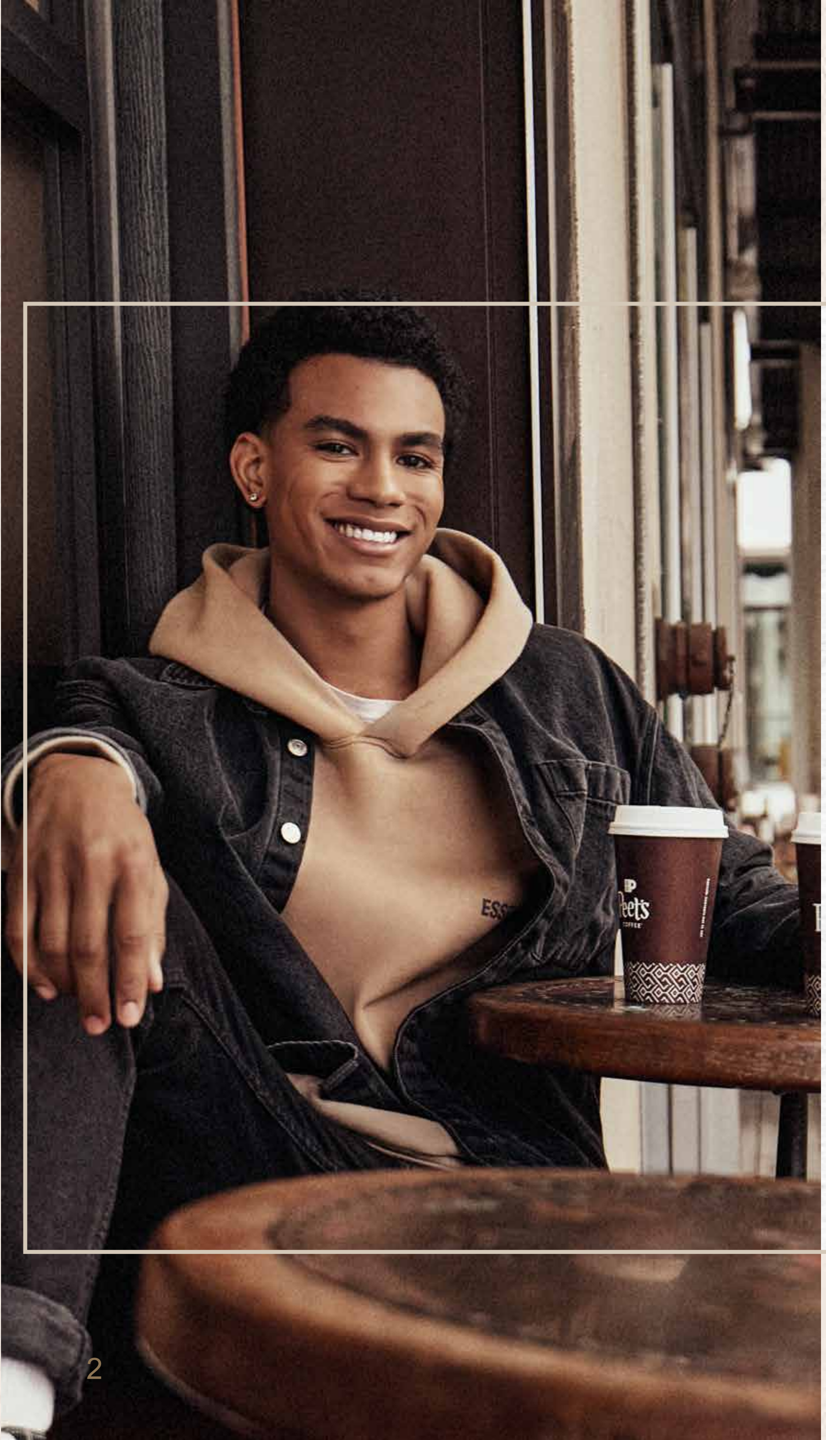
PEET’S - BREWING THE FUTURE IN THE U.S.

ERIC LAUTERBACH
PRESIDENT JDE PEET’S U.S.



PEET'S HAS BUILT A STRONG FOUNDATION TO BECOME A $2.5B BRAND

- JDE Peet's **2nd** largest brand
- **€0.9B** in sales and **+7% p.a. '17-'24** in the U.S.
- **10% Market share** in U.S. Premium bags
- **#2 in "best coffee" brand perception** amongst consumers familiar with the brand

Source: Peet's 2024 Brand Power Report

OUR OMNICHANNEL APPROACH HAS BEEN KEY TO OUR GROWTH

OWNED STORES

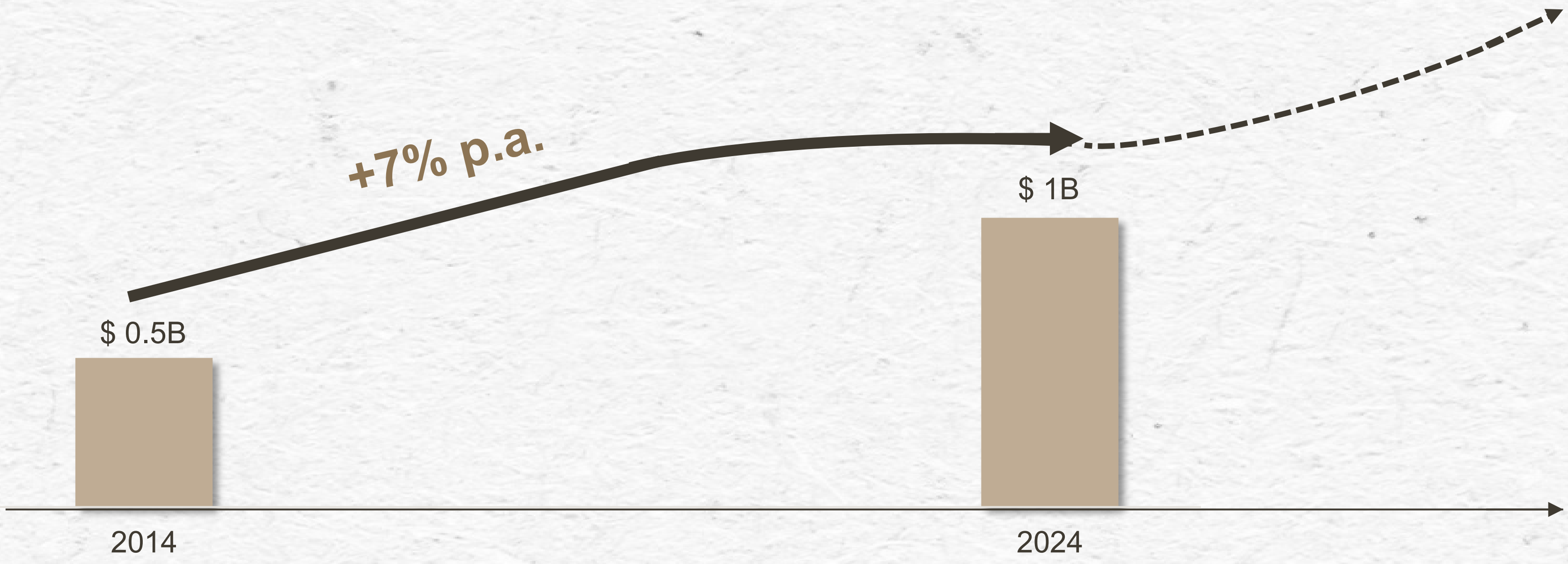
OWNED DIGITAL

CPG

COFFEE STORES

PEET'S GREW CONSISTENTLY OVER THE PAST 10 YEARS, AND IS READY FOR A BOOST

Peet's brand sales evolution – U.S. only (2014 - 2024)



WHAT MADE US SUCCESSFUL IN CALIFORNIA IN THE PAST, WON'T DELIVER OUR NATIONAL AMBITION

High coffee store density, driving awareness & penetration

Asset-light model

DSD of Peet's products to all retailers

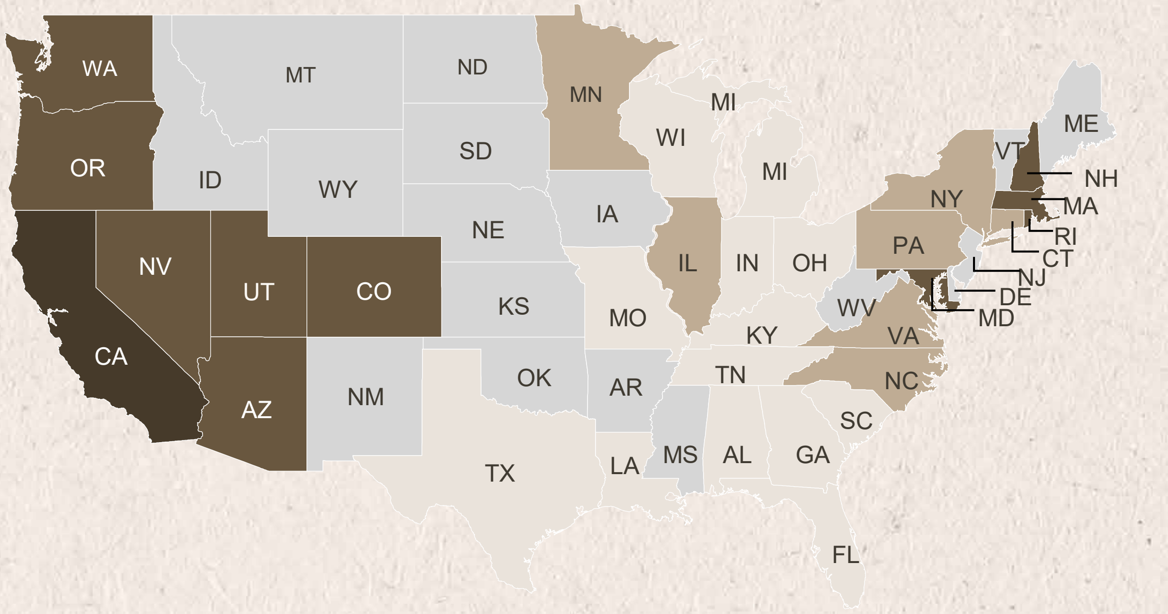
New route-to-market

Official partner of the Golden State Warriors since 2015

Scalable partnerships

WE HAVE STRONG MARKET SHARE IN CALIFORNIA, AND STRONG AWARENESS NATIONALLY

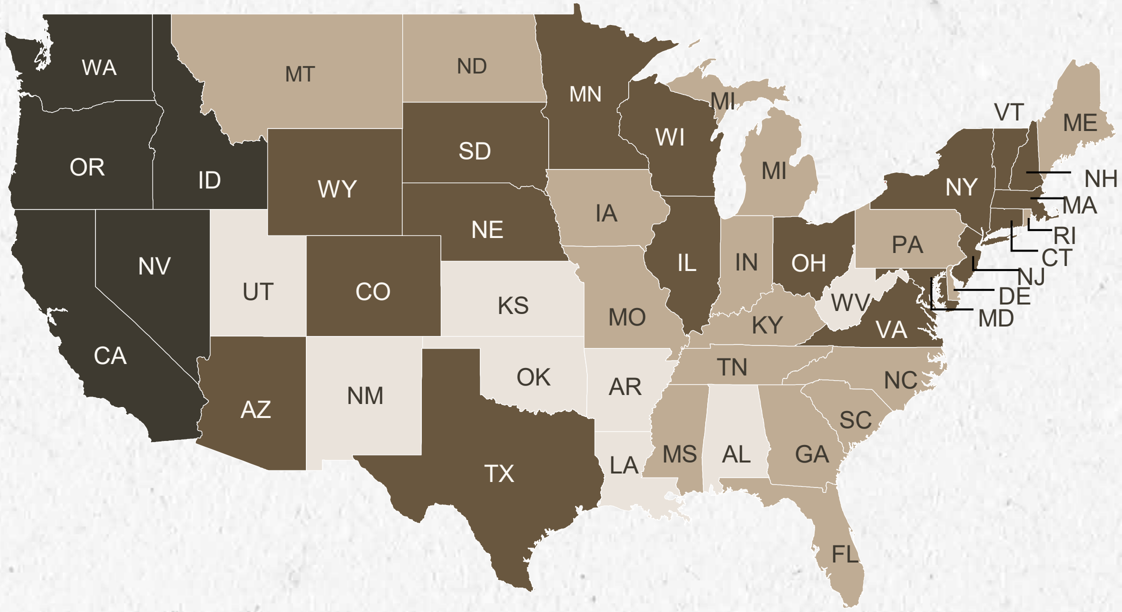
MARKET SHARE <5% IN MOST STATES OUTSIDE CA



Market share per state & metropolitan area

>15% | 5-12% | 3-5% | <3%

YET STRONG AWARENESS ACROSS THE U.S. TO BUILD ON



Awareness per state & metropolitan area

>85% | 75-84% | 65-74% | 53-64%

Note: All metrics based on 2024; Market share within total coffee excluding RTD | Source: Nielsen x AOC Category Brand level data

OUR VELOCITY IS STRONG ACROSS THE U.S., DESPITE LIMITED BRAND INVESTMENTS AND RELATIVELY FEW TOTAL DISTRIBUTION POINTS

		SAN FRANCISCO	BOSTON	REST OF U.S.[1]
Aided awareness		98%	83%	74%
Distribution (% ACV[2]) Within geography		83%	82%	66%
Avg #SKUs per store (TDP) Within geography		24	19	10
Velocity ($/ item/ store wks selling) Premium bags only	Peet's Coffee	**44**	**49**	**31**
	Competitor 1	20	29	21
	Competitor 2	23	30	17

STRONG VELOCITY DESPITE LIMITED MARKETING INVESTMENT

Notes: (1) Rest of U.S. excludes California and Boston; Aided awareness based on 2024; (2) All Commodity Value; Average #SKUs per store, velocity and distribution based on L52W March 2025; TDP (Total Distribution Points), Velocity and distribution based on 54 U.S. Metropolitan areas | Sources: Nielsen L52W ending April 19th, 25, JDEP internal data

OUR NEW INNOVATIONS WILL BRING NEW CONSUMERS TO OUR BRAND

CONSUMER TRENDS

- EVERYTHING COLD
- CONVENIENCE
- AT HOME BARISTA
- MEDIUM ROAST

INSTANT

READY-TO-DRINK

CONCENTRATES

MEDIUM ROAST

WE ARE POISED TO REACH $2.5B, WITH A STRONG REPEATABLE MODEL

Increase # of coffee stores

MENTAL AVAILABILITY

- Increase **brand investment**
- Reinforce **awareness & velocity**

PHYSICAL AVAILABILITY

- Expand **omni-channel presence**
- Increase coffee stores nationally **through franchise partners**
- **Grow CPG distribution**

PORTFOLIO AVAILABILITY

Expand from **traditional Dark Roast and Ground** coffee into **new partitions with Peet's**, tapping into a broader demand

WE ARE BUILDING FROM PAST SUCCESS TO UNLOCK POTENTIAL AND DRIVE PROFITABLE GROWTH

FROM	TO
Company-owned stores with regional footprint	National footprint with franchise partners
Direct Store Delivery (DSD) only	Direct shipment to CPG customers
Low marketing investment	Marketing step-up
Inconsistent innovation	Innovate into new forms and segments

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