



Code of Conduct

August 2018





Letter from Our Executive Committee

Dear Associate,

We are very happy to present the JACOBS DOUWE EGBERTS (JDE) - Code of Conduct

(Our Code).

Our Code applies equally to all associates and consultants/temporary workers. Because this commitment is at the core of who we are, we also expect that our business partners such as suppliers, agents, consultants and licensees will follow similar principles while working on our behalf. No one is exempt from our Code, regardless of position or tenure.

As we build the World's Leading Pure-Play Coffee Business, our core belief, vision, values, and promise remain constant.



Our Code and Values go beyond our legal and regulatory obligations and require that we act according to them. We must do the right thing and help each other do the right thing. If any of us sees—or thinks we see—something that violates our Code or the laws and regulations to which we must comply, we have a responsibility to speak up.

There are a number of channels through which you are expected to raise any concerns you may have. The Speak up Policy describes how you should report your concerns and be assured that you will never experience retaliation for reporting in good faith. Simply be honest and transparent about what you know or suspect.

Thank you for your continued adherence to our code.

JDE Executive Committee



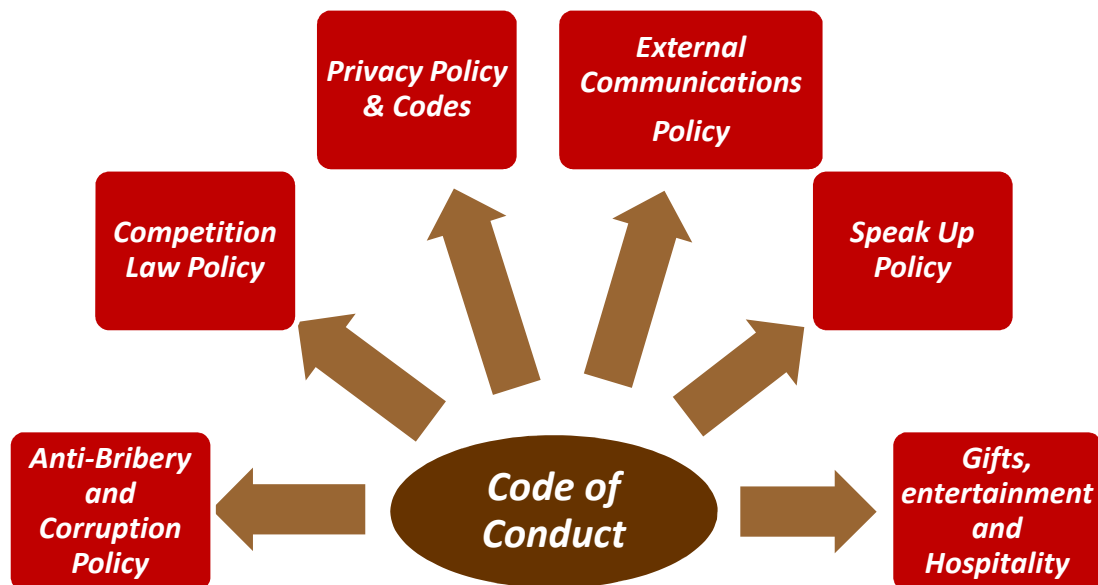
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Introduction to Our Global Code

Why Do We Have a Code?

Having a Code of Conduct is an excellent way to show our stakeholders and each other that we care about doing business ethically. It also guides us in making smart, sound decisions in our day-to-day work and professional relationships. To put it simple, our Code represents our culture of compliance.

Of course, our Code is not the sole guide for our ethical decision making. Equal attention must be given to the guidelines set forth in our compliance policies, as well as to the various laws and regulations that apply to our work globally—all of which serve as the backbone of this Code. Read the Code carefully. Think about the ways in which it applies to you and the work you perform for JACOBS DOUWE EGBERTS. If you find that you have questions or concerns—and it is likely that you may—this Code provides references to helpful reporting resources and other Company policies to help guide you.



Further, in conjunction with our reporting resources and policies, we must each use good decision-making skills both on a daily basis and when confronted with a difficult situation. If you are ever concerned about how to make the most appropriate decision in a given circumstance, consider the following questions about the available options:

- What represents/reflects the highest level of integrity and honesty?
- What is the “right thing” to do?
- What would happen if my decision appeared in the news?
- How will the outcome affect our Company’s reputation and image of our brands?



If you are still unsure after considering these questions, do not simply take an action and move on. Rather, seek help in all cases where there is any amount of uncertainty, from any of the resources listed in this Code. Our Core Values, Mission Statement, Code, and the highest ethical standards must shape our decisions—it is never acceptable to deviate from any of these guidelines to achieve a business objective.

Who Must Follow Our Code?

Our Code applies equally to all associates and consultants/temporary workers. Because this commitment is at the core of who we are, we also expect that our business partners such as suppliers, agents, consultants and licensees will follow similar principles while working on our behalf. No one is exempt from our Code, regardless of position or tenure. For suppliers our core of who we are is clearly set forth in our Supplier Code of Conduct.

What Are Our Responsibilities Under the Code?

Having a strong Code means nothing if we are not willing to commit ourselves to it. Each of us has a responsibility to read our Code, understand the values behind it, and adhere to its guidance. In doing so, we support an environment of good judgment, candour, and transparency. We should know and follow the laws and regulations that apply to the work we do and the countries where we do business. Where we are unsure what is expected of us, we should seek advice from the appropriate resource, and take the time to educate ourselves on proper protocol and decision making.

What Additional Responsibilities Do Managers Share?

We believe in leading by example. This is why our managers and other leaders have a duty to demonstrate a clear commitment to ethics at all times. If your position has others reporting to you, you have a responsibility to act as a positive role model, integrating ethics and integrity into all that you do. As a role model you are responsible to endorse the Code of Conduct upon the associates that are reporting to you. To help you as a manager or other leader to endorse the Code, the Company provides for periodic trainings.

Make yourself available to those who report to you, keeping your door open for questions, comments, concerns, and reports. If you find yourself receiving a report of known or suspected wrongdoing, take the appropriate steps in conformity with our Speak up Policy to escalate the matter. Further, never retaliate or tolerate retaliation against an associate for making a good faith-report that does not yield proven misconduct.

Asking for Help and Voicing Concerns

How Do We Seek Help or Make Reports?

We can only grow and improve as an organization if we are open and honest with one another. Therefore, you are expected to report any actual or suspected misconduct (for example fraud or irregularities), be it a violation of this Code or the laws that apply to our work. Doing so helps the Company maintain a culture of transparency and integrity. It also helps our Company address potential problems before they can negatively affect us or our valued stakeholders.

In the Speak up Policy the resources that you have available to you when asking a question or speaking up about a possible issue are explained, these resources are:

- Report the issue to your Manager (who is then obliged to escalate further);
- In case this relates to your Reporting Manager, contact your local compliance officer (ask you contact person at HR who your local compliance officer is);
- Report the issue directly to the central Compliance (by sending an e-mail directly to: ethics.compliance@jdecoffee.com); or
- Report the issue to the Company's Alert line via <https://wrs.expolink.co.uk/JDE>

The Company's Alert line is maintained by an independent third-party provider. It is available online (<https://wrs.expolink.co.uk/JDE>) to all associates and suppliers worldwide. It is also accessible by telephone in most of the locations in which we operate. When calling the Alert line from your country, you will be connected with an interpreter in your native language. They will help you complete your report. For a complete listing of contact information by country, please see the "Resources – Alert line numbers" section of this Code.

What is Our Company's Policy on Retaliation?

The Company does not tolerate discrimination of or retaliation against anyone who, in good faith, makes a report of suspected wrongdoing. When we voice our concerns truthfully and accurately, we may do so without fear of negative consequences. If you know or suspect that an act of retaliation has occurred—against you, another associate, or a supplier—you are expected to report it to the resources listed above. Please refer to the *Speak up Policy* for further details.

What Happens When I Make a Report?

First and foremost, know that when you make a report, it will be treated as confidential, consistent with local law. There is no issue too small—all reports will be taken seriously and will be investigated promptly and thoroughly. Where required by local law, anyone accused of wrongdoing will have the right to access the information reported and to make corrections in the event of an error. Where necessary, JACOBS DOUWE EGBERTS will take fair and appropriate corrective or



disciplinary action. Of course, we are all expected to cooperate fully with an investigation or inquiry by Company associates or outside auditors or government officials.

What are the Consequences of Violating Our Code?

The most immediate and lasting consequence of Code violations is the damage we do to each other, our Company, our brand, and our stakeholders. Violating our Code means we violate the trust we have worked hard to foster with our customers, our business partners, our owners, our colleagues, and the communities where we live and work. Beyond our commitment to integrity, we have a duty to uphold the letter and spirit of the laws upon which our Code is founded. Therefore, violations of our Code, Company policy, and the law also carry serious consequences in the form of disciplinary action—up to and including termination, personal fines and in some cases imprisonment.

Acting Honestly and Ethically with Each Other

We Treat Each Other with Respect and Dignity

Being a key player in our industry requires us to work together as a team—a team that respects each other’s differences and values each other’s contributions. We place significance on fostering a diverse, inclusive work environment where all ideas, perspectives, and backgrounds are considered. None of us should face discrimination on the basis of our race, colour, sex, sexual orientation, marital status, religion, political affiliation, nationality, ethnic background, social origin, age, disability, works council membership, or any other trait protected by law.

Similarly, our Company does not tolerate any form of unlawful harassment or bullying. In general terms, “harassment” is unwelcome behaviour toward a person that stems from that individual’s characteristics. Harassing behaviours may vary, but typically all share the purpose or effect of creating an intimidating, hostile, or offensive work environment. Examples of harassing acts include unwanted sexual advances, threats of violence, and offensive comments—none of which are acceptable at JACOBS DOUWE EGBERTS. The same is true of disrespectful behaviour in general, including humiliating, insulting, intimidating, or isolating others.

Remember, all cases will be investigated, and you will never suffer retaliation for making a good-faith report.

We Uphold Health and Safety in Our Workplace

At JACOBS DOUWE EGBERTS we feel strongly that our health and safety are paramount to the work we do. Our Company should provide a safe, fun place to work where our ideas and productivity can thrive. It is important for us to maintain these high standards for workplace safety, and hold each other accountable for our actions and behaviours. We should never sacrifice safety for the sake of productivity, and should never encourage others to do so either. Do your part in maintaining a safe workplace by familiarizing yourself with—and following—the safety protocols and procedures in your location. If you feel that your work environment is unsafe in any way, let your manager, supervisor, or another available resource know about it right away. Doing so can be an important first step in preventing an incident.

To further uphold the safety of our workplace, we may never work while impaired by alcohol, illegal drugs, or misused prescription drugs or over-the-counter medications. Our Company maintains various local policies that detail our responsibilities in this area.

It is your responsibility to be aware of the policies that apply to you. The policies that are applicable to you (and your region) are explained in the compliance framework, which is accessible through the Intranet. If you have questions regarding the applicable policies, contact your manager. If you have no access to the Intranet, ask your manager or HR contact for access to the policies that apply to your region.



We Safeguard Information

As part of our employment at JACOBS DOUWE EGBERTS, we provide confidential information about ourselves to our Company. This information may include our:

- Employment history
- Personal contact information
- Marital status

We all have the right to privacy. Therefore, we have a responsibility to our colleagues to protect this information, consistent with the various privacy laws that apply to our work. Our Company has adopted the Binding Corporate Rules consisting of the Privacy Code for Employee Data and the Privacy Code for Customer, Supplier and Business Partner Data. If you obtain any personal information about a fellow associate as part of your job, take special care to store this information securely, consistent with the Privacy Code for Employee Data. Only use such data as necessary to fulfill your job responsibilities. Further, seek advice from your manager, Local Compliance Officer, supervisor, or the Legal Department before sending personal information outside of its country of origin, electronically or otherwise.

We put in place the same safeguards for information provided to us by our customers and business partners. For more information, please see our Privacy Code for Customer, Supplier and Business Partner Data.

In addition to our personal information, the work we do for JACOBS DOUWE EGBERTS also puts us in contact with confidential information about our Company. "Confidential information" typically includes all non-public information that may be of use to our competitors or could be harmful to our Company if disclosed.

To ensure that our Company's vital confidential information is properly protected, we may not disclose such data to anyone outside of JACOBS DOUWE EGBERTS — unless of course such a disclosure is authorized or legally required. We must avoid discussing this information with fellow associates who do not have a clear business purpose to know it, and we never lose, misplace, or leave confidential information (or technologies containing such information) unattended. As a further precaution, never discuss this information where others might overhear, such as airport terminals, trains, restaurants, and common areas on Company property.

Some of the confidential information to which we have access includes "trade secrets"—data that gives our Company a competitive advantage—and intellectual property (or "IP"). Our IP is a particularly valuable asset. To continue innovating, we must take great care to protect and enforce our IP rights throughout the course of our work. "IP" includes intangible property, such as copyrights, patents, trademarks, design rights, logos, and brands. The law protects our rights to this property—just as it does our tangible property. It is important to note that, to the extent allowed by law, the rights to all IP created with Company materials, on Company time, at our Company's expense, or within the scope of our duties belong to JACOBS DOUWE EGBERTS.



If you have any questions about what qualifies as confidential information, or are concerned about intellectual property rights, please contact the Legal Department or the Compliance Officer of your region. If you do not know who your compliance officer is, please ask your manager.



Acting Honestly and Ethically with Our Customers and Business Partners

We Assure the High Quality of Our Products

As innovators in the coffee and tea market, we are proud of the superior quality of our products. Upholding our commitment to quality and safety ensures those who consume our products enjoy the best possible experience, while those who work with us in manufacturing, marketing, and distributing them may do so with confidence. To this end, we comply with applicable legislative and regulatory requirements throughout the development and production process. We also act quickly in the face of an adverse event. If you have any concerns about product safety or quality control, you are encouraged to contact your safety or quality coordinator right away.

We Deal Fairly with Others

As a leader in the coffee and tea market, we have a responsibility to set a high standard for ethical, professional behaviour. We must be accurate and truthful when representing the quality and availability of our products, and we are expected to treat all of our business partners with mutual respect. By implementing honest and ethical sales and marketing practices, and maintaining healthy business relationships, we set a good example for others to follow.

We extend the same respect and courtesy to our competitors as we do our business partners. . We treat others fairly, and never seek to obtain information about our competitors through illegal or unethical means. We do not misrepresent ourselves or our Company in an effort to gather competitive data. Instead, we rely on lawful and publicly available channels to collect important competitive information. If a new associate joins us from a competing organization, we do not encourage or allow them to share confidential information about their former employers.

Further, "Competition laws" are aimed to preserve a free market in which companies compete fairly and ethically and in which efficiency and innovation are promoted. Some topics that violate these competition laws include:

- Price fixing
- Exchange of sensitive & confidential (commercial) information
- Bid rigging
- Division of territories or customers
- Abuse of dominant market position (examples: discrimination between customers or suppliers, tying and bundling of products, use of targets rebates)

We must be cautious not to discuss these or other anticompetitive topics when interacting with business partners or competitors, nor to enter into any agreement with any of them to that effect. If you participate in a trade association or any other meeting where competitors are present, or competitive subjects may be discussed,

please consult with your local legal department to make certain that the required procedures are followed. If we even appear to enter into a formal or informal agreement with a competitor to restrain trade, the consequences for the individuals involved and our Company can be severe. If you find yourself participating in such a conversation, end the discussion immediately and make clear your unwillingness to violate competition laws, request to minute the fact that you will leave the meeting. You should then report the in conformity with the Competition Compliance Policy.

For further guidance on how to deal with issues that may be sensitive from a Competition Law perspective, please consult the JACOBS DOUWE EGBERTS Competition Law Compliance Policy.

Acting Honestly and Ethically with Our Company and Owners

We Act in Our Company's Best Interest

To maintain our market position and preserve the integrity of our brand, we have a duty to act in our Company's best interest at all times. This includes actively avoiding conflict of interest situations—or disclosing pre-existing conflicts. A "conflict of interest" occurs when our personal interests and activities conflict with those of our Company. Such conflicts may arise not just from our dealings with others, like customers and suppliers, but also from relationships we share with our fellow associates.

If you believe you have a conflict of interest, or may have the potential to enter into one, you should disclose the matter immediately in accordance with the JACOBS DOUWE EGBERTS *Speak Up policy*.

Gifts, Entertainment & Hospitality

We strive to build healthy, lasting relationships with all of our business partners—after all, the better we work together, the better results we produce. A common manner of fostering good business relationships is through the exchange of gifts, entertainment and hospitality. However, this practice can easily lead to a conflict of interest, or the appearance of one, if crucial guidelines are not followed when giving or accepting gifts, favours, entertainment or hospitality. Anything we provide to or accept from a third party must be:

- Reasonable in value per calendar year from the same third party no more than € 80 (or the equivalent in local currency and not more than 200 % of the Daily Meal Cap as defined in the ZBB Policy))
- Infrequent
- In good taste
- Unsolicited
- Of the type customarily offered to others having a similar relationship

- Not cash or cash equivalents, such as gift cards
- Business related
- In compliance with applicable laws and regulations

Even when giving or receiving gifts or offers of entertainment that meet these criteria, we must always remember to do nothing that could create even the appearance of bias. Under no circumstance it is allowed to offer gifts, entertainment and hospitality to government officials,
For further details, refer to the JACOBS DOUWE EGBERTS *Gifts, Entertainment & Hospitality Policy*.

We Conduct Our Business Free of Corruption

We believe in doing business fairly, and free of any corrupt influence. Engaging in bribery or other forms of corruption yields no long-term benefit for our Company. In fact, by offering or accepting a bribe, we compromise JACOBS DOUWE EGBERTS' integrity and put our Company, and ourselves, at risk. To be clear, a "bribe" can be anything of value, such as money, gifts, entertainment, or special favours. Laws in many countries prohibit us from paying bribes to third parties, including government officials.

In complying with anti-bribery and corruption laws, we must:

- Not make, offer, or promise a bribe to a third party (inducement, reward etc.), including a public official or government personnel to influence a business outcome
- Not offer or accept a "kickback," or the return of a sum paid or due to be paid as a reward for making business arrangements
- Never retain a third party to pay a bribe or kickback on our behalf directly or indirectly, or knowingly allow one to do so
- Avoid making "facilitation payments," or payments made to speed up routine government actions (such as issuing a permit)

Bribery and corruption risks typically arise in the following areas:

- Contracting third parties
- Gifts, entertainment & hospitality
- Recruitment
- Money laundering

Per area there are explicit guidelines and procedures implemented that we all need to comply with to prevent corruption. It is your responsibility to be aware of these guidelines and procedures and act accordingly. Consequences for violating anti-bribery and corruption laws are severe. Therefore, never offer to or accept from a public official anything of value without first consulting your manager, supervisor, or a member of the Legal Department. For further details, refer to the JACOBS DOUWE EGBERTS *Anti-Bribery and Corruption Policy*.



We Conduct Our Business Free of Money Laundering

Money laundering is a form of corruption and is the process of using the legitimate financial and economic system to convert illegally gotten funds into what appear to be legitimate funds. This process involves hiding the source of illegally gotten funds.

It is the policy of JACOBS DOUWE EGBERTS not to accept payment in any form that would disguise the nature, location, source, ownership, or control of the proceeds of an illegal activity or to avoid a reporting requirement. The Company should not make payments to an entity or individual other than the one with whom we have contracted for goods or services.

For further guidance on preventing Money laundering, refer to the JACOBS DOUWE EGBERTS Policy against Money Laundering.

We Comply with International Trade Laws

Customers around the world enjoy our products, and we strive to make them globally available. In order to ship our products—and obtain the goods and services to help produce them—we are expected to comply with international trade laws. This extends to our compliance with the various export and import controls that apply to our work. An “export” occurs when a product, service, technology, or piece of information is shipped to a person or organization in another country. Import activity—or, bringing goods we purchase from an external source into another country—is typically subject to various other laws and regulations. If you are engaging in either importing or exporting activity, be sure you have familiarized yourself with the laws and regulations that apply to your role. Different types of trade sanctions may also apply to our work globally. These sanctions are often complex and subject to frequent change. If you are unsure whether a particular country, entity, or individual is subject to trade sanctions, contact the Legal Department for guidance. For further guidance please consult the JACOBS DOUWE EGBERTS *Customs and Trade Laws Policy*.

We Protect Our Company’s Assets

We are entrusted with many of our Company’s physical assets on a daily basis to perform our jobs efficiently. We are responsible for protecting such assets—including all equipment, facilities, funds, and documents—and take reasonable precautions to prevent them from being stolen, damaged, or misused.

We must also use JACOBS DOUWE EGBERTS’ computers, data, and telecommunication resources in a way that is safe, ethical, and lawful. Our use should be productive and not interfere with our daily work. We should never use our Company’s computer and information systems to send or view statements or materials that are inappropriate, illegal, sexually explicit, or offensive. We should also take care when drafting emails, as electronic messages can be altered—and forwarded—without our consent. For further guidance please consult the JACOBS DOUWE EGBERTS *Information Security Policy*.

We demonstrate example behaviour on Social Media and Networking

Around the world, we connect and share experiences with our consumers, customers, and business partners on a daily basis. We understand and embrace the various opportunities social media provides us in establishing a dialogue with our stakeholders. “Social media” broadly encompasses blogs, micro blogs, social networking sites, wikis, and photo/video sharing sites, message boards, and chat rooms. While we may engage in social media, we should always remember that electronic messages are permanent, transferable records of our communications and therefore they can greatly affect our Company’s reputation which we shall not damage in any way. We must never give the impression that we are speaking or acting on our Company’s behalf via social media unless we are specifically authorized to do so. When using social media in our personal capacity, we must never disclose confidential information about our Company, customers, business partners, or fellow associates. When authorized to speak on behalf of our Company, we must adhere to our existing communication policies.

We protect Our Reputation when communicating in the Media

You are expected not to communicate with the public regarding matters concerning the Company unless this is a clear part of your role. When communicating to the public about our Company, we strive to give an accurate and fair account of our business. We do this by carefully controlling the type of information we share and how we share it. If you are approached by a member of the media or a financial analyst requesting Company information, you should refer these individuals to Corporate Communications or to a designated spokesperson in your country. Never attempt to field any questions from the public unless you have been authorized to do so and have the right information. Misrepresenting or mischaracterizing our Company, even unintentionally, can interfere with the integrity of our brand and reputation which we shall not damage in any way.

We Maintain Honest and Accurate Books and Records

We value honesty and transparency in all that we do. These values lend themselves to our financial books and records, which give our owners and the public a look inside our Company’s current market position and financial condition. We must each do our part to make certain that this view is an honest, accurate, and complete one. Every piece of data that we submit in our Company records—be it personnel, time, expense, or safety records—must be truthful, factual, and comprehensive. We must follow all applicable accounting requirements and internal controls when recording this information. We also have a responsibility to submit any appropriate contract documentation at all times. For guidance what the accounting requirements are, we have the JACOBS DOUWE EGBERTS’ *Accounting Manual*. Our commitment to honesty demands that we engage solely in legitimate and authorized business transactions.

If you notice any accounting or auditing irregularities, or incidents of fraud by individuals with accounting or financial reporting responsibilities, you should report what you know in accordance with the Speak up Policy. Also, if you have a reasonable basis to believe that unethical or illegal behaviour has occurred, the suspected activity should be reported in accordance with the Speak up Policy.

For additional information on how to appropriately handle and store Company records, please consult the JACOBS DOUWE EGBERTS *Document Retention Policy*.





Acting Honestly and Ethically with Our Global Communities

We Are Responsible Corporate Citizens

The height of our innovation stems from the quality of our working environment. Therefore, we aim to make JACOBS DOUWE EGBERTS the best place to work. We care about our fellow associates, and feel that we are each entitled to a safe, healthy workplace. We also believe in promoting human rights throughout our organization, adhering to all wage and hour laws in the locations we operate. We do not use or condone unlawful child or forced labour, and do not conduct business with those who do. Additionally, we expect our suppliers to uphold these same standards in the work they do for JACOBS DOUWE EGBERTS. This expectation is clearly set forth in our Supplier Code of Conduct.

We Support Our Local Communities

Our passion for what we do extends to our involvement in our home countries. We believe in giving back to our local communities through charitable giving and volunteer work, strengthening and uniting the areas where we live, work, and innovate. JACOBS DOUWE EGBERTS supports personal associate activities and contributions, but never demands or requires these.

The Company, upon a request of the general managers and after the authorization of Executive Committee, will work with a limited number of charities to which donations can be made at the cost of the Company, according to the *Charitable Contributions Policy*. Charitable contributions are always prohibited if they are political orientated.

If you choose to participate in a charitable cause, you should generally do so on your own time and at your own expense. Never use Company time or resources for personal activities, unless pre-approval has been obtained from your manager or supervisor. Also, never pressure fellow associates into undertaking the same cause. For further guidance please consult the JACOBS DOUWE EGBERTS *Charitable Contributions Policy*.

We Are Environmental Stewards

We are a conscientious leader—one that is mindful of our effect on our surrounding environment and willing to take steps to lessen our impact. To this end, we implement sustainable practices worldwide, striving to meet or exceed environmental laws and regulations. We seek to conserve resources, minimize waste, and make efficient use of water, energy, and raw materials. We hold our suppliers to similar standards of environmental excellence as well. If you have questions about environmental laws that apply to your work, or suspect that actions



Or conditions at JACOBS DOUWE EGBERTS are violating such laws, you have a responsibility to report it in accordance with the Speak Up policy.

Resources and Waivers

There are a number of options available to you when raising a concern or seeking additional information.

The Alert line is available 24/7 to all associates worldwide to help answer your questions on business conduct issues and compliance-related matters. It also allows you to advise JACOBS DOUWE EGBERTS of situations that may require investigation or management attention.

The Alert line is committed to keeping your issues and identity confidential. If you would be more comfortable doing so, you may contact the Helpline anonymously. Your information will be shared only with those who have a need to know, such as those involved in answering your questions or investigating and correcting issues you raise.

Alert line Numbers

| Country | Access Code | Freephone/LCR |
|-----------------------|--------------|------------------------|
| Australia | | 61283113030 |
| Austria | | 0800 281700 |
| Belarus | | 882000 730028 |
| Belgium | | 003224010546 |
| Brazil | 52262 | 552135008987 |
| Bulgaria | | 00800 110 44 74 |
| China | 52262 | 4001 204952 |
| Czech Republic | | +420228885126 |
| Denmark | | 4536927633 |
| France | 52262 | 33170770423 |

| | | |
|---------------------|--------------|-----------------------|
| Georgia | | +995706777955 |
| Germany | 52262 | 0800 180 4007 |
| Greece | | +302111984823 |
| Hungary | | 06800 14863 |
| Ireland | | 0035316950742 |
| Italy | | 00390687503657 |
| Kazakhstan | | 87172696063 |
| Latvia | | +37166164320 |
| Lithuania | | +37052140795 |
| Malaysia | 52262 | 60392122180 |
| Mexico | 52262 | 525541611449 |
| Morocco | | 212520485043 |
| Netherlands | | 0031207036452 |
| New Zealand | | +6498874609 |
| Norway | 52262 | 2193 9710 |
| Poland | | +48128812711 |
| Portugal | | 800 880 374 |
| Romania | | 08008 94440 |
| Russia | 52262 | +74993504513 |
| Singapore | 52262 | 6531631423 |
| Slovakia | | 421233056807 |
| South Africa | | 0800 990520 |
| Spain | | 4938004964 |
| Sweden | | 46850336415 |
| Switzerland | | 0225801730 |
| Thailand | | 027873679 |
| Turkey | | 902129001615 |



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|----------------------|--------------|------------------------|
| UK | | 0800 374199 |
| Ukraine | 52262 | +44 1249 661808 |
| United States | | 1877 533 5310 |
| Zambia | | +44 1249 661808 |

If your country is not listed above, please call:

+44 1249 661808 or at one of the following freephone numbers:

<http://www.expolink.co.uk/whistleblowing-hotline/PDF/International-Freephone-listing.pdf>

You may contact us any time at:

Reporting tool: <https://wrs.expolink.co.uk/JDE>

Email: Ethics.compliance@JDEcoffee.com

Company website: www.jacobsdouweegberts.com