Nestlé Good food, Good life

Nestlé Malaysia Berhad
Q3 2026 Results

27th October 2026



Key Messages

- Quarter 3: On track and consistent with earlier guidance
- Continued positive momentum across categories
- Market share, household penetration, consumer engagement trending favourably
- Undeterred focus on driving volume-based growth, community support projects and ESG initiatives

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Nestlé continues to strengthen purposeful on-ground initiatives

Creating shared value for communities and environment

NESTLÉ Sayang Komuniti collected 1.26 tonnes of waste in nationwide coastal clean-up programme



NESTLÉ Paddy Club strengthens partnership with paddy farmers and local authorities in Kedah & Perlis



Nestlé Omega Plus® continues collaboration with Yayasan Jantung Foundation & IJN Foundation to encourage greater heart health



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Q3 2026 Innovation Key Highlights

Priority Brands and Growth Platforms aligned with Global strategy















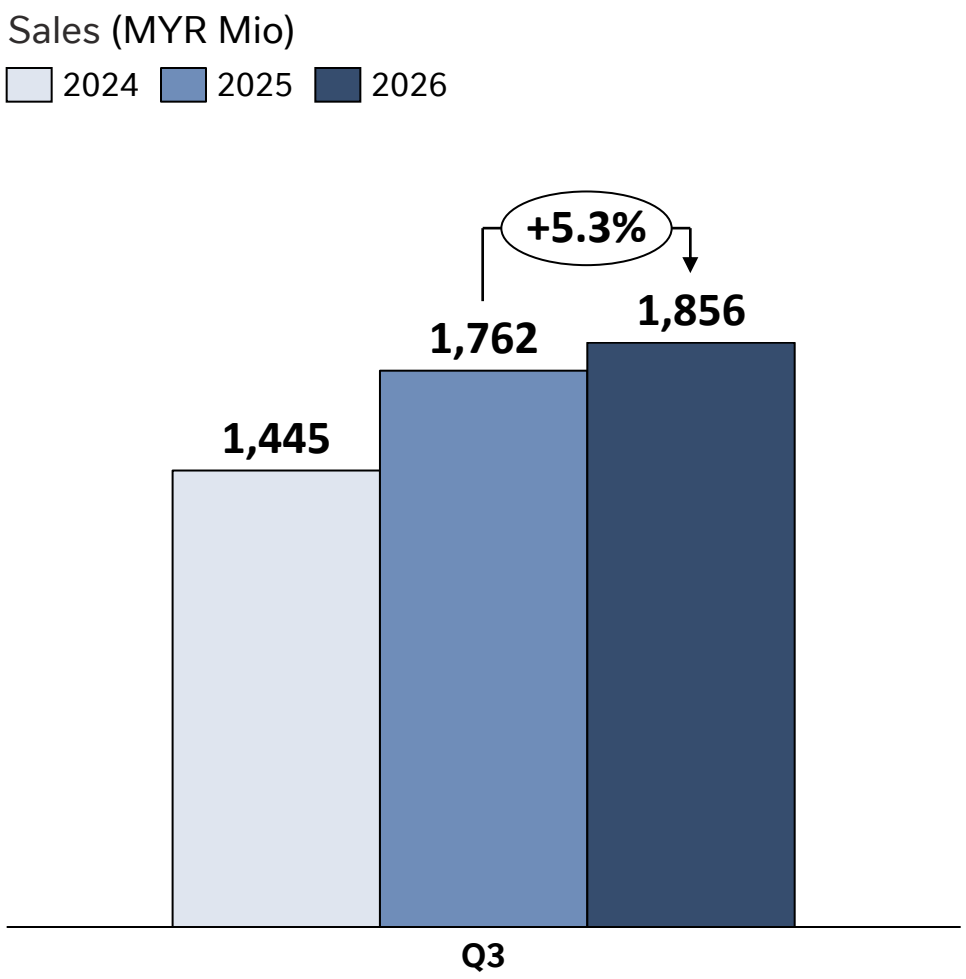


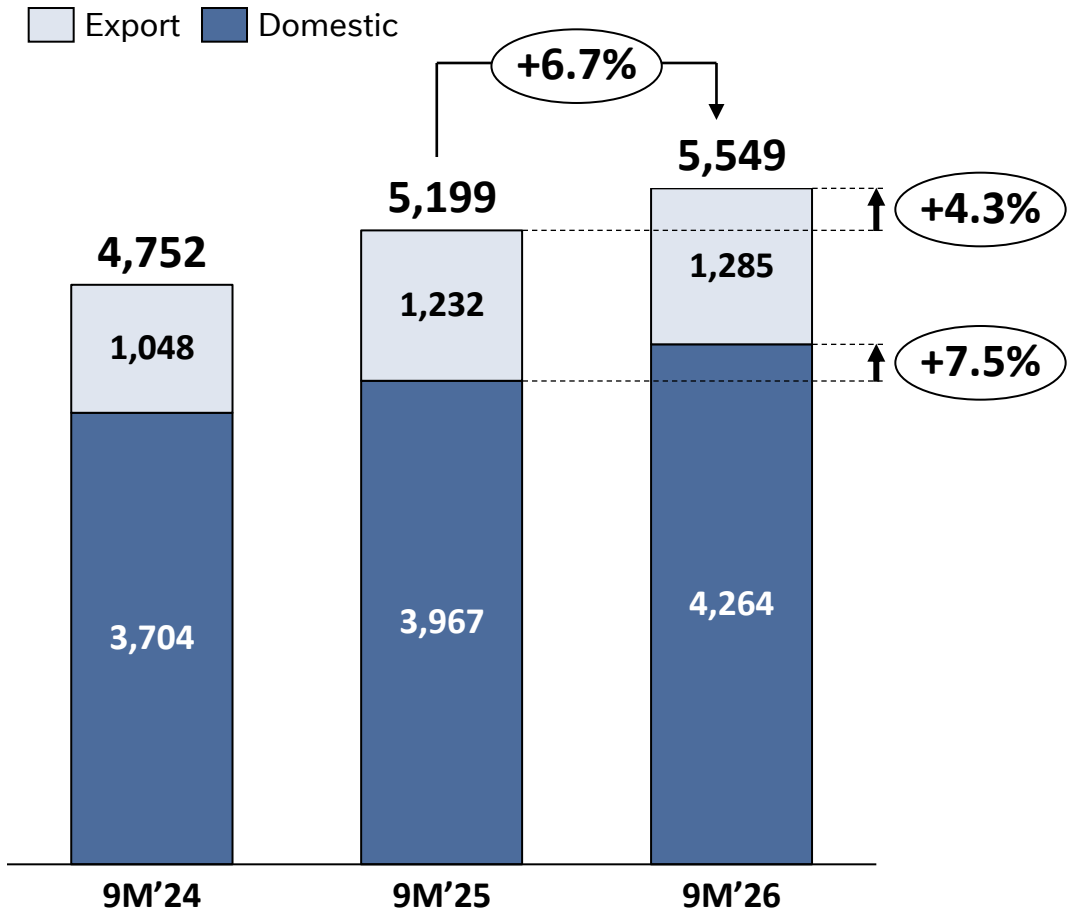


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Revenue momentum continued in Q3, with sales up 5.3%

9M revenue increased by 6.7%, led by domestic growth

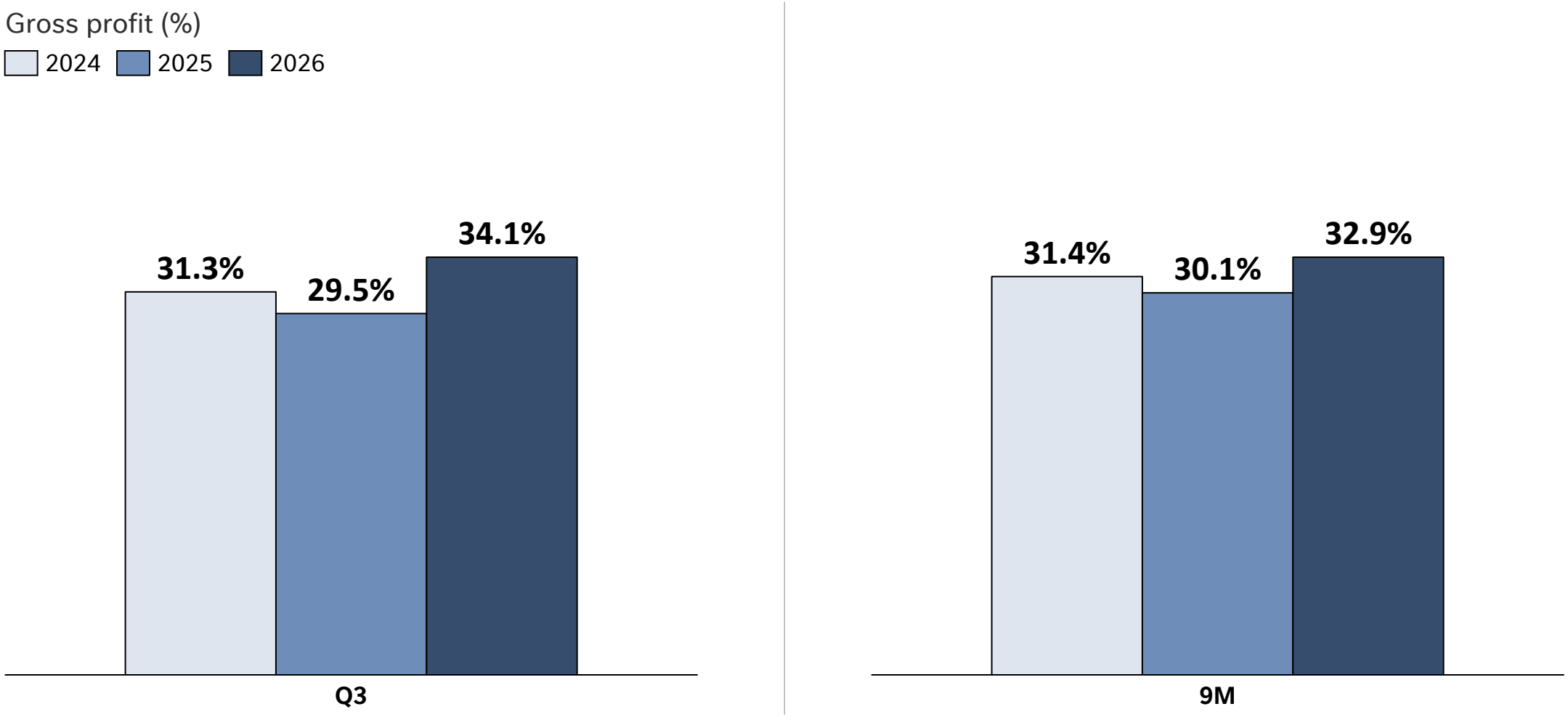




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Gross margin for 9M expanded by 280 bps to 32.9%

Lower material costs were the main driver, supported by favorable FOREX

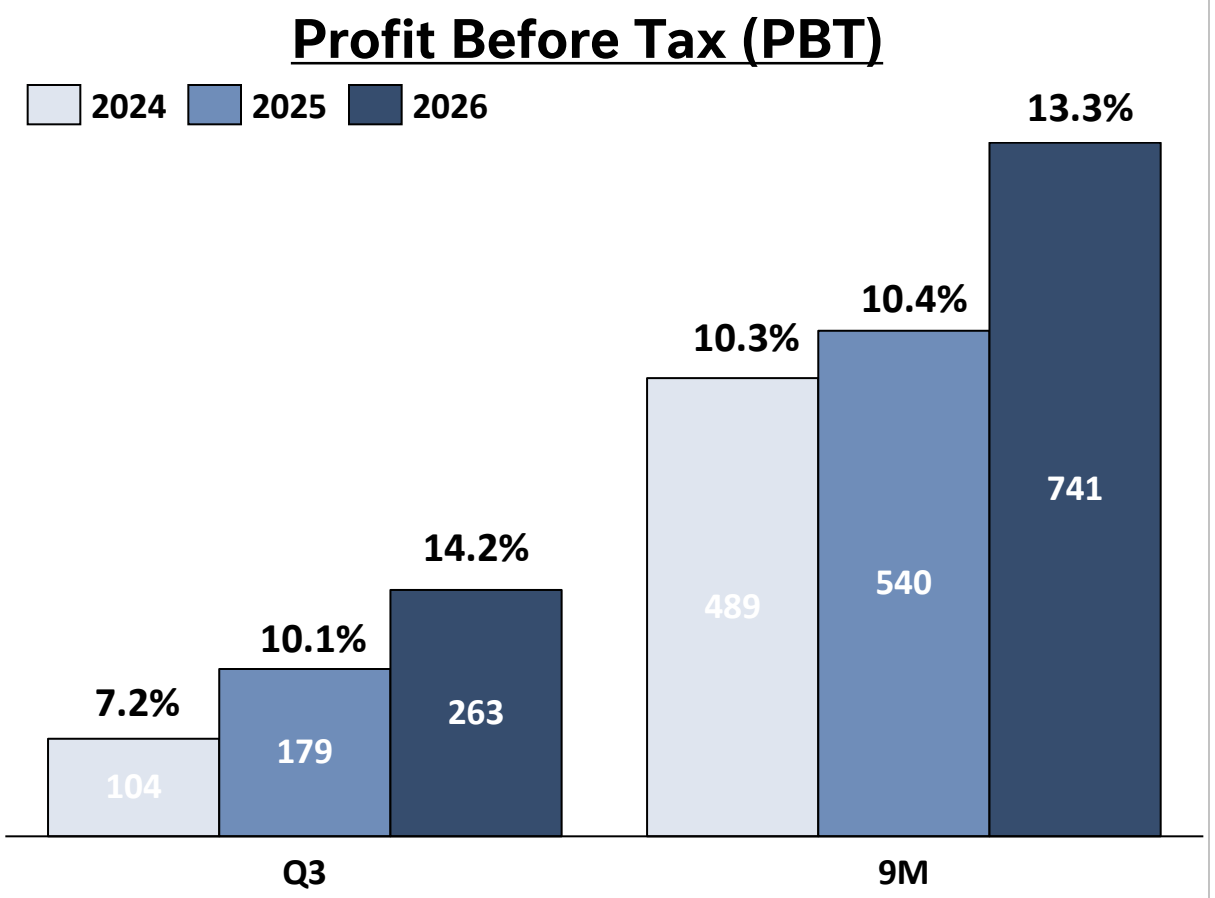


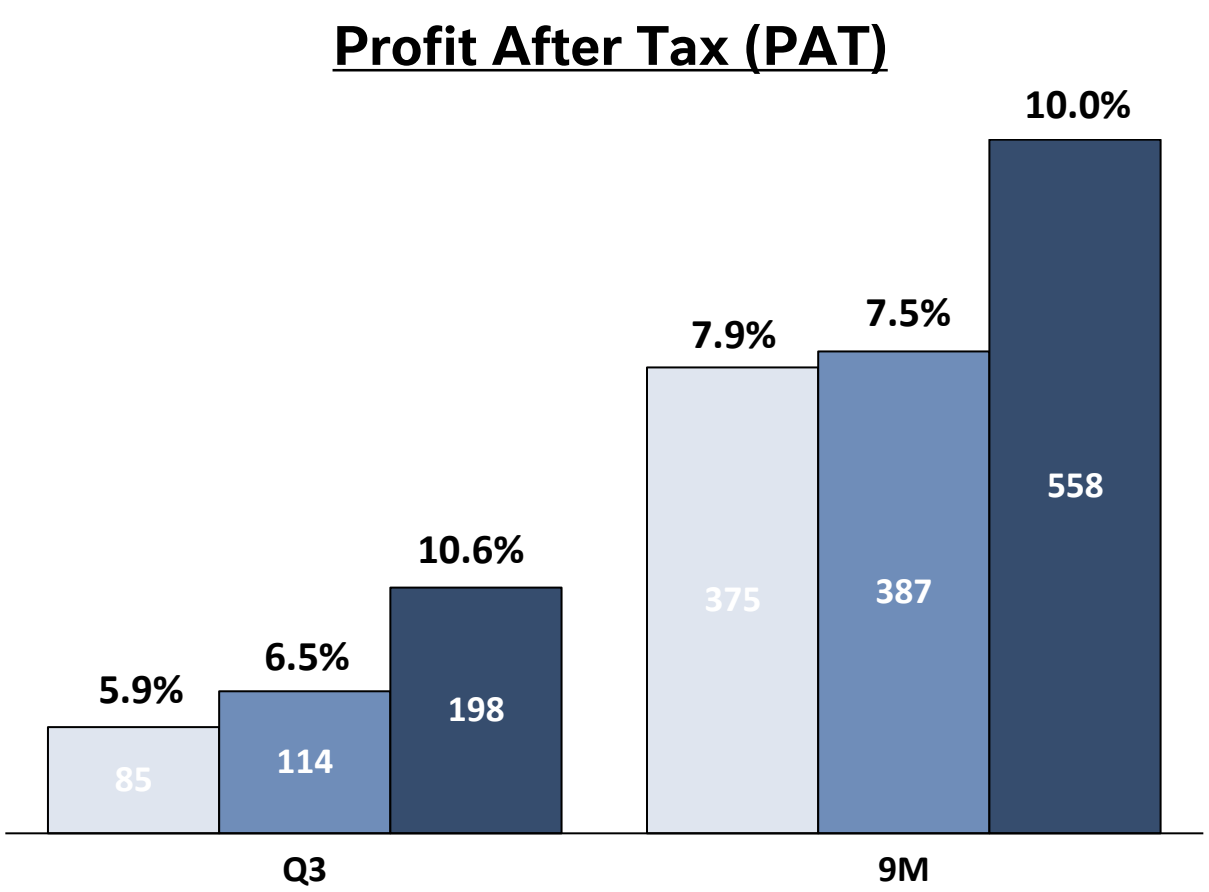
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Margin expansion drove strong PBT and PAT Growth

Q3 and nine-month profitability improved materially versus 2025

Amount (RM Mio)

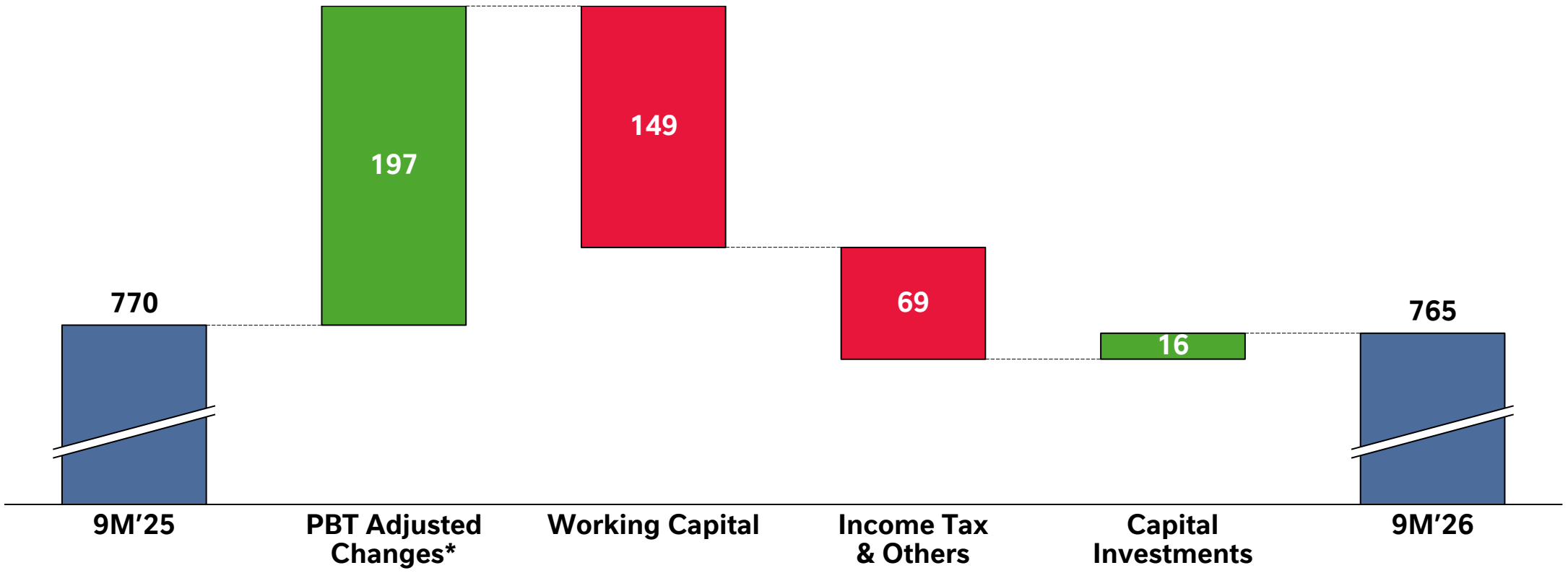




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Cash flow after CAPEX broadly stable at RM 765 million

Higher profit offset by working capital and tax movements



* *Proft Before Tax Adjusted for depreciation & interest*

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2026 Closing Remarks

- Well-positioned to deliver another year of robust results
- Domestic growth momentum to continue at a more moderate pace
- Resilient profit and cash flow performance
- 2nd interim dividend of 80 sens declared for the year, increased by 20 sens vs. last year
- Continue reinforcing trust and relevance by delivering high-quality Halal-certified products made in Malaysia for Malaysians
- Relentless commitment to lead in sustainability and social community projects

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THANK YOU