



HALF-YEAR RESULTS 2021

4 August 2021

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 (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.

AGENDA

INTRODUCTION & BUSINESS PERFORMANCE FABIEN SIMON

FINANCIAL PERFORMANCE SCOTT GRAY

OUTLOOK FABIEN SIMON

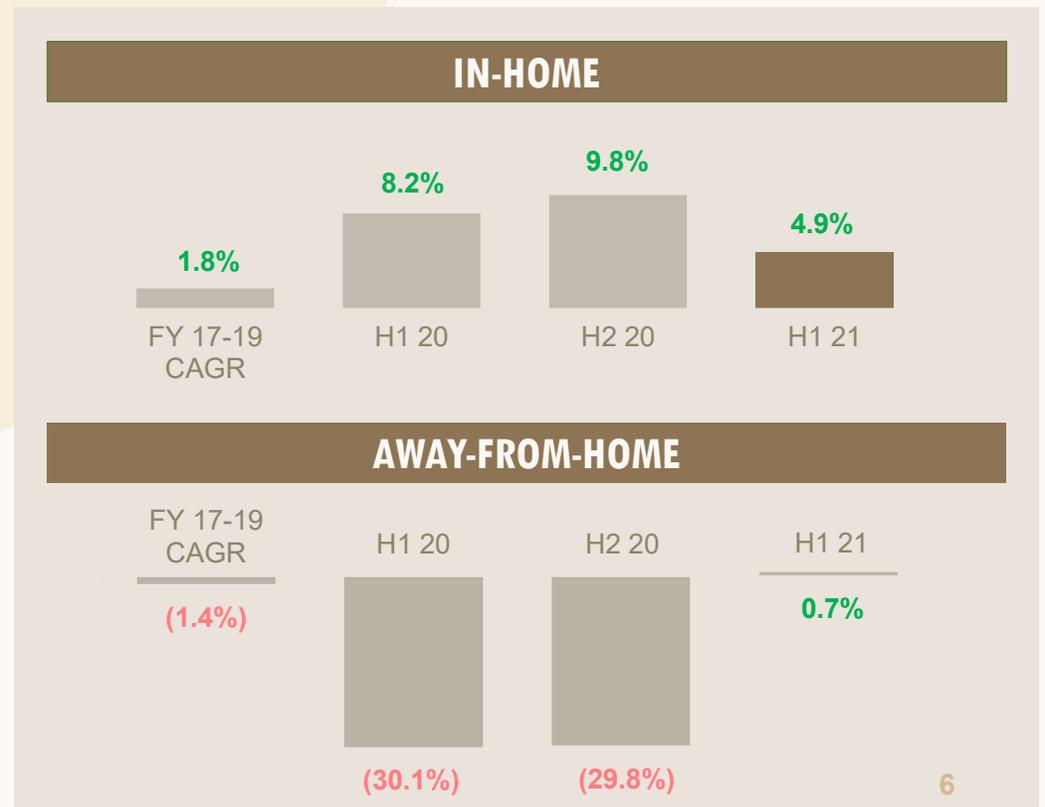
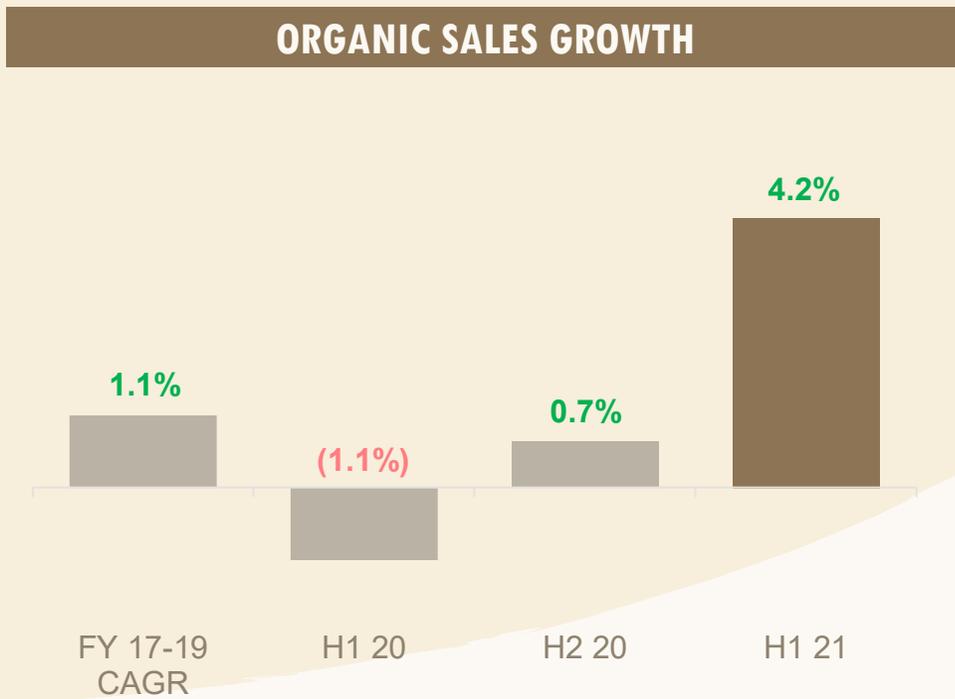
QUESTIONS & ANSWERS

PERFORMANCE HIGHLIGHTS FIRST-HALF 2021

- **Solid financial results, from growth, delivered in a quality way**
 - Organic sales growth +4.2%, from strong In-Home consumption (+4.9%)
 - Positive organic adjusted EBIT growth of +0.8%, with gross profit margin expansion (+26bps)
 - Away-from-Home returned to profitability, despite largely similar sales base in H1
 - Positive market share performance across technologies, and continued progress on Sustainability
- **Significantly optimised financial position**
 - Below 3x leverage achieved in H1; Investment Grade ratings from Moody's and Standard & Poor's
 - Successful refinancing and inaugural bond issuance, strengthening the debt profile
 - Underlying EPS growth of +12.9%
- **Gearing-up on disciplined growth ambition**, resuming portfolio management, innovations, and focussed capital allocation
- **Confronted with strong input cost pressure**, with a sharp increase in Coffee
- **Confident to reach the 2021 outlook**, being intentional on managing inflation, while navigating the enduring pandemic uncertainty

ORGANIC SALES GROWTH

- Rediscovering organic sales growth, ahead of historical trend
- Continued strong In-Home performance on the back of a high comparable basis (2-year stack of +13.1%), while Away-from-Home remained stable, as lockdown measures remained largely unchanged in Q1
- Organic growth driven by penetration increase (volume), premiumization (mix) and operational discipline (pricing)



IN-HOME HIGHLIGHTS

- Targeted re-investing behind our portfolio of brands and appliances
- Broad-based growth momentum, with increased penetration in the most attractive categories and channels
- Solid in-market performance, guided by quality/value creation choices

In-Home H1 21

TARGETED RE-INVESTMENTS	GEOGRAPHIES / CATEGORIES / CHANNELS	IN-HOME MARKET PERFORMANCE
<p>+31% <i>Advertising & Promotion</i></p>	<p>Developed markets +4.7%</p> <p>Emerging markets +5.4%</p>	<p>Roast & Ground +9 bps</p> <p>Beans +15 bps</p>
<p>+80% <i>Digital Media</i></p>	<p>Single-Serve & Beans +11%</p> <p>Other coffee & tea +1%</p>	<p>Capsules* +42 bps</p> <p>Pads +158 bps</p>
<p><i>Coffee Appliances</i></p> <p><i>Digital & Talent</i></p>	<p>E-commerce +30%</p>	<p>Instants -1 bps</p>

*Includes aluminium capsules, K-cups & Tassimo discs

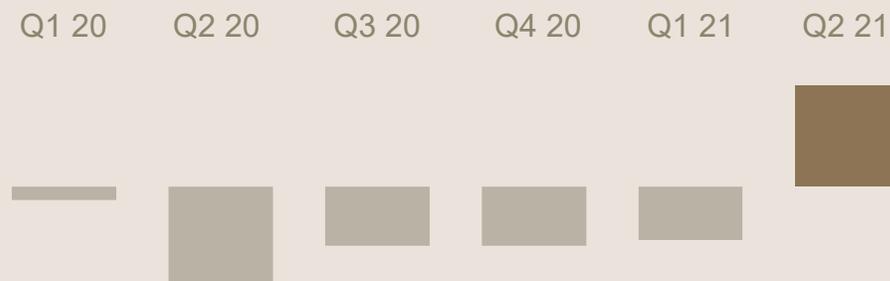
AWAY-FROM-HOME HIGHLIGHTS

- Largely unchanged sales in H1, with enduring lockdowns in Q1, but encouraging effects of re-openings in Q2
- Uncertainty remains, with progressive re-openings in US/Europe, while most APAC markets announcing new lockdowns
- Returned to profitability in H1 21, while accelerating the Digital and China agenda

ORGANIC SALES GROWTH

	<u>H1 20</u>	<u>H2 20</u>	<u>H1 21</u>
US	(34%)	(46%)	+2%
Asia	(27%)	(6%)	+4%
ROW	(29%)	(27%)	0%
Total	(30%)	(30%)	+1%

OSG (%) DEVELOPMENT AWAY-FROM-HOME



KEY INITIATIVES

- Restructuring plans initiated at YE 20 are on track
- Accelerating Peet's footprint in China
- Stepped-up SSS, Digital & Engagement KPI in the US

PORTFOLIO DEVELOPMENTS

DISCONTINUED BUSINESSES



PARTNERSHIPS



THE J.M. SMUCKER Co.



BOLT-ON M&A



INNOVATION HIGHLIGHTS

PRODUCTS

Plant-based Moccona



Organic L'OR



Jacobs FD instant: 'Origins'



APPLIANCES

L'OR Barista



reddot winner 2021



Senseo 'Select'



Tassimo 'Style'



BUSINESS MODEL

Subscription model: Tassimo UK

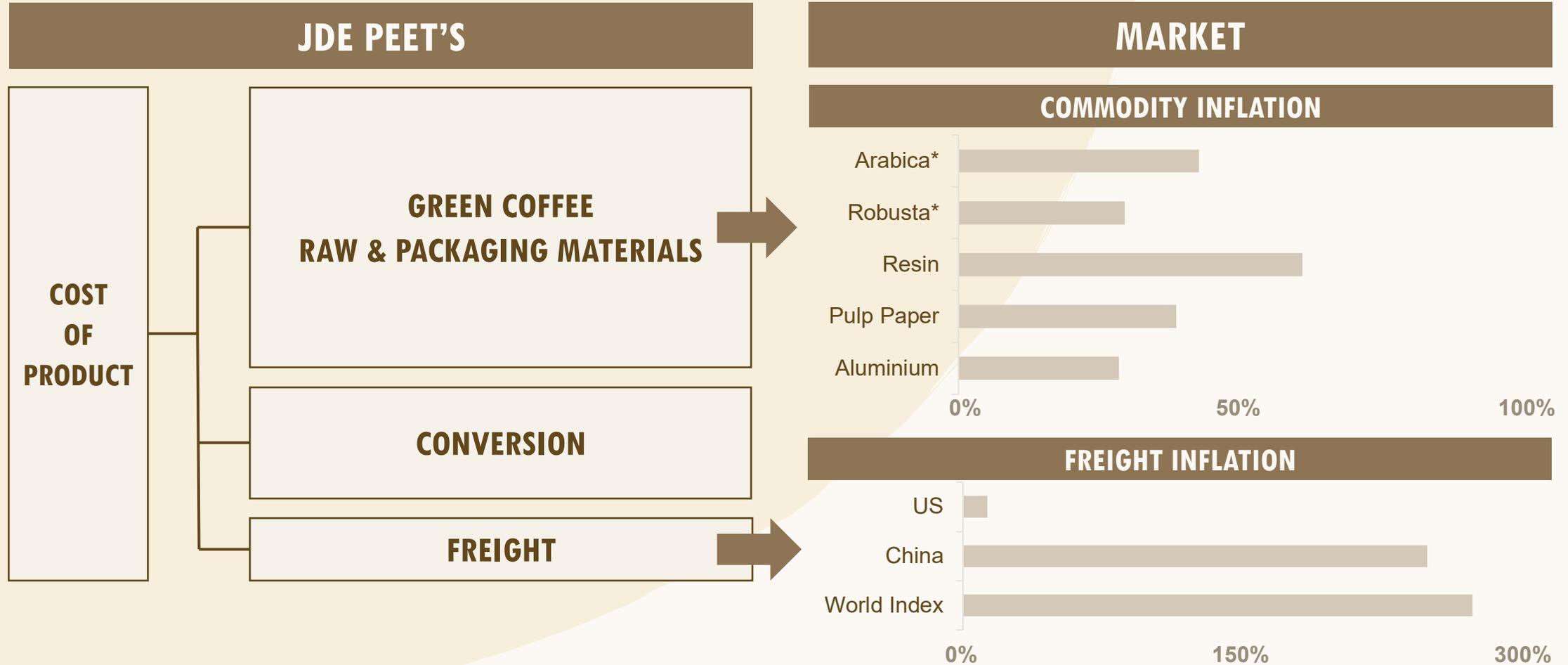
TASSIMO STARTER	Most Popular TASSIMO SAVER	TASSIMO SUPER FAN
0-2 coffees a day	1-4 coffees a day	2-7 coffees a day
9 Packs per delivery No coffee discount	15 Packs per delivery 11% coffee discount	18 Packs per delivery 20% coffee discount
Happy £95.99 £1	My Way £99 £1	My Way £99 £1
£9.99 /month	£19.99 /month*	£29.99 /month
<small>9 packs delivered over £29.99 Invoiced every 4 months.</small>	<small>15 packs delivered over £99.97 Invoiced every 3 months.</small>	<small>18 packs delivered over £99.99 Invoiced every 2 months.</small>

Partnerships



THE J.M. SMUCKER Co

COST OF PRODUCT INFLATION



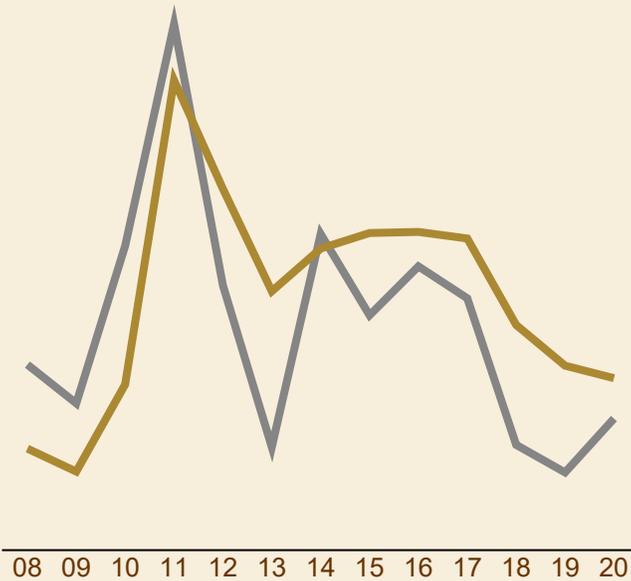
Sources: Freight & Other commodities: Bloomberg (inflation calculated using H1 21 price average versus H1 20).
 *Arabica & Robusta: 2nd position spot prices NY & LND versus last year.

WHAT HISTORY TELLS US ON COFFEE COMMODITY INFLATION

Roast & Ground Category

1 CONSUMER PRICE FOLLOWS THE CYCLICAL GREEN COFFEE PRICE

Overall coffee ingredient price (\$/kg, constant prices) — Avg coffee consumer price (\$/kg, constant prices)

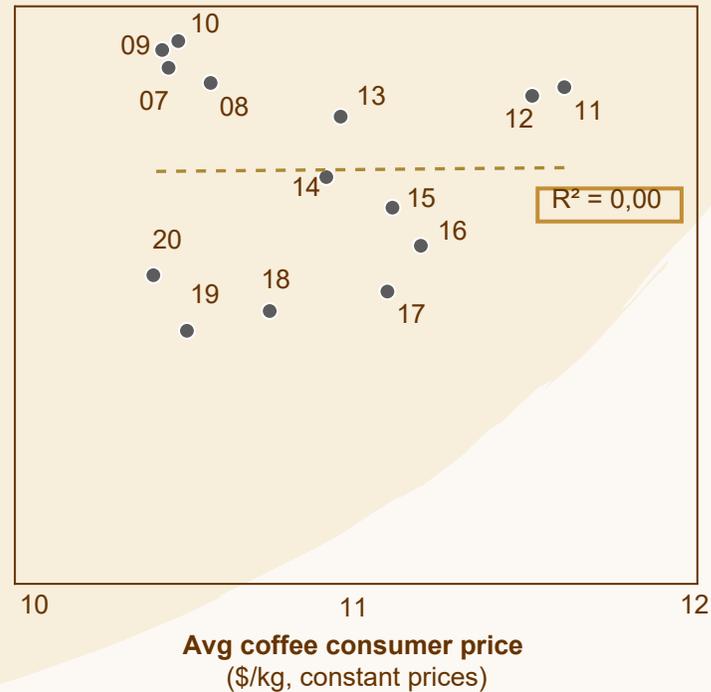


Last 15 years
Source: Euromonitor, World bank, ITC

*Overall coffee price is the weighted average of Arabica and Robusta coffee, based on 50% split, and is shown in constant prices (i.e. real value). Consumer price (RSP), in constant prices, and retail volume are based on top 9 biggest developed coffee markets o i.e. AUS, UK, FR, DE, NL, ES, IT, SE, BE. Excludes US given premiumization trend of Ground

2 CONSUMPTION IS INELASTIC TO PRICE

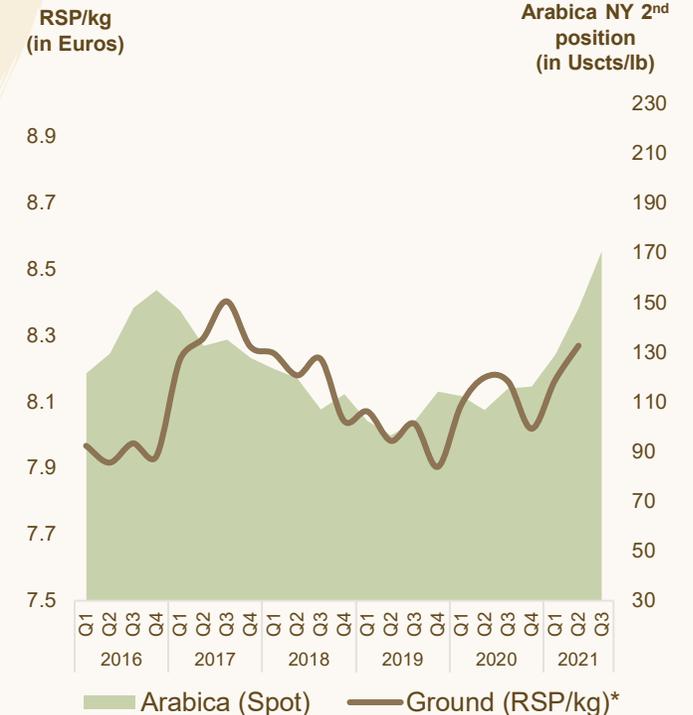
Retail volume (K Tonnes)



Last 15 years
Source: Euromonitor, World bank, ITC

*Overall coffee price is the weighted average of Arabica and Robusta coffee, based on yearly global volume of production, and is shown in current prices (i.e. nominal value). Consumer price (RSP) and retail volume are based on top 11 biggest developed coffee markets, i.e. US, CA, AUS, UK, FR, DE, NL, ES, IT, SE, BE. When comparing to coffee ingredient prices, current coffee consumer prices are used (i.e. nominal); when comparing to consumption, constant consumer prices are used (i.e. real values).

3 CONSUMER PRICE INCREASES/DECREASES USUALLY WITH 2-3 QUARTERS LAG



Last 5 years
Source: Nielsen

*RSP/kg European Ground Market as per Nielsen data ; Arabica 2nd position based on NY, where Q3 is the latest spot price ;

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HALF-YEAR 2021 RESULTS

ORGANIC SALES GROWTH

Organic sales growth

4.2%

In-home

4.9%

Away-from-home

0.7%

PROFITABILITY

Adjusted EBIT

EUR 636 m

Organic growth

0.8%

Reported growth

(1.0%)

Underlying Earnings Per Share

EUR 0.89 (+12.9%)

CASH & DEBT

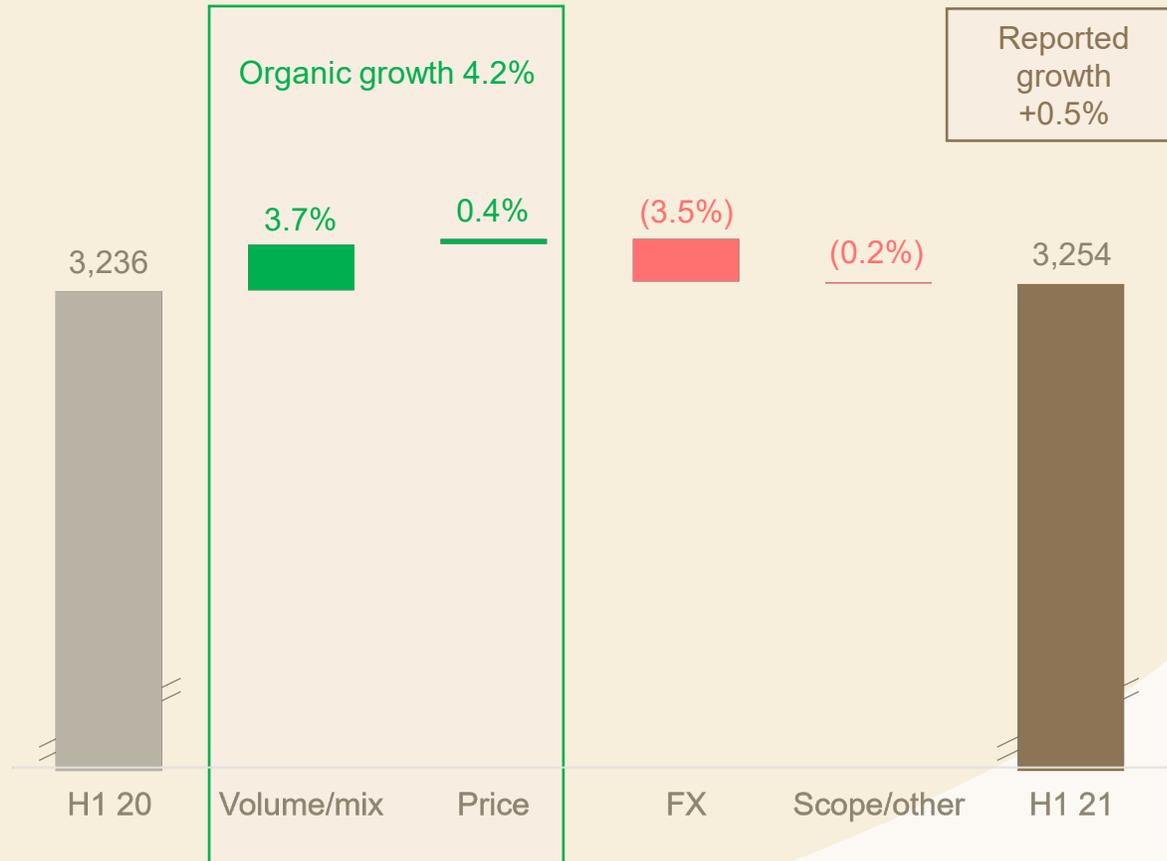
Free cash flow

EUR 553 m

Net leverage

<3x

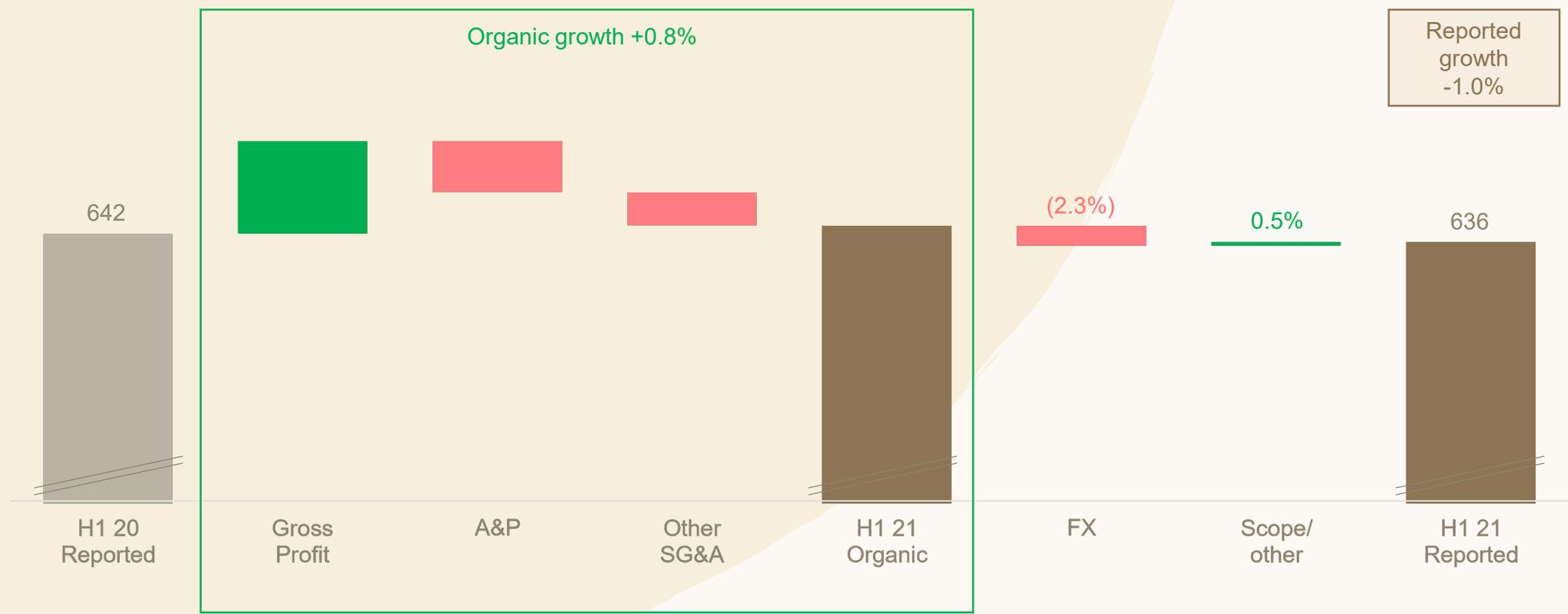
SALES DEVELOPMENT



- Organic growth driven by positive vol/mix and price
- Continued strong In-Home sales growth (+4.9%) with virtually all categories contributing
- Away-from-Home sales relatively stable (+0.7%) as lockdown measures persisted in most markets
- Negative translational FX impact mainly driven by USD, BRL and RUB

*In EUR m, unless otherwise stated

(ADJUSTED) EBIT DEVELOPMENT



*In EUR m, unless otherwise stated

HALF-YEAR 2021 PERFORMANCE BY SEGMENT



CPG EUROPE

Organic
Sales
Growth

5.0%

Organic
Adjusted
EBIT Growth

1.9%

2-yr CAGR
Adjusted
EBIT Growth

8.9%



CPG LARMEA

5.4%

(19.2%)

4.2%



CPG APAC

(0.3%)

(14.8%)

18.9%



Peet's

7.4%

10.8%

14.5%



Out-of-Home

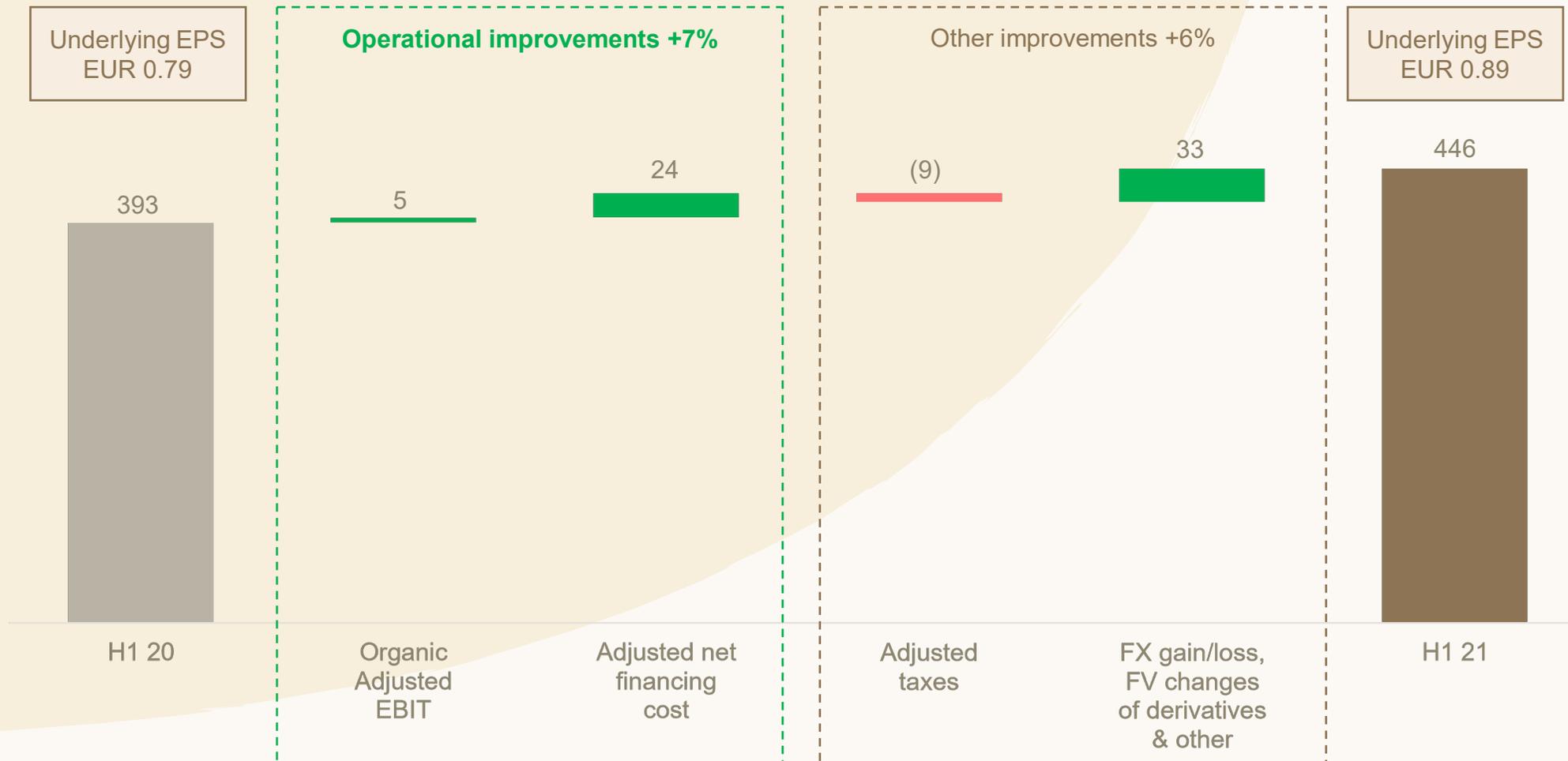
(1.0%)

N.M.

(50.2%)

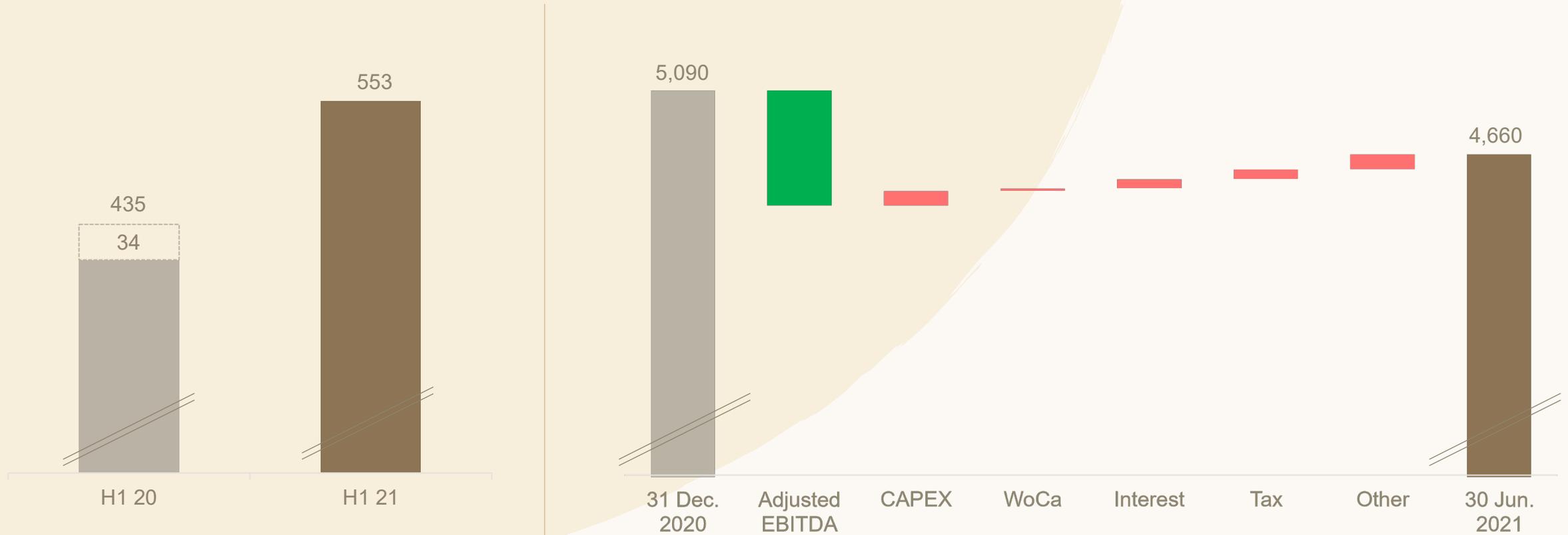
UNDERLYING PROFIT DEVELOPMENT

UNDERLYING EPS INCREASED BY 12.9% FROM EUR 0.79 TO EUR 0.89



FREE CASH FLOW AND NET DEBT DEVELOPMENT

STRONG FCF GENERATION ALLOWED NET DEBT REDUCTION OF EUR 430 M

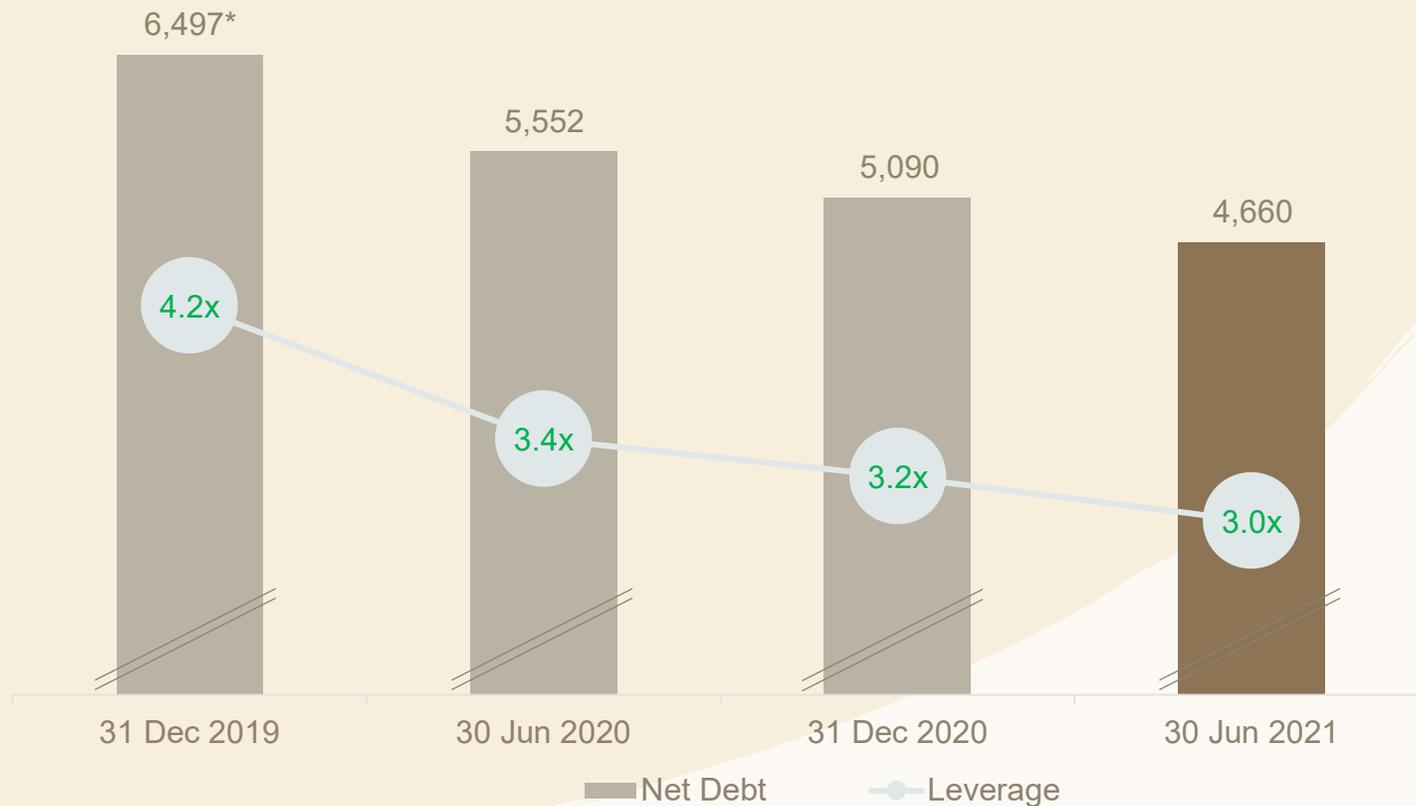


H1 20 included EUR 34 m (non-recurring) related to the IPO

*In EUR m, unless otherwise stated

NET DEBT DEVELOPMENT

REDUCED LEVERAGE TO BELOW 3X, IN LINE WITH OUR COMMITMENT



In EUR m, unless otherwise stated

* Pro-Forma JDE Peet's

TRANSFORMATION OF OUR CAPITAL STRUCTURE

OUR CAPITAL STRUCTURE SIGNIFICANTLY IMPROVED IN H1

MARCH

EUR 6.5 BN NEW CREDIT AGREEMENTS

- Holistic, permanent capital structure for JDE Peet's without structural subordination
- No financial covenants
- Investment grade documentation and margins
- Strengthened and re-focused bank group
- Financial flexibility
- EUR 2.5 bn new facilities linked to our ESG goals

Over EUR 11 bn of commitments

JUNE

EUR 2.0 BN INAUGURAL BOND ISSUANCE

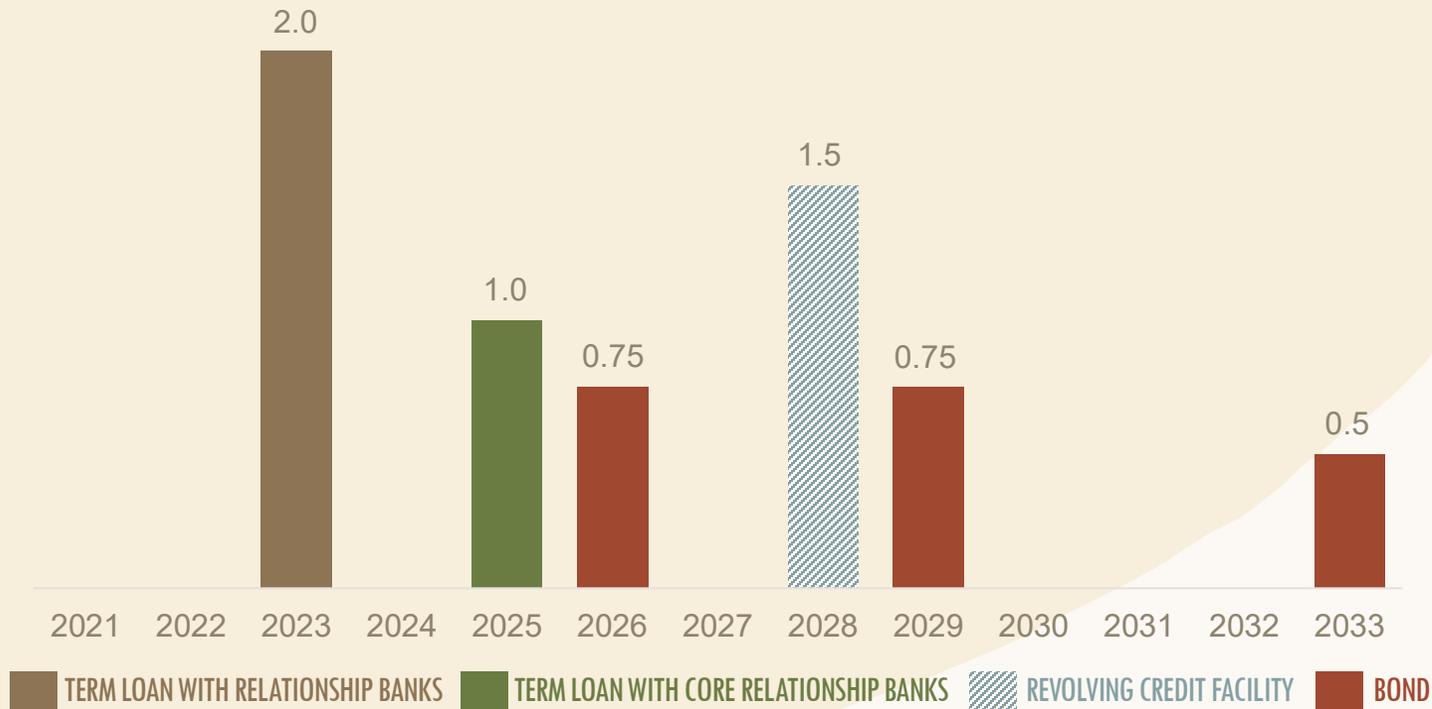
- Triple-tranche EUR 2.0bn issuance at attractive terms:
 - 4.6y EUR 750 m 0.000% Notes due 2026
 - 7.6y EUR 750 m 0.500% Notes due 2029
 - 12y EUR 500 m 1.125% Notes due 2033
- Weighted average coupon of 0.47% for a weighted average maturity of 7.6y
- Bond proceeds used to repay existing Term Loans

Over EUR 7.5 bn order book

ATTRACTIVE NEW DEBT STRUCTURE

JDE Peet's Debt Maturity Profile

In EUR bn



- Average cost of debt* of ~1.5%
- Weighted average maturity of ~5 years
- Total liquidity of EUR 2 bn
- No debt maturing before the end of 2023
- Diversified funding sources and instruments

*Interest on loans, bonds and derivatives

CAPITAL ALLOCATION PRIORITIES

Organic growth	Invest behind organic growth opportunities within our existing business to support growth
Optimal leverage	Target an optimal leverage of around 2.5x
Inorganic growth	Continue to pursue inorganic growth opportunities, but always in line with our highly selective business and financial criteria. While our leverage is above our optimal leverage, we will not prioritize transformational cash or debt funded acquisitions.
Return of cash to shareholders	Expect our excess cash to contribute to shareholder remuneration through stable dividend flows, sustainably growing over time
Share repurchase	We do not prioritise share repurchases while leverage is above our optimal leverage of 2.5x

OUTLOOK 2021

ORGANIC SALES GROWTH

3 to 5%

ORGANIC ADJ. EBIT GROWTH

Low single-digit
with A&P catch up

LEVERAGE

Below 3x



JDE Peet's

QUESTIONS & ANSWERS

JDE Peet's



APPENDIX

REPORTED EBIT TO UNDERLYING PROFIT

Reported EBIT to Underlying Profit			
	H1 21	H1 20	vLY
Reported EBIT	535	389	37.5%
ERP system implementation	(8)	(17)	(53%)
Transformation activities and corporate actions	(25)	(111)	(77%)
Share-based payment expense	(14)	(15)	(7%)
Mark-to-market results	1	(54)	(102%)
Amortization of acquired intangible assets and M&A/Deal costs	(55)	(56)	(2%)
Total Adjusting items	(101)	(253)	(60%)
Adjusted EBIT	636	642	(0.9%)
Net financial income/(expenses)	(50)	(122)	(59%)
Adjusted taxes	(136)	(127)	7%
Adjustments for NCI shareholders	(4)	0	0%
Underlying profit for the period	446	393	13.5%

*In EUR m, unless otherwise stated

REPORTED TO ADJUSTED TAX EXPENSE

Reported income tax expense to adjusted income tax expense		
	H1 21	H1 20
Reported income tax expense	(93)	(88)
Reported ETR	19.7%	33.0%
Tax effect of adjusting items	(22)	(47)
Tax rate change	(32)	0
Other adjustments	11	8
Adjusted income tax expense	(136)	(127)
Underlying ETR	23.2%	24.4%

**In EUR m, unless otherwise stated*

JDE Peet's

A COFFEE & TEA FOR EVERY CUP

