

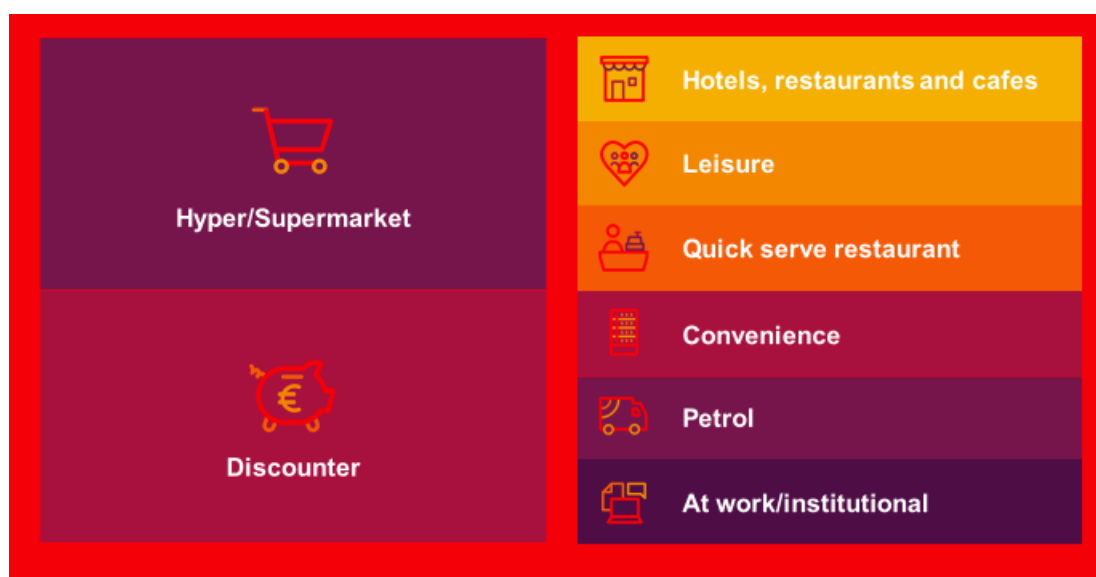
OUR APPROACH TO MEASURING CUSTOMER SATISFACTION

Our goal at Coca-Cola Europacific Partners is to create value for all our customers through the strength of our portfolio, our great drinks and the quality of the service we provide. Our operating model is customer centric and focused on delivering the best service to our customers.

As the world's largest independent Coca-Cola bottler we work with a huge range of customers - from the smallest local convenience stores and cafés, to the largest supermarkets and venues - from National to regional accounts as well as independent outlets, to get our great products to our consumers.

The last year has been incredibly challenging for many of our customers. To help them, we made adjustments to our production to ensure we delivered the products people were demanding most at the height of the pandemic and redeployed people from other areas of the business to provide extra support for our grocery customers. We also took part in a number of local initiatives to support our hotel, restaurant, bar and café customers and worked with them on a case by case basis to provide commercial support.

With such a wide array of customers from retail to away from home (AFH), it is vital we take a bespoke, channel-specific approach to serving our customers. To enable this approach, we think about our customers in the following clusters:



Each of these different clusters requires a different approach to enable our customers to grow. Our customer partnership model, with this segmented approach, allows us to access powerful insights from customer data which support tailored execution plans. Customer data analytics allow us to understand the challenges and opportunities that our customers are encountering. We can easily identify development areas which will help us to better serve our customers, partner and capture growth opportunities.

As a result, we also use several different measures to understand the quality of the service we provide and how satisfied our customers are.

CUSTOMER ENGAGEMENT

Customers are at the heart of our business, and we work closely with them on multiple different levels. Our frontline field sales teams visit customers every day to support them with in-store execution, while country General Managers regularly engage with customers on product strategy and planning, along with senior members of the sales teams.

MEASURING CUSTOMER SATISFACTION

Our retail customer satisfaction

Our retail customers include the shops, stores and businesses that sell our drinks to consumer for consumption later at home. They represent a huge part of our business, and we measure their satisfaction through the Advantage Group Survey.

The survey covers 90% of our retail customers¹ and asks them to rank CCEP's performance across a variety of critical partnership areas including strategy, operations, customer service, marketing, innovation, people and sustainability.

We measure ourselves against our ambition to be our customers' number 1 supplier within the beverage industry and fast-moving consumer goods (FMCG) companies in 7 of our 9 markets (GB, France, Belux, NL, Germany, Portugal and Spain). Over the last three years, we have seen an average customer satisfaction score increase, across major partnership areas:

SATISFACTION KPI	2018	2019	2020
Average Customer Ranking number (from 1 to 15)* on FMCG	8.3	6.6	6.5

*Ratio from all countries where we measure overall customer satisfaction (1=best score)

Our 'Away from Home' customers

The AFH channel refers to those customers where consumers purchase our drinks to enjoy at a venue or away from home. It includes bars, restaurants and cafes as well as workplaces and other institutions, like schools and colleges.

To measure the satisfaction of our AFH customers, we regularly engage with them to gather feedback.

In 2019, we launched a satisfaction survey among our AFH customers that we cover with our field sales teams. The survey aims to capture their expectations and feedback regarding our commercial approach. The insights we gather help us to detect opportunities and drive us to take the appropriate actions to enhance customer satisfaction.

With regards to relationship and performance, this survey helps us to:

- understand what determines a healthy customer relationship in the AFH channel, what drives superior customer experience and what is the weight of the different factors that influence it
- measure the health of CCEP's relationships with its AFH customers and the position against key competitors in each market
- identify the critical moments in the Customer-Supplier relationship and the optimal contact channels
- define clear action points to achieve a 'simply brilliant' customer experience that drives Relationship Health

¹ ~20% in Germany

In 2019, in 7 markets (out of the 9 surveyed) CCEP is leading among all beverage companies.

In addition to the AFH customer satisfaction survey, we also created a bespoke survey for users of our AFH online customer portal to evaluate their satisfaction and to understand how they want to interact with CCEP using our existing contact channels and the future functionalities, services and solutions we could offer as part of our technology development roadmap.

The portal allows customers to easily and quickly order our products, manage invoices and contact us. The survey covers over 3,000 direct and indirect customers.

Of these customers, 86% indicated that they were satisfied with their experience of using the portal, and over 80% said it made it easier to do business with us.

MEASURING VALUE CREATION

Measuring value creation for our customers

Creating value for our customers is a core part of our business and one of our primary objectives. We work with Nielsen - a retail and consumer measurement company - to measure how much value we create for our customers, and how our individual brands support this value creation.

In 2020, we created €10.7bn in value for our customers, a year on year increase of €488m.

Coca-Cola Zero Sugar was the number 1 non-alcoholic ready to drink (NARTD) for absolute value growth, with Coca-Cola Original Taste, Monster and Schweppes also appearing in the top 10 NARTD brands for absolute value growth.

Measuring how many customers we visit each day

Much of our ability to create value for our customers depends on the quality of the service we provide and how we execute in the market. Our focus in delivering this is to ensure our frontline sales teams are visiting and engaging with customer regularly - which we measure by tracking the number of customer visits we complete each day.

Within CCEP, we have about 1,500 sales representatives in the AFH channel who conduct 12-13 visits per day. This means that we visit more than 18,000 accounts daily and have more than 390,000 interactions with our customers on a monthly basis.

In addition to our Field Sales teams, we also interact with our AFH customers via our call agents and digital teams, as part of our Omni-Contact (Face, Voice and Digital) strategy.

Within the Home channel, we have about 900 sales representatives covering 55% of the retail, with an average of 6.5 visits per day.