

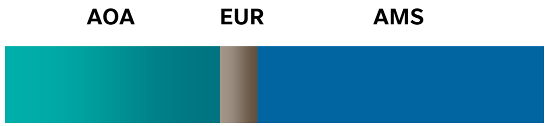
Kids & all family nutrition

CHF 6 bn

2-4% CAGR

Nestlé Cerelac
Gerber
Nestlé NIDO
Orgain

2025 sales by zone



Adult nutrition

CHF 5 bn

5-7% CAGR

VITAL PROTEINS
pure encapsulations
SOLGAR

2025 sales by zone

CHF x bn refers to 2025 sales
x-x% CAGR refers to projected category CAGR 2025-2030 based on Euromonitor and internal data

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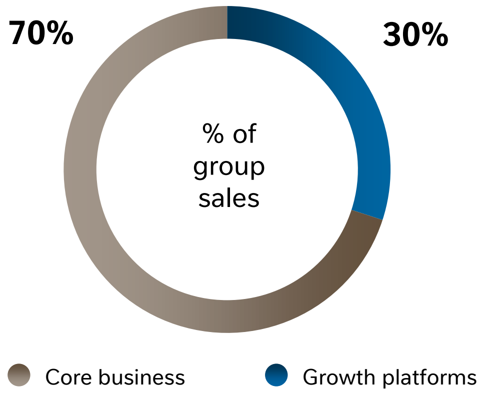
Clear growth model

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



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

	Coffee	Petcare	Nutrition	Food & Snacks
FY-25*	29% of sales; 18.2% UTOP margin	21% of sales; 21.7% UTOP margin	21% of sales; 20.0% UTOP margin	29% of sales; 17.8% UTOP margin
Leading market positions	Portion #1 Soluble #1 Coffee creamers #1	Cat #1 Dog #2 Therapeutics & Suppl. #3	Infant; Kids & family #1 Adult #1 Medical #2	Food** #1/2 Confectionery** #3 Ice cream** #1/2
Leading global brands	Nescafé, Nespresso, Starbucks	Purina Pro Plan, Purina Friskies, Purina One, Purina Gourmet	Nestlé NAN, Pure Encapsulations, Nestlé Nido, Solgar	Maggi, KitKat, Milo, Nestlé
Growth platforms	Coffee NA Nescafé EM Out of home Cold coffee	Wet cat Emerging markets Therapeutics & supplements	Adult nutrition Medical nutrition Premium/specialist infant formula	KitKat Noodles Maggi cooking solutions

* 2025 group sales, % split excluding Nestlé Waters & Premium Beverages **Market position in footprint (not global)
HSD = high-single digit; MSD = mid-single digit

Execution across our value proposition

Example
Petcare Europe

Unrivalled superiority

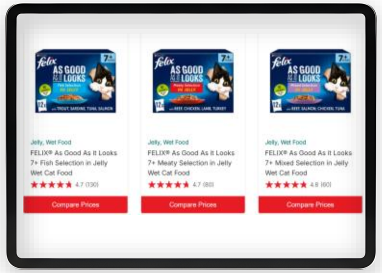
- Taste preference
- Proprietary science & technology

Unbeatable value

- Price pack architecture
- Strategic revenue management

Unmissable visibility

- Optimal availability
- Omni-channel approach



Unforgettable communication

- Distinctive creativity
- Optimal media spend

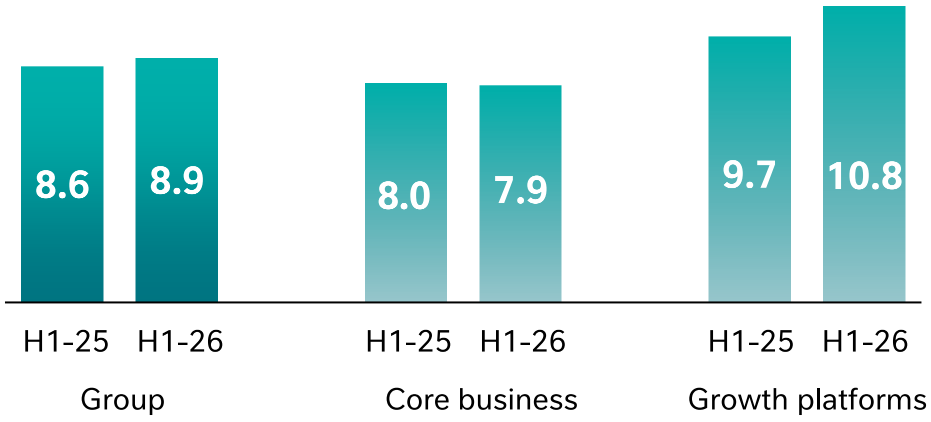
Increased investment, increased prioritization

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

Growth platforms – examples

Cold coffee

Pet therapeutics

Medical nutrition

KitKat

Marketing case study: KitKat Heist

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

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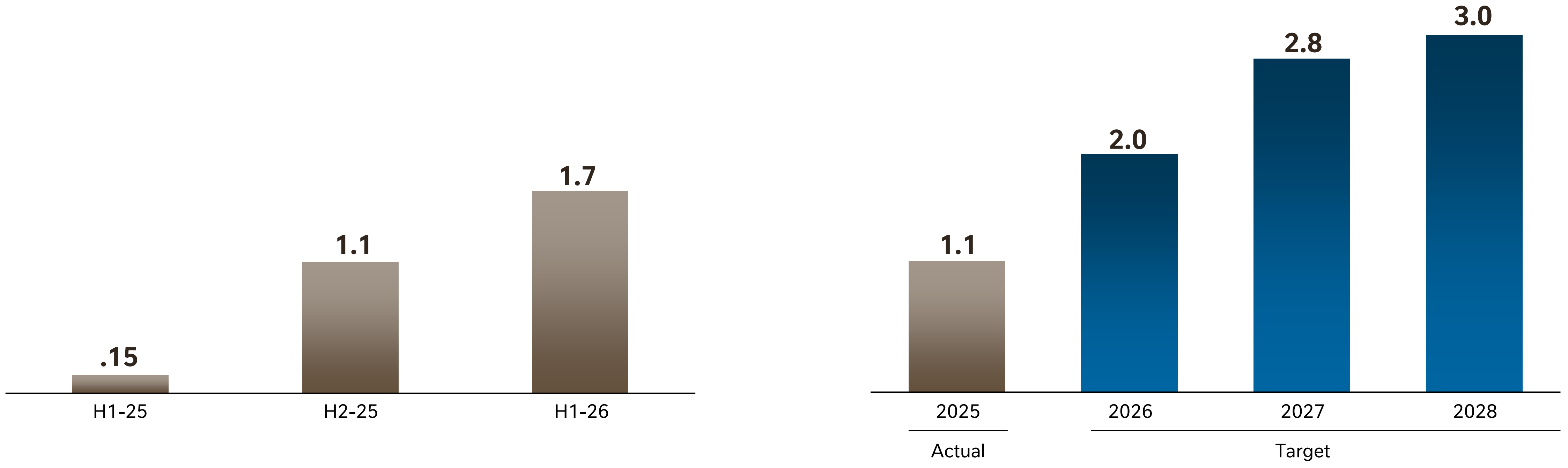
On track to deliver cost savings targets

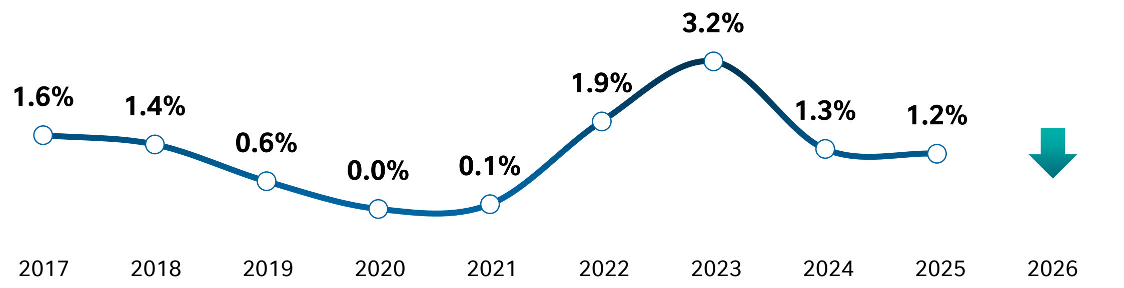
Fuel for growth **P&L impact**, CHF bn (cumulative)



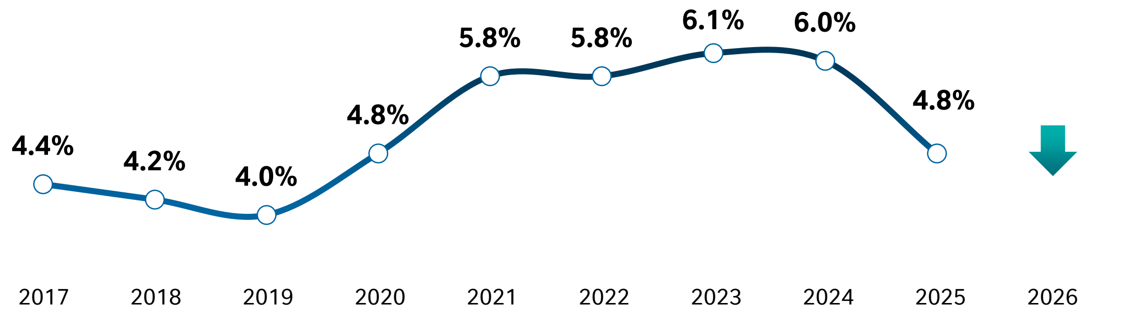
Actual Target

Improving cash flow is a focus

Working capital*, % of sales



Capex**, % of sales



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

Cash generation action plan

- Enhanced governance and accountability
- Data-led control
- Capex discipline tightened
- Safety and quality non-negotiable

Capital allocation priorities

Growth		Shareholder returns		Leverage
Organic growth	**M&A**	**Dividend**	**Share buyback**	**Debt reduction**
Targeted growth investments with rigor on returns	Bolt-ons in areas with proven ability to win	Practice of year-on-year DPS increase in CHF	Use of excess cash, when available	Lower leverage, within target range of 2-3x net debt/EBITDA
High priority	**Low priority**	**High priority**	**Low priority**	**High priority**

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Incentives adjusted to support priorities and reward performance

Annual bonus metrics evolution, 2026 vs 2024

	Growth	Profitability	Personal goals
2024	60% OG	40% UTOP margin	Often subjective and project-based
2026	50% OG with RIG 'gatekeeper'	30% UTOP margin with PFME 'gatekeeper'	Objective and consistent
	10% market share	10% structural cost reduction	

'Gatekeeper' is minimum threshold level for achievement of this component of the bonus

Key changes in 2026 vs 2024

- RIG 'gatekeeper' introduced
- Personal goals linked to standard KPIs
- Replacement of functional objectives with Group objectives
- New performance review framework

Organization to promote accountability and leverage strengths

Four businesses

- Coffee
- Petcare
- Nutrition
- Food & Snacks

Leading market positions

Iconic, strategic brands

Differentiated science & technology

Geographic organization structure*

Zone Americas	Zone Europe	Zone AOA	Nespresso
US Brazil Mexico …	UK France Germany …	Greater China Philippines India …	

Strategic Business Units

Global functions & shared services

Local execution at market level

- Consumer insights, customer relationships
- Commercial execution and prioritization
- Deploying and scaling innovation pipelines
- Local brand activation
- Responsibility for operational P&L

Strategic above-market activities

- Multi-year category strategy
- Global brand stewardship
- Science-based global innovation
- Functional expertise, standard processes

* Nestlé Waters and Premium Beverages not shown as this will be deconsolidated

Reinforced governance through Board of Directors

Continued practice of regular Board refreshment

- Two new Directors elected in April 2026
  - Fama Francisco - CEO Global Baby, Feminine and Family Care at Procter & Gamble
  - Thomas Jordan – former Chairman of the Governing Board at the Swiss National Bank
- Adds deep expertise in FMCG and global finance

Revised committee structures and responsibilities

- Reinforced governance with new committee scope, including Science, Technology & Sustainability Committee
- Broader Director participation across committees

H1 Results

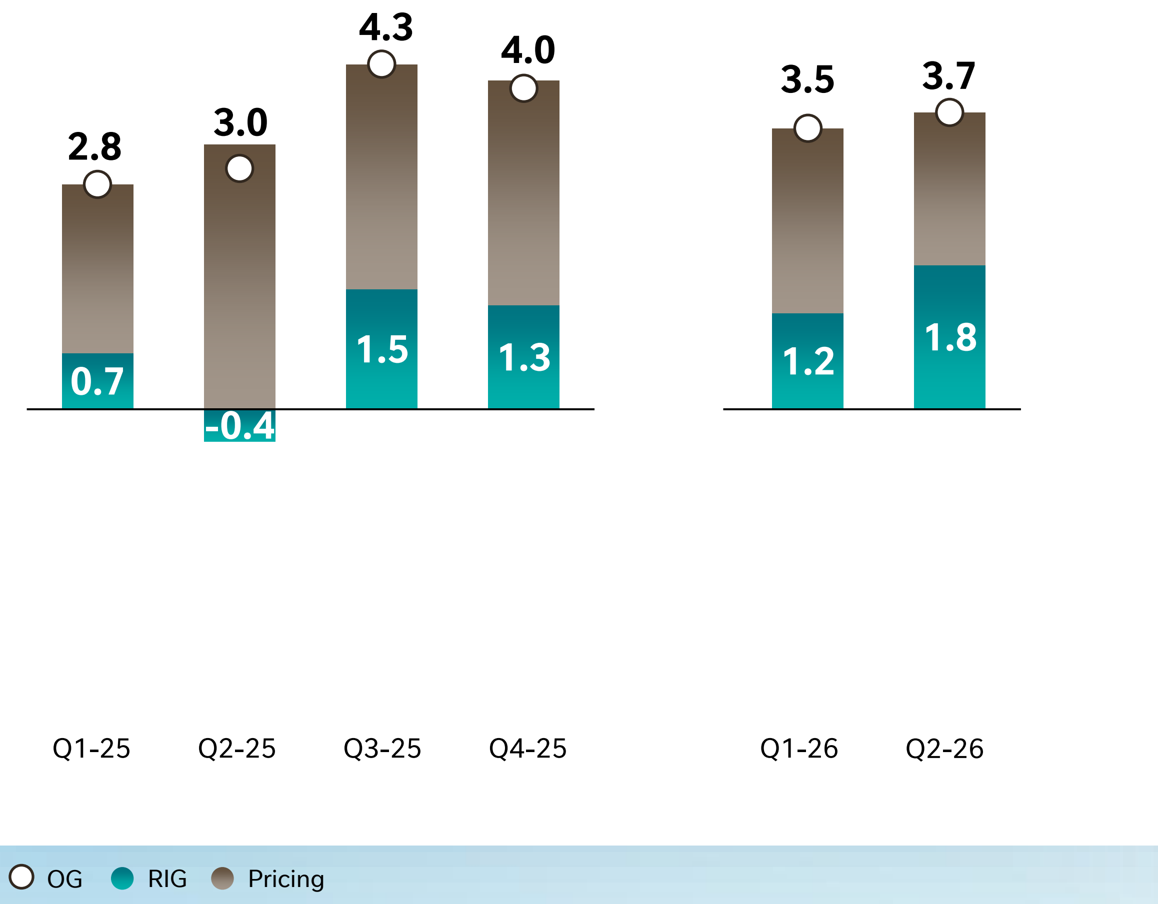
Nestlé

H1-26 results

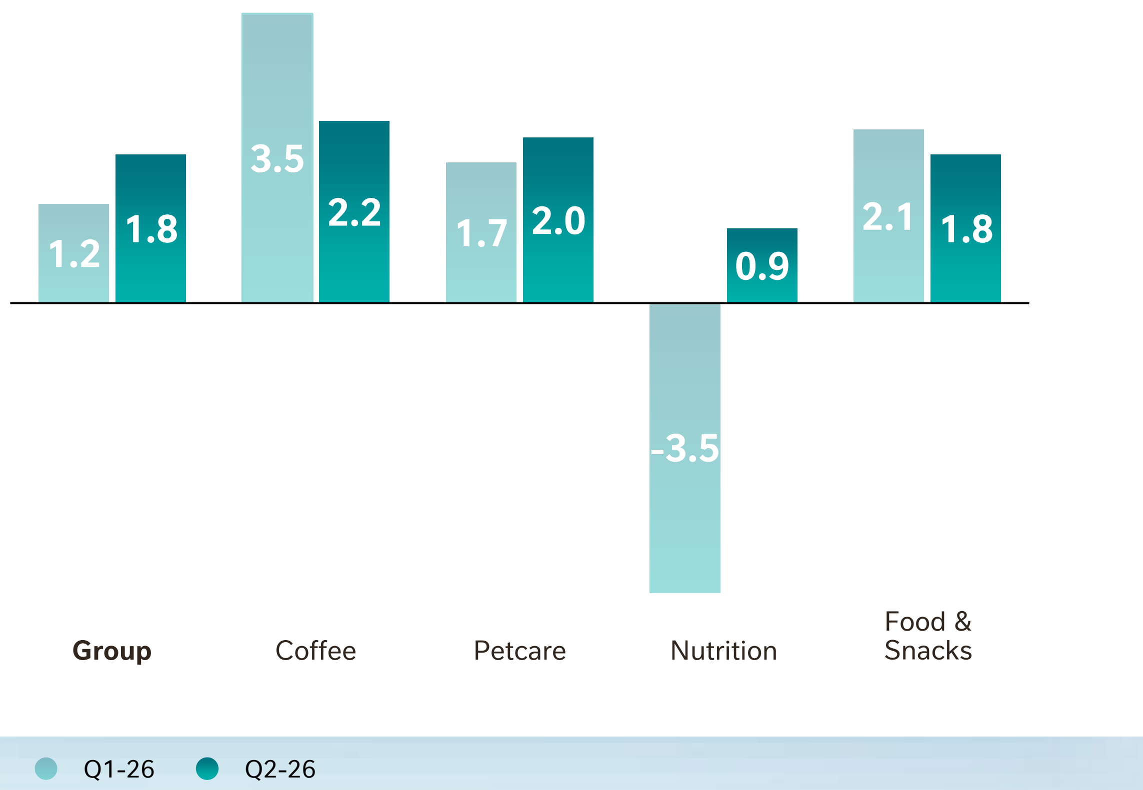
Organic growth	Real internal growth	Pricing
3.6%	1.5%	2.1%
UTOP Margin	**Free cash flow** (CHF billion)	**Underlying EPS** (CHF)
16.4%	3.4	2.22

RIG momentum continuing

Quarterly performance, %

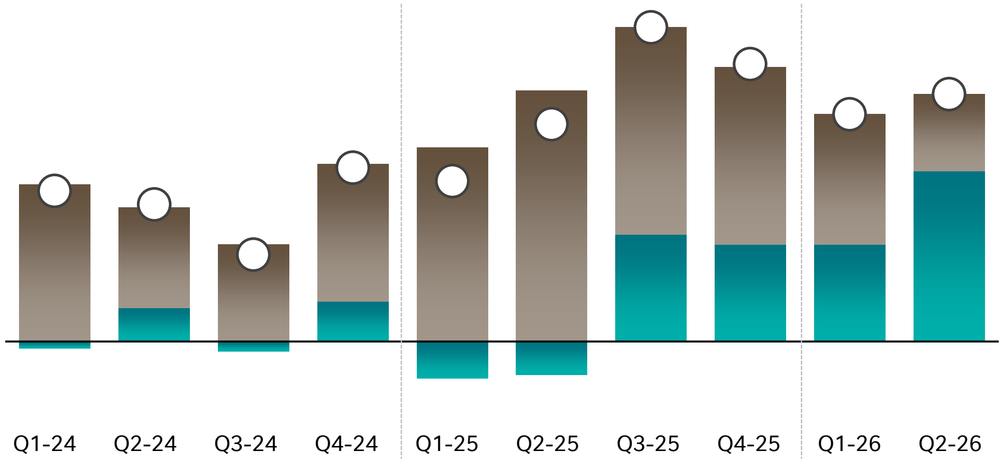


Quarterly RIG, %



Strengthening performance in emerging markets, Greater China now stable

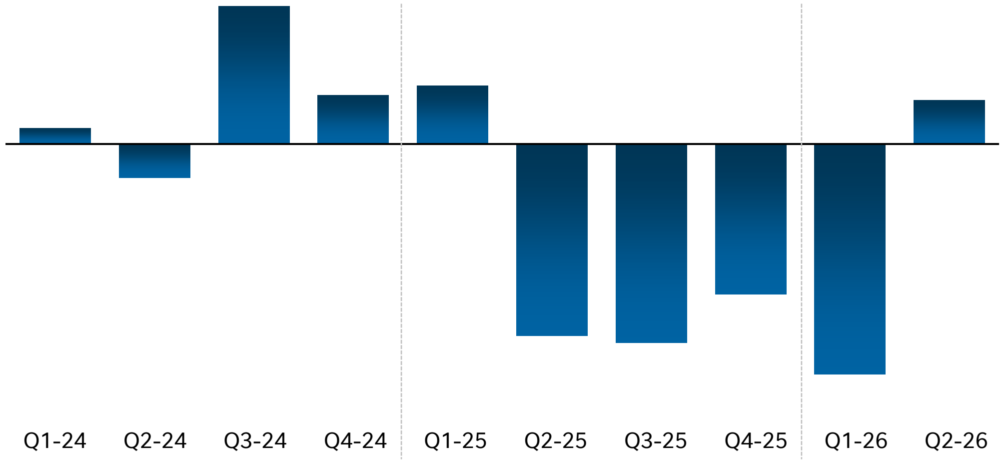
Emerging markets excluding China



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

OG RIG Pricing

Greater China



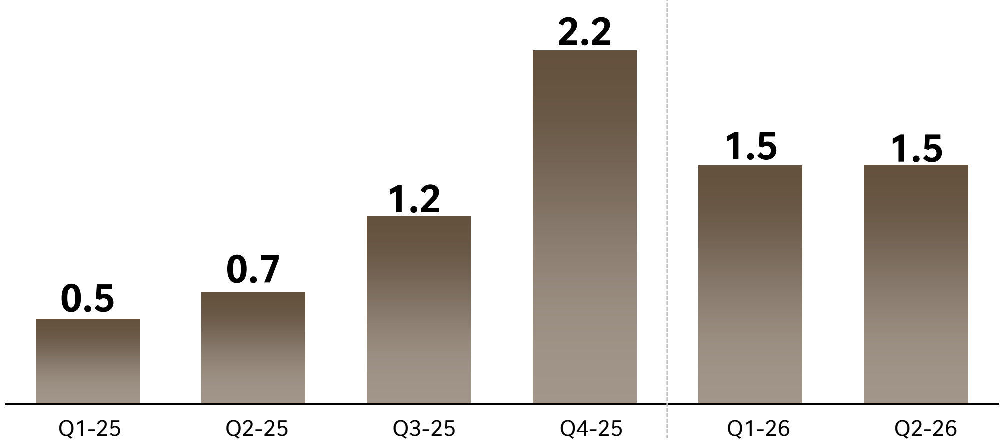
- Good progress with shift to demand-led growth, inventory reduction completed
- Categories remain subdued

OG

North America resilient, Petcare trends positive

Total North America

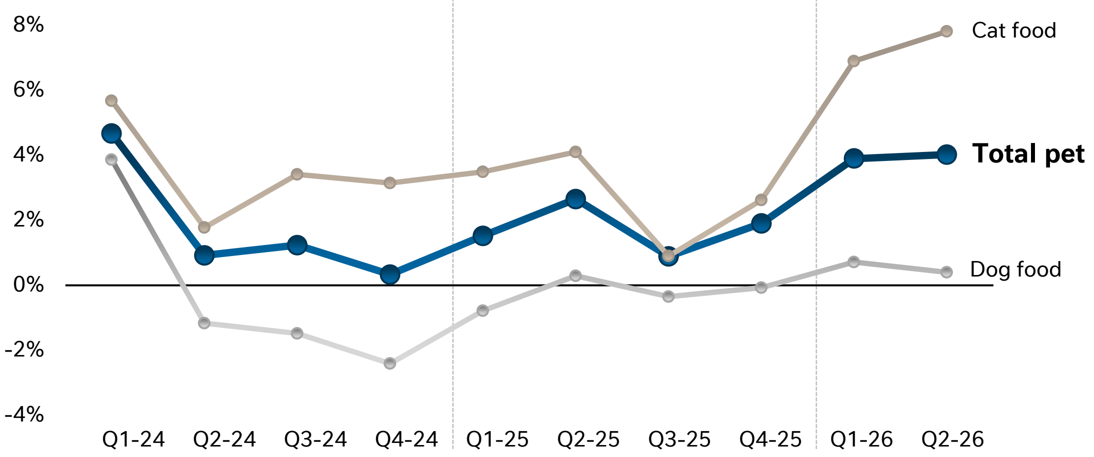
North America OG, %



- 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

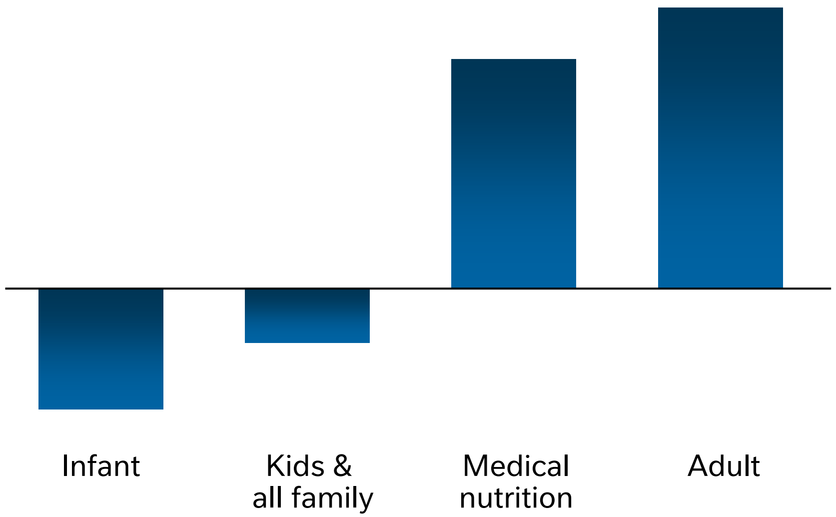
Infant nutrition

- 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*

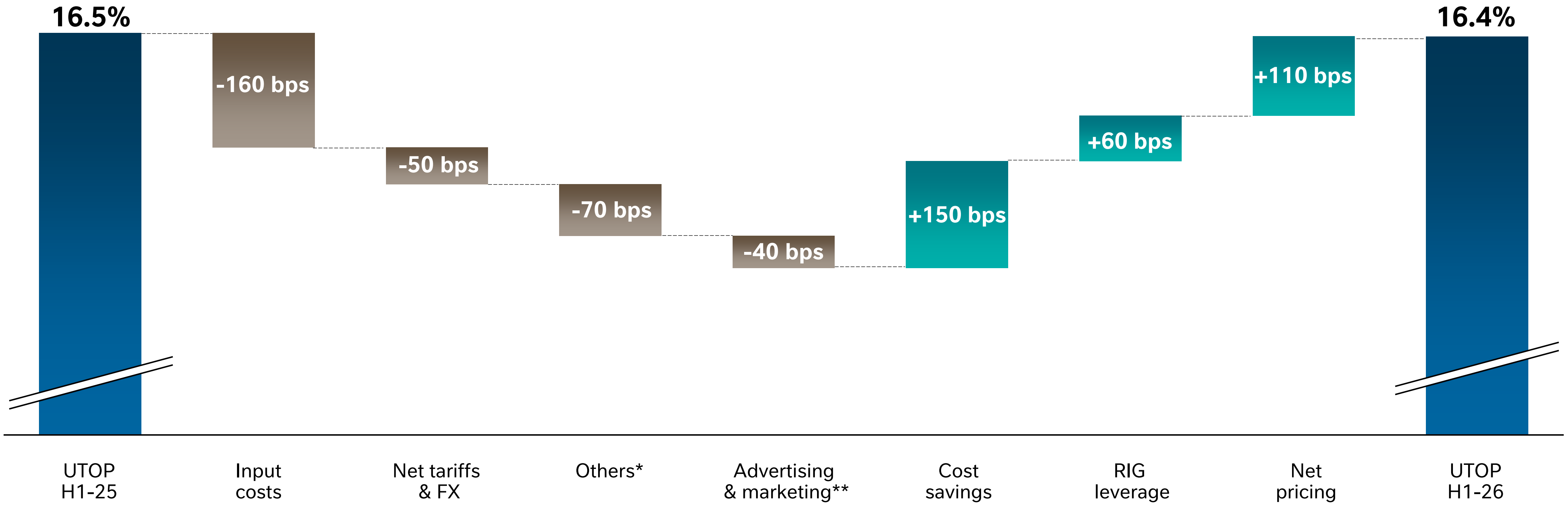
Q2-26 Nutrition OG, %



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

Cost and pricing actions largely offset significant external headwinds

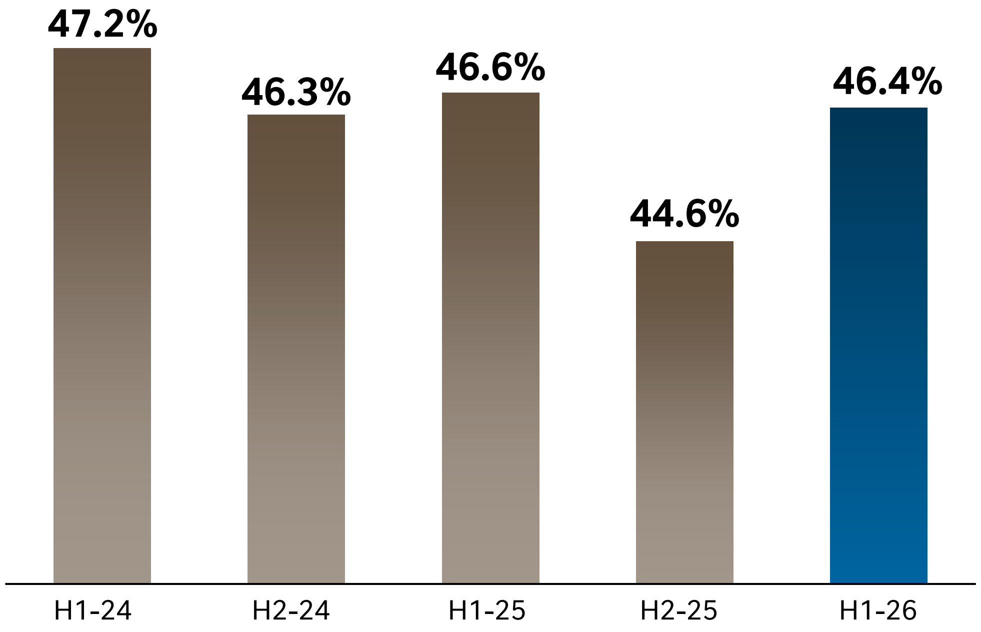
Underlying trading operating profit margin, %



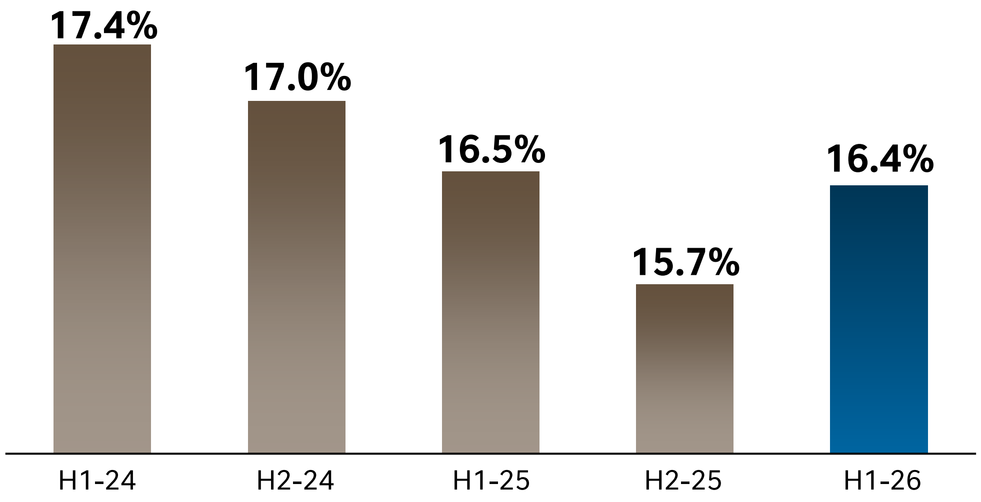
Figures may not sum due to rounding
* Others: primarily impact of infant formula recall, partially offset by pension credit
** Before cost savings

Gross profit and UTOP margin improved sequentially

Gross profit margin, %

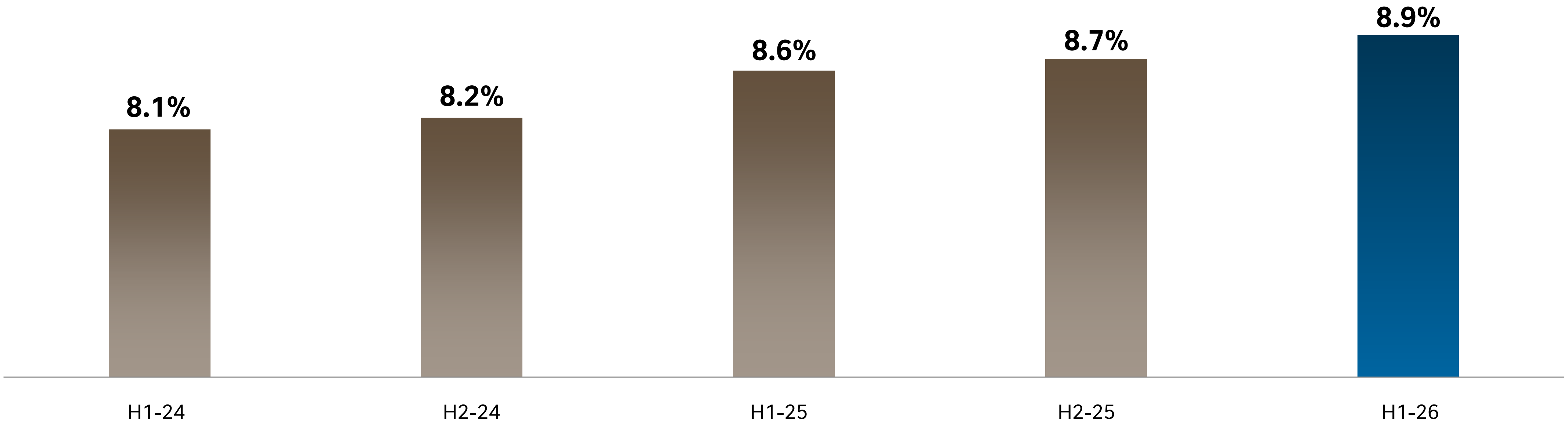


UTOP margin, %

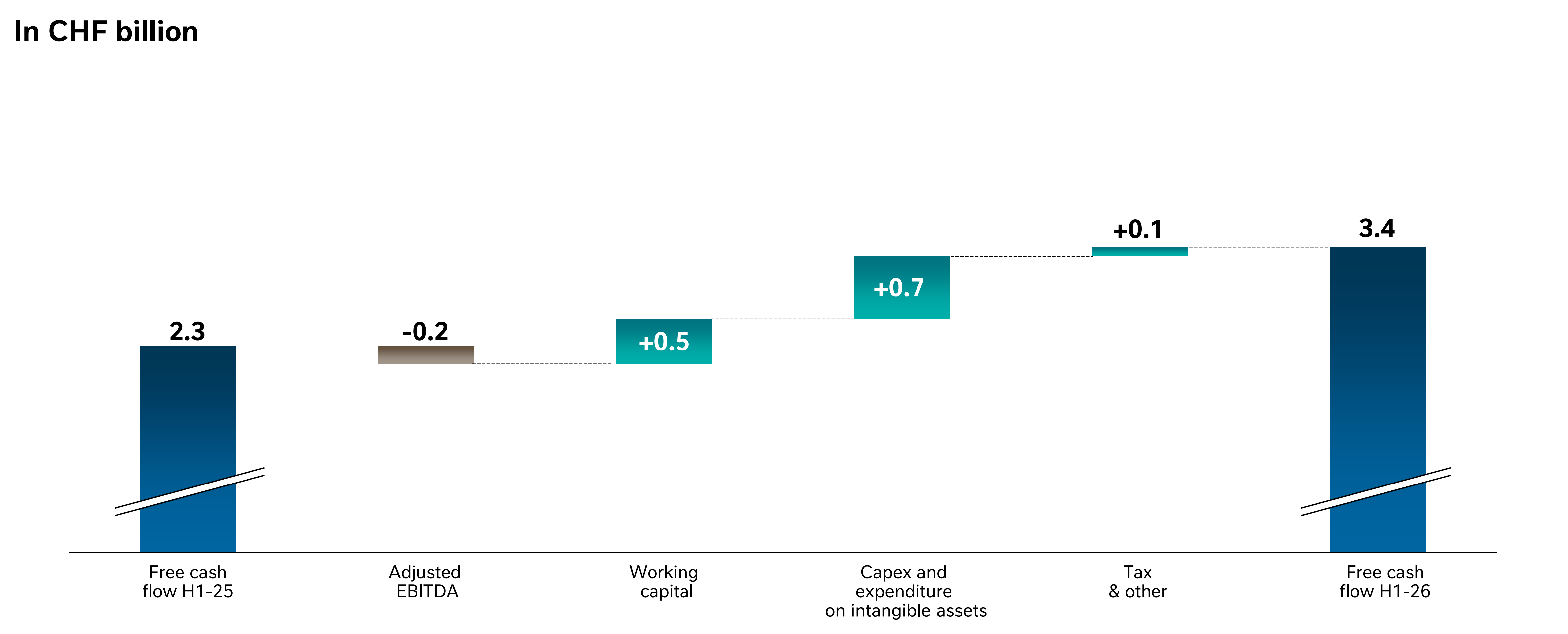


Investment increased, with targeted support behind our brands

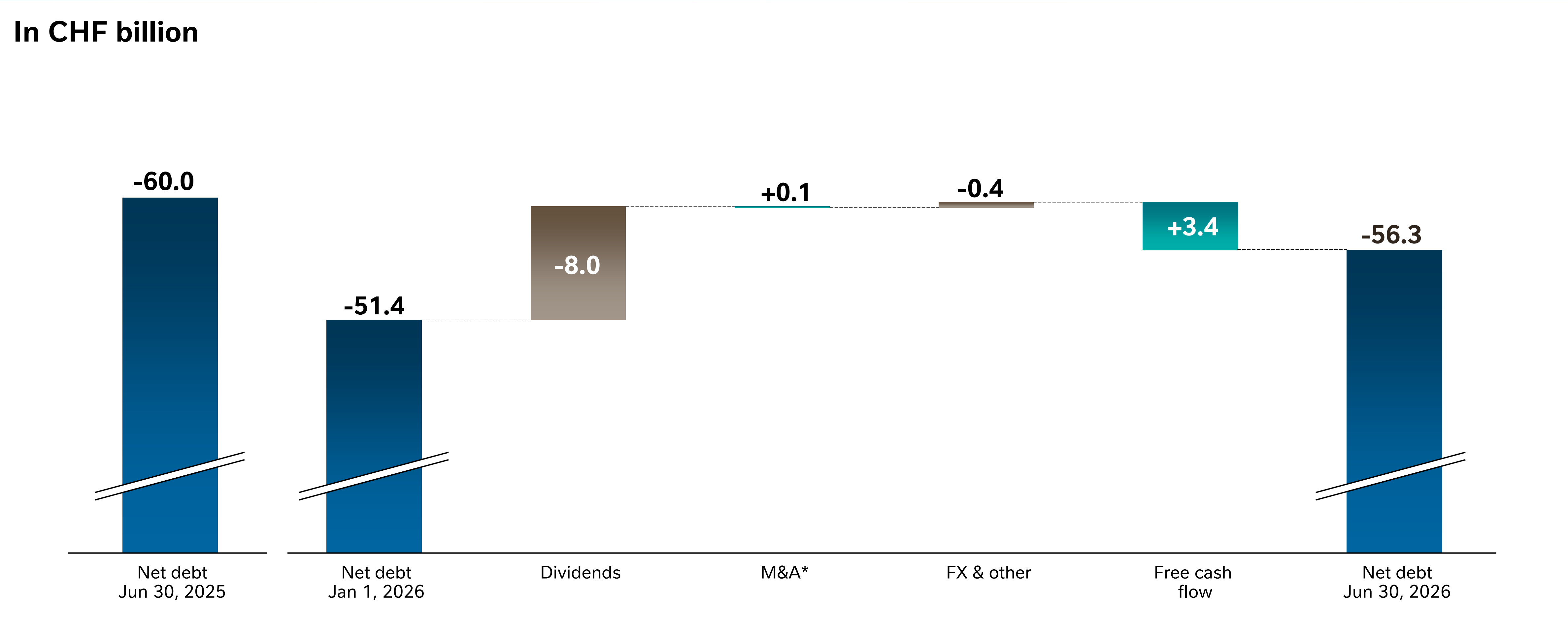
Advertising and marketing expenses, % of sales



Free cash flow up strongly



Net debt reduced versus last year



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

On track for 2026 guidance

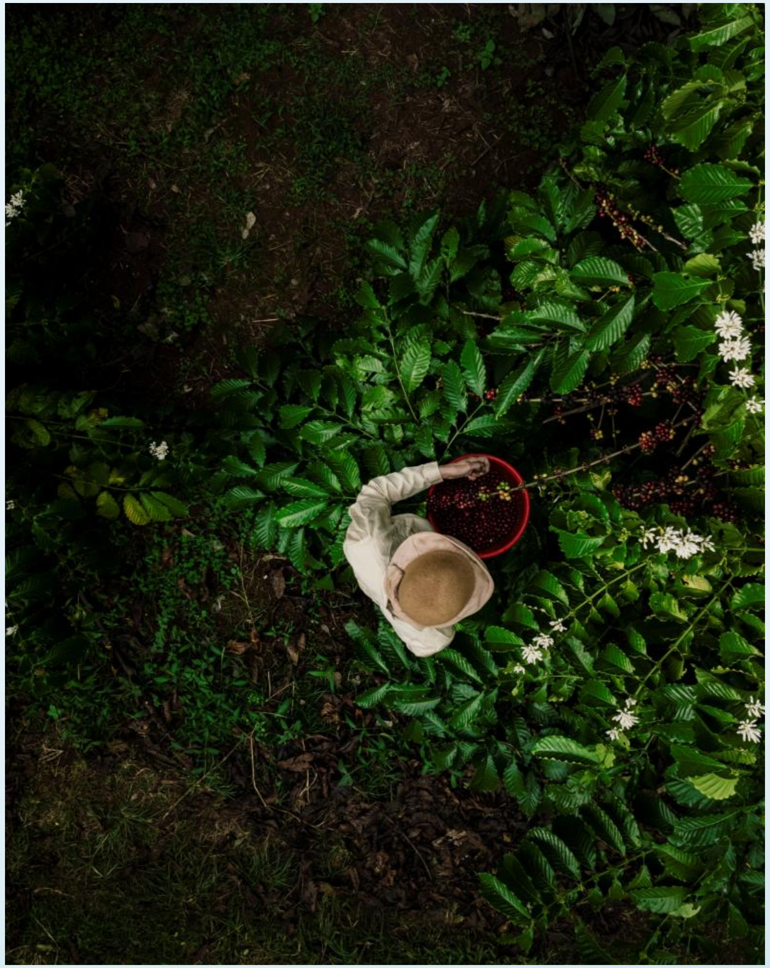
	2026	Medium-term
Organic growth	**Range of 3% to 4%** RIG accelerating versus 2025	**4% +** in normal market conditions
UTOP margin	**Improving vs 2025** H2-26 broadly similar to H1-26	**17.0%+**
Free cash flow	**Above CHF 9 bn**	

Appendix


3 IN EN 1
DIGESTIVE SUPPORT
SOUTIEN DIGESTIF
PURINA
PRO PLAN
ADVANTEDGE
ADULT / ADULTE
DIGESTIVE SUPPORT+ / SOUTIEN+ DIGESTIF
SALMON & OAT MEAL FORMULA
FORMULE SAUMON ET FARINE D'AVOINE
3 IN EN 1
SENIOR SUPPORT
SOUTIEN SÉNIOR
PURINA
PRO PLAN
ADVANTEDGE
ADULT 7+ / ADULTE 7+
SENIOR SUPPORT+ / SOUTIEN+ SÉNIOR
CHICKEN & RICE FORMULA
FORMULE POULET ET RIZ

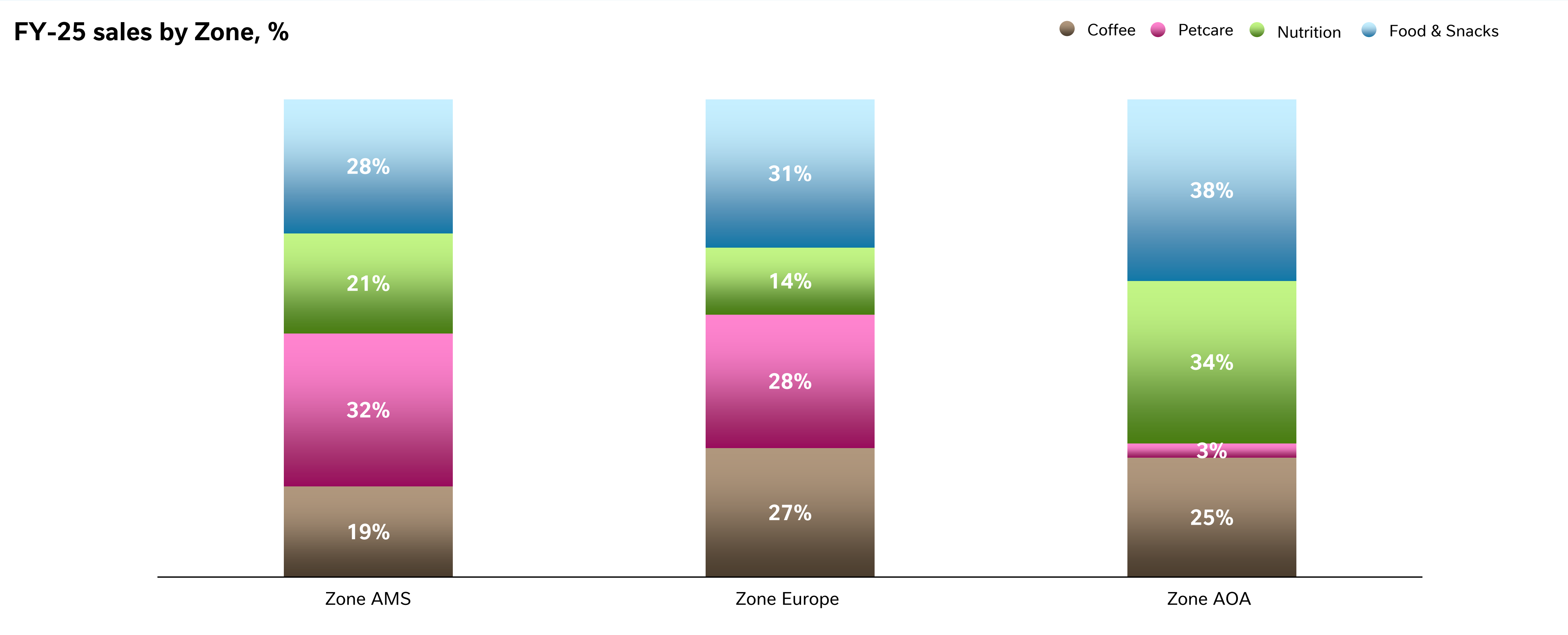
Creating shared value in 2025

Category	Action	
Climate	Reduction of greenhouse gas emissions	*24.5% net reduction**
Packaging	Reduction in virgin plastic use	*28% reduction**
Regenerative agriculture	Sourcing from regenerative agriculture	*27.6% of ingredients*
Nutrition	Micronutrient fortified food & beverages	*~ 135 bn servings*
Diversity	Females in mid-senior management roles	*48%*



*Versus 2018 baseline

Product category sales by Zone



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

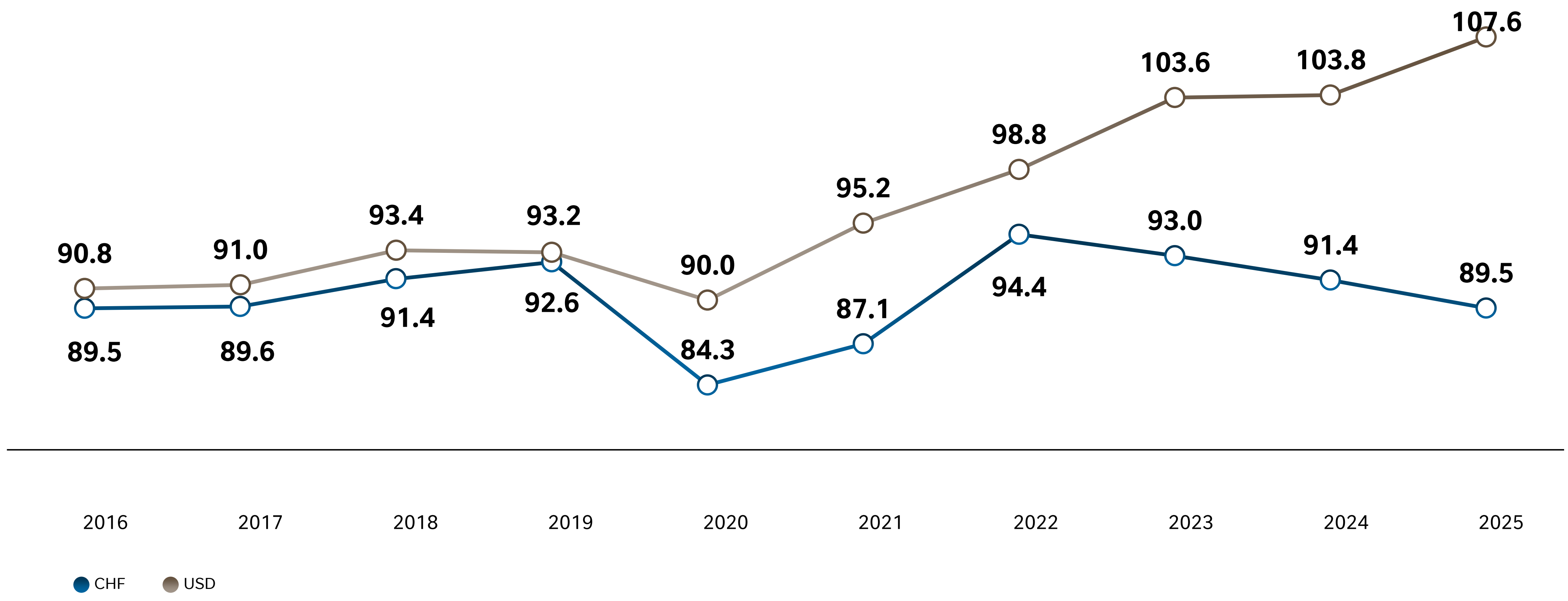
2025 sales by geographic area and average currency rate

By principal markets	FY-2025 (CHF m)	FY-2025 (%)
AMS	**42 958**	**48.0**
United States	28 605	32.0
Brazil	3 983	4.5
Mexico	3 576	4.0
Other markets of geographic area	6 794	7.5
AOA	**23 989**	**26.8**
Greater China	4 876	5.4
Philippines	2 608	2.9
India	2 007	2.2
Other markets of geographic area	14 498	16.3
EUR	**22 543**	**25.2**
United Kingdom	3 598	4.0
France	3 398	3.8
Germany	1 921	2.1
Other markets of geographic area	13 626	15.3
of which Switzerland	1 020	1.1
Total	**89 490**	**100.0**

			Average rate		
			FY-2024	**FY-2025**	**Variation (%)**
US Dollar	1	USD	0.880	0.831	-5.6%
Euro	1	EUR	0.952	0.937	-1.6%
Chinese Yuan Renminbi	100	CNY	12.234	11.562	-5.5%
Brazilian Real	100	BRL	16.351	14.869	-9.1%
UK Pound Sterling	1	GBP	1.125	1.094	-2.7%
Philippine Peso	100	PHP	1.537	1.446	-5.9%
Mexican Peso	100	MXN	4.804	4.324	-10.0%
Canadian Dollar	1	CAD	0.643	0.594	-7.5%
Japanese Yen	100	JPY	0.581	0.556	-4.4%
Australian Dollar	1	AUD	0.581	0.536	-7.8%
Indian Rupee	100	INR	1.052	0.955	-9.3%

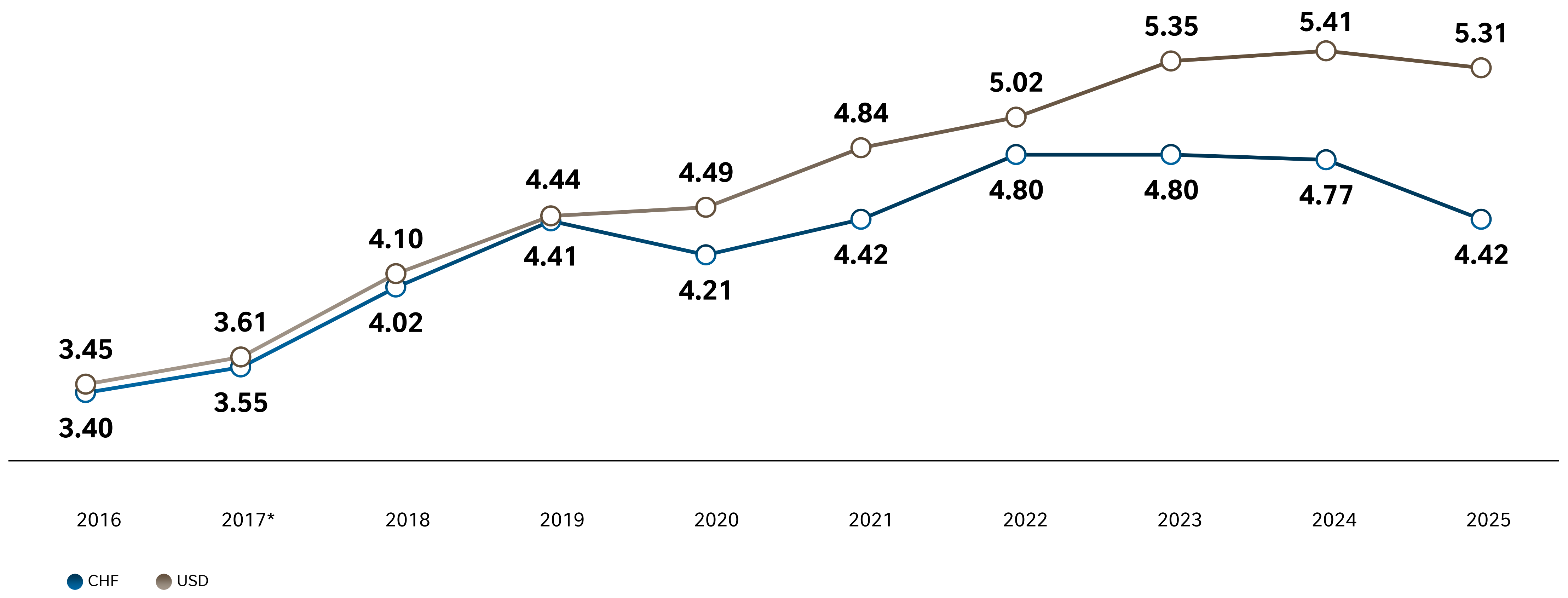
Sales in CHF and USD

FY Sales, CHF billion and USD billion



UEPS in CHF and USD

FY UEPS, CHF and USD



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

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