



COVID-19: Statement from Interim Executive Chairman

As we enter into our sixth week of lockdown, we wanted to update you on the changes the business has made in the last fortnight to manage the challenges presented by COVID—19 and protect the health and wellbeing of our stakeholders.

Thanks to the excellent work of our colleagues to maintain supply, the Group's supply chain and production facilities remain fully operational. To protect our colleagues, business partners, community and customers, this is being achieved in line with government guidelines, in an environment that sees stringent ongoing audits to ensure that all areas of our business adhere to safe social distancing and compliance with all other health and safety requirements.

With regards to our people, social distancing measures continue to be in place and those colleagues who can work from home continue to do so. We are making sure our colleagues feel supported during this uncertain time by reiterating key resources that can aid personal wellbeing and checking in regularly with those who have been placed on furlough. We also continue to offer our support to our colleagues with children in school, as school closures remain in place for the foreseeable future. On top of keeping connected, we understand the importance of having the opportunity to develop. To this end, we have shared learning resources with colleagues whose roles have been affected by the crisis.

We continue to work with our off-trade partners to meet demand in supermarkets and other retail stores in the UK and Ireland. We welcomed the range of initiatives put in place by our respective Governments to support the industry, together with the clarification that off-licences will continue to trade.

With the continued closure of pubs, bars and restaurants, we had put in place a number of support measures for our on-trade customers including the postponement of a planned price increase on our beers and ciders, an initial 3 month holiday, starting from 31 March 2020, on capital and interest repayments to our loan customers, full credit or "new for old" on un-broached kegs, together with a dedicated helpline to offer advice and guidance on the Government support initiatives. We have also launched LOCAL, an app and website destination at www.mylocaldelivers.com, to try to help our customers who have been affected by Coronavirus. LOCAL aims to support pubs, clubs, restaurants and bars who are looking to offer delivery or collection services but who do not have the technology. We will continue to work with our customers to understand how we can overcome the challenges posed together.

It would be remiss of me not to acknowledge the pressure on those we are depending on the most – frontline healthcare workers. We understand that all businesses must do their utmost in an effort to ease the burden of those workers to whom we owe a debt of gratitude. Therefore, in each of our main markets, we have implemented a number of initiatives. From the provision of hand sanitizer

and facemasks in Dublin, providing bottled water and soft drinks in Northern Ireland and Scotland, to supporting food banks across the UK, we are doing our best to give to those who need it most.

In the face of such a threat to society, we will continue to search for ways that all of our business units can contribute to the cause.

I would like to express my thanks to all of our stakeholders for their ongoing support and patience as we continue to navigate through this unprecedented time.

Please take care, look after each other and stay safe.

Stewart Gilliland
Interim Executive Chairman
C&C Group plc