



BREWING THE FUTURE THROUGH OUR BRANDS

RICARD BARRI VALENTINES - CHIEF MARKETING OFFICER

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 2024 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 interim 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.

A man and a woman are smiling and holding green mugs. The man is in the foreground, and the woman is behind him. They are both looking towards the camera. The background is a blurred indoor setting with a window. A large, semi-transparent dark rectangle with a white border is overlaid on the image, containing the main text.

AMAZING THINGS HAPPEN OVER A CUP OF COFFEE



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

OUR BRANDS ARE OUR BIGGEST ASSET

AFFORDABILITY

We cover the key price points

ACCESSIBILITY

We operate in all categories

AVAILABILITY

We are present in every channel



OUR PORTFOLIO HAS BECOME UNNECESSARILY COMPLEX

WE CAN SIGNIFICANTLY SIMPLIFY OUR BRANDS WITH MINIMAL IMPACT





SIMPLIFY
TO FUEL & UNLEASH

FROM
CATERING TO THE INDIVIDUAL NEEDS OF 60+ BRANDS

TO
FOCUS ON 3 BIG BETS TO DRIVE SYNERGIES AND IMPACT

STIMULATION

CREATIVITY

HARMONY



AFFIRMATION



AFFILIATION



CONTROL

CERTAINTY

COMFORT

Peet's

Unlock Full Potential In The U.S. - €2.5B

L'OR

Build A Global Megabrand - €3.0B

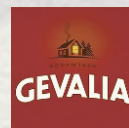
JACOBS x LOCAL ICONS

Reignite Growth - €4.0B+



— SEIT  1895 —

JACOBS



FRIELE





WHAT DO WE MEAN BY HERITAGE BRANDS?

- **A CULTURAL CORNERSTONE**
- **LEGACY BUILT OVER THE YEARS**
- **SYNONYM WITH COFFEE**
- **INSTANTLY RECOGNIZABLE**
- **A HOUSEHOLD FAVOURITE**

FOCUS ON OUR TOP 10 HERITAGE BRANDS

The backbone of JDE Peet's. ~45% of our sales in 2024. Complementary geographical presence.



1895 | Germany



1753 | Netherlands



1978 | Brazil



1960 | Australia



1923 | U.K.



1920 | Sweden



1987 | Singapore



1958 | Malaysia



1799 | Norway



1907 | Spain

SHARED STRENGTHS

Meaning

Saliency

Penetration

Rotation

A close-up photograph of a woman with long, wavy red hair and freckles. She is holding a bright green ceramic cup to her lips with both hands and drinking. The background is blurred, suggesting an outdoor setting. The image is used as a background for a presentation slide.

COMMON OPPORTUNITIES

New Categories

Portfolio Simplification

Resource Allocation

Operating Model

OUR HERITAGE BRANDS HAVE STRUGGLED IN RECENT YEARS

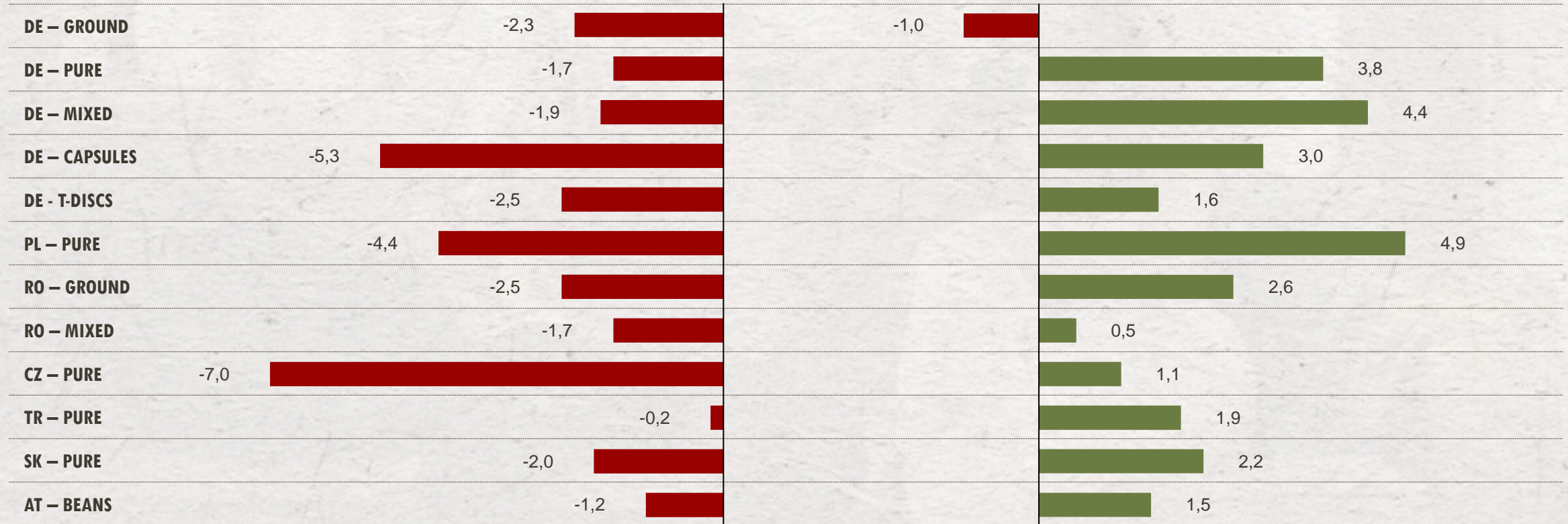
Gross Profit evolution for key brands. 2019 vs 2024.



IN 2024, JACOBS PROVED THERE'S A PATH FORWARD TO TURNAROUND

ΔMS% 2023 vs. 2022

ΔMS% 2024 vs. 2023



Notes: (1) MAT | Source: Nielsen x AOC Category x Brand level data

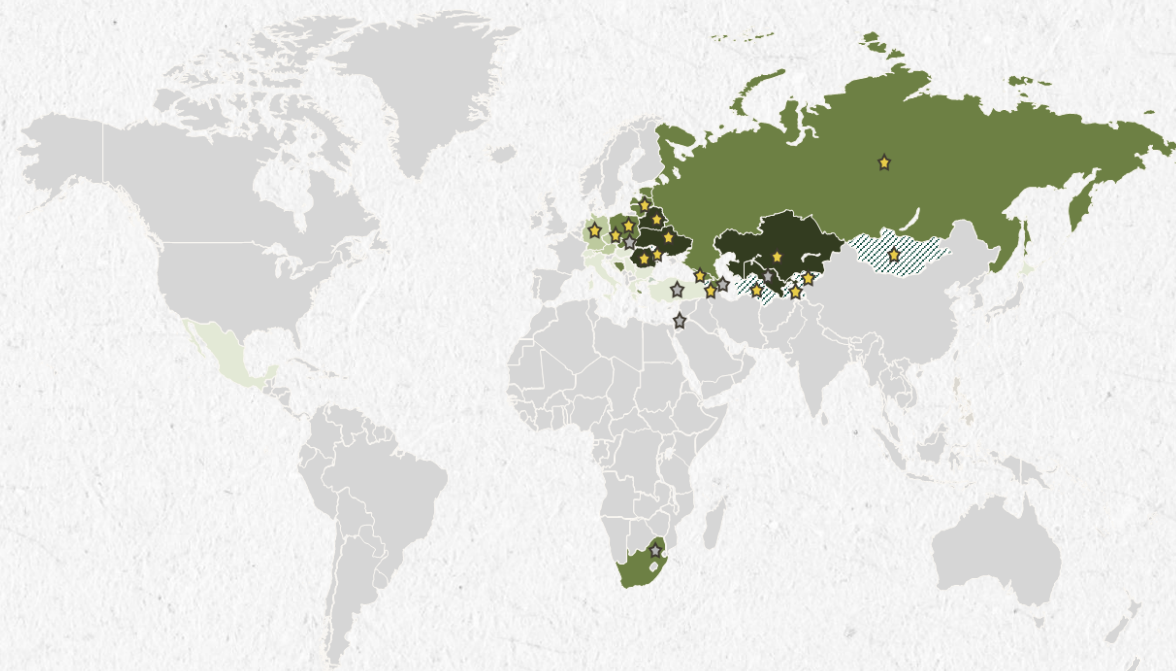
OUR BIGGEST BRAND

A household favourite since 1895, present in all coffee categories



A LEADING POSITION IN CEE

€23B coffee region | 740M population



★ #1 position ☆ #2 or #3 position

MS% retail 2024 0-10% 10-15% 15-20% 20%+ n.a.

Note: (1) Showing 32 of the 41 countries in which Jacobs is active; (2) Market share based on retail sales
Source: JDEP internal financial data; Nielsen x Country x Brand level data; Euromonitor; Lit search

SEIT  1895

JACOBS



REIGNITE ICONICITY

Elevate **visual identity**

Modernize **connections and creativity**

Lead with **purpose**



FLAGSHIP RANGE



INSTANT PURE



RTD



SPECIALTIES



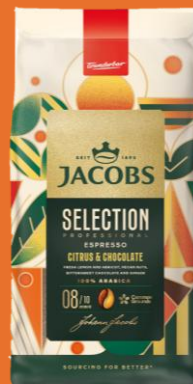
BEANS



CAPSULES



AWAY FROM HOME



RECLAIMING RELEVANCY

Nurture our flagships

Innovate in growing segments

Cross-channel coverage



DOCENIAJ TO, CO
WSPANIAŁE



DOCENIAJ TO, CO
WSPANIAŁE



DOCENIAJ TO, CO
WSPANIAŁE



Strefa Energii

SŁODYC
PRODUK
ŚWIEŻ
PRODUK
REGIONA
DOM

A man with dark hair and a beard is sitting on the floor, smiling and looking towards a dog. He is holding a green cup of coffee. The dog is a medium-sized breed with brown and white fur, sitting and looking up at the man. The background is a warm, dimly lit room with a wooden desk and a potted plant.

**REIGNITE IS A REPEATABLE MODEL
TO TURN AROUND HERITAGE BRANDS**

**EVOLVING OUR OPERATING MODEL
FOR FASTER EXECUTION**

FROM

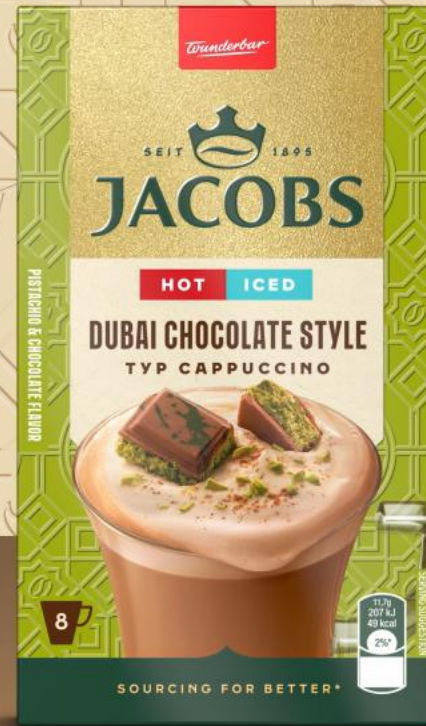
Inventing, developing and
executing 10x.



TO
Platforming once.
Deploying multiple times.



PLATFORMING ENABLES US TO MOVE AT THE SPEED OF CULTURE





**WHAT DOES THIS MODEL
LOOK LIKE AT FULL POTENTIAL**



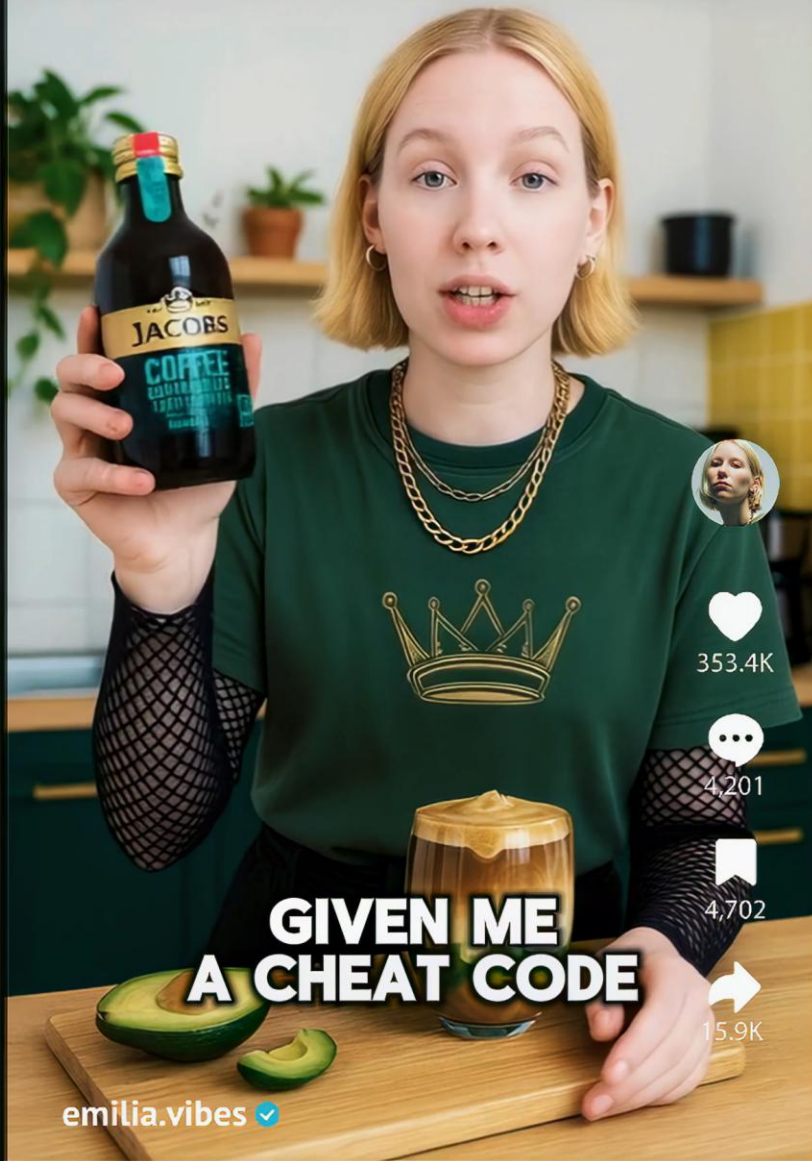




Following

Friends

For You



emilia.vibes ✓



353.4K

4,201

4,702

15.9K



Home



Discover



Inbox



Me



REIGNITE GROWTH THROUGH PLATFORMING

لور



A HISTORY OF VALUE CREATION FOR ALL OUR STAKEHOLDERS

€1.2B retail sales value

#3 and fastest growing brand at JDE Peet's

Present in more than **50** markets

30% of sales beyond capsules

Leading coffee brand in France

#1 value creator in grocery — France over the L10Y

Source: JDEP internal financials; Euromonitor; Nielsen x AOC x Brand level data



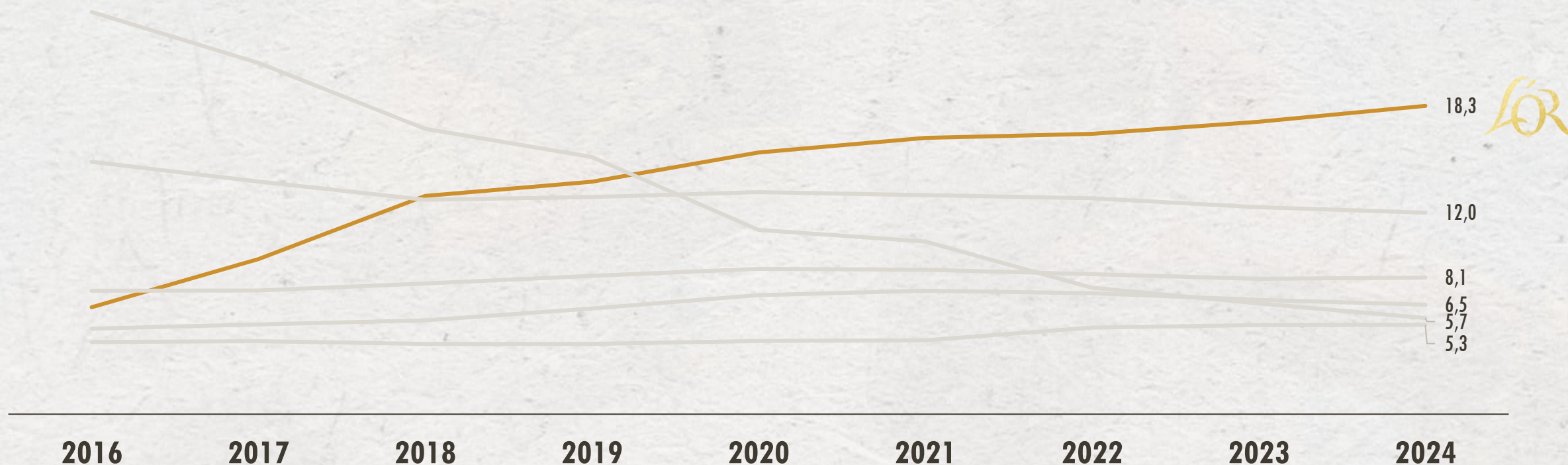
BREAKTHROUGH INNOVATION AS A CATALYST FOR GROWTH

A woman with curly hair is holding a glass, looking directly at the camera. The background is dark with bokeh light effects. The text "A BRAND THAT MAKES LUXURY ATTAINABLE" is overlaid in a bold, gold, sans-serif font.

**A BRAND THAT MAKES
LUXURY ATTAINABLE**

L'OR HAS CONSOLIDATED A LEADING POSITION IN FRANCE

MARKET SHARE. FRANCE. 2016 — 2024.



Source: France, Nielsen (Retail) Coffee market extended with estimate for Nespresso Original (Non-Retail). Excludes Nespresso Vertuoline.

EVIDENCE DEMONSTRATES THAT
SUCCESS CAN BE REPLICATED
BEYOND THE FRENCH MARKET

	MATURE	SCALER		PIONEER
EXAMPLE	France	Spain	Netherlands	Brazil
CAPSULES	#1	#1	#2	#1
BEANS	#1	#2	#1	n/a
INSTANT	n/a	n/a	n/a	n/a

Note: Velocity in thousands euro RSV per point of distribution in the premium partition of the category.
Source: Nielsen x AOC x Brand level data. All metrics based on 2024



**WE HAVE CEMENTED THE FOUNDATIONS
TO BECOME A €3B GLOBAL MEGABRAND**

FUELLING GROWTH WITH A REPEATABLE MODEL

MENTAL AVAILABILITY

Increased brand investment aligned with ambition to accelerate saliency and rate of sales



PHYSICAL AVAILABILITY

Grow presence and prominence across markets and channels beyond grocery i.e. OOH, e-Com

PORTFOLIO AVAILABILITY

Win in adjacent categories i.e. Instant, Beans, Mixes with disruptive innovation and accessible premium pricing to drive penetration

FUTUREPROOF THROUGH CLUSTERS & ACCELERATION CELLS

CLUSTER	Full Potential	Replicate	Expand
ACCELERATION CELL	France	Spain	Brazil
CHARACTERISTICS			
Portioned Espresso Penetration	+++	+++	+
JDE Peet's Route To Market	+++	+++	+++
L'OR Market Share	+++	++	+
PRIORITIES	Maximize Portioned Espresso Expand Beans and Instant Accelerate AfH & e-com	Maximize Portioned Espresso Expand Beans and Instant Accelerate AfH & e-com	Disrupt Instant Win Portioned Espresso Expand in Beans

ACCELERATORS FOR GROWTH

PARTNERSHIPS WITH LUXURY BRANDS

Lindt
EXCELLENCE



FERRARI HYPERCAR
PREMIUM PARTNER



ALESSI



AMPLIFYING CONSUMER TRENDS IN PORTIONED ESPRESSO



DISRUPT NEW CATEGORIES WITH BREAKTHROUGH INNOVATION



FOR ILLUSTRATION PURPOSE ONLY

NEXT GENERATION INSTANT





L'OR

BUILD A GLOBAL MEGABRAND



Peet's

COFFEE®



**“ I CAME TO THE RICHEST COUNTRY IN THE WORLD,
SO WHY ARE THEY DRINKING THE LOUSIEST COFFEE? ”**

Alfred Peet – 1966



Founded in 1966 by Alfred Peet in Berkeley (CA)

Introduced to the U.S. **rich, dark freshly roasted coffee**

Ignited the **second wave of coffee**

To date, Peet's carries the **legacy** of our founder

A **LEGACY**
OF CRAFT
-
A **FUTURE** OF
POSSIBILITIES
-
UNLOCK
THE U.S.







UNLOCK FULL POTENTIAL IN THE U.S.

“A BRAND-BUILDING POWERHOUSE
WITH COURAGE TO LEAPFROG INTO THE FUTURE”

#consumercentricity

#portfoliochoices

#innovate@pace&scale

#creativityasamultiplier

DIGITALIZATION & AI



KEY TAKE AWAYS

OUR **BRANDS** ARE OUR BIGGEST ASSET

SIMPLIFIED BRAND PORTFOLIO FOCUSED ON **3 BIG BETS**

PLATFORM **JACOBS** x **LOCAL ICONS** TO REIGNITE GROWTH

INVEST TO BUILD **L'OR** AS A GLOBAL MEGABRAND

UNLOCK THE FULL POTENTIAL OF **Peet's** IN THE U.S.

MARKETING DIGITAL **TRANSFORMATION**



BREWING THE FUTURE THROUGH OUR BRANDS

RICARD BARRI VALENTINES
CHIEF MARKETING OFFICER