



COMPANY OVERVIEW

AUGUST 2023

IMPORTANT INFORMATION

Presentation

The condensed consolidated unaudited financial statements of JDE Peet's N.V. (the "Company") and its consolidated subsidiaries (the "Group") are prepared in accordance with International Financial Reporting Standards as adopted by the European Union ("IFRS"). In preparing the financial information in these materials, except as otherwise described, the same accounting principles are applied as in the consolidated financial statements of the Group as of, and for, the year ended 31 December 2021 and the related notes thereto. All figures in these materials are unaudited. In preparing the financial information included in these materials, most numerical figures are presented in millions of euro. Certain figures in these materials, including financial data, have been rounded. In tables, negative amounts are shown in parentheses. Otherwise, negative amounts are shown by "-" or "negative" before the amount.

Non-IFRS Measures

These materials contain non-IFRS financial measures (the "Non-IFRS Measures"), which are not liquidity or performance measures under IFRS. These Non-IFRS Measures are presented in addition to the figures that are prepared in accordance with IFRS. The Group's use of Non-IFRS Measures may vary significantly from the use of other companies in its industry. The measures used should not be considered as an alternative to profit (loss), revenue or any other performance measure derived in accordance with IFRS or to net cash provided by operating activities as a measure of liquidity. For further information on Non-IFRS Measures, see the definitions in the press release and adjusted EBIT as described in segment information in the condensed consolidated unaudited financial statements.

Forward-looking Statements

These materials contain forward-looking statements as defined in the United States Private Securities Litigation Reform Act of 1995 concerning the financial condition, results of operations and businesses of the Group. These forward-looking statements and other statements contained in these materials regarding matters that are not historical facts involve predictions. No assurance can be given that such future results will be achieved. Actual events or results may differ materially as a result of risks and uncertainties facing the Group. Such risks and uncertainties could cause actual results to vary materially from the future results indicated, expressed or implied in such forward-looking statements.

There are a number of factors that could affect the Group's future operations and could cause those results to differ materially from those expressed in the forward-looking statements including (without limitation): (a) competitive pressures and changes in consumer trends and preferences as well as consumer perceptions of its brands; (b) fluctuations in the cost of green coffee, including premium Arabica coffee beans, tea or other commodities, and its ability to secure an adequate supply of quality or sustainable coffee and tea; (c) global and regional economic and financial conditions, as well as political and business conditions or other developments; (d) interruption in the Group's manufacturing and distribution facilities; (e) its ability to successfully innovate, develop and launch new products and product extensions and on effectively marketing its existing products; (f) actual or alleged non-compliance with applicable laws or regulations and any legal claims or government investigations in respect of the Group's businesses; (g) difficulties associated with successfully completing acquisitions and integrating acquired businesses; (h) the loss of senior management and other key personnel; and (i) changes in applicable environmental laws or regulations. The forward-looking statements contained in these materials speak only as of the date of these materials. The Group is not under any obligation to (and expressly disclaim any such obligation to) revise or update any forward-looking statements to reflect events or circumstances after the date of these materials or to reflect the occurrence of unanticipated events. The Group cannot give any assurance that forward-looking statements will prove correct, and investors are cautioned not to place undue reliance on any forward-looking statements. Further details of potential risks and uncertainties affecting the Group are described in the Company's public filings with the Netherlands Authority for the Financial Markets (Stichting Autoriteit Financiële Markten) and other disclosures.

Market and Industry Data

All references to industry forecasts, industry statistics, market data and market share in these materials comprise estimates compiled by analysts, competitors, industry professionals and organisations, of publicly available information or of the Group's own assessment of its markets and sales. Rankings are based on revenue, unless otherwise stated.

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JDE PEET'S AT A GLANCE - 2022 FACTS & FIGURES



EUR 8.2BN
SALES

EUR 1.2BN
ADJUSTED EBIT

EUR 1.4BN
FREE CASH FLOW

~75%
IN-HOME SALES

~25%
AFH SALES
(PRE-PANDEMIC LEVELS)

~9%
DIGITAL COMMERCE
(% OF SALES)

EUR 14 BN
MARKET CAP

20,710
EMPLOYEES



41%
WOMEN IN LEADERSHIP
POSITIONS



4,200 CUPS
OF COFFEE & TEA SERVED
EVERY SECOND



43 MARKETS

WHERE WE ARE THE
#1 OR #2 PLAYER



74%

OF SALES GENERATED
IN THESE MARKETS



61 PROJECTS
WITH SMALLHOLDER
FARMERS



22 COUNTRIES
WORLDWIDE



590,000+
SMALLHOLDERS REACHED
DIRECTLY SINCE 2015



77%
RESPONSIBLY SOURCED
COFFEE



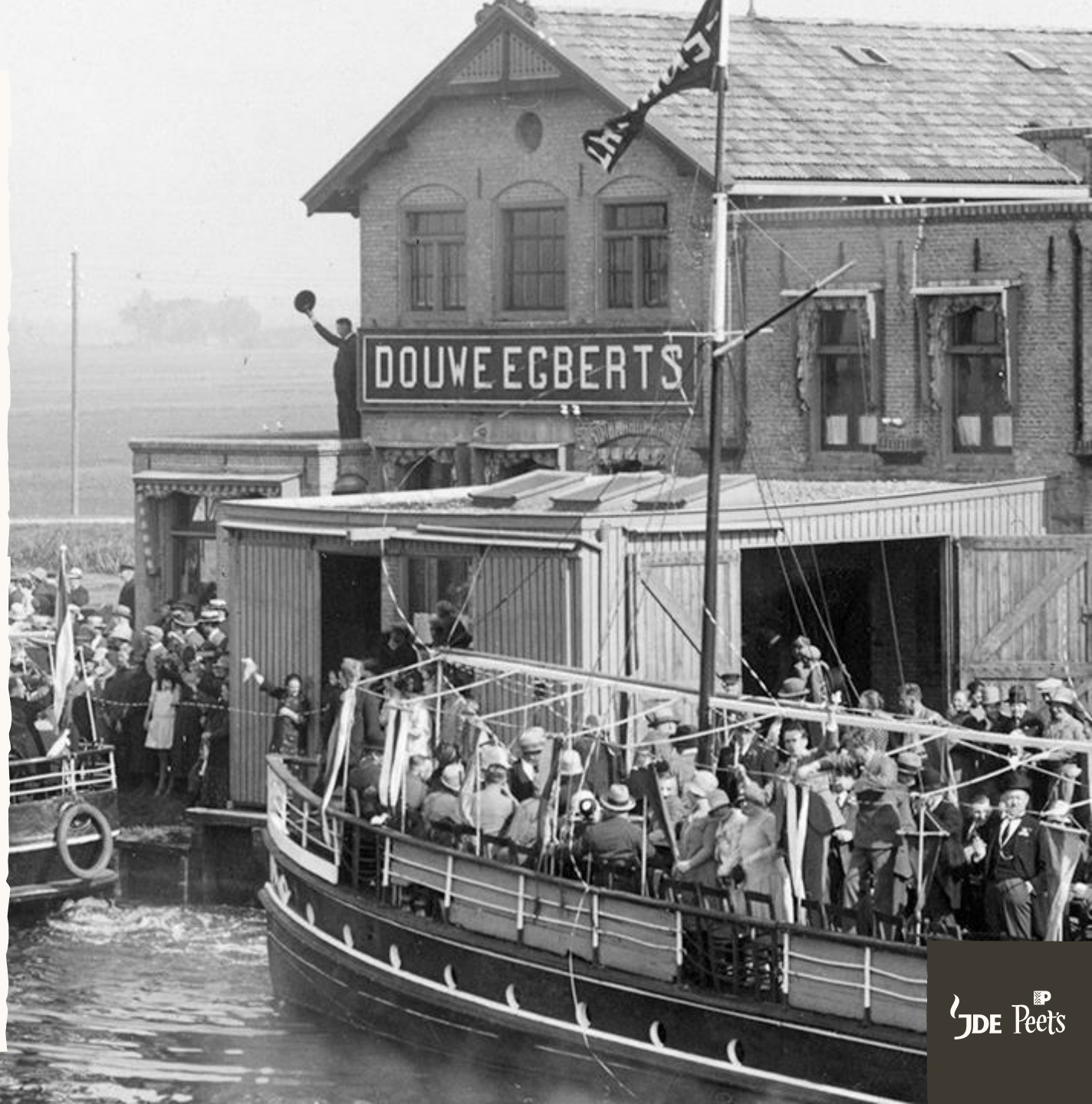
78%
PACKAGING DESIGNED TO BE
REUSABLE, RECYCLABLE OR
COMPOSTABLE

*facts and figures from 2022 Annual Report

OUR HISTORY

A long and rich coffee & tea tradition which can be traced back more than 265 years.

In 1753 in Joure, the Netherlands, Egbert Douwes founded his first coffee outlet. Over a century later in 1895, in Bremen, Germany, Johann Jacobs opened his first grocery business. Then, in 1966 in Berkeley, California, U.S., Alfred Peet opened his first Peet's coffee store. Today we are the world's largest pure-play coffee & tea company by revenue active in more than 100 markets around the world.





OUR STORY

OUR VISION

**A COFFEE & TEA
FOR EVERY CUP**

OUR PURPOSE

**WE UNLEASH THE POSSIBILITIES
OF COFFEE & TEA TO CREATE
A BETTER FUTURE**

OUR BELIEF

**IT'S AMAZING WHAT
CAN HAPPEN OVER
A CUP OF COFFEE
OR TEA**

DISCIPLINE

SIMPLICITY

ACCOUNTABILITY

SOLIDARITY

ENTREPRENEURSHIP

OUR VALUES

WE PLAY OUR PART

OUR VALUES GUIDE THE BEHAVIOURS OF 20,710 EMPLOYEES WORLDWIDE



DISCIPLINE

We stay focused on what matters and build our mastery when we do the right things in the right way



ACCOUNTABILITY

We take responsibility for our actions and ownership of our results



ENTREPRENEURSHIP

Ensures we win the freedom to create and pursue more opportunities by staying agile, moving fast and resisting unnecessary bureaucracy

DISCIPLINE

SIMPLICITY

ACCOUNTABILITY

SOLIDARITY

ENTREPRENEURSHIP

SIMPLICITY

We choose the most straightforward paths to achieve our desired outcomes



SOLIDARITY

Together we make a bigger difference, building trust and unity around shared interests



OUR VALUES

WE PLAY OUR PART

OUR BRANDS

At JDE Peet's we unleash the possibilities of coffee & tea through our strong portfolio of global, regional and local brands. These brands have been built upon a rich history and heritage and are deeply rooted in the diverse coffee & tea cultures in which we operate.

Our portfolio allows us to cover the category landscape, ensuring we can offer a coffee & tea to everyone, no matter who they are, where they are, or what their preferences are.



Our **global brands** are large players operating in multiple markets, with one meaning and one global execution.



Our **regional heroes** have an international footprint with local nuances. These local nuances are based on cultural drinking habits, the stage of category development and brand heritage.



Our **local jewels** are iconic in their local market. These brands leverage local culture and heritage, and are of true significance in their home country.

1753



1923



1966



1992



1999



2004



1853



1937



1978



1995



1992



2021



1895



1960



1987



1996



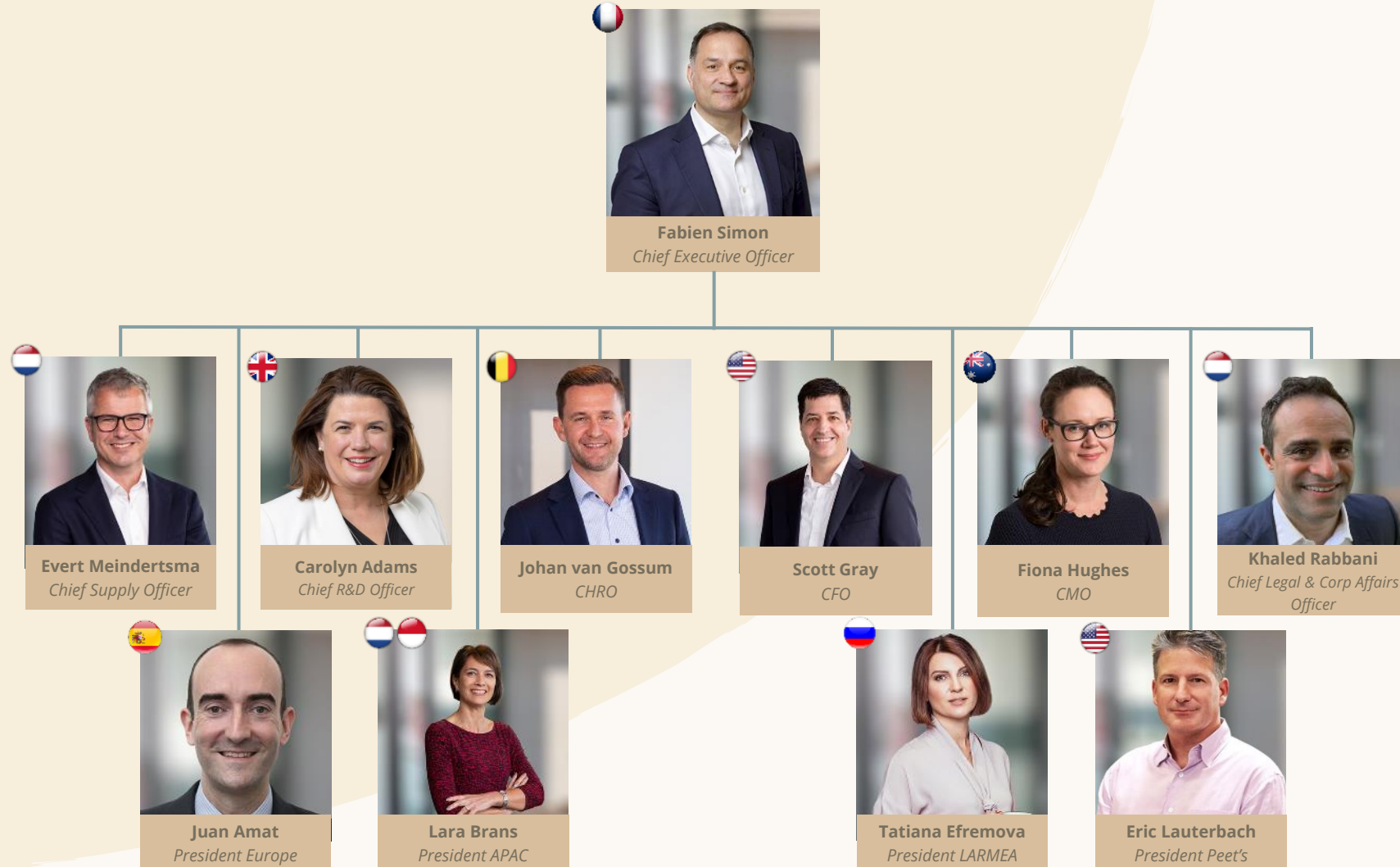
2001



2022



LEADERSHIP TEAM

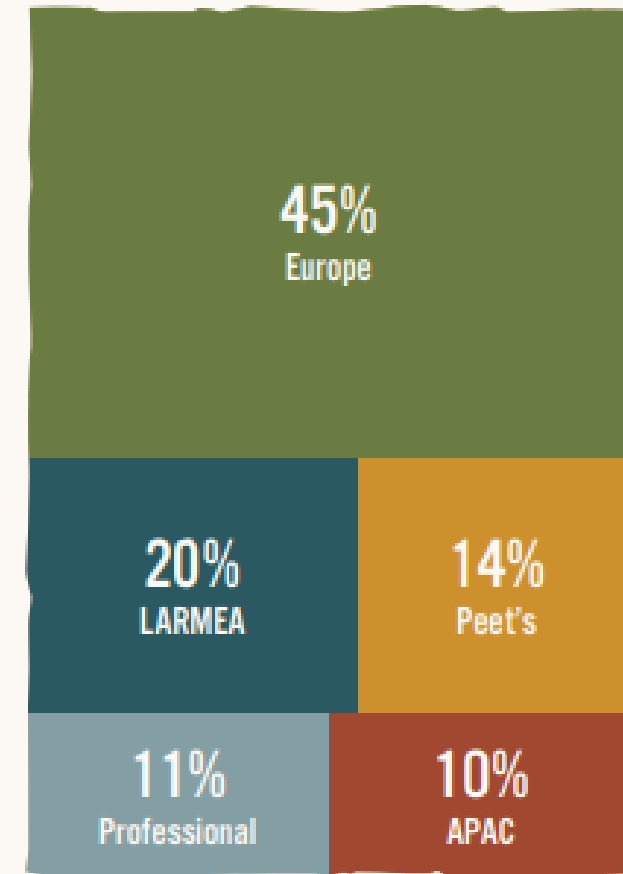


BUSINESS STRUCTURE

JDE Peet's is a global business fuelled by a supply chain reaching more than 100 countries around the world. We work at regional and local levels to truly understand the needs of customers and consumers, and to meet or surpass their evolving expectations. Our business is organised in five commercial segments taking into account coffee & tea cultures across different geographies:

- CPG Europe
- CPG LARMEA (Latin America, Russia, Middle East and Africa)
- CPG APAC (Asia-Pacific)
- Peet's (U.S.)
- Out-of-Home (predominantly Europe)

Sales by segment



OUR VALUE CREATION STORY

OUR PURPOSE

WE UNLEASH THE POSSIBILITIES OF COFFEE & TEA TO CREATE A BETTER FUTURE

Inputs

WHAT WE DEPEND ON

Financial and manufacturing

- EUR 21.6 billion in Total Assets
- EUR 248 million Capex in 2022
- 43 facilities across 24 countries
- Investments in growth

Resources

- 77% responsibly sourced coffee
- 249 kT of packaging material (32% recycled content)
- 8.8 PJ energy use
- 6.9 million cubic meter water use

Social and relationship

- > 900 direct material suppliers across 45 countries
- >1 million smallholder farmers in >70 countries
- Ongoing stakeholder engagement along the value chain

Talent

- 20,710 employees across 96 nationalities
- 43% of our employees are women
- 23 average training hours per employee

Intangibles

- Owner of the largest portfolio of coffee & tea brands
- Our R&D capabilities and intellectual property

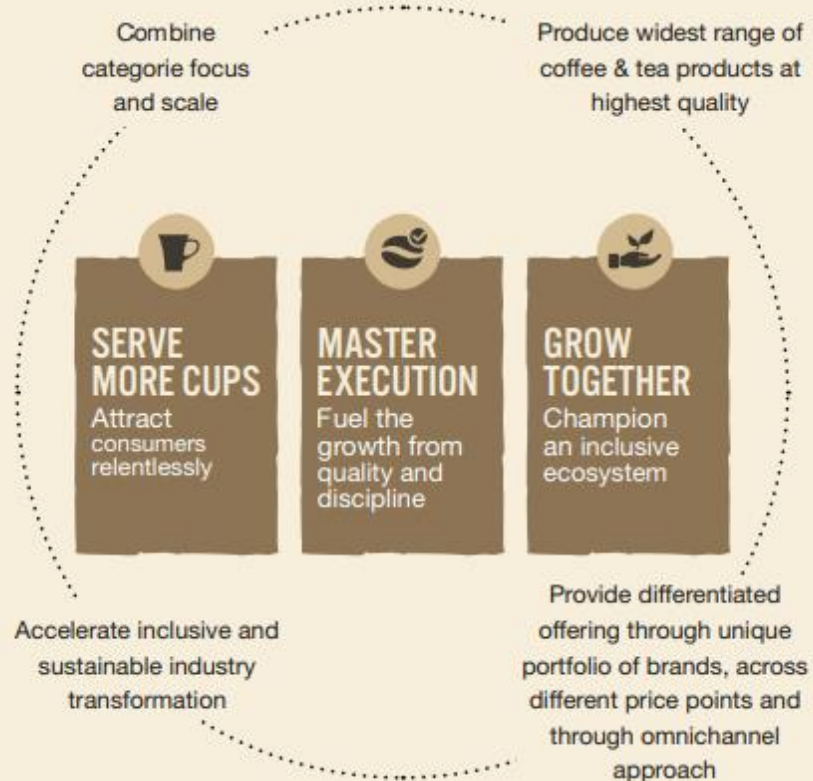
Activities

WHAT MAKES US SPECIAL

Values

ACCOUNTABILITY ENTREPRENEURSHIP

DISCIPLINE SIMPLICITY SOLIDARITY



Outputs

WHAT WE DELIVER

- **EUR 8.2 billion** total sales
- **EUR 1277 million** Adjusted EBIT
- **EUR 1.4 billion** Free cash flow

132 billion cups of coffee

108 kT of waste generated

78% packaging components designed to be reusable, recyclable, compostable

6% decrease in water intensity compared to 2020

Outcomes

THE VALUE WE CREATE

Financial and manufacturing

- EUR 13.6 billion in Market Cap
- Investment grade credit ratings
- EUR 345 million dividends
- EUR 500 million share buyback
- 22 zero waste-to-landfill sites

Resources

- 15% reduction in scope 1 & 2 (baseline 2020)
- 1% reduction in scope 3 (baseline 2020)

Social and relationship

- 119,800 smallholder farmers reached in 2022, and 590,000 since 2015
- 43 markets with nr. 1 or 2 market position

Talent

- <1% gender pay gap
- High engagement levels
- Fostering a more diverse, equitable and inclusive organisation

Intangibles

- Providing energy and sensory experiences
- Creating moments of connection and enjoyment



OUR STRATEGIC FRAMEWORK

OUR PURPOSE

WE UNLEASH THE POSSIBILITIES OF COFFEE & TEA TO CREATE A BETTER FUTURE



SERVE MORE CUPS



Penetration



Premiumisation



Globalisation



MASTER EXECUTION



Quality



Efficiency



Operational leverage



GROW TOGETHER



Talent



ESG



Partner of choice

THE THREE PILLARS OF OUR SUSTAINABILITY STRATEGY

COMMON GROUNDS

SOURCING FOR BETTER

We are championing regenerative agriculture to enhance livelihoods and positively impact our planet



TOWARDS PLANET POSITIVE

We are striving towards a planet-positive supply chain through innovation and collaboration on sustainable solutions



PUTTING PEOPLE FIRST

We are engaging colleagues and communities through the joy of coffee and tea to support well-being and promote equal opportunity



GOOD GOVERNANCE, ETHICS & PARTNERSHIPS

WE HAVE AN AMBITIOUS ESG ROADMAP WITH CLEAR AND LONG-TERM COMMITMENTS



Common Grounds Pillar	JDE Peet's Sustainability commitment	Year	2022	2021	2020
 Responsible sourcing	Working towards 100% responsibly sourced green coffee	2025	77%	30%	21%
	Working towards 100% responsibly sourced tea	2025	27%	32%	100%
	Working towards 100% responsibly sourced palm oil	2025	100%	72%	11%
	Directly reaching 500,000 smallholder farmers (since 2015)	2025	590k	470k	300k
 Minimising Footprint	Reduce absolute scope 1 & 2 GHG emissions by 25% (vs 2020)	2030	-15%	n/a	n/a
	Reduce absolute scope 3 GHG emissions by 12.5% (vs 2020)	2030	-1.0%	n/a	n/a
	100% of our packaging components designed to be reusable, recyclable or compostable	2030	78%	77%	77%
	18% water intensity reduction per ton of production (vs 2020)	2030	-6%	-2.1%	
	Zero waste-to-landfill at all our manufacturing sites	2025	22	20	17
 Connecting People	40% women in leadership positions	2025	41%	n/a	n/a
	80% of our manufacturing sites to be food safety quality certified	2025	75%	63%	52%
	0,4 Total Recordable Injury Rate	2030	0.46	0.56	0.61

JDE Peet's

A COFFEE & TEA FOR EVERY CUP

