



CCEP Presentation March 2023



OUR JOURNEY

1904

The precursor business to Coca-Cola Amatil in Australia is formed



1973

British Tobacco changes its name to Allied Manufacturing and Trade Industries Limited, better reflecting its diversified operations



2016

Merge of Coca-Cola Enterprises, Coca-Cola Iberian Partners and Coca-Cola Erfrischungsgetränke



2020

Major commitments on packaging and climate in Europe and API



2021

Coca-Cola European Partners complete the acquisition of Coca-Cola Amatil – Creation of Coca-Cola Europacific Partners with revenues of over €15B



1919

Europe welcomes the first Coca-Cola bottling plants to Europe: France (1919), Spain (1920), Belgium (1927), Germany (1929). More countries follow in the 30s

2013

Coca-Cola Iberian Partners is born



2019

Coca-Cola European Partners is listed on the London Stock Exchange



2020

Coca-Cola European Partners announces a proposed agreement to acquire Coca-Cola Amatil



2022

Capital Markets Event

Raising mid-term objectives & updating sustainability commitments & targets to include API

Coca-Cola EUROPACIFIC
PARTNERS

INTRODUCING COCA-COLA EUROPACIFIC PARTNERS

ONE OF THE
LEADING
CONSUMER GOODS
COMPANIES IN
THE WORLD.



MAKING MOVING
& SELLING SOME OF THE
WORLD'S MOST LOVED
BRANDS, HELPING
1.75M
CUSTOMERS GROW



A
GLOBAL
BUSINESS, WITH A
LOCAL
FOOTPRINT



GREAT
BEVERAGES
GREAT
PEOPLE
GREAT
SERVICE



Our business
generates over

€15
billion

in revenue

Selling more
than

3
billion

unit cases



At the heart of everything we do is a
simple but vital purpose, which we share
with The Coca-Cola Company:

**REFRESH EUROPE,
THE PACIFIC AND
INDONESIA AND MAKE
A DIFFERENCE.**



**FURTHER
TOGETHER**

OUR PURPOSE

**REFRESH EUROPE,
THE PACIFIC
AND INDONESIA.
MAKE A DIFFERENCE.**

WHAT WE DO

**GREAT PEOPLE,
GREAT SERVICE,
GREAT BEVERAGES.**

Our success is built on great people, great service and great beverages.

**DONE SUSTAINABLY,
FOR A BETTER
SHARED FUTURE.**

We want to deliver sustainable growth, create value for all our stakeholders and build a better future for our business, our communities and the planet.

HOW WE DO IT

GREAT PEOPLE

- A great place to work, where people can grow, be happy and be well
- A safe, open, diverse and inclusive workplace
- Winning capabilities, agility and a performance mindset

GREAT SERVICE

- Decision making close to the customer, with the benefits of scale
- Easy to do business with
- Known for world class execution
- Agile and flexible

GREAT BEVERAGES

- Category leadership with great-tasting drinks for every occasion and brands people love
- Top quality and right every time
- Brought to life through powerful partnerships with brand owners

DONE SUSTAINABLY

- Unwavering commitment to our sustainability action plan, This is Forward
- Ambition to reach net zero emissions by 2040, lead the way toward a circular economy and provide a great choice of low and no calorie drinks

FOR A BETTER SHARED FUTURE

- Creating sustainable value for all stakeholders: customers – big and small, our communities, suppliers, shareholders, partners and colleagues

OUR GROWTH PLATFORM

GOING FURTHER AND FASTER THROUGH A SHARED VISION FOR GROWTH

We are becoming a stronger business for the future, delivering sustainable growth through our:

- Consumer led portfolio expansion together with our brand partners
- Collaborative customer growth approach to create shared value
- Innovation-led routes to market to meet growing consumer needs

Powered by transformative ways of doing business with our people, customers and suppliers:

- Digital commercial capabilities
- Analytics and AI
- Future-ready workplace
- Achieving more through scale

OUR WAYS OF WORKING

FOCUS ON CUSTOMERS AND FRONT-LINE

We do everything we can to help the front-line team develop our business and delight our customers.

EXECUTE WITH SPEED AND AGILITY

We move quickly, find ways to remove barriers and make things happen.

EMPOWERED TO WIN TOGETHER

We work together to win, encouraging diverse ideas and supporting people at every level to make decisions.

LISTENING AND CARING

We listen to what our colleagues, customers, consumers and communities tell us – seeking to understand and take the right actions.

PASSION FOR GROWTH

We show our determination to grow the business, take accountability and develop ourselves.

Coca-Cola
EUROPACIFIC
PARTNERS

Where we operate



**We are a global business, with a broad and
balanced geographic footprint, serving customers in**

29
countries



Many of these are developed markets where our successful playbook can ensure we continue to grow. We also operate in Indonesia – one of the world's most exciting, developing markets.



CCEP has two shared services offices in Bulgaria but does not manufacture or distribute products there.





WE INVEST



EMPLOY



MANUFACTURE




AND DISTRIBUTE

LOCALLY

**maintaining a strong
commitment to our
communities**



A person is pouring a dark beverage from a bottle into a tall glass with ice cubes. The background is a blurred bar setting with various bottles and lights. The text is overlaid on the left side of the image.

In doing this, we help
delight the

600
million

People who can enjoy
our drinks every day

**And we're exploring new ways of
getting our products to consumers
– looking to the future, making the
most of technology and working
with our customers and other
partners to do this**





Who we are





**Our success is defined by
the passion, hard work and
commitment of the**

33,000 people

**who work at CCEP. We have a
world-class frontline salesforce
who are dedicated to delivering
the best possible service to all
our customers**



**We bring together our
combined, diverse
experience of different
markets, cultures
and consumers to go
further together**



Our products



Our diverse portfolio is built on our core brands like Coca-Cola, Coca-Cola Zero Sugar, Fanta, Sprite and Monster with targeted expansion into categories like coffee and alcohol.



We offer

LOW AND NO SUGAR

options, while working to reduce the
environmental impact of our



MANUFACTURING DISTRIBUTION AND PACKAGING

Sustainability



**We're changing the way we
run our business and create our
drinks to limit our impact on the
climate and environment, and
give back to the communities
we work in**





**Central to that is our
ambition to reach net zero
greenhouse gas emissions
in Western Europe,
Australia, Indonesia and
the Pacific by 2040**



**GREENHOUSE GAS EMISSIONS
BY 2040**

**Our combined sustainability ambitions
address key actions on:**



OUR DRINKS



OUR PACKAGING



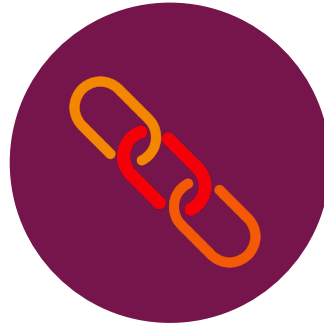
SOCIETY



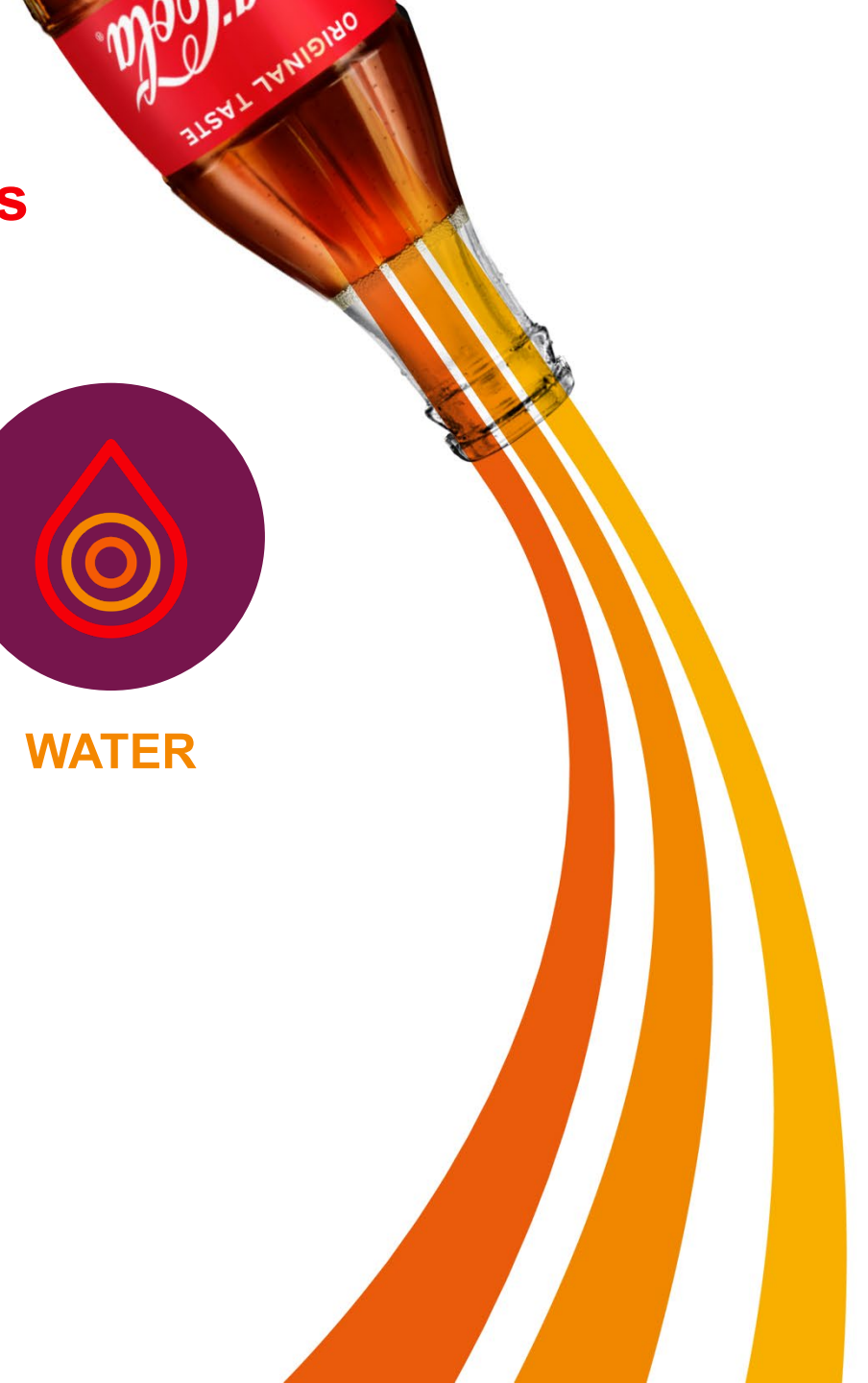
WATER



CLIMATE



SUPPLY CHAIN



GREAT PEOPLE



GREAT SERVICE



GREAT BEVERAGES



Key Objectives

For 2023

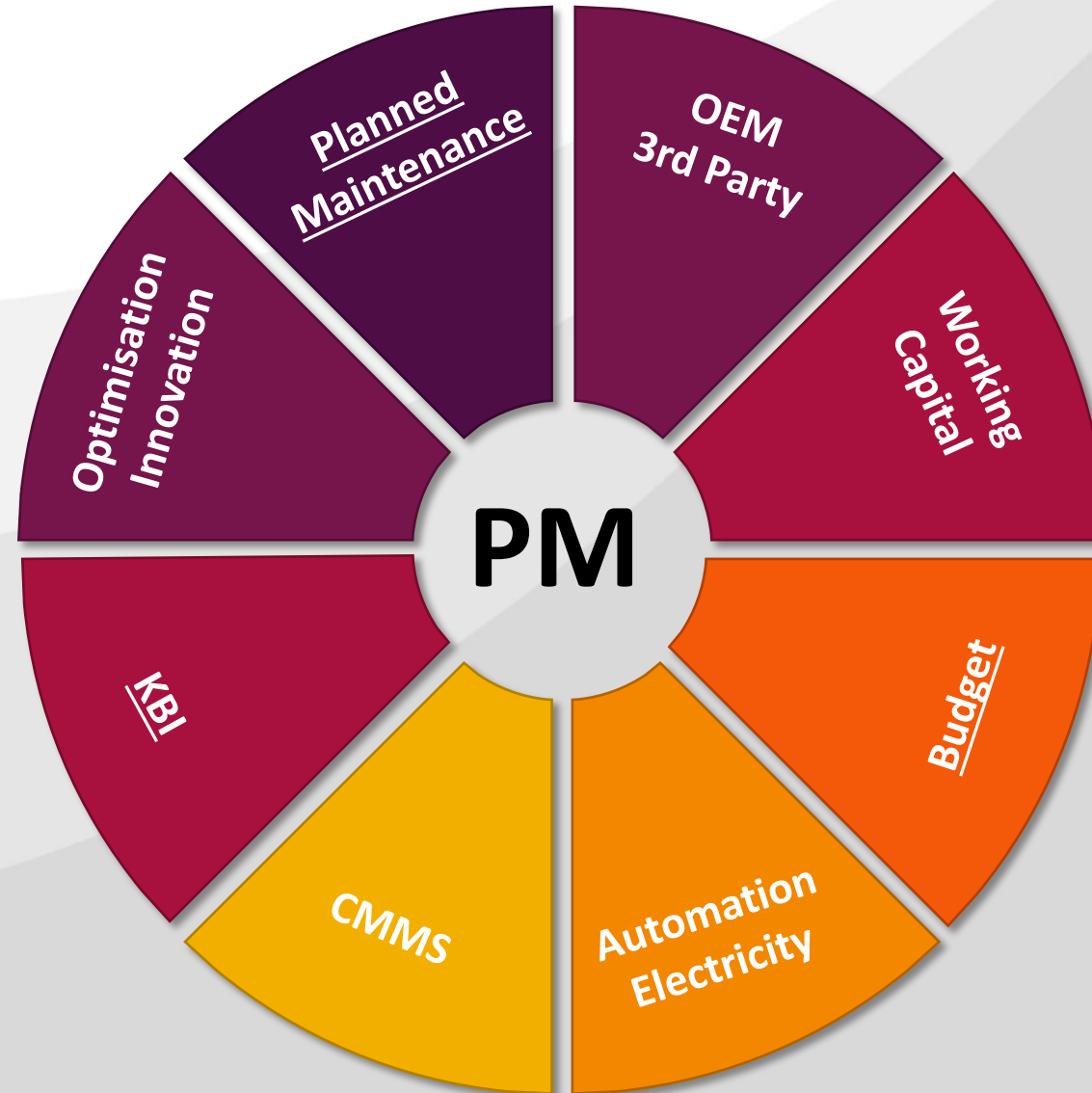
Key Priorities / Objectives / Asset Care



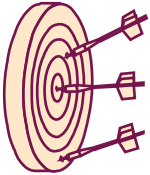
Engineering & Technology

Deliver Capital Plan	<ul style="list-style-type: none">• Support Capital team and sites to deliver capital plan for infrastructure obsolescence• Engineering & commercialisation: support projects with asset management requirements (AM/PM/TCO/...)
Mature Ways of Working	<ul style="list-style-type: none">• Strategy: Further develop infrastructure obsolescence strategy / process / tools• Cost: M&R Budget : improve bottom up / benchmark / stakeholder involvement
Drive OE / Asset Management	<ul style="list-style-type: none">• Build and align silver content together with OE• Support Wakefield can line improvement program and drive 5% ME improvement by end of the year• Support focused improvement efforts on additional 4 lines (Dongen L3, Dunkirk L8 and Ghent can lines)• <u>Identify critical assets and develop clear asset management and micro-improvement plans to maintain them</u>• QM: roll out the critical to quality maintenance standard (Kore 3.0 included)• PM: Professional maintenance / focus on planned maintenance in line with critical assets for CANs and APET• <u>Continue roll out asset care digital roadmap:</u> remote support / CBM / counter based• Data: review available reports & develop reports needed for our asset maintenance strategy• Data: workstream operation data strategy: usage of machine data
Develop Organisation & People	<ul style="list-style-type: none">• Develop diverse E&T pipeline and succession planning for each key role: Developing team: IDP and training plan (internal and external training)• Support standard E&T way of working with other functions and communicate to key stakeholders• Build capability of <u>site maintenance</u> through involvement in recruitment process and structured coaching, training, inducting, mentoring• Drive engagement through implementation of the engagement action plan

Professional Maintenance



Modules of Planned Maintenance



To ensure 100% availability of machines and equipment through focused maintenance activities

MTBF
Increase availability

MTTR
Reduce duration of repairs

Regular Auditing

Application and Improvement

Introduction of a „ZeroLine“

Creation of MP* database

Definition of maintenance strategies

Increase in maintenance performance

Definition of maintenance priorities

Prevention (MP-Info)

Improving Maintenance

Creation of a meaningful system of key performance indicators (KPI)

5S Basics in maintenance department + audit 5S

Support AM activities of production (Cleaning, lubrication, inspection) CIL

- Collect MP Data *(Maintenance Prevention)
- Link to construction and design new equipment

- Faster failure diagnostic
- Optimization of spare parts exchange
- Optimization spare part management

- Quick reaction in case of a breakdown
- Planned Maintenance
- Increase reliability of spare parts

- No unplanned stoppages

- Breakdown Maintenance
- Time Based Maintenance
- Condition Based Maintenance

- Frequence breakdowns
- Duration of stoppages
- Bottlenecks
- Missing spare parts

Roadmap planned maintenance

1. Evaluate equipment: Assess data which is available or needed:
 1. Loss tree analysis: SAP / SAP PM / Lineview / local database
 2. Failure history (reliability data / library).
 3. Maintenance organization : resources in place and balanced.
2. Identify critical assets : segmentation of the assets based on the above available data.
3. Review / Perform breakdown analysis : FMEA, RCM on critical assets. Define the right planned maintenance strategy taking into account also spare parts / skills and competences.
4. Develop/evaluate autonomous & planned maintenance plans & standardize include
 1. The right ("digital") tool to be used for the different types of maintenance.
 2. Include skills and competences to be developed within maintenance aligned with digital tool and strategy
5. Execute, monitor and improve: PDCA (yearly)



Definition of Maintenance Priorities

Identification of critical lines

- Necessity for the system
- Time utilisation (24/7)

Creation of a priority matrix for this line

- Determination of machines and assemblies
- Determination of the priority criteria production, quality, costs, safety
- Evaluation of the criteria for determining the maintenance

Priority Matrix

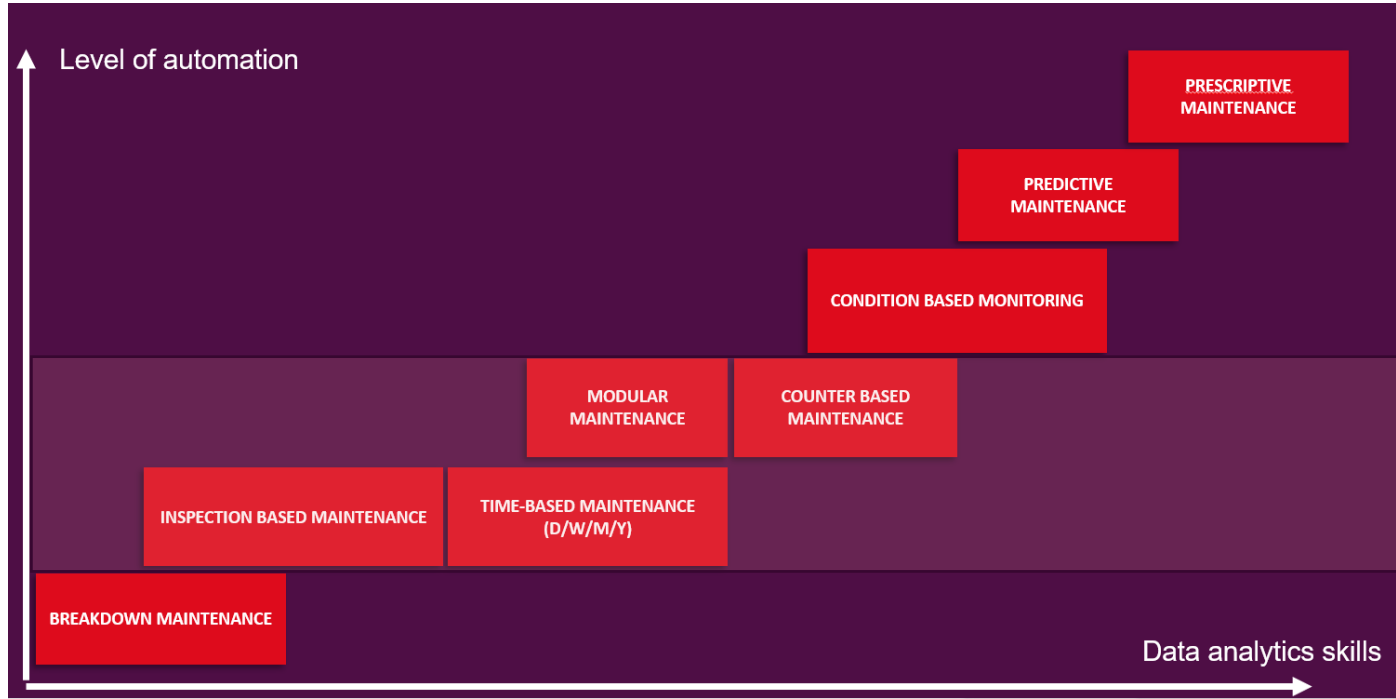
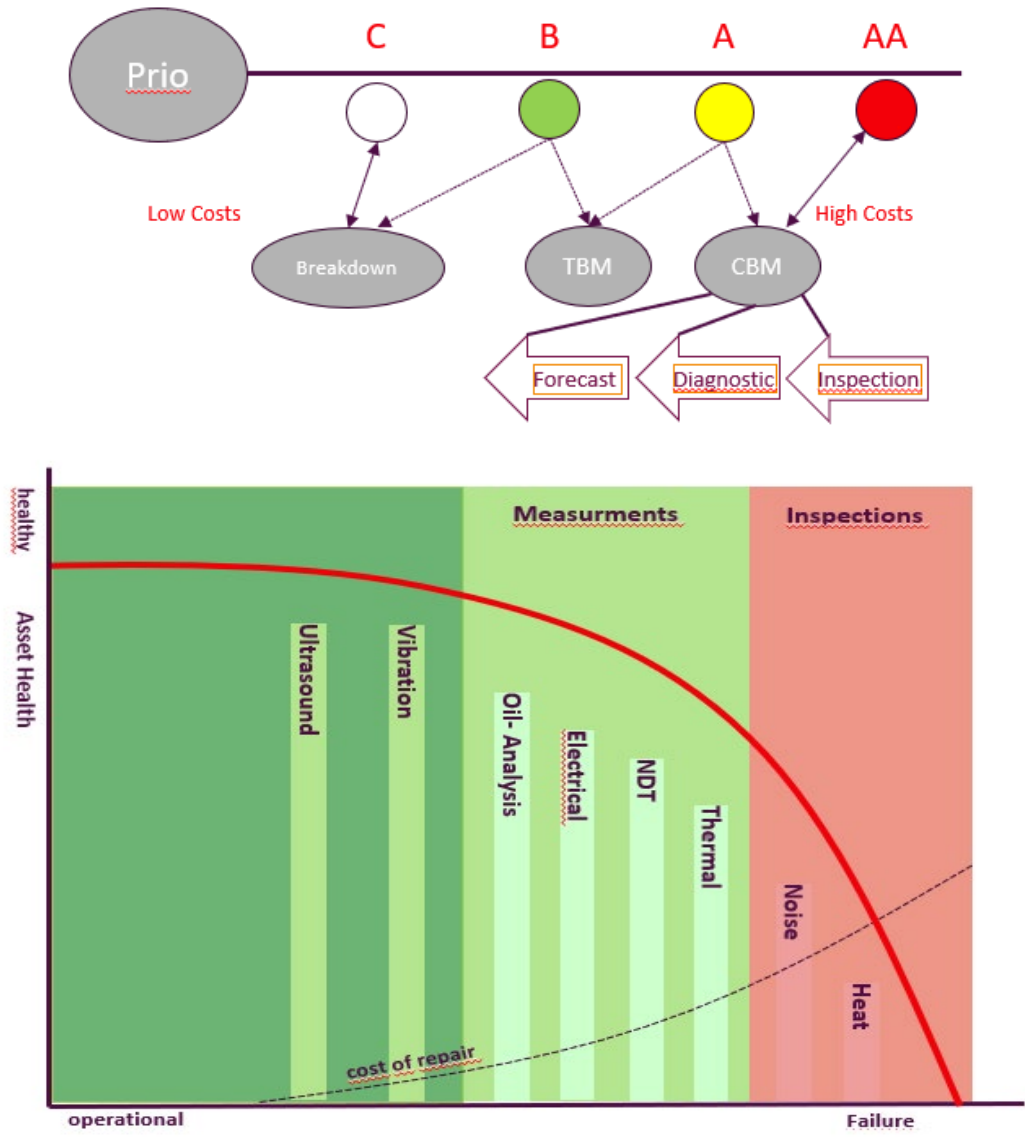
Priority Matrix															Matrix:		ABC Indic.	SAP	
															AA	25 - 40		3	High Criticality
															A	20 - 24		2	Medium Criticality
															B	14 - 19		1	Low Criticality
															C	7 - 13	Nothing		

		Production				Quality		Costs		Sustainability		Safety					
Equipment number	Machine/Assembly Group	ME	Impact	MTBF (likly hood)	MTTR	Food Safety	Reputational	Material Costs	Third Party Costs	Sustainability	Safety	Points	Criticality	Maintenace Strategy	Maintenance Plan		
123456789	Example	4	4	4	4	4	4	4	4	4	4	40	AA				
123456789	pumps	3	3	3	3	2	2	3	1	1	2	23	A				
		2	2	2	2	4	2	2		2	1	19	B				
											1	1	0				
											3	3	0				
											0	0	#NV				
		4	4	2	2	1	1	2		1	3	20	A				

Matrix:	ABC Indic.	SAP
AA	25 - 40	3 High Criticality
A	20 - 24	2 Medium Criticality
B	14 - 19	1 Low Criticality
C	7 - 13	Nothing

Operational ME	Impact on production	MTBF	MTTR	Food Safety	Reputational	Financial Reporting	Third Party	Environment and Sustainability	Safety	Points
Disruption (<8hrs) of production activities	line can produce in case of a defect or breakdown from the machine/assembly group	MTBF >= 3 years	MTTR < 8 hrs	No product hazard, no influence on food quality	no effects	- The occurrence of an issue impacts the P&L by < 150k - The occurrence of an issue impacts the BIS < 12.5m	no external technicians - no influence on P&L	No potential risk for environment Impact on EUR/VUR low	An incident results in one or more of the following: - Injury that does not result in lost time - < 4hrs production downtime	1
Disruption (8hrs - 1 day) of production activities		1 years < MTBF =< 3 years	MTTR between 8 hrs - 1 days	possible product hazard, no influence on food quality	Potential of increased consumer complaints	- The occurrence of an issue impacts the P&L by between 150k and 250k - The occurrence of an issue impacts the BIS by between 12.5m and 10.0m	Third-party technicians required to a small extent - influence on P&L less than 10k	Low potential risk for environment, which could be limited to a small area of the site and is manageable.	An incident results in one or more of the following: - Injury resulting in one or more than one lost work day - < 1 shift production downtime	2
Disruption (2-3 days) of production activities	Line can produce in a limited way in case of a defect or failure of the machine/assembly group	6 month < MTBF =< 1 year	MTTR between 2 - 3 days	Influence on food quality - Threat to food in quality that does not endanger health	Potential for a regionally limited (silent) recall	- The occurrence of an issue impacts the P&L by between 250k and 500k - The occurrence of an issue impacts the BIS by between 10.0m and 120m	Third-party technicians required to a considerable extent - influence on P&L between 10k and 50k	Potential Risk for environment, which could be limited to the site and handled independently.	An incident results in one or more of the following: - Permanent partial disability - Injuries or illnesses that results in hospitalisation of personnel - 1 shift > 1 full day production downtime	3
Disruption (>3 days) of production activities	Line cannot produce in the event of a defect or failure of the machine/assembly group	MTBF =< 6 month	MTTR > 3 days	Influence on food quality - Risk to food quality with health hazards for consumers	Potential for a national recall	- The occurrence of an issue impacts the P&L by over 500k - The occurrence of an issue impacts the BIS by over 120m	Significant need for third party technicians - impact on P&L higher than 50k	Potential Risk for environment that goes beyond the site and couldn't be managed independently. Impact on EUR VUR high	An incident results in one or more of the following: - Death - Permanent total disability - > 1 full day production downtime	4

Definition of maintenace strategies





Thank you