



**FIONA HUGHES**

**CHIEF MARKETING OFFICER**

**DIVE INTO COFFEE**

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

**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 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.

# THE RELEVANCE AND OPPORTUNITY OF COFFEE IS EVIDENT

## BIG

- Coffee is the world's **#3** most consumed drink (after water and tea)
- In 2021, **1.2T cups** were consumed and **EUR 340bn** generated worldwide



## GROWING

- Since 2015, continued growth of volume (**2% p.a.<sup>1</sup>**) and value (**5% p.a.<sup>1</sup>**)
- Emerging<sup>2</sup> growing **~2x faster** than developed markets



## PREMIUMISING

- Upgrade occurs within and across categories
- Single Serve and Beans grow **~2x faster** vs. market



## ON TREND

- Coffee has evolved from commodity to **lifestyle**
- Coffee is driven by **variety** and **repertoire**

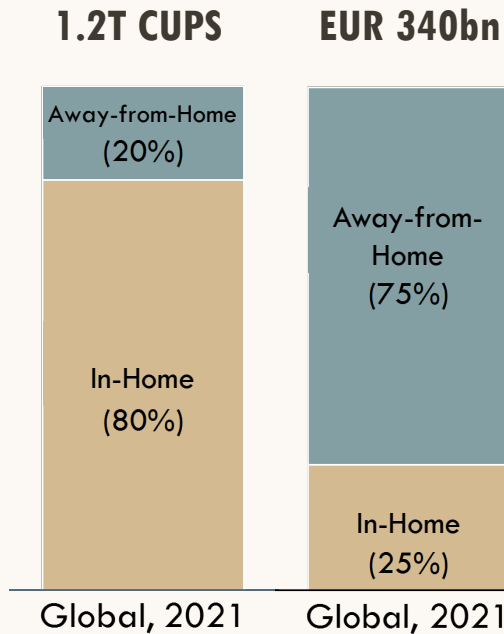


Note: (1) CAGR '15-'21, retail only excl. RTD; (2) Emerging markets include APAC & LARMEA – developed markets include Europe & NAM  
Source: Euromonitor

# COFFEE IS A REPERTOIRE CATEGORY...

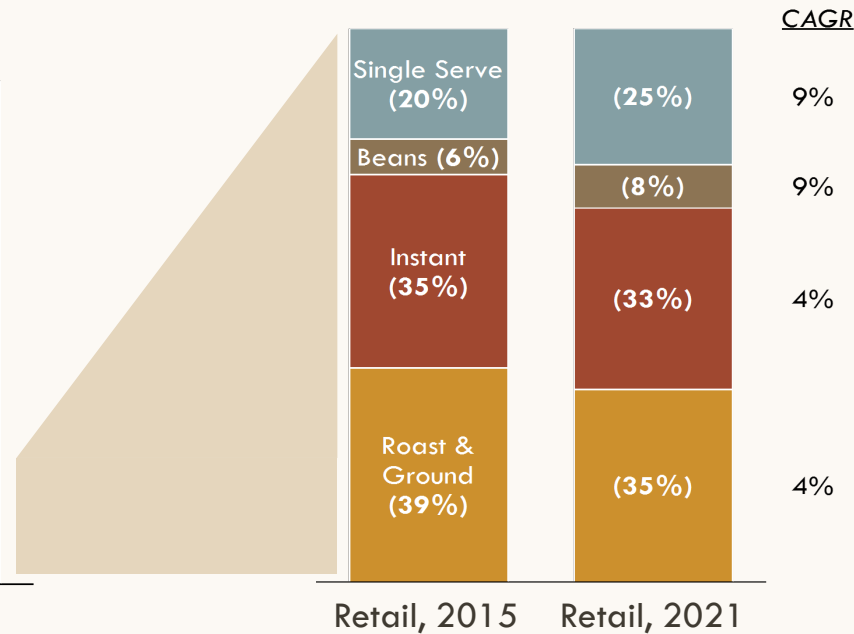
## ... OF CHANNELS

Most consumption happens At Home, yet Out Of Home sets **trends / innovation**



## ... OF FORMATS

Coffee consumption In-Home occurs through **4 distinct coffee formats**



## ... OF PRICE POINTS

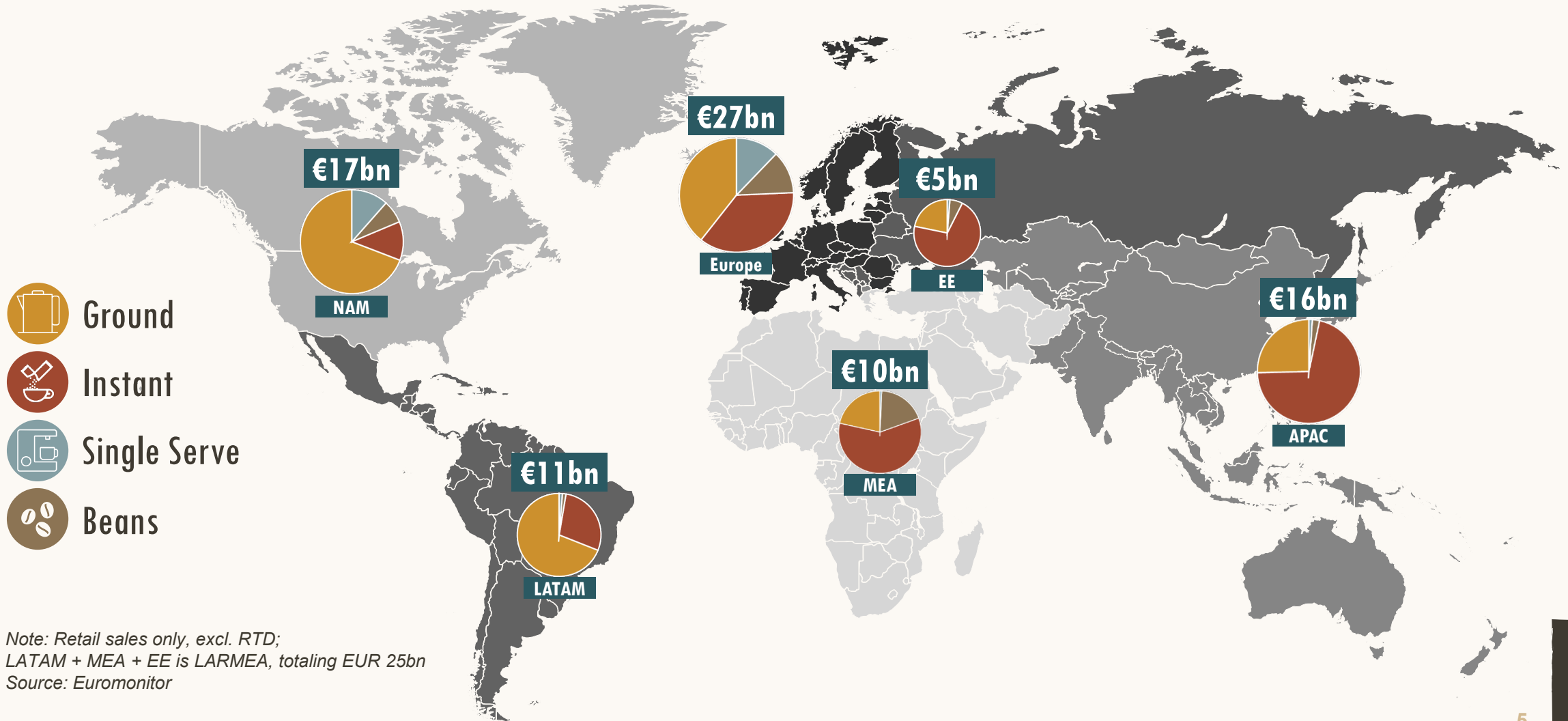
**Perceived quality** across categories enables different pricing strategies and premiumisation



Note: Excl. RTD.  
Source: Euromonitor

Note: Retail sales only, excl. RTD; LATAM + MEA + EE is LARMEA, totaling EUR 25bn  
Source: Euromonitor

# LOCAL CULTURE INFLUENCES HOW COFFEE IS CONSUMED

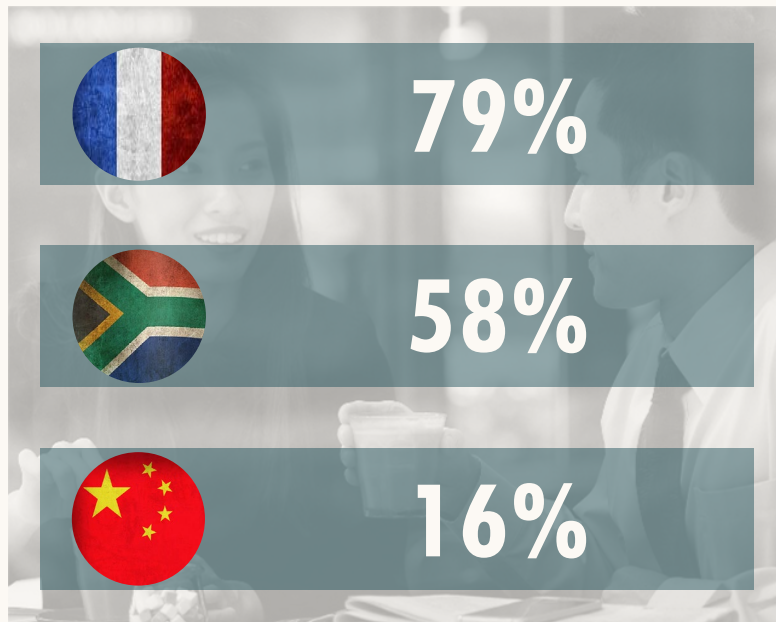


# RUNWAY EXISTS FOR BOTH VOLUME & VALUE GROWTH

**+4-5% LONG-TERM VALUE GROWTH EXPECTED DRIVEN BY**

## MORE CONSUMERS

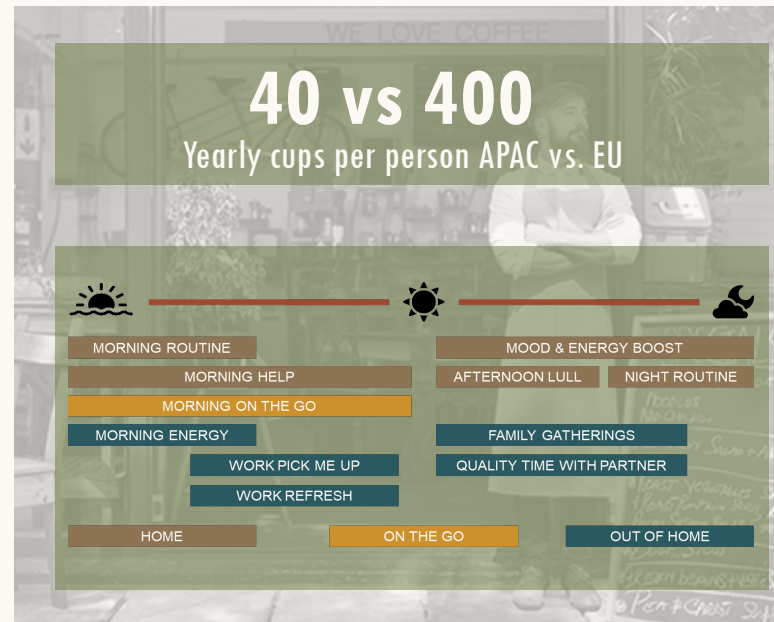
- High penetration potential in developing coffee markets -



Source: Europanel. 2022.

## MORE CUPS

- Frequency growth and new occasions coverage -



Source: Euromonitor. 2022. Streetbees. UK. 2022.

## MORE VALUE

- Premiumisation within and across categories -



Source: South Africa. RSP. 2023



# FROM THE 20<sup>TH</sup> CENTURY





# TO COFFEE TODAY





# FROM COMMODITY TO CULTURAL CORNERSTONE

## 1<sup>ST</sup> WAVE

- MASS MARKET -



## 2<sup>ND</sup> WAVE

- COFFEE SHOP -



## 3<sup>RD</sup> WAVE

- ARTISANAL LUXURY -



## 4<sup>TH</sup> WAVE

- SOCIAL CONSCIOUSNESS -



# THE NEW MACRO-ECONOMIC REALITY IMPACTS CONSUMERS



CLIMATE CHANGE

STAGFLATION

GEOPOLITICS TENSIONS

HEALTH CRISIS



DISRUPTION IS THE NEW NORM

FEAR AND ANXIETY ARE REAL

COGNITIVE EASE IS A MUST



TRUST & FAMILIARITY

LOCALITY

SIMPLICITY

WELLBEING



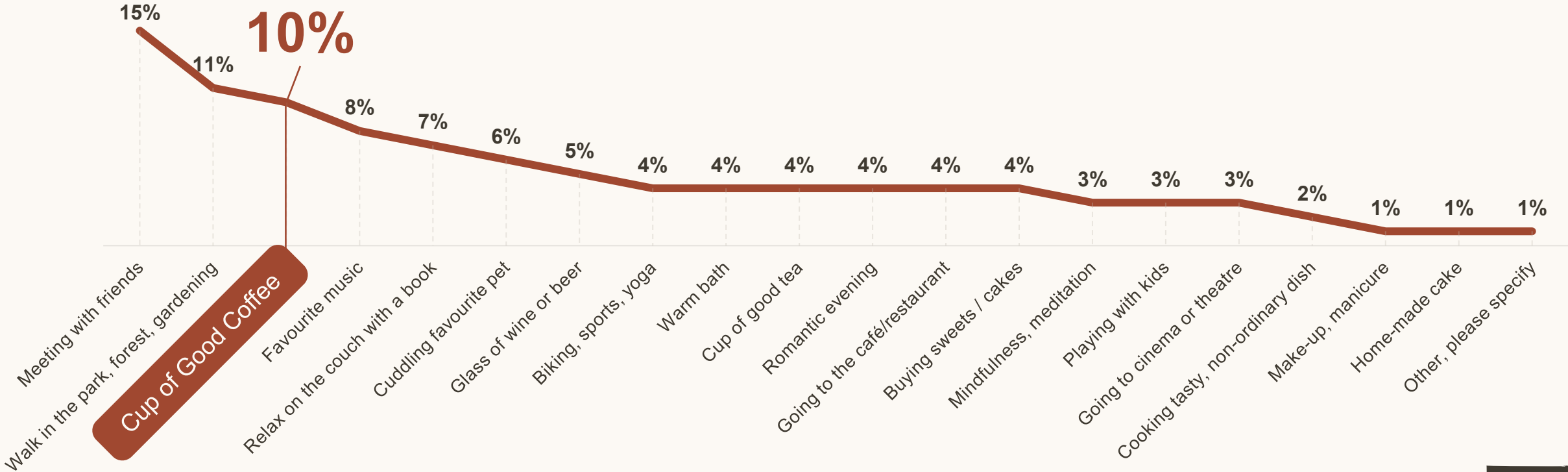
# WELL POSITIONED TO LEVERAGE THE NEW REALITY

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1. When stress is high, coffee naturally help us **manage** our **energy** throughout the day.
2. In times when we crave **familiarity**, **trust** and **localisation**, the heritage of our brands is more relevant than ever.

# COFFEE: AT THE TOP OF “SMALL PLEASURES” TO COPE WITH STRESS

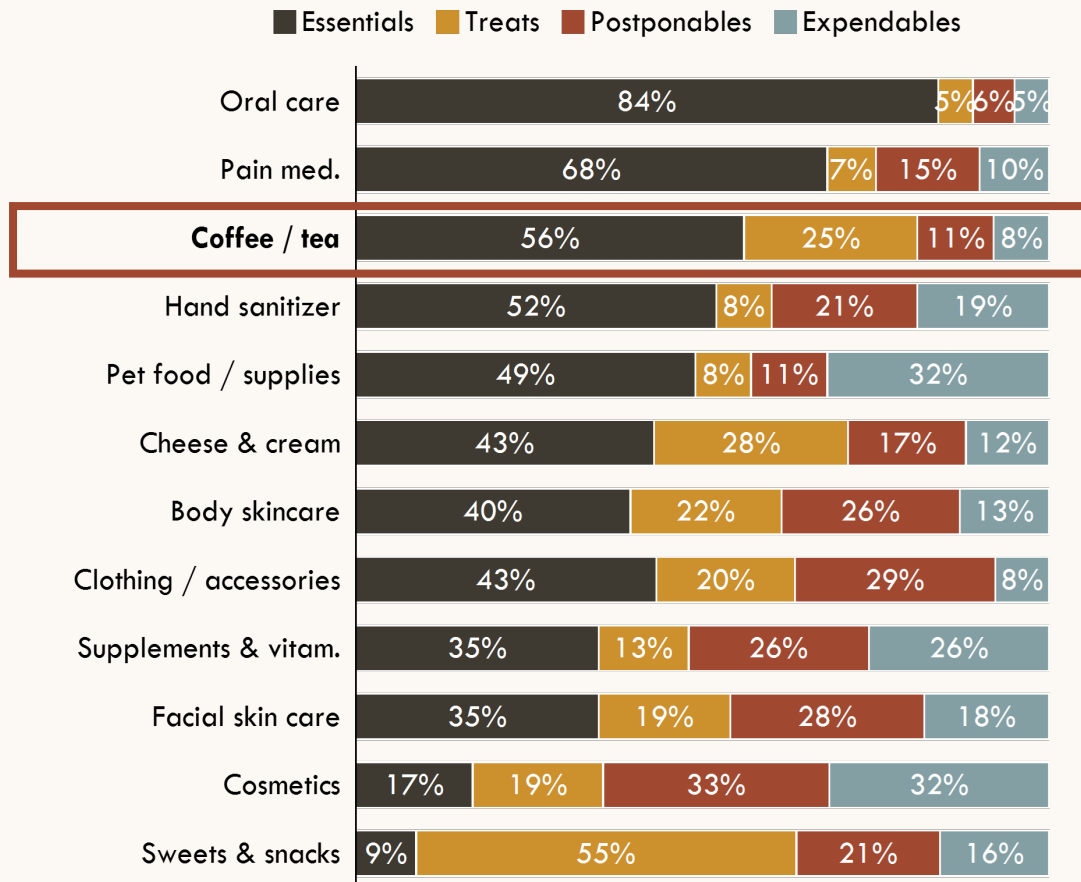
*Which small pleasures help you cope with stress and go through hard times?  
What would be your first choice?*



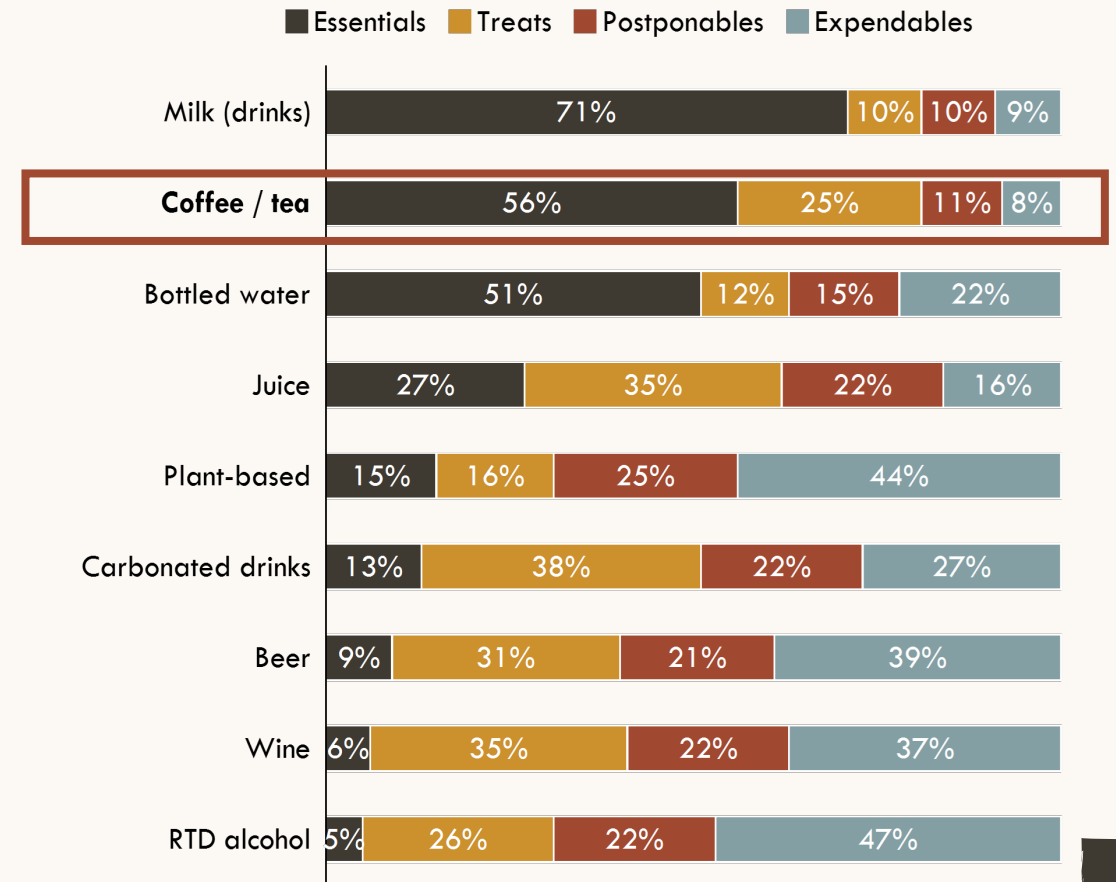
Source: JDEP TOLUNA STUDY - n = 1000 in each market  
7 markets - AU, BR, FR, DE, NL, ES, GB. FIELD – DEC 8-12, 2022

# COFFEE IS AN ESSENTIAL BASKET ITEM IN TURBULENT TIMES

## COFFEE & TEA REMAIN BASIC BASKET ITEMS...

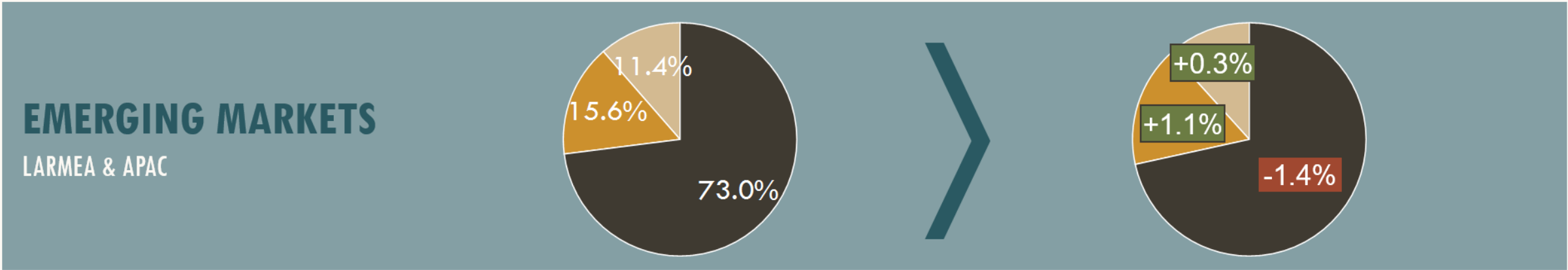
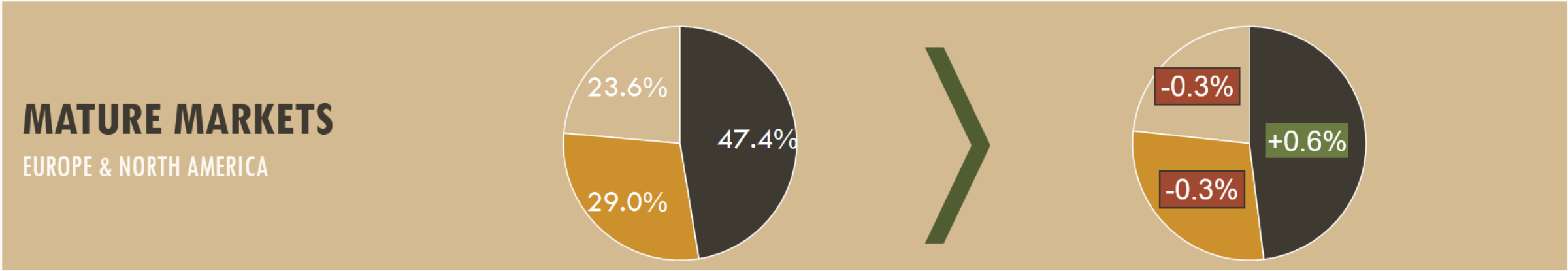


## ... AND MOST ESSENTIAL BEVERAGES



Source: IPSOS Base: 9986 adults aged 16-74 in Canada, US, Australia, Brazil, China, France, Germany, Italy, Spain, India, Japan, Mexico, South Africa, South Korea, United Kingdom.  
 Question: Please sort the following product categories into the four buckets based on how you group each product in making a new purchase?

# DESPITE HIGH INFLATION COFFEE RESISTS AND/OR THRIVES



Mass & Main (IDX <120)
  Premium & Super Premium (120-200)
  Luxury (>200)

Source: NielsenIQ Strategic Planner. MAT 11'22.



# OUR BRAND PORTFOLIO IS AT THE CORE OF OUR SUCCESS

## AFFORDABILITY

We cover **all price points**

## ACCESSIBILITY

We operate in **all categories**

## AVAILABILITY

We are present in **all channels**



# WE BRING OUR ESG AGENDA TO LIFE THROUGH THE PURPOSE OF OUR BRANDS

BRINGING PEOPLE CLOSER TOGETHER

MAKING CHOICES THAT MATTER

STIMULATING PROSPERITY

UNLEASHING PLEASURE

SERVING EVERYONE WITH HAPPINESS

THE QUEST FOR BETTER





# INNOVATION IS A KEY GROWTH DRIVER FOR JDE PEET'S

## STRENGTHEN LEADERSHIP



## NEW PROFIT POOLS



## CHANNEL DEVELOPMENT



## GEO EXPANSION



## PRICING POWER



# A TRACK RECORD OF DISRUPTIVE AND PROPRIETARY TECHNOLOGY



# INNOVATION PLATFORMS FORM A SCALABLE COMPASS FOR INNOVATION





麦斯威尔冷萃即溶咖啡

# 新咖本色 香浓出味



麦斯威尔品牌代言人

吴磊



@麦斯威尔咖啡



LIMITED CREATIONS

LOR

ESPRESSO



LAOS  
BOLAVEN

VOLCANIC TERROIR ARABICA

x10



L'ART  DU CAFE

LOR

ARTISTE

8 VIGOROSO

RICH ROAST WITH NOTES OF  
COOKED CARAMEL, COCOA  
WITH HAZEL-TONED CREMA



- ✓ UP TO 40% REDUCTION IN PACKAGING
- ✓ MEETING 2025 NUTRITIONAL AGENDA
- ✓ SAME GREAT TASTE



Senseo®



*Each cup matters.*



# LOR

BARISTA







## OUR BELIEF

It's amazing what can happen over a cup of Coffee.

## OUR VISION

A Coffee for every cup.

## OUR MISSION

Championing Coffee democracy.

## OUR PURPOSE

We unleash the possibilities of Coffee to create a better future.

# JDE Peet's

A COFFEE & TEA FOR EVERY CUP

