



REPORT OF THE BOARD FOR 2021

FABIEN SIMON, CEO

11 MAY 2022

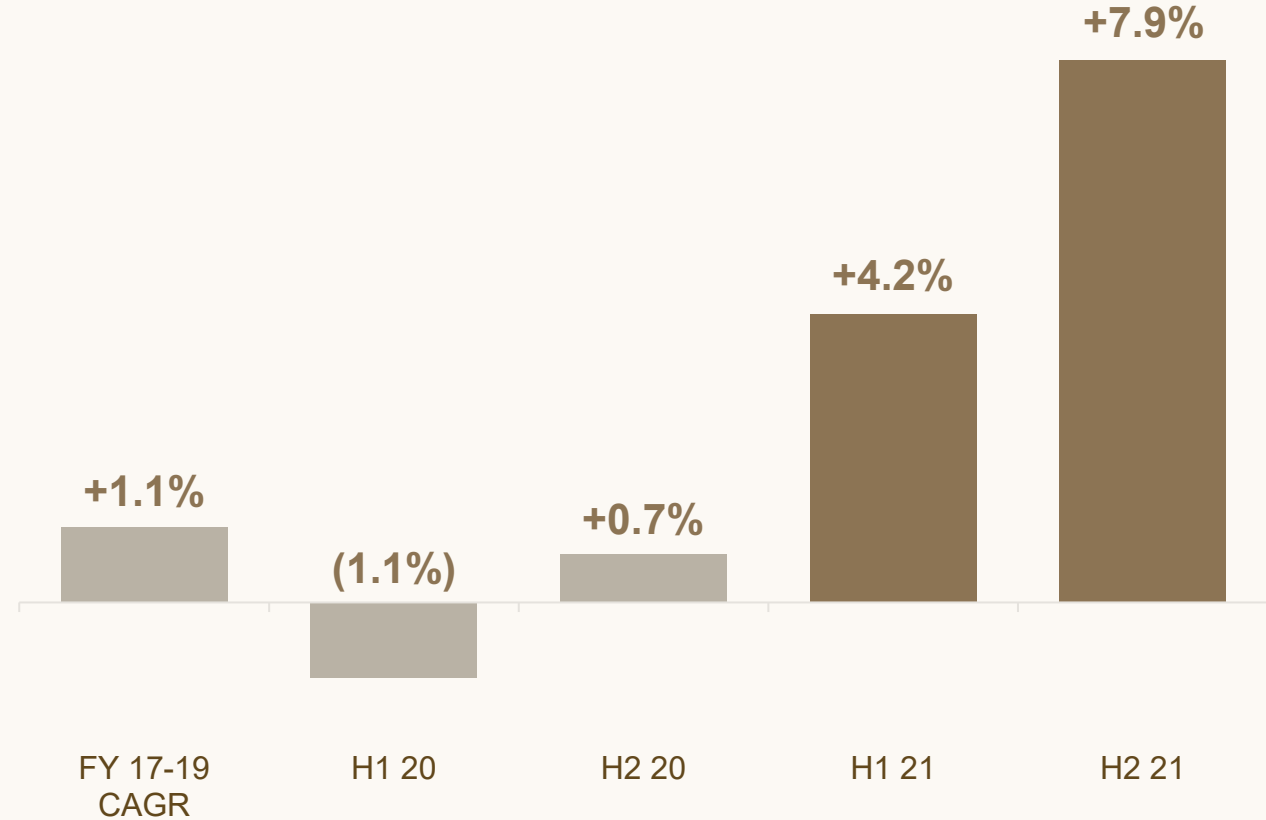
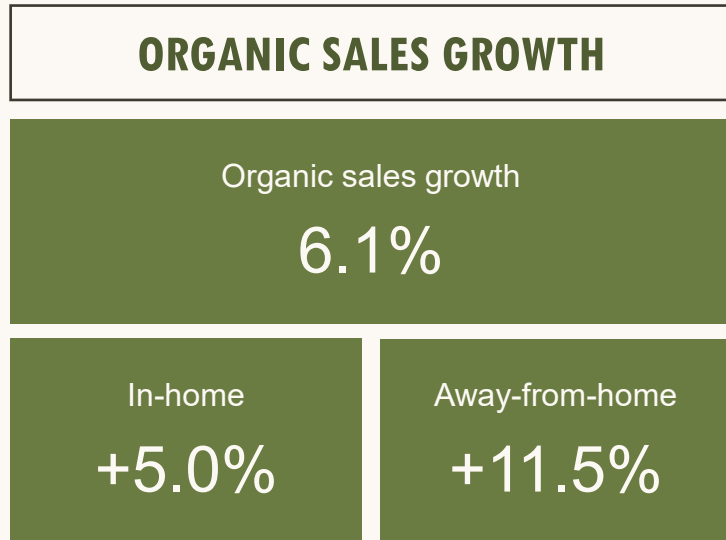


KEY HIGHLIGHTS 2021

- **Strong financial results, delivered in a quality way**
- **Re-ignited the power of the JDE Peet's portfolio, with innovations and increased investments**
- **Acquired Campos Coffee and ventured into various new strategic partnerships**
- **Stepped-up the progress on sustainability and raising the ambition**
- **Further optimised our financial position and capital structure**
- **Board of Directors proposes a dividend of EUR 0.70 per share**

ELEVATING THE POWER OF THE PORTFOLIO WITH HIGHER SALES GROWTH

HOME RECAST AS THE NEW COFFEE SHOP, AND PROGRESSIVE RECOVERY IN AWAY-FROM-HOME



STRONG SALES GROWTH AND QUALITY PROFITS LEADING TO STRONG FCF GENERATION

ORGANIC SALES GROWTH

Organic sales growth

6.1%

In-home

+5.0%

Away-from-home

+11.5%

PROFITABILITY

Adjusted EBIT

EUR 1,304 m

Organic growth

+1.5%

Reported growth

+2.0%

Underlying Earnings Per Share

EUR 1.79 (+13.7%)

CASH & DEBT

Free cash flow

EUR 1,368 m

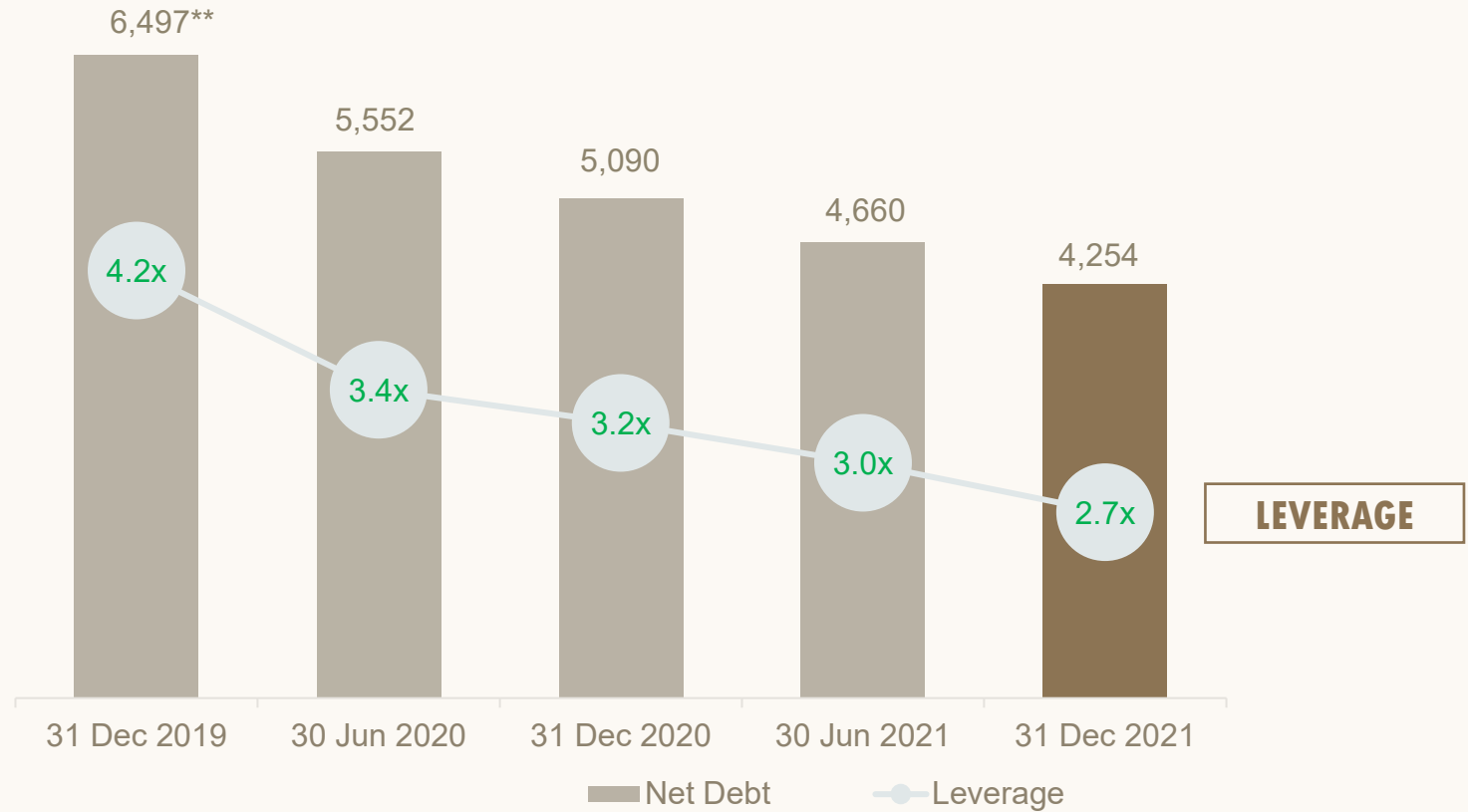
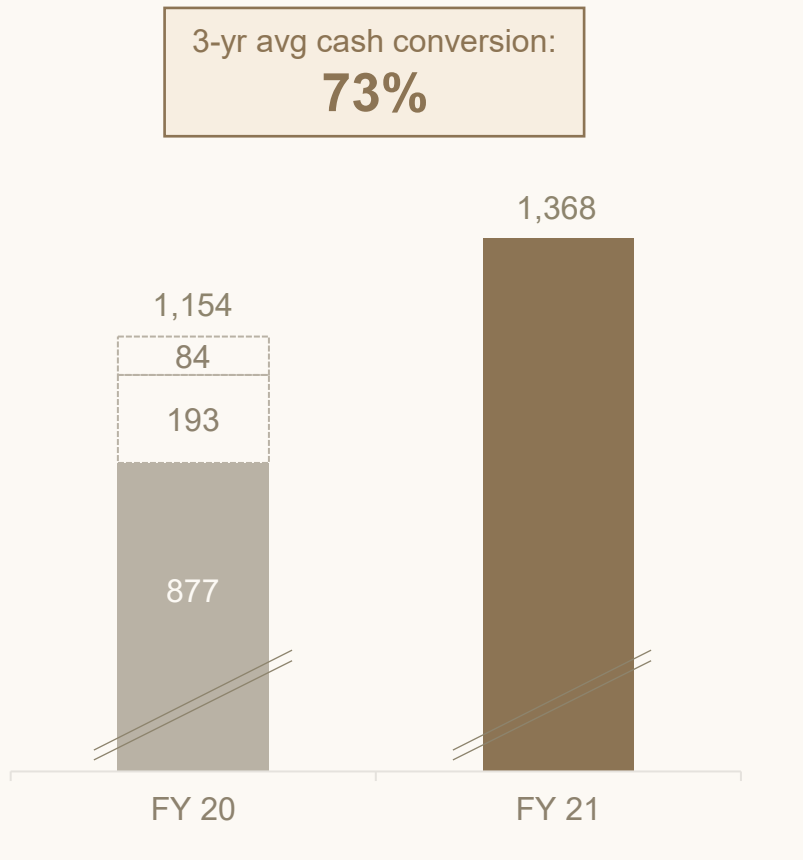
Net leverage

<2.7x

+27%
Marketing Spend

STRONG FCF GENERATION ENABLED NET DEBT REDUCTION OF EUR 835 M IN FY 21

3-yr avg cash conversion:
73%



In EUR m, unless otherwise stated
 FY 20 included EUR 84m related to the IPO
 & EUR 193m related to a tax one-off (non-recurring)

* pro-forma JDE Peet's

STRUCTURAL ACCELERATION OF THE ORGANIC SALES GROWTH

BEHIND THE REFRESHED STRATEGIC PRIORITIES, SUPPORTED BY INCREASED INVESTMENTS

FY 21 ORGANIC SALES GROWTH

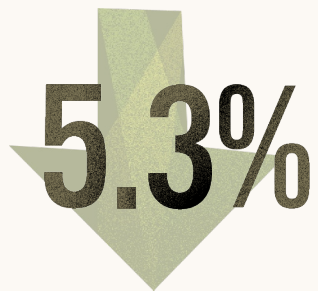
GEOGRAPHIES	DD%	US (+11%) China (+19%) Emerging markets (+10%)
CHANNELS	DD%	E-Commerce (+28%) Peet's stores in China (x2)
BRANDS	DD% MSD% HSD%	Global (+11%) Regional (+5%) Local Jewels (+9%)
CATEGORIES	HSD%	Priority areas +7% (Single Serve, Beans, Premium Instant)

> EUR 110 m
additional investments
in FY 21

- Working / Digital Media
- Coffee appliances
- E-commerce capabilities
- Emerging markets
- Sustainability

2021, A LANDMARK YEAR IN OUR SUSTAINABILITY JOURNEY

2021 milestones



1st year of CO₂ Emission Reduction (scope 1,2,3)



Stepped up share of renewable electricity (up from 3% in 2020)



All EU manufacturing plants reached Zero waste to landfill



Peet's coffee now 100% responsibly sourced



All our palm oil is responsibly sourced from July 2021



Interest rate linked to 4 sustainability KPIs

2030

GHG Emission reduction target



Scope 1+2: -25%

Scope 3: -12.5%



CONFIDENT ABOUT THE MEDIUM-TERM OUTLOOK FOR JDE PEET'S

MEDIUM-TERM OUTLOOK

Organic Sales Growth

3 – 5%

Organic Adjusted EBIT Growth

Mid-Single-Digit

FCF conversion

~70%

Dividend

Stable to growing over time



2021 KEY TAKE-AWAYS

- Broad-based performance, delivered in a quality and sustainable way
- Growth profile structurally elevated to a new level
- Stronger operational discipline and solidified capital structure
- Strengthened brands and more agile enterprise, providing solid base to deal with unprecedented inflation
- Good progress made and increasing ambition levels for Sustainability

JDE Peet's

A COFFEE & TEA FOR EVERY CUP

