



JDE PEET'S COMPANY OVERVIEW

2020

 JDE Peet's

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 special purpose financial statements of the Group as of, and for, the year ended 31 December 2019 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 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 filings with the Netherlands Authority for the Financial Markets (Stichting Autoriteit Financiële Markten).

Market and Industry Data

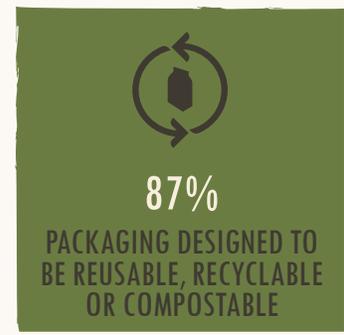
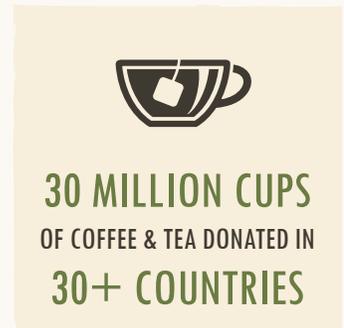
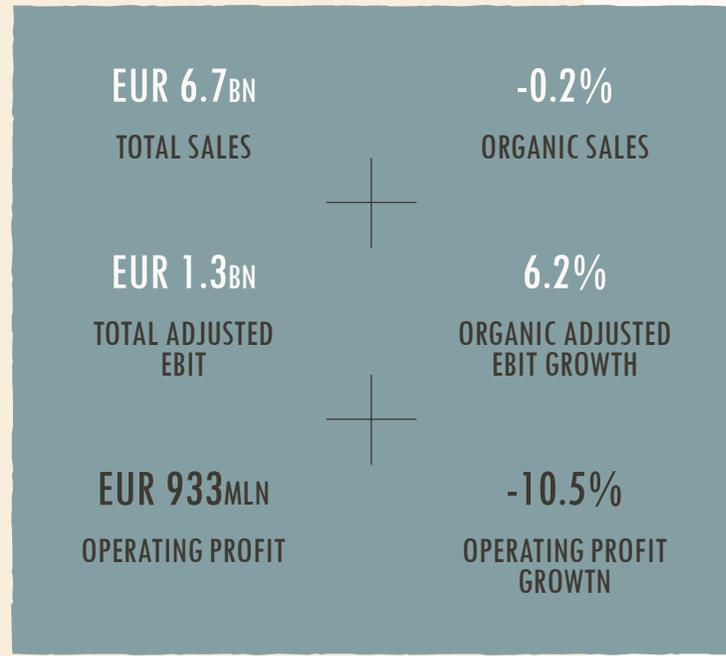
All references to industry forecasts, industry statistics, market data and market share in these materials comprise estimates compiled by analysts, competitors, industry professionals and organisations, of publicly available information or of the Group's own assessment of its markets and sales. Rankings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

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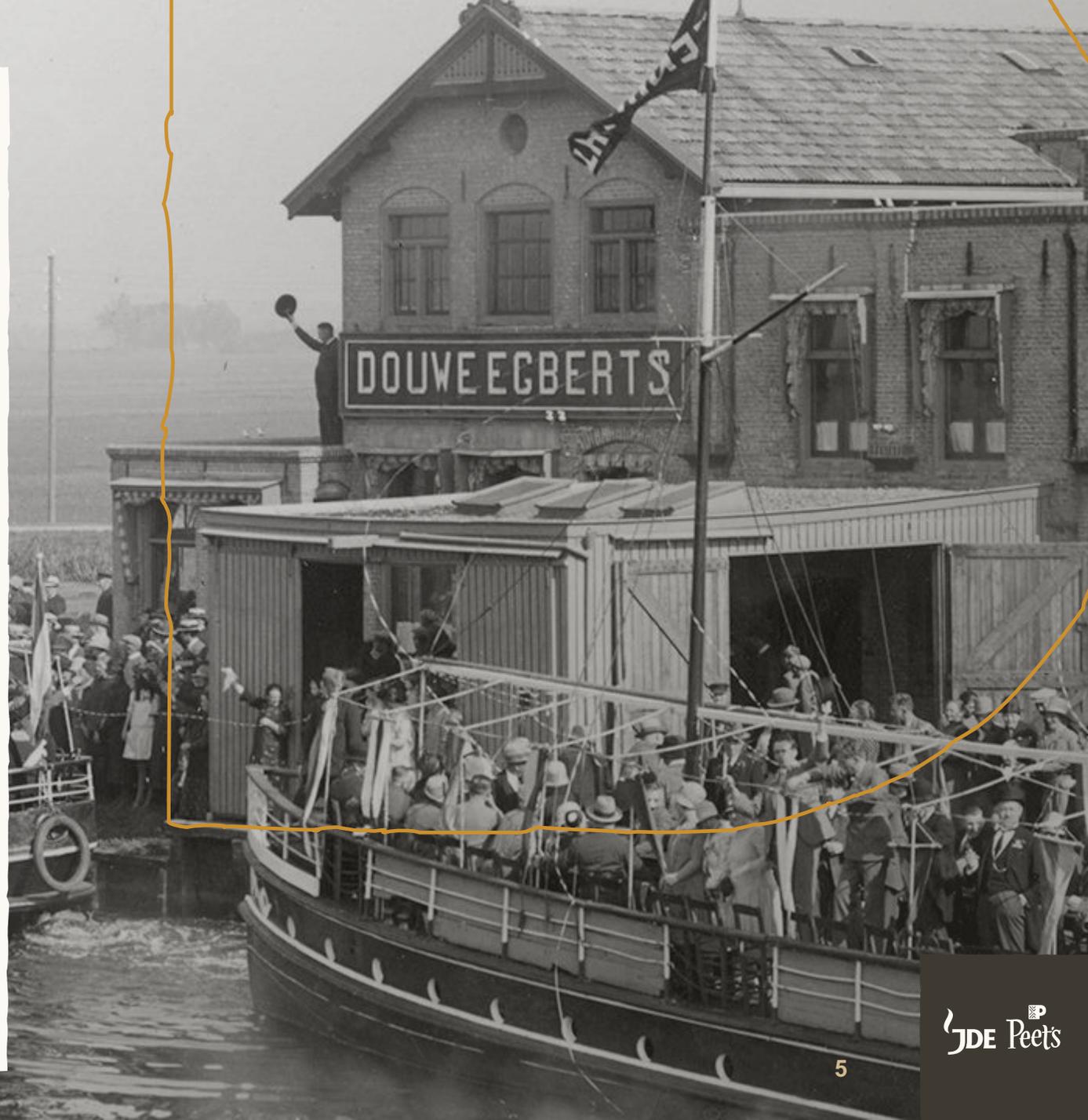
COMPANY OVERVIEW - 2020 FACTS & FIGURES



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

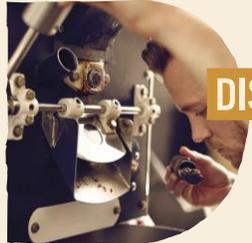
SOLIDARITY

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 and to offer a coffee & tea to everyone, no matter who they are, where they are, or what their preferences are.

1753



1923



1966



1992



1999



2014



1853



1937



1978



1995



2001



1895



1960



1987



1996



2004



LEADERSHIP TEAM



Fabien Simon
Chief Executive Officer



Evert Meindersma
Chief Supply Officer



Chris Brighton
Chief R&D & Sourcing
Officer



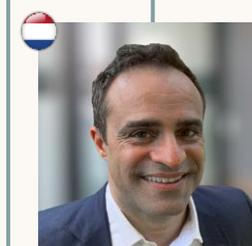
Johan van Gossum
CHRO



Scott Gray
CFO



Fiona Hughes
CMO



Khaled Rabbani
Chief Legal & Corp Affairs
Officer



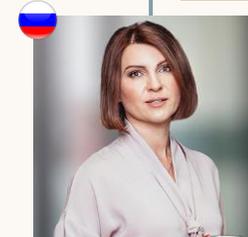
Juan Amat
President Europe



Lara Brans
President APAC



Shawn Conway
President Peet's



Tatiana Efremova
President LARMEA

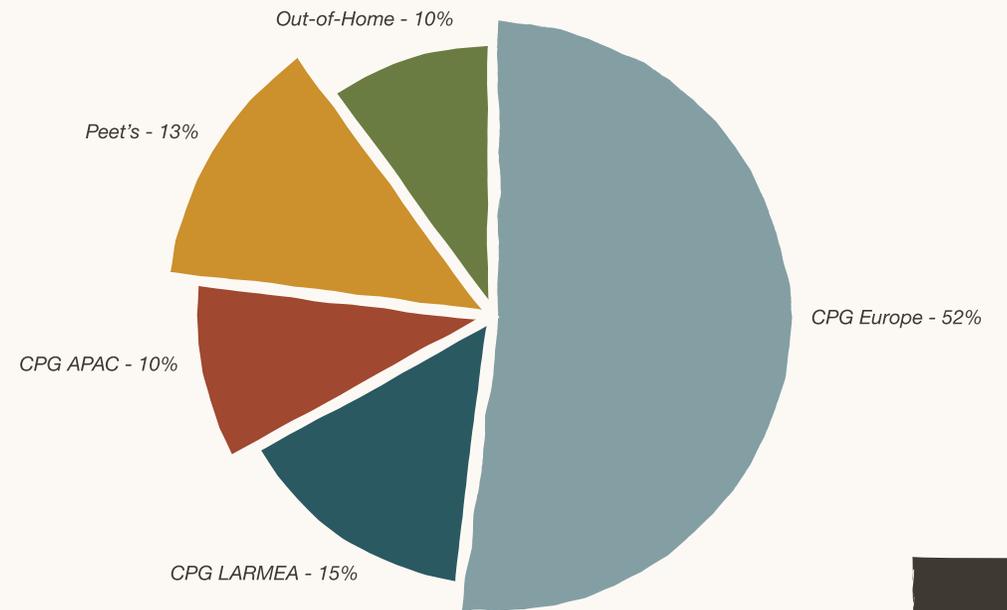
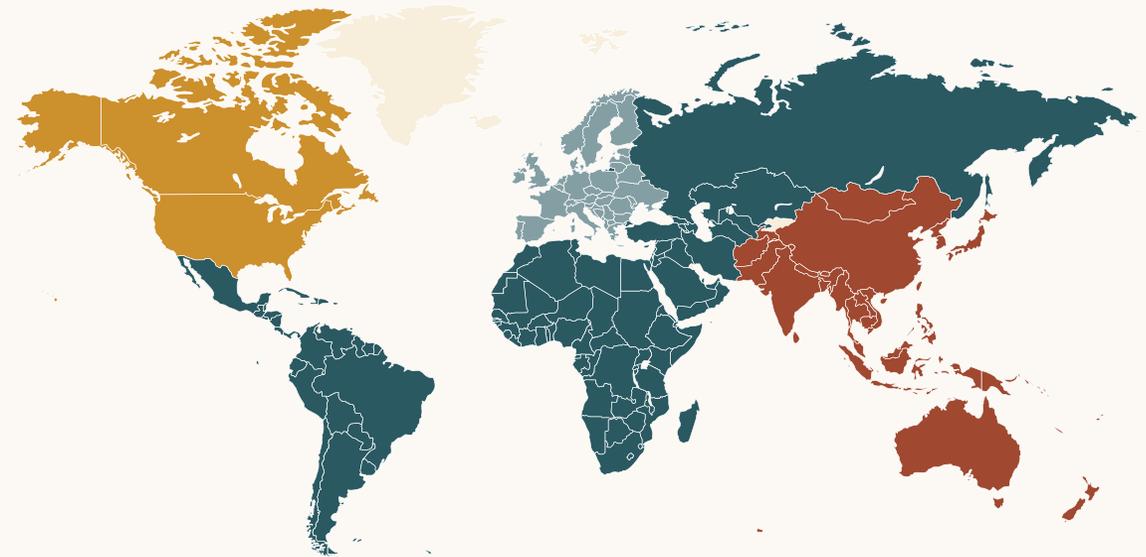


Satya Menard
President Out-of-Home

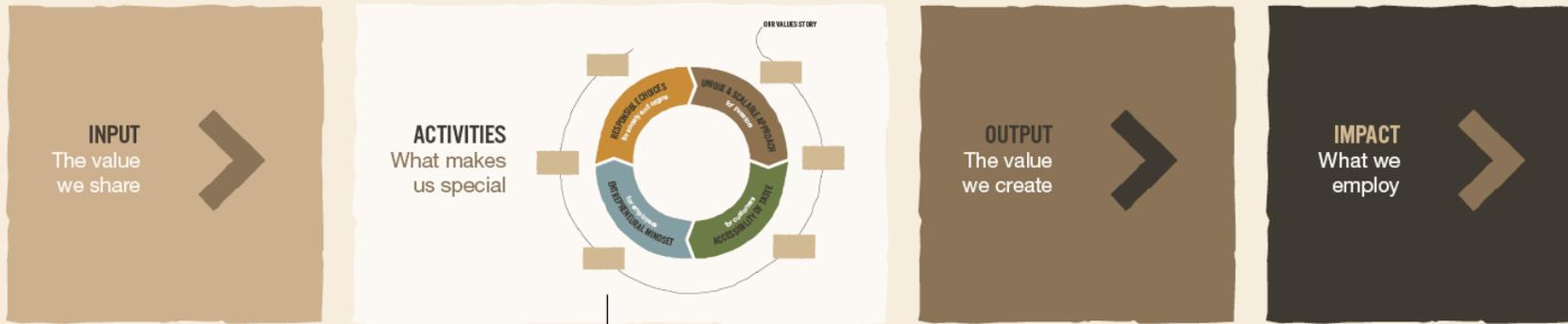
BUSINESS STRUCTURE

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.) and
- Out-of-Home (predominantly Europe)



VALUE CREATION MODEL



ACTIVITIES WHAT MAKES US SPECIAL

OUR PURPOSE

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

OUR VISION

A coffee & tea for every cup

OUR VALUES

Discipline / Simplicity / Accountability
/ Solidarity / Entrepreneurship



KEY POINTS OF DIFFERENTIATION

OVER-INDEXED TO,
AND GAINING SHARES IN,
FASTEST GROWING
CATEGORIES

WORLD'S LARGEST
PURE-PLAYER,
78% OF REVENUE
WITH #1 OR #2
SHARE POSITION



LEADERSHIP THROUGH INNOVATION AND EXPERTISE



INSTANT COFFEE

- #1 in freeze-dried within existing footprint
- Unique Proprietary liquid technology
- #1 brand in white coffee



SINGLE SERVE

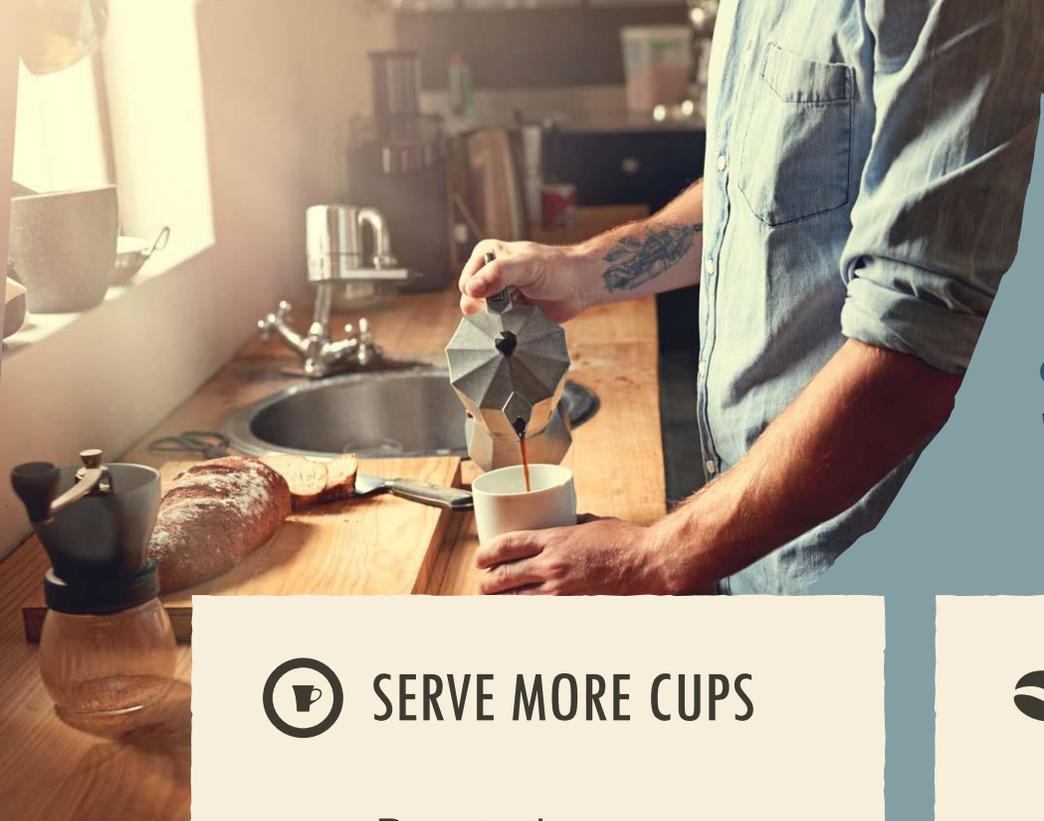
- Global leader in Aluminium capsules in modern trade
- Largest appliance park in EU - with most affordable & sustainable offering (Senseo)
- 2nd largest appliance park in EU for base beverage (Tassimo)



BEANS & OTHER

- World's Largest craft roaster (Peet's)
- Diversified R&G and Beans offer, with locally anchored brands
- Strong and growing portfolio in Tea

LARGEST OWNER
OF COFFEE AND TEA
BRANDS GLOBALLY



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

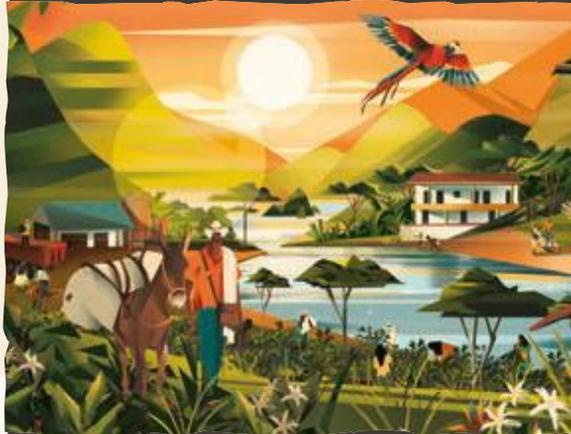
OUR CORPORATE RESPONSIBILITY STRATEGY IS BASED ON 3 PILLARS

OUR PURPOSE

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

COMMON GROUNDS

Addressing the priority issues in our supply chain



Selected KPI:

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

MINIMISED FOOTPRINT

Reducing our environmental impact step-by-step



Selected KPI:

100% recyclable, compostable or reusable packaging by 2025

CONNECTED PEOPLE

Engaging our employees and our communities



Selected KPI:

Targeting gender balanced management positions by 2025

GOOD GOVERNANCE, ETHICS & PARTNERSHIPS

JDE Peet's

A COFFEE & TEA FOR EVERY CUP

