



REIGNITE THE AMAZING

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REIGNITE THE AMAZING

- ☞ Coffee remains a highly **attractive category**
- ☞ JDE Peet's is **uniquely positioned** to lead and unlock value
- ☞ With a focussed, **brand-led strategy** to drive growth & profitability
 - Simplifying and **driving productivities**
 - Strengthening **key capabilities**
- ☞ Deliver **top-tier shareholder returns** with steadily growing cash flows



1

THE POWER OF COFFEE

2

JDE PEET'S — A UNIQUE BLEND

3

BREWING THE FUTURE

COFFEE IS A LARGE CATEGORY

€338B

generated worldwide

#3

most consumed beverage

COFFEE HAS 5 POWERFUL DYNAMICS

1

RESILIENT OVER THE CYCLES

Grows through all macro-economic cycles

2

OMNIPRESENT IN PEOPLE'S LIVES

Unmatched frequency of consumer interaction

3

POSITIONED TO FURTHER GROW

Has significant headroom to grow across markets

4

UNIQUELY PREMIUMIZING

with coffee stores as price umbrella

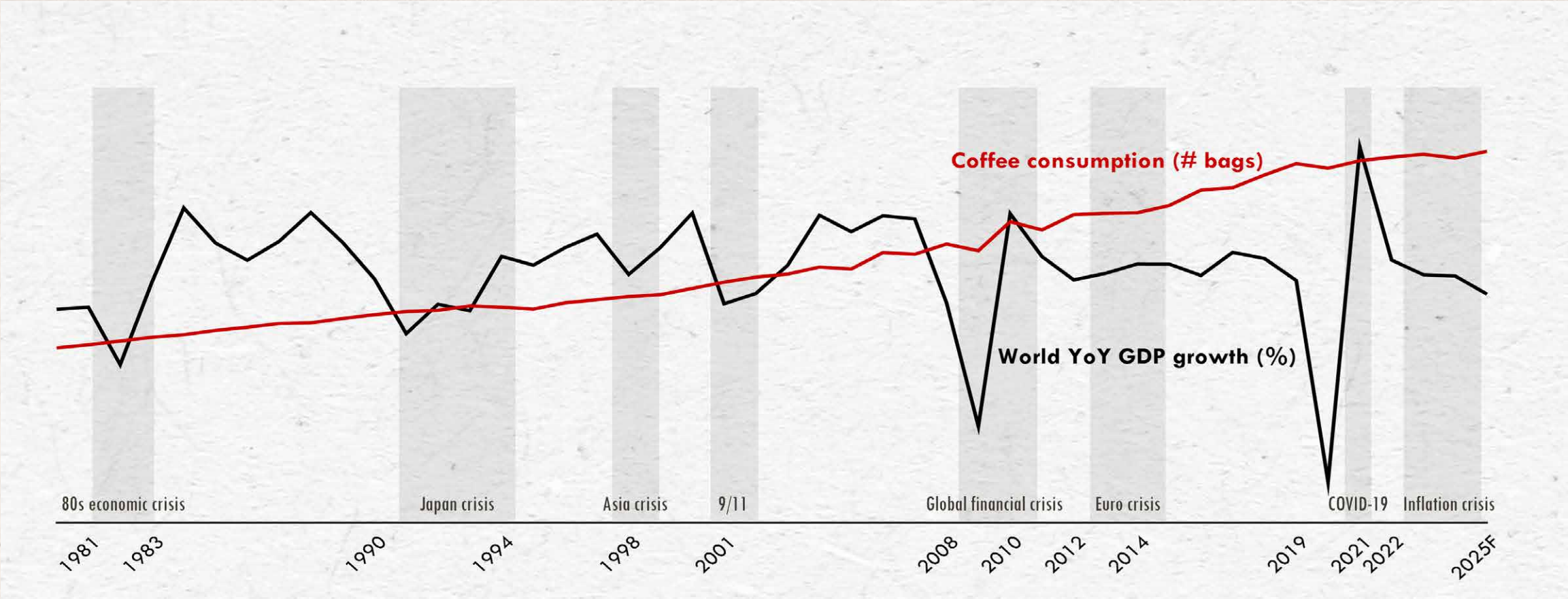
5

STRUCTURALLY ON TREND

aligned with health & wellness trends and increasingly attracting young consumers

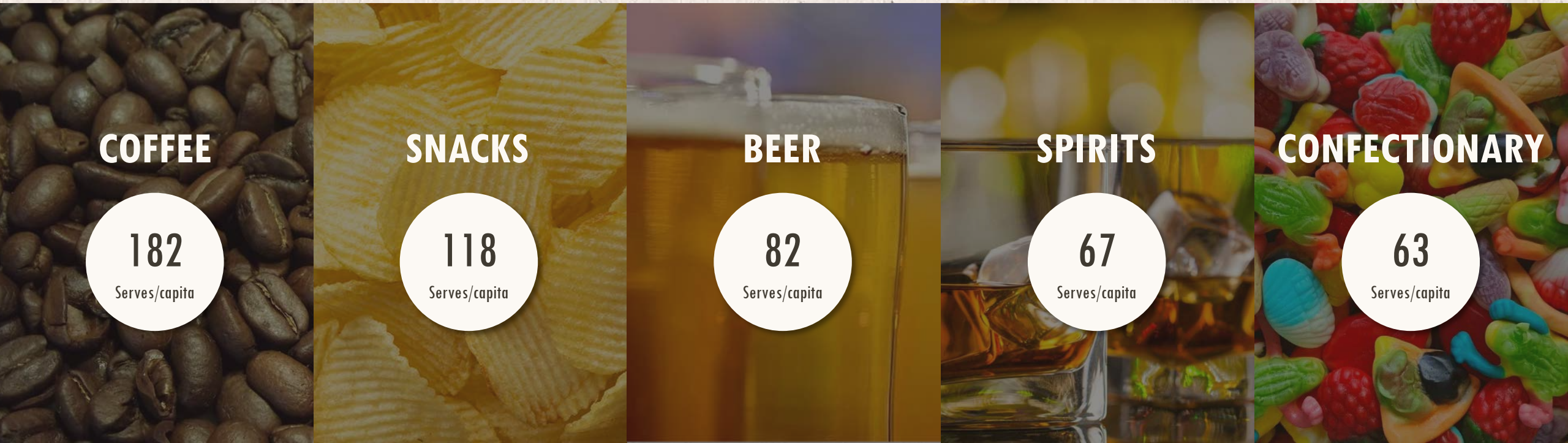
1

COFFEE CONSUMPTION IS RESILIENT, GROWING THROUGH ALL MACRO-ECONOMIC CYCLES



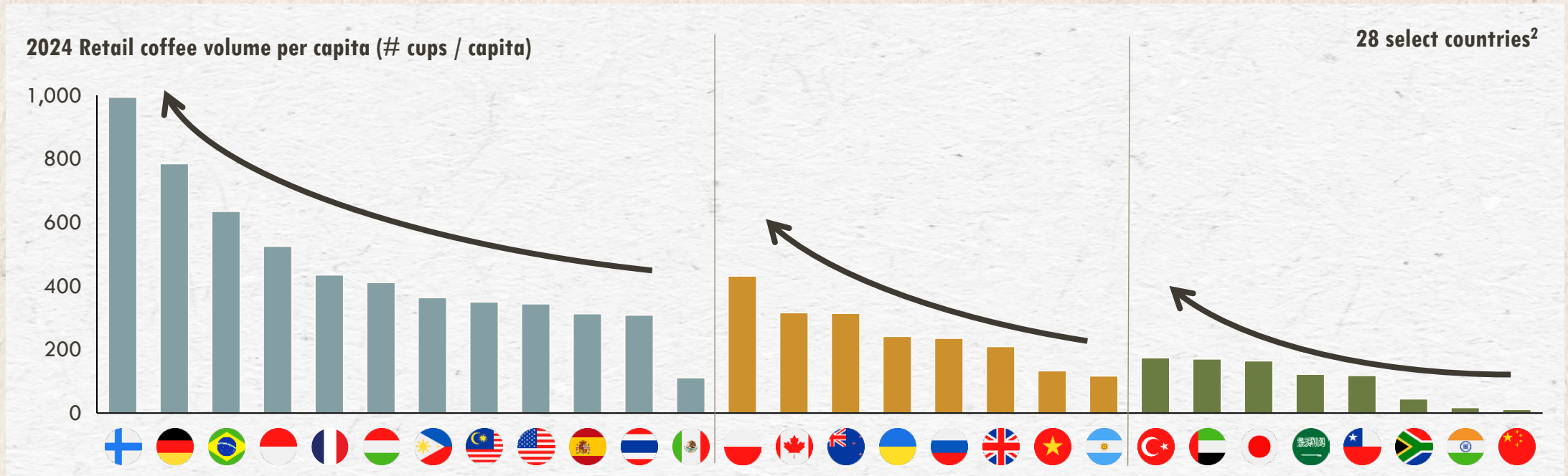
2

COFFEE IS OMNIPRESENT, WITH UNMATCHED FREQUENCY OF CONSUMPTION



3

COFFEE HAS SIGNIFICANT HEADROOM TO GROW ACROSS MARKETS



15-24 #COFFEE
CUPS CAGR¹

+0.9%

Coffee legacy countries

+1.6%

Mixed legacy countries

+3.0%

Tea legacy countries

COFFEE UNIQUELY PREMIUMIZES AND COFFEE STORES HAVE CREATED A PRICE UMBRELLA

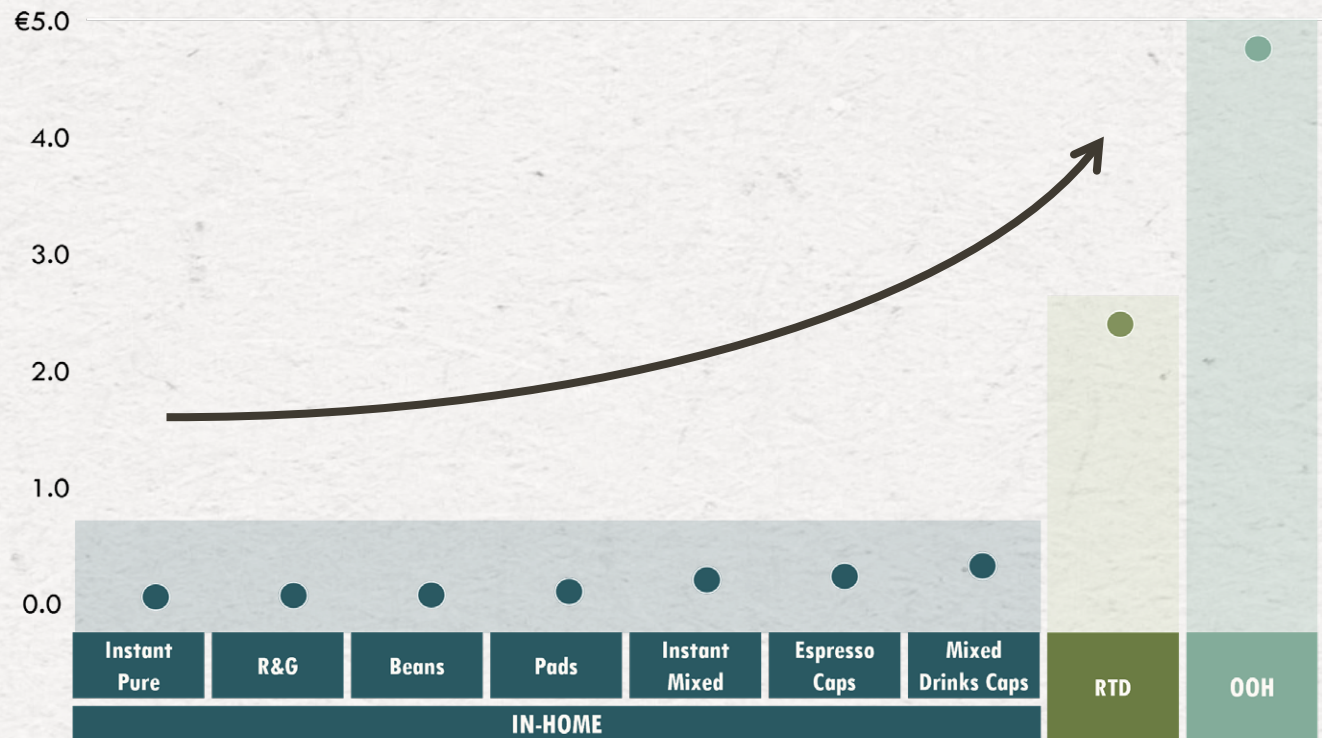
3 DIMENSIONS FOR PREMIUMIZATION

MORE PREMIUM
CATEGORIES

MORE PREMIUM
BRANDS

MORE PREMIUM
RANGES

Price per cup of coffee, split by coffee technology and In-Home vs Out-of-home (€, 2025)



COFFEE IS STRUCTURALLY ON TREND AND INCREASINGLY ATTRACTING YOUNG CONSUMERS

EVOLVING CONSUMER PREFERENCES...



Shift to natural energy sources



Growing interest in healthier, low-calorie & low sugar options

...ADDRESSED BY COFFEE

75%

associate **coffee** with being **natural** and **free from chemicals**¹

It's Official: Coffee Is Healthy

The FDA approved coffee as a healthy beverage in December 2024



YOUNGSTERS DRIVEN BY NEW FORMATS & MOMENTS



2x more likely to have coffee at lunch/**afternoon**³

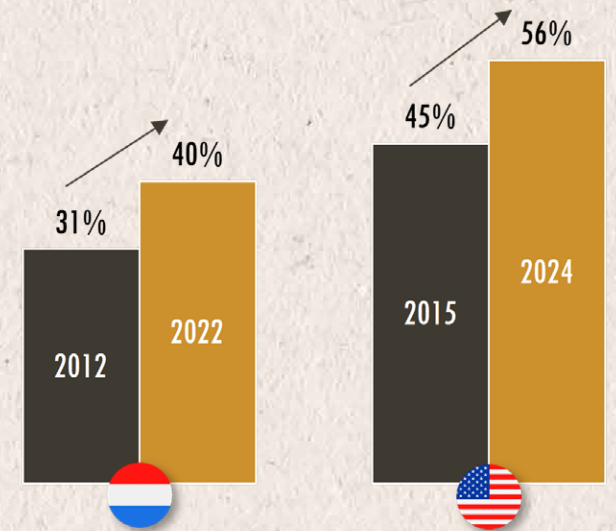


83% drink **indulgent coffee**⁴



61% drink **cold coffee**⁵

% OF YOUNG ADULTS² WHO DRINK COFFEE DAILY



Notes: (1) France | Source: NCA; Coffee Intelligence; U&A France; Lit search (2) For the U.S., 18-24 age group, for NL, 15-24 year olds; (3) United States, vs 60 year olds; (4) France, 74% for 35-49 year olds, 53% for 50+; (5) France, 46% for 35-49 year olds, 26% for 50+ | Sources: Lit. search, NCA; JDEP Internal Survey, IFOP; U&A Study France; Lit search

A man and a woman are shown from the chest up, smiling and holding green mugs. The man is on the left, wearing a brown jacket, and the woman is on the right, wearing a white shirt. They are both looking towards the camera. A large, semi-transparent dark rectangle with a white border is overlaid in the center, containing the text "COFFEE IS A HUGE ATTRACTIVE CATEGORY" in white, bold, sans-serif capital letters.

**COFFEE IS A HUGE
ATTRACTIVE CATEGORY**



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BREWING THE FUTURE

WE HAVE 5 DIFFERENTIATING STRENGTHS

1

**UNRIVALLED
COFFEE EXPERTISE**

2

**ICONIC
BRANDS**

3

**GENERATING
VALUE FOR ALL**

4

**BEST-IN-CLASS
SUPPLY CHAIN**

5

**STRONG
CASH FLOW**

1

AS A COFFEE PURE-PLAY, WITH NEARLY THREE CENTURIES, WE HAVE UNRIVALLED COFFEE EXPERTISE

LARGEST COFFEE PURE-PLAY WORLDWIDE



#1

~€10B RSV³

#2

~€3B RSV³**270+**

YEARS OF COFFEE TRADITION AND BLEND EXPERTISE

~97%
sales from coffee¹

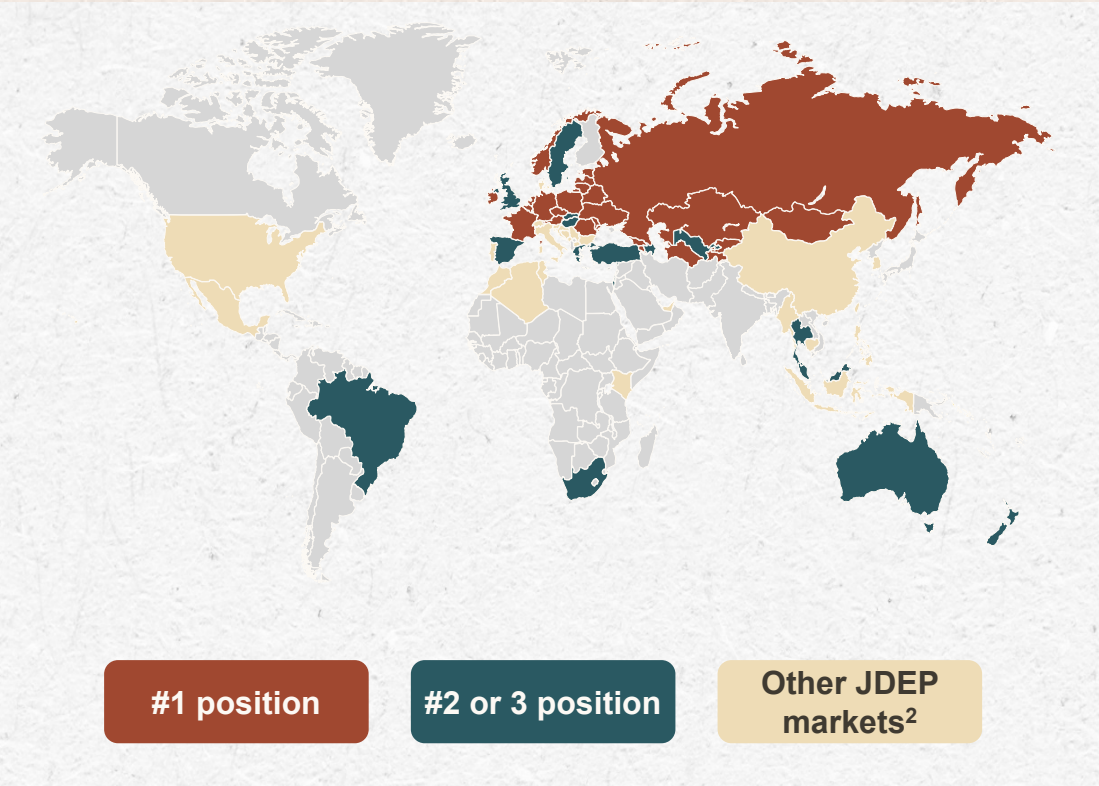
100+
markets served

1,000+
coffee blends²



OUR ICONIC BRANDS ARE GLOBAL LEADERS WITH LEGITIMACY TO TRAVEL ACROSS CATEGORIES

LEADING BRAND POSITIONING WITHIN RETAIL¹



PRESENT ACROSS ALL CATEGORIES

JDE Peets	
Roast & Ground	✓
Beans	✓
Instant	✓
Single Serve	✓
Ready to Drink	✓

GENERATING VALUE FOR ALL

WE MAKE COFFEE ACCESSIBLE...

... AND PARTNER WITH THE ECOSYSTEM

▶ ACROSS PRICE TIERS



▶ ACROSS CHANNELS



▶ THROUGH OUR APPLIANCES

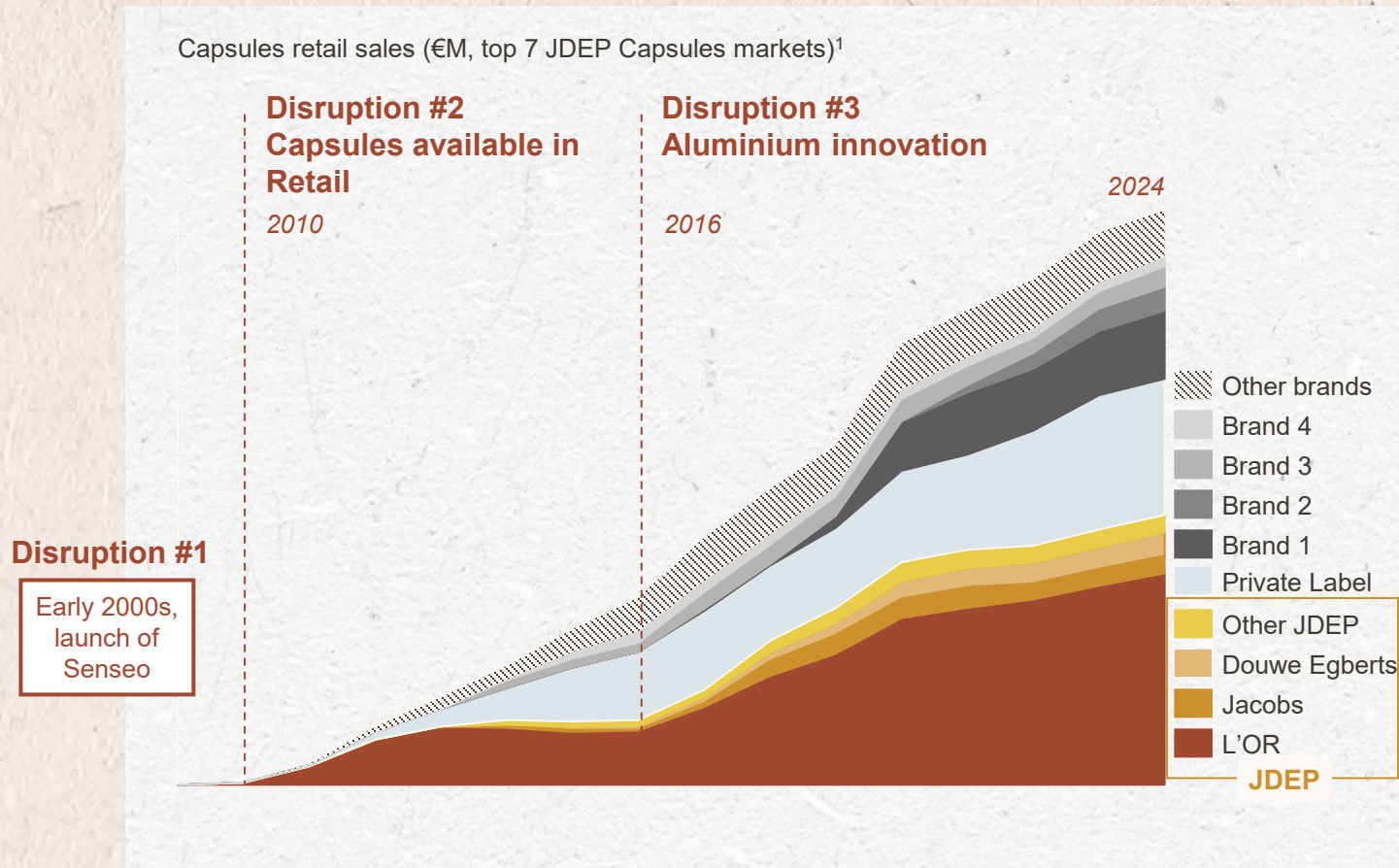


▶ AND WITH RETAILERS



brand creating value
for the trade in France¹

WE CREATED THE CAPSULES CATEGORY IN RETAIL, GENERATING VALUE FOR ALL



GENERATING VALUE FOR ALL

- 1 CONSUMERS**
Made Capsules available in retail
- 2 RETAILERS**
Brought new category to the trade
- 3 PORTFOLIO PREMIUMIZATION**

Notes: (1) Including all countries with JDEP retail sales > €30M in FY 2024 (France, Spain, Netherlands, Germany, Australia, Brazil, Belgium); 2010-2013 retail sales based on JDEP internal financials and estimate for competition;
Source: Nielsen category x brand level data

4 BEST-IN-CLASS, RESILIENT SUPPLY CHAIN

CUSTOMER SERVICE LEVEL¹

97%+

**Consistently across
disruptions**

(e.g., COVID-19, Suez Canal
blockage, Panama Canal
Drought)



We support our farmers in building resilience through sustainable sourcing

800k+

farmers reached and
supported since 2015

70+

active farmers projects
across 23 countries

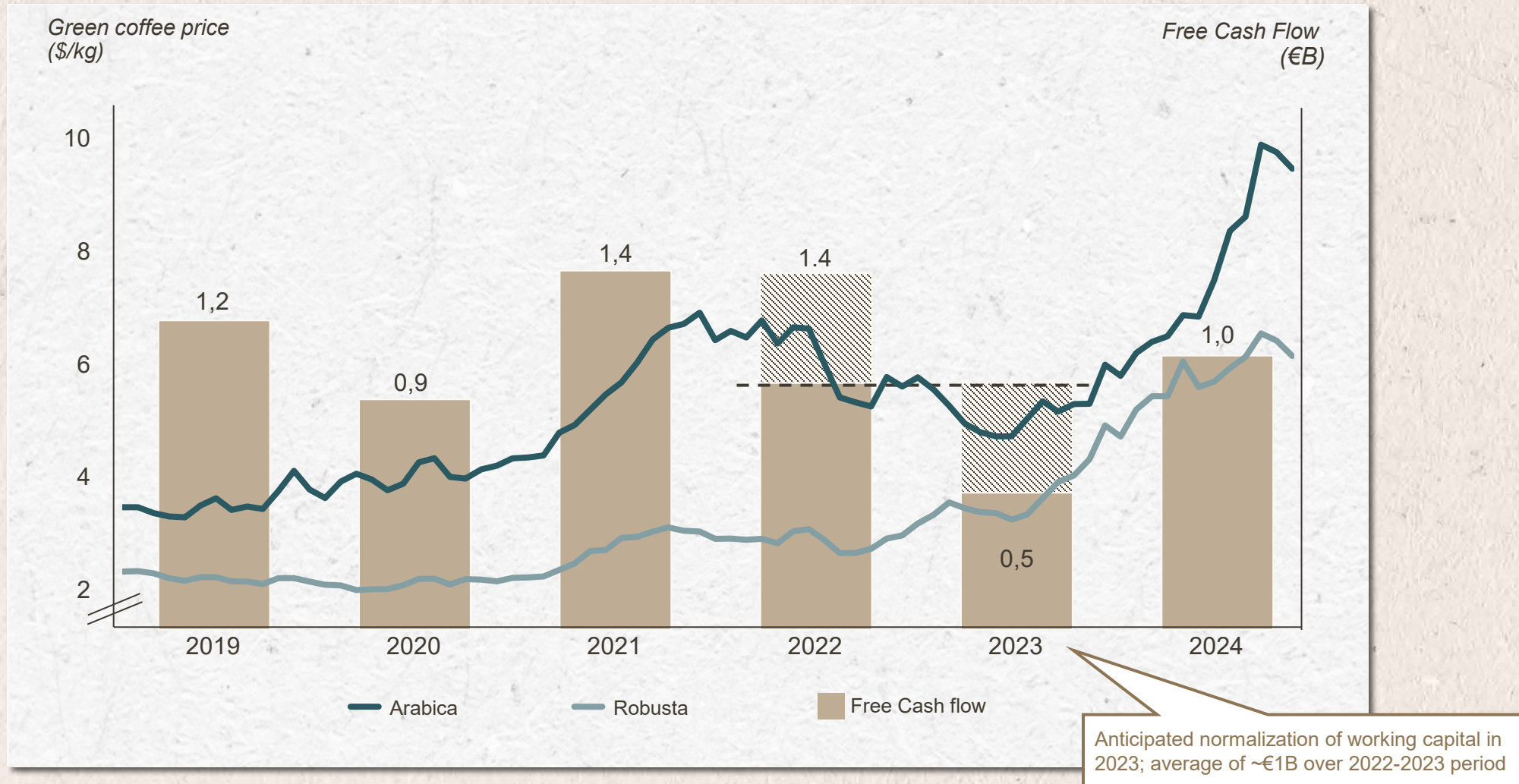
50%

**of farmers utilizes
regenerative agriculture**

Our sustainability program has resulted in high rankings with leading ESG raters

Notes: (1) Customer service level is defined as the percentage of ordered cases that were delivered on time and in full; represent both Sourcing-to-factory customer level and Factory-to-customer service level; figures based on average between 2021-2025;

DELIVERING STRONG CASH FLOW, REGARDLESS GREEN COFFEE PRICE VOLATILITY



A person in a white shirt and dark apron is pouring tea from a silver kettle into a glass jar on a wooden tray. The tray also holds two other glass jars. The background is a blurred kitchen or cafe setting.

**WE ARE UNIQUELY POSITIONED
TO LEAD AND UNLOCK VALUE**



1

THE POWER OF COFFEE

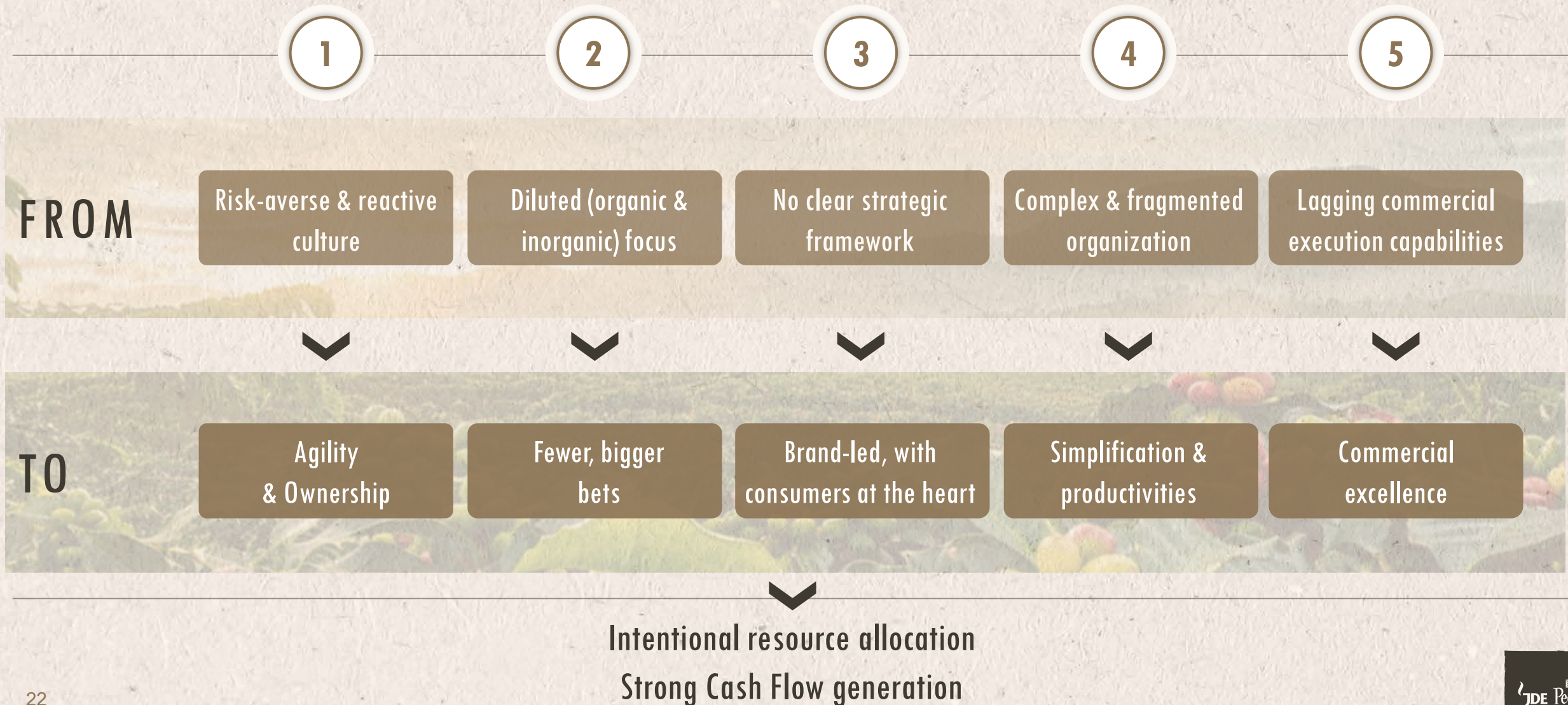
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BREWING THE FUTURE

WE HAVE AN AMBITIOUS PLAN, REQUIRING A SHIFT OF OUR ORGANISATION & CULTURE



A woman with long, wavy brown hair is shown in profile, drinking from a dark-colored cup. The background is a blurred indoor setting, possibly a cafe or home. The overall tone is warm and intimate.

JDE Peet's

A COFFEE FOR EVERY CUP. A BRAND FOR EVERY HEART.

OUR STRATEGY IS **BRAND-LED** WITH THREE BIG BETS



CHAMPIONING COFFEE CRAFT



REACH FULL POTENTIAL IN U.S.



ATTAINABLE LUXURY



BUILD A GLOBAL MEGABRAND



ELEVATED EVERYDAY



PLATFORMING TO REIGNITE

CONSUMER NEEDS DEFINE OUR THREE BIG BETS

STIMULATION

CREATIVITY

HARMONY

AFFIRMATION

AFFILIATION

CONTROL

CERTAINTY

COMFORT



A CLEAR, THREE-PHASED STRATEGY TO DRIVE EFFICIENCIES AND GROWTH



WAKE UP: WE HAVE STARTED A DETAILED AND AMBITIOUS PRODUCTIVITY PROGRAM



**Portfolio
Simplification**



**Synergies by
Way of Working**

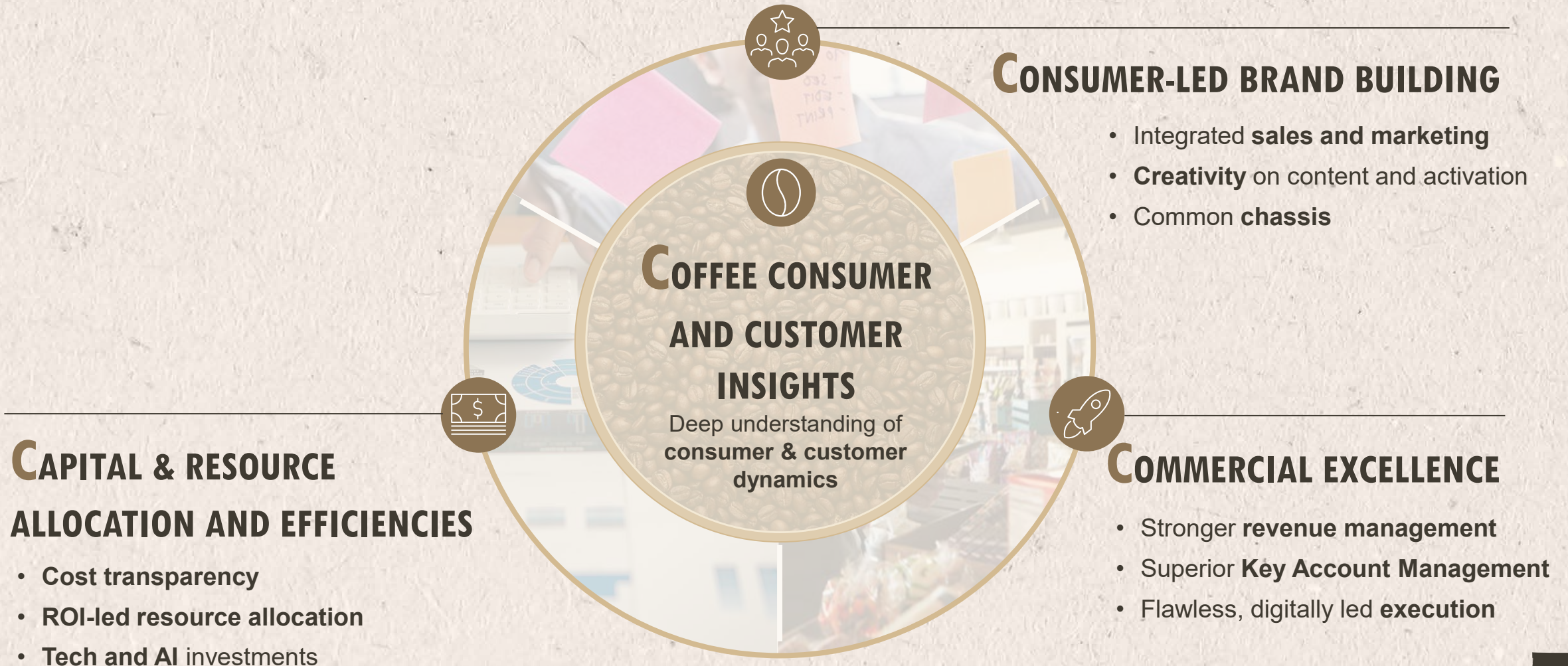


**Continuous
Improvement**



**Asset-Light
Route-to-Market
& Partnerships**

STEP UP: WE WILL STRENGTHEN AND INVEST IN 4 SELECTED HIGH-IMPACT CAPABILITIES



STEP UP: STRONG FOCUS ON PRODUCT AND COMMERCIAL INNOVATION

PRODUCT INNOVATION

JACOBS X SENSEO



COLD / ICED COFFEE



NEXT GENERATION INSTANT



CONCENTRATE



COMMERCIAL INNOVATION

PARTNERSHIPS E.G. BIALETTI



CHRISTMAS ACTIVATION



CAMPING CAMPAIGN



Handig mee te nemen op reis

De Douwe Egberts Espresso sticks zijn erg handig mee te nemen op vakantie. Want ook daar kun je soms wel een kickstart gebruiken!

D-E

LOOK UP: WE WANT TO MEET CONSUMERS WHEREVER THEY ARE

FUNCTIONAL BENEFITS

1

COFFEE **DELIVERS MORE NEEDS** VS OTHER BEVERAGES



EXPAND COFFEE'S ROLE
ACROSS NEEDS

CONSUMERS

2

DEMAND FOR **BETTER AT-HOME COFFEE EXPERIENCE**



LAUNCH NEW **MACHINES & BUSINESS MODELS**

COFFEE EXPERIENCE

3

GEO EXPANSION

3 COUNTRIES MAKE UP 37%
OF THE WORLD POPULATION



ENTER NEXT FRONTIER OF
GEO EXPANSION

WE
ARE



A COFFEE FOR EVERY CUP. A BRAND FOR EVERY HEART.

WE
FOCUS



Reach Full Potential In U.S.



Build A Global Megabrand



Platform To Reignite

Winning
Culture

Consumer-led
Brand Building

Commercial
Excellence

Simplification
& Productivity

Financial
Discipline

OUR
CATALYSTS

WE
DELIVER

SUSTAINABLE VALUE CREATION FOR ALL STAKEHOLDERS


JDE Peet's

A COFFEE FOR EVERY CUP. A BRAND FOR EVERY HEART.


Peet's
COFFEE™

LOR

— SEIT  1895 —
JACOBS

