



JDE PEET'S COMPANY OVERVIEW

2022

The logo for JDE Peet's, featuring a stylized 'P' icon above the text 'JDE Peet's' in a serif font.

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 2020 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 (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 and 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

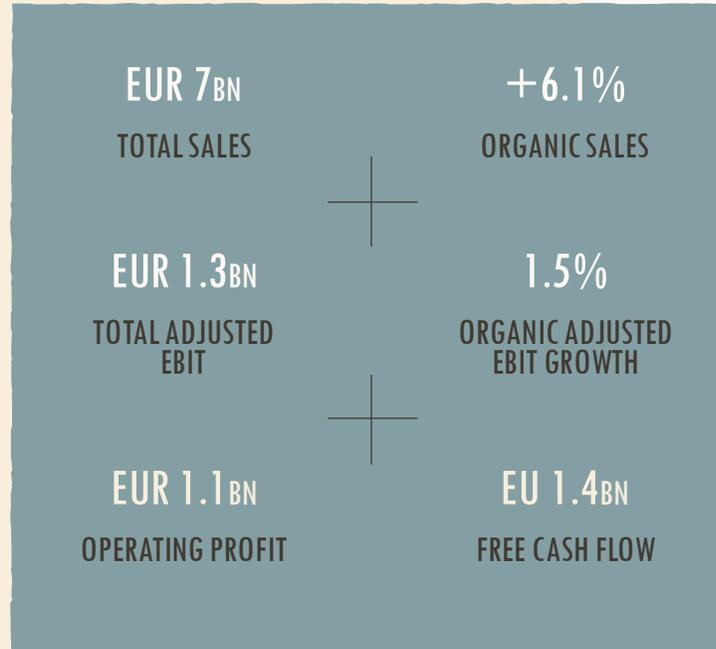
All references to industry forecasts, industry statistics, market data and market share in these materials comprise estimates compiled by analysts, competitors, industry professionals and organisations, of publicly available information or of the Group's own assessment of its markets and sales. Rankings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

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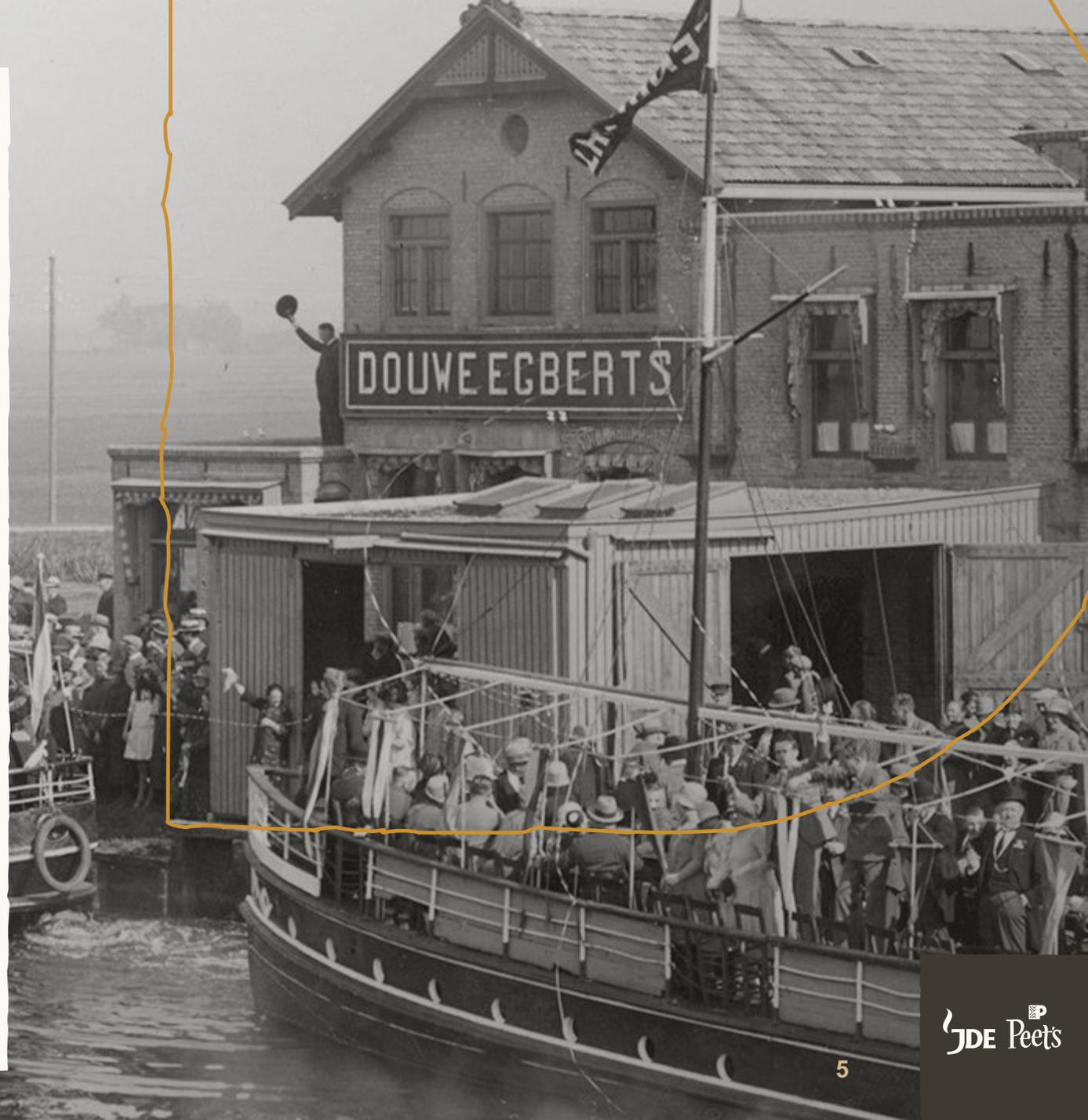
COMPANY OVERVIEW - 2021 FACTS & FIGURES



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 19,000 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



2014



1895



1960



1987



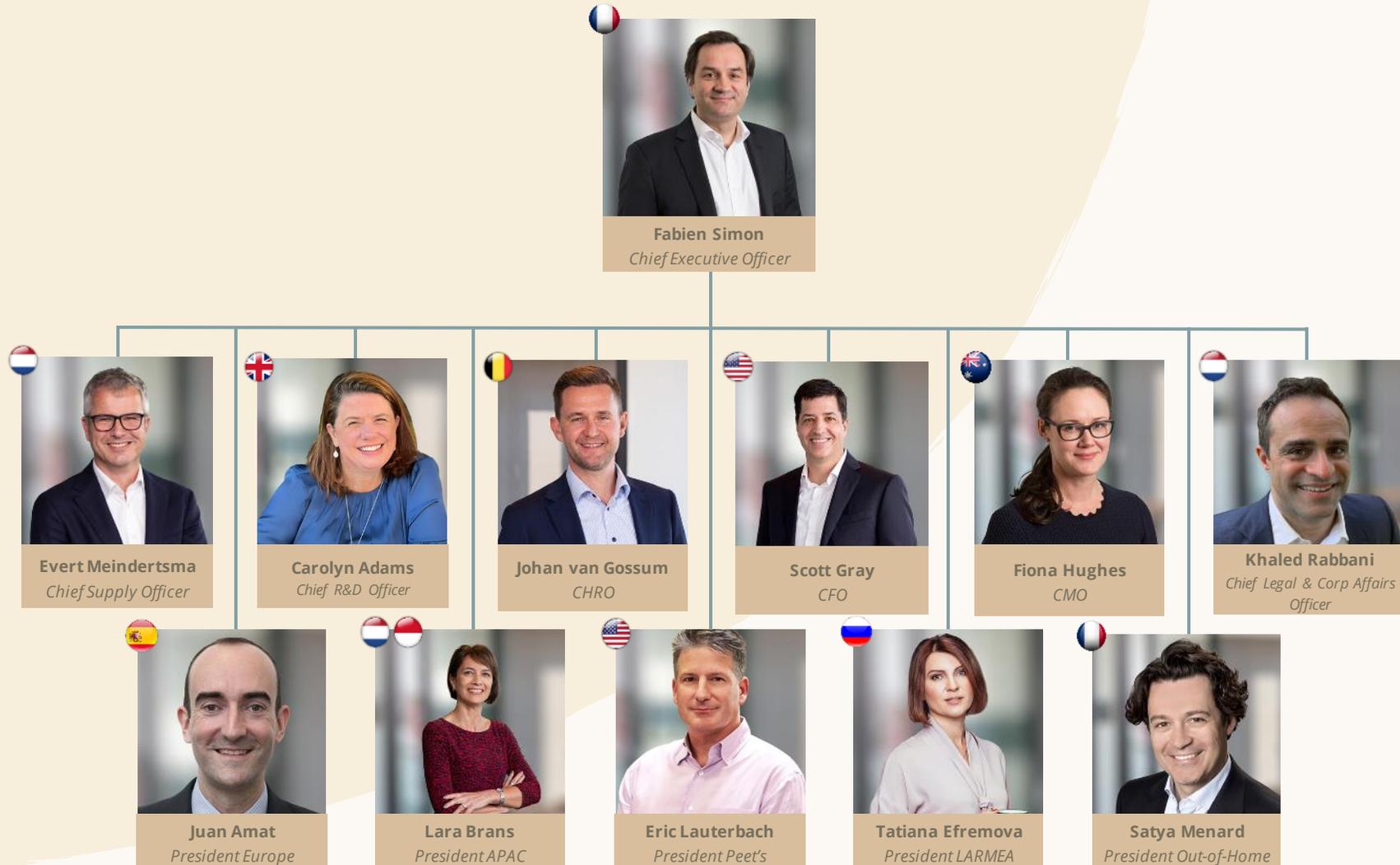
1996



2001



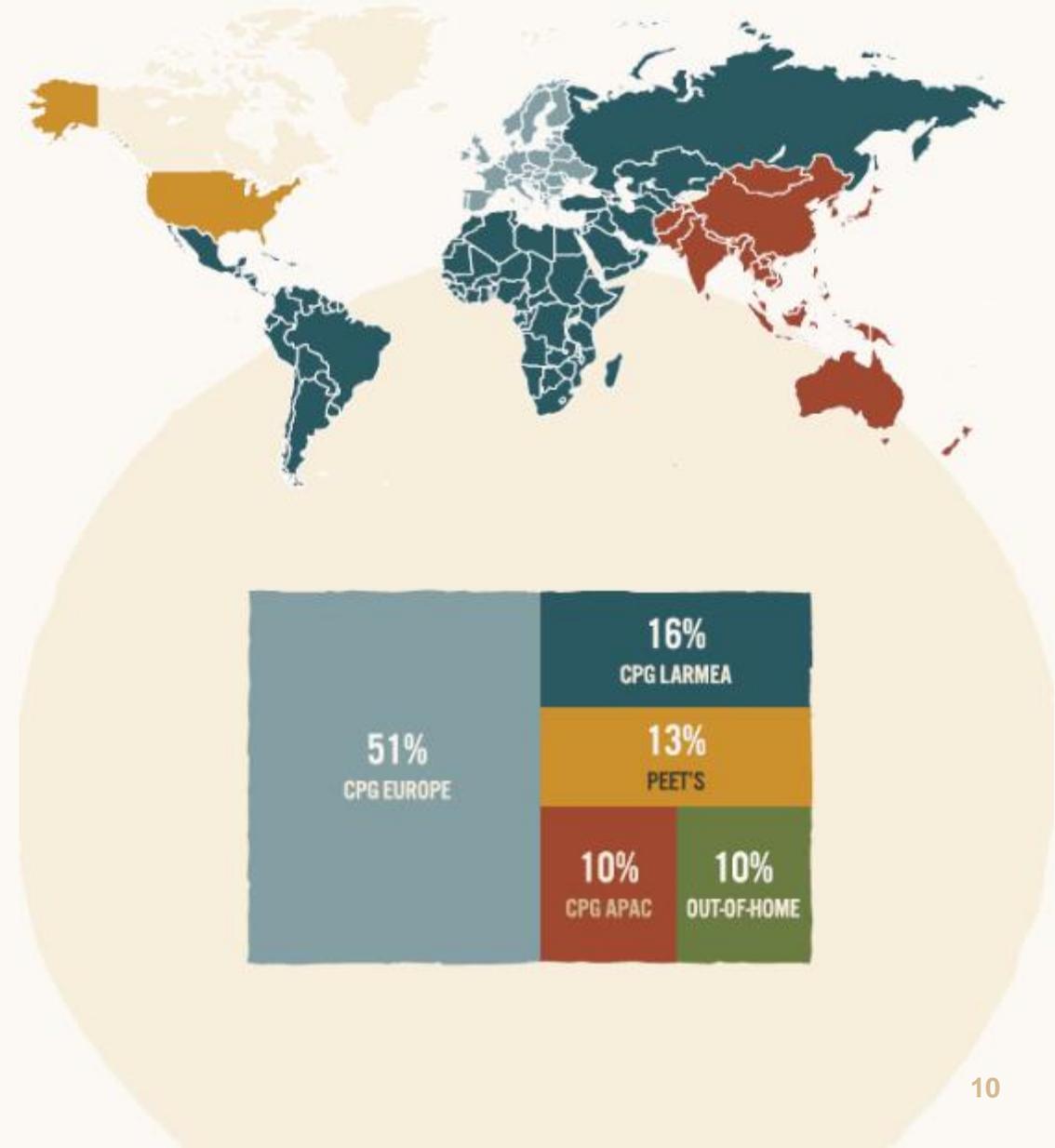
LEADERSHIP TEAM



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)



OUR VALUE CREATION STORY

WHAT GUIDES US

OUR PURPOSE

We unleash the possibilities of coffee & tea to create a better future

OUR PRIORITIES

BUSINESS PERFORMANCE

Financial performance

Product quality

Ethics & governance

COMMON GROUNDS

Responsible sourcing

MINIMISED FOOTPRINT

Climate action

Sustainable packaging

CONNECTED PEOPLE

Diversity, Equity & Inclusion

WHAT WE EMPLOY

INPUTS

- 43 manufacturing facilities globally
- Operating across all coffee & tea technology platforms
- 8% of the world's coffee and <1% of the world's tea
- Packaging which maintains the freshness and quality of coffee & tea
- Owner of the largest portfolio of coffee & tea brands with products across multiple price points
- Distribution across all channels and active in more than 100 markets around the world
- A global team of 19,000+ employees, comprising more than 90 nationalities

WHAT MAKES US SPECIAL

ACTIVITIES

Driven by our passion for coffee & tea, our respect for the environment and our responsibility for people

We uniquely combine category focus and scale

Led by an experienced team of entrepreneurs and long-term shareholders



Offering the widest portfolio of coffee & tea products on the market across technologies and brands

Carrying out our growth priorities in a disciplined way

Through a differentiated consumer reach model that covers all channels

- DISCIPLINE
- SIMPLICITY
- ACCOUNTABILITY
- SOLIDARITY
- ENTREPRENEURSHIP

THE VALUE WE CREATE

OUTPUTS

- EUR 7 bn total sales
- EUR 1.3 bn total adjusted EBIT
- EUR 1.1 bn operating profit
- 4,500 cups of coffee & tea served every second
- Wide portfolio of brands and product choices that is accessible wherever the consumers are, through whatever channels they buy, in any formats/ tastes they prefer, at different price points
- 30% certified/verified coffee, 32% and 72% palm oil
- More than 470,000 smallholders reached since 2015; 50+ projects across 18 countries in 2021
- Decreased scope 1, 2 & 3 GHG emissions by 5% vs. 2020 towards our science-based targets
- Employees engaged and inspired by development and growth opportunities



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 PILLARS OF OUR SUSTAINABILITY STRATEGY

RESPONSIBLE SOURCING

Fostering thriving agricultural supply chains



Selected commitment:

100% responsibly sourced coffee, tea and palm oil by 2025

MINIMISED FOOTPRINT

Reducing our environmental impact step-by-step



Selected commitments:

25% reduction of our Scope 1&2 GHG emissions by 2030 vs. 2020 baseline

100% recyclable, compostable or reusable packaging by 2025

CONNECTED PEOPLE

Engaging our employees and our communities



Selected commitment:

Gender-balanced representation

GOOD GOVERNANCE, ETHICS & PARTNERSHIPS

JDE Peet's

A COFFEE & TEA FOR EVERY CUP

