

Nōmad Foods

FIRST QUARTER 2026

Earnings Results

May 7, 2026



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These statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and other factors that could cause actual results to differ materially from those expressed or implied by such forward-looking statements, including: (i) the Company’s ability to effectively mitigate factors that negatively impact its supply of raw materials, including the conflict in Ukraine; (ii) the Company’s ability to successfully mitigate inflationary changes in the market, (iii) disruptions or inefficiencies in the Company’s operations or supply chain, including as a result of the conflict in Ukraine or trade conflicts; (iv) the Company’s ability to successfully implement its strategies (including its M&A and A&P strategies) or strategic initiatives and recognize the anticipated benefits of such strategic initiatives; (v) innovations introduced to the markets and the Company’s ability to accurately forecast the brands’ performance; (vi) the Company’s ability to effectively compete in its markets, including the ability capture a greater share of the frozen food market; (vii) changes in consumer preferences, such as meat substitutes, and the Company’s failure to anticipate and respond to such changes or to successfully develop and renovate products; (viii) the impact of weather conditions, natural disasters, and other factors beyond the Company’s control on the Company’s business, suppliers, co-manufacturers, distributors, transportation or logistics providers, customers, consumers and employees, and the Company’s ability to maintain the health and safety of its workforce; (ix) the effects of reputational damage from unsafe or poor quality food products; (x) increases in operating costs, including labor costs, and the Company’s ability to manage its cost structure; (xi) fluctuations in the availability of food ingredients and packaging materials that the Company uses in its products; (xii) the Company’s ability to protect its brand names and trademarks; (xiii) the Company’s ability to prevent, or remediate, any future cybersecurity incidents; (xiv) the loss of any of the Company’s major customers or a decrease in demand for its products; (xv) economic conditions that may affect the Company’s future performance including exchange rate fluctuations and trade conflicts; (xvi) the Company’s ability to remediate any material weaknesses in its internal control over financial reporting; (xvii) the Company’s ability to effectively execute its comprehensive value creation plan and other strategic initiatives; (xviii) the Company’s ability to hire, retain and motivate key employees and top tier talent; and (xix) the other risks and uncertainties disclosed in the Company’s public filings and any other public disclosures by the Company.

Given these risks and uncertainties, prospective investors are cautioned not to place undue reliance on forward-looking statements. Other than in accordance with its legal or regulatory obligations, the Company is not under any obligation and the Company and its affiliates expressly disclaim any intention, obligation or undertaking to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. This Presentation shall not, under any circumstances, create any implication that there has been no change in the business or affairs of the Company since the date of this Presentation or that the information contained herein is correct as at any time subsequent to its date. No statement in this Presentation is intended as a profit forecast or estimate.

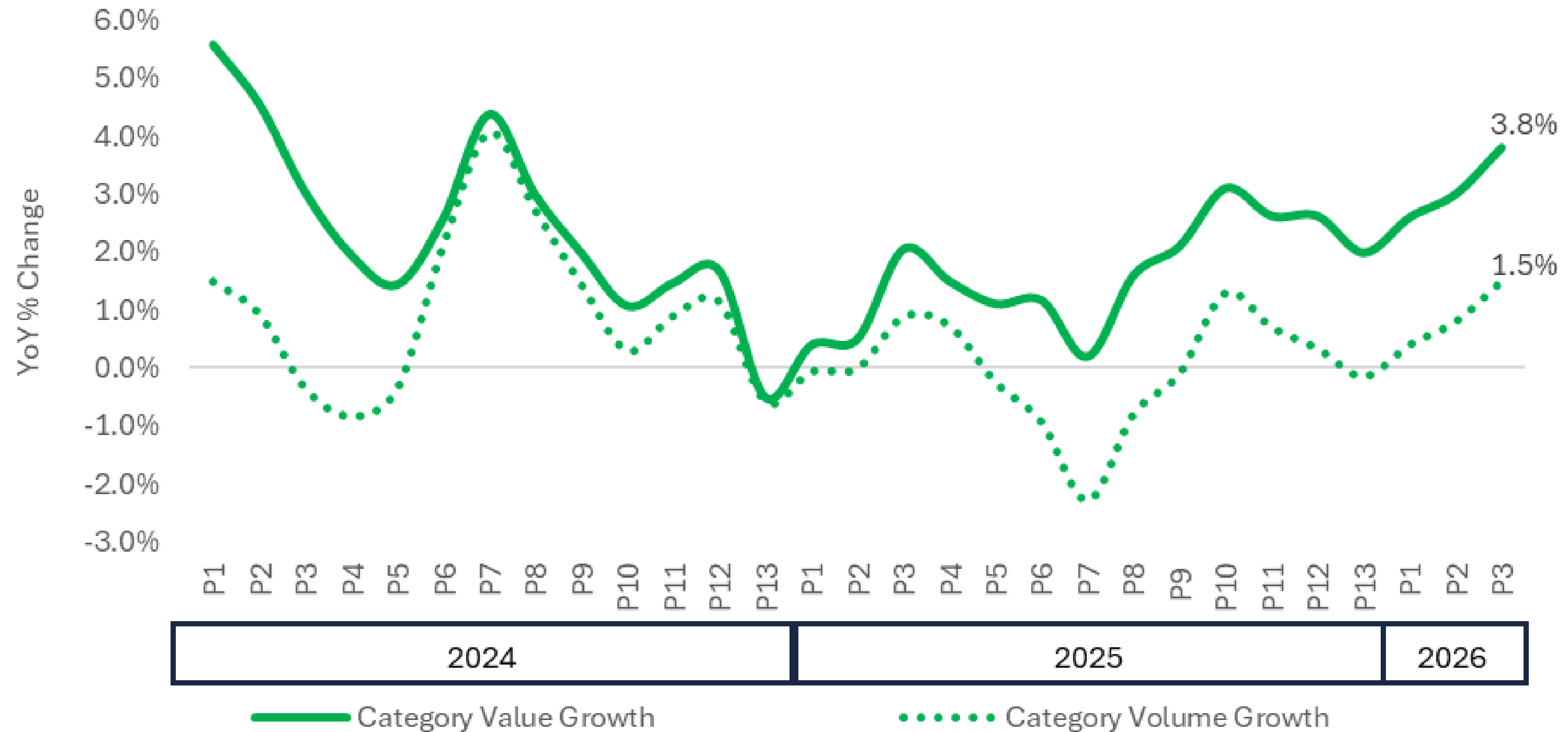
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This Presentation includes certain additional key performance indicators which are considered non-IFRS financial measures including, but not limited to, organic revenue, organic revenue growth/decline, Adjusted EBITDA, Adjusted EPS, Adjusted EPS growth, Adjusted EBITDA growth, Adjusted gross margin, Adjusted operating expenses, Adjusted net income, Adjusted Free Cash Flow and Free Cash Flow Conversion. Nomad Foods believes these non-IFRS financial measures provide an important alternative measure with which to monitor and evaluate the Company’s ongoing financial results, as well as to reflect its acquisitions. Nomad Foods’ calculation of these financial measures maybe different from the calculations used by other companies and comparability may therefore be limited. You should not consider the Company’s non-IFRS financial measures an alternative or substitute for the Company’s reported results. For a reconciliation of these non-IFRS financial measures to the most directly comparable IFRS measures, refer to the Appendix to this Presentation. The Company is unable to reconcile, without unreasonable efforts, organic revenue, organic revenue growth/decline, Adjusted free cash flow conversion, Adjusted EBITDA and Adjusted EPS guidance to the most directly comparable IFRS measures.

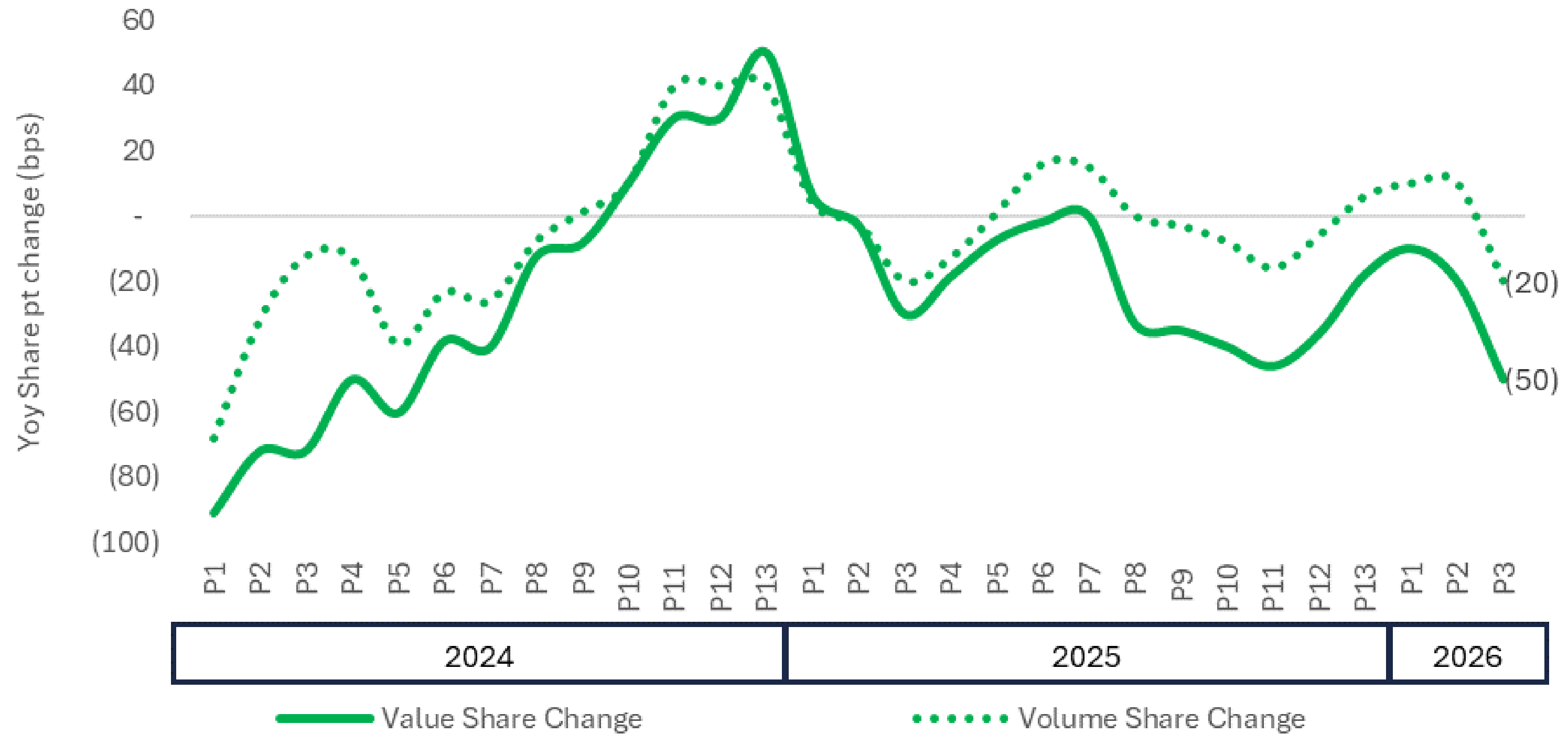
First Quarter Highlights

- Organic revenue declined 5% in the quarter with volume -4% due to inventory and order pattern realignment. Retail sell-out was flat in the quarter.
- Adjusted Free Cash Flow conversion improved year-on-year, enabling €24 million in share repurchase and €21 of dividend payments in the quarter while building a €283 million cash balance at quarter-end.
- Our category remains healthy, with value and volume growth accelerating in the quarter.
- Meaningful progress was made towards reshaping the organization and recruiting top-tier talent.
- Reiterating full-year Organic Revenue and Adjusted EBITDA guidance while modestly raising Adjusted EPS outlook.

Tailwinds of a Growing Category



Opportunity for Improved Share Performance



First Quarter 2026 Key Financial Metrics

Total Revenue

€715m

(5.3)% organic**

Gross Margin

25.7%

-210 bps YoY

Adjusted
EBITDA**

€93m

Adjusted
EPS**

€0.23

\$0.27*

* Adjusted EPS converted to USD, the currency in which Nomad Foods shares trade, for illustrative purposes and based on USD/EUR FX rate of 1.17 as of April 30, 2026

** Represents a non-IFRS measure. Please see Appendix for a reconciliation of these non-IFRS measures to their directly comparable measures

First Quarter 2026 Key Operating Highlights

(in €m other than EPS)	1 Q 2026	1 Q 2025	YoY Change
Revenue	€715	€760	(5.9)%
Organic revenue growth/(decline)*			(5.3)%
Gross profit	184	212	(13)%
Gross margin	25.7%	27.8%	(210) bp
Adjusted operating expense*	(115)	(116)	—%
Depreciation & amortization	24	24	1%
Adjusted EBITDA*	€93	€120	(23)%
Adjusted EBITDA margin*	12.9%	15.8%	(290) bp
Adjusted profit for the period*	32	54	(40)%
Adjusted EPS*	€0.23	€0.35	(34)%

* Represents a non-IFRS measure. Please see Appendix for a reconciliation of these non-IFRS measures to their directly comparable measures

2026 YTD Free Cash Flow Highlights

(in €m)	3 months ended March 31, 2026	3 months ended March 31, 2025
Adjusted EBITDA*	€93	€120
Change in working capital	(33)	(40)
Capital expenditures ¹	(21)	(20)
Cash taxes	(9)	(12)
Cash interest & other ²	(18)	(35)
Adjusted free cash flow*	€12	€13
Adjusted profit for the period*	€32	€54
Adjusted free cash flow as % adjusted profit for the period	36%	24%

* Represents a non-IFRS measure. Please see Appendix for a reconciliation of these non-IFRS measures to their directly comparable measures.

¹ Calculated as the sum of purchases of property, plant & equipment and intangible non-current assets.

² Calculated as the sum of net interest paid, proceeds/payments on settlement of derivatives and lease liability payments.

Reiterating 2026 Organic Revenue, Adjusted EBITDA and Cash Conversion Guidance; Raising Adjusted EPS Guidance

Organic Revenue**

2 - 5%
decline

Adjusted EBITDA**

5 - 10%
decline

Adjusted EPS**

€1.47 - €1.62
4-13% decline

\$1.72 - \$1.90*

Adjusted Free Cash
Flow Conversion**

90%+

*Adjusted EPS guidance range converted to USD, the currency in which Nomad Foods shares trade, for illustrative purposes and based on USD/EUR FX rate of 1.17 as of April 30, 2026

**Represents a non-IFRS measure. Please see Appendix for a reconciliation of these non-IFRS measures to their directly comparable measures

A photograph of a plate of cookies on a table, with a blue overlay. The cookies are round and appear to be chocolate chip. The plate is white and is set on a light-colored tablecloth. A blue overlay covers the entire image, and the word "Questions?" is written in white text in the center.

Questions?

A blue-tinted photograph of a white plate filled with several cookies. The cookies are of various shapes and sizes, some appearing to be chocolate chip or oatmeal raisin. The plate is set on a light-colored surface, possibly a tablecloth. The overall image has a soft, slightly blurred quality.

Appendix

Contents

The following tables have been included to allow users to reconcile Non-IFRS financial measures as well as Adjusted financial information included within this presentation to reported IFRS financial measures.

1. Definitions of Non-IFRS financial measures referred to in this presentation.
2. Reconciliation of Non-IFRS financial measures.

1. Definitions of Non-IFRS financial measures referred to in this presentation

Non-IFRS financial measures should not be considered as substitutes for, or superior to, measures of financial performance prepared in accordance with IFRS. They are limited in value because they exclude charges that have a material effect on the Company's reported results and, therefore, should not be relied upon as the sole financial measures to evaluate the Company's financial results. The non-IFRS financial measures are meant to supplement, and to be viewed in conjunction with, IFRS financial measures. Investors are encouraged to review the reconciliation of these non-IFRS financial measures to their most directly comparable IFRS financial measures as provided in the tables accompanying this document.

Adjusted EBITDA – EBITDA is profit or loss for the period before taxation, net financing costs, depreciation and amortization. Adjusted EBITDA is EBITDA adjusted to exclude, when they occur, the impacts of exited markets, acquisition purchase price adjustments and exceptional items to the extent included in our financial statements such as restructuring charges, goodwill and intangible asset impairment charges, other unusual or non-recurring items, as well as additional items that management deems to be exceptional and appropriate for adjustment. In addition, we exclude other adjustments such as the impact of share based payment expenses and related employer payroll taxes, and non-operating M&A related costs, because we do not believe they are indicative of our normal operating costs, can vary significantly in amount and frequency, and are unrelated to our underlying operating performance. The Company believes Adjusted EBITDA provides important comparability of underlying operating results, allowing investors and management to assess operating performance on a consistent basis.

Adjusted Profit for the period is defined as profit for the period excluding, when they occur, the impacts of exited markets, acquisition purchase price adjustments and exceptional items such as restructuring charges, goodwill and intangible asset impairment charges, net financing income/(cost) on amendment of terms of debt, interest cost on tax relating to legacy tax audits, foreign exchange translation gains/(losses), foreign exchange gains/(losses) on derivatives, as well as certain other items considered unusual or non-recurring in nature. In addition, we exclude other adjustments such as the impact of share based payment expenses and related employer payroll taxes, and non-operating M&A related costs, because we do not believe they are indicative of our normal operating costs, can vary significantly in amount and frequency, and are unrelated to our underlying operating performance. The Company believes Adjusted Profit for the period provides important comparability of underlying operating results, allowing investors and management to assess operating performance on a consistent basis.

Adjusted EPS - Adjusted EPS is defined as diluted earnings per share excluding, when they occur, the impacts of exited markets, acquisition purchase price adjustments and exceptional items such as restructuring charges, goodwill and intangible asset impairment charges, net financing income/(cost) on amendment of terms of debt, interest cost on tax relating to legacy tax audits, foreign exchange translation gains/(losses), foreign exchange gains/(losses) on derivatives, certain one-time credits on the recognition of deferred tax assets, as well as certain other items considered unusual or non-recurring in nature. In addition, we exclude other adjustments such as the impact of share based payment expenses and related employer payroll taxes, and non-operating M&A related costs, because we do not believe they are indicative of our normal operating costs, can vary significantly in amount and frequency, and are unrelated to our underlying operating performance. The Company believes Adjusted EPS provides important comparability of underlying operating results, allowing investors and management to assess operating performance on a consistent basis.

Adjusted Financial Information – Adjusted financial information presented in this presentation reflects the historical reported financial statements of Nomad Foods, adjusted for share based payment charges including employer payroll taxes, exceptional items (as described above) and non-cash foreign currency translation charges/gain.

Organic Revenue Growth/(Decline) – Organic revenue growth/(decline) is an adjusted measurement of our operating results. This comparison of current and prior period performance takes into consideration only those activities that were in effect during both time periods. Organic revenue reflects reported revenue adjusted for currency translation and non-comparable trading items such as expansion, acquisitions, disposals, closures, trading day impacts or any other event that artificially impact the comparability of our results.

Adjusted Free Cash Flow – Adjusted free cash flow is the amount of cash generated from operating activities less cash flows (i) related to exceptional items (as described above), (ii) non-operating M&A related costs and (iii) working capital movements on employer taxes associated with share based payment awards, plus (i) capital expenditure (on property, plant and equipment and intangible assets), (ii) net interest paid, (iii) proceeds/(payments) on settlement of derivatives where hedge accounting is not applied and (iv) payments of lease liabilities. Adjusted free cash flow reflects cash flows that could be used for payment of dividends, repayment of debt or to fund acquisitions or other strategic objectives.

Reconciliation from reported to organic revenue growth/(decline)

The following table is a reconciliation of reported revenue growth to Organic Revenue Growth for the three month period ended March 31, 2026.

Year on Year Growth - March 31, 2026 compared to March 31, 2025

	Three Months Ended March 31, 2026
	YoY Change
Reported Revenue Growth	(5.9)%
<i>Of which:</i>	
- <i>Organic Revenue Growth</i>	(5.3)%
- <i>Translational FX (a)</i>	(0.6)%
Total	(5.9)%

- a. Translational FX is calculated by translating data of the current and comparative periods using a budget foreign exchange rate that is set once a year as part of the Company's internal annual forecast process.

2. Reconciliation of Non-IFRS Financial Measures (continued)

Statement of Profit or Loss (unaudited), as adjusted
Three Months Ended March 31, 2026

€ in millions, except per share data	As reported for the three months ended March 31, 2026	Adjustments		As adjusted for the three months ended March 31, 2026
Revenue	715.2	—		715.2
Cost of sales	(531.6)	—		(531.6)
Gross profit	183.6	—		183.6
Other operating expenses	(117.0)	1.7	(a)	(115.3)
Exceptional items	(9.9)	9.9	(b)	—
Operating profit	56.7	11.6		68.3
Finance income	7.5	(6.8)		0.7
Finance costs	(28.9)	—		(28.9)
Net financing costs	(21.4)	(6.8)	(c)	(28.2)
Profit before tax	35.3	4.8		40.1
Taxation	(6.4)	(1.4)	(d)	(7.8)
Profit for the period	28.9	3.4		32.3
Weighted average shares outstanding in millions - basic	141.8			141.8
Basic earnings per share	0.20			0.23
Weighted average shares outstanding in millions - diluted	142.0			142.0
Diluted earnings per share	0.20			0.23

- a. Represents share based payment charge including employer payroll taxes of €1.4 million and non-operating M&A transaction costs of €0.3 million.
- b. Represents exceptional items which management believes are non-recurring and do not have a continuing impact. See Note 5, Exceptional items, within 'Exhibit 99.2 - Condensed Consolidated Interim Financial Statements' for a detailed list of exceptional items.
- c. Represents elimination of €2.6 million of foreign exchange translation gains and €4.2 million of hedge ineffectiveness gains on cross currency and interest rate swaps..
- d. Represents tax impact of the above at the applicable tax rate for each adjustment, determined by the nature of the item and the jurisdiction in which it arises.

2. Reconciliation of Non-IFRS Financial Measures (continued)

Statement of Profit or Loss (unaudited), as adjusted
Three Months Ended March 31, 2025

€ in millions, except per share data	As reported for the three months ended March 31, 2025	Adjustments		As adjusted for the three months ended March 31, 2025
Revenue	760.1	—		760.1
Cost of sales	(548.5)	—		(548.5)
Gross profit	211.6	—		211.6
Other operating expenses	(120.7)	5.2	(a)	(115.5)
Exceptional items	(17.1)	17.1	(b)	—
Operating profit	73.8	22.3		96.1
Finance income	1.5	—		1.5
Finance costs	(35.6)	4.6		(31.0)
Net financing costs	(34.1)	4.6	(c)	(29.5)
Profit before tax	39.7	26.9		66.6
Taxation	(7.0)	(6.0)	(d)	(13.0)
Profit for the period	32.7	20.9		53.6
Weighted average shares outstanding in millions - basic	154.6			154.6
Basic earnings per share	0.21			0.35
Weighted average shares outstanding in millions - diluted	154.8			154.8
Diluted earnings per share	0.21			0.35

a. Represents share based payment charge including employer payroll taxes of €4.9 million and non-operating M&A transaction costs of €0.3 million.

b. Represents exceptional items which management believes are non-recurring and do not have a continuing impact. See Note 6, Exceptional items, within 'Exhibit 99.2 - Condensed Consolidated Interim Financial Statements' for a detailed list of exceptional items.

c. Elimination of €4.6 million of foreign exchange translation losses.

d. Represents tax impact of the above at the applicable tax rate for each adjustment, determined by the nature of the item and the jurisdiction in which it arises.

2. Reconciliation of Non-IFRS Financial Measures (continued)

Reconciliation of Profit for the period to Adjusted EBITDA (unaudited)

€ in millions	Three months ended	
	March 31, 2026	March 31, 2025
Profit for the period	28.9	32.7
Taxation	6.4	7.0
Net financing costs	21.4	34.1
Depreciation & amortization	24.3	24.0
Exceptional items ^(a)	9.9	17.1
Other add-backs ^(b)	1.7	5.2
Adjusted EBITDA	92.6	120.1
Revenue	715.2	760.1
Adjusted EBITDA margin ^(c)	12.9%	15.8%

- a. Adjustment to add back exceptional items. See Note 5, Exceptional items, within 'Exhibit 99.2 - Condensed Consolidated Interim Financial Statements' for a detailed list of exceptional items.
- b. Represents the elimination of share-based payment charges including employer payroll taxes for the three month period to March 31, 2026 of €1.4 million (2025: €4.9 million), as well as the elimination of non-operating M&A transaction costs for the three month period to March 31, 2026 of €0.3 million (2025: €0.3 million). We exclude these costs because we do not believe they are indicative of our normal operating costs, can vary significantly in amount and frequency, and are unrelated to our underlying operating performance.
- c. Adjusted EBITDA margin is calculated by dividing Adjusted EBITDA by Revenue.

2. Reconciliation of Non-IFRS Financial Measures (continued)

Reconciliation of reported net cash flows from operating activities to Adjusted free cash flow for the three months ended March 31, 2026 and the three months ended March 31, 2025.

(in €m)	Three months ended March 31, 2026	Three months ended March 31, 2025
Net Cash Flows From Operating Activities	38.3	50.6
Add back:		
Cash flows relating to exceptional items ^(a)	12.1	14.4
Employer taxes related to share based payments ^(b)	(0.2)	1.3
Non-operating M&A costs ^(c)	0.3	0.3
Deduct:		
Capital expenditure ^(d)	(21.0)	(18.7)
Net interest paid	(9.8)	(26.9)
Payment of lease liabilities ^(e)	(8.1)	(8.2)
Adjusted free cash flow	11.6	12.8

a. Adjustment to add back cash flows related to exceptional items which are not considered to be indicative of our ongoing operating cash flows.

b. Adjustment to add back working capital movements related to employer taxes related to share based payments which are not considered to be indicative of our ongoing operating cash flows.

c. Adjustment to add back cash flows related to non-operating M&A costs which are not considered to be indicative of our ongoing operating cash flows.

d. Defined as the sum of property, plant and equipment and intangible assets purchased in the year, which are considered part of the underlying business cash flows.

e. These lease liabilities are included in Net Cash Flows from Financing Activities. We believe these payments are part of the underlying business cash flows and should be reflected in Adjusted free cash flow.