



DIVERSITY POLICY

March 2022

1. INTRODUCTION

Our goal is to create an environment of inclusion and acceptance in JDE Peet's N.V. (the "**Company**") in which each person is treated equally without discrimination. The Company therefore values and promotes diversity in the Company as a whole and at executive level including in its board (the "**Board**"). The Company recognises that differences in skills, experience, education, background, nationality, age, race, gender, sexual orientation, religious beliefs, physical ability and other characteristics of people are important and enable the Company to look at issues and to solve problems in different ways, to respond better to challenges, and to take more robust decisions. All these different skills and backgrounds collectively represented in the Company reflect the diverse nature of the environment in which the Company and its stakeholders operate, and improve effectiveness through diversity of approach and thought. Diversity enables the Company to attract and maintain the best talented people. For that reason, the Board has decided to adopt this diversity policy (the "**Policy**") for the Board and the Executive Committee.

2. POLICY OBJECTIVES

Annually, the Board assesses its size and composition to determine whether there is a good balance and mix of sector knowledge, educational background, financial expertise, work experience, management capabilities and diversity.

The current Board is considered well balanced in terms of professional expertise, nationality, age and educational background. The Board's objective is to improve gender diversity by achieving that at least one-third of the non-executive directors on the Board are women and at least one-third of the non-executive directors on the Board are men (in each case, rounded up). New appointments of non-executive directors of the Company will only be made if they contribute towards achieving this objective.

The Company furthermore places high emphasis on ensuring the development of diversity of the executive directors on the Board (if more than one is appointed) and in the Executive Committee roles. The Board supports and will monitor the Company's objective of ensuring that at least 30% of the executive directors on the Board (if more than one is appointed) are to be held by women and at least 30% men, and that at least 30% of the positions in the Executive Committee are to be held by women and at least 30% by men.

Where searches for appointment to the Board or the Executive Committee are conducted by the Company or by search firms, they will identify and present qualified candidates with different gender, nationality, age, education and work background.

3. COMMITMENT, MONITORING AND REPORTING

The Board commits itself to diversity in skills, experience, education, background, nationality, age, race, gender, sexual orientation, religious beliefs, physical ability and other characteristics of directors and managers, when selecting new candidates for the Board and the Executive Committee. At the same time, the Board aims for retaining the balance in the requisite expertise, experience and diversity.

The Company will prepare a diversity, equity and inclusion framework that describes how it will achieve that at least 30% of the executive directors on the Board (if more than one is appointed) will be held women and at least 30% will be held by men, and that at least 30% of the positions in the Executive Committee will be held by women and at least 30% will be held by men.

The Board will report annually, in the corporate governance statement in the Company's report of the Board, on the process made on the objectives of this Policy. Such report will include a summary of this Policy and how it has been implemented in practice in a particular financial year.

The Remuneration, Selection and Appointment Committee will review the Policy, including its effectiveness, as appropriate and recommend any revisions to the Board for approval.

This Policy has the full support of the Board.