

COVID-19: Statement from Interim Executive Chairman

Whilst lockdown restrictions have recently been strengthened in both the UK and Ireland, the ongoing excellent work of our colleagues and suppliers sees the Group's supply chain and production facilities remain operational.

With expectation of increased demand in the off-trade we remain well placed to support our customer base. Our commercial and operational teams are working closely with partners to ensure we meet the demand of our products in both retail and convenience channels with contingencies in place to support the supply chain as required in the lead up to Christmas. We have plans in place to deliver visibility and availability of our products in store for our consumers through the festive period in both channels. To further our convenience offer we have launched 'Tennent's Rewards', a retailer loyalty scheme that supports stores bespoke planograms, designed specifically for shoppers in Scotland and enhances sales and profit for the end retailer, supported by store callage from our team. Our Direct To Store operation, delivering strong availability of key brands and a new online ordering platform, will offer further support for the convenience channel in these unpredictable times. During the crisis, Walker & Wodehouse, which specialises in sales to independent retailers, and Bibendum off-trade, which services Grocery multiples have met increased demand as consumers sought out premium wine experiences at home.

To protect our colleagues, business partners, community and customers, our operations are operating in line with all government guidelines and regulations, in an environment that also sees stringent ongoing audits to ensure that all areas of our business adhere to safe social distancing and compliance with all health and safety requirements. Given the extensive measures that we have put in place, all of our offices, depots and production facilities, have been accredited as being COVID-19 secure.

All colleagues who can work from home are doing so. Any staff that are required to work from an office or depot have received return to work inductions to familiarise and educate themselves with the increased safety measures and layouts we have put in place across all of our sites. Social distancing measures remain in place across all of our operations.

We continue to support the hospitality sector in the UK and Ireland on measures to facilitate fully compliant operations in line with guidelines and regulations. In Matthew Clark / Bibendum, these measures include: increased flexibility in delivery days and times; 'new for old keg' replacement process; availability of key lines secured with supply partners; new 'guest checkout' facility on our e-commerce platform and a simplified online process for new account openings. In Ireland, we launched C&C Hygiene, an initiative providing funding for pre-opening / start-up costs for our customers. This offers a central hub with safety standards and certification for the hospitality sector. The initiative also offers items to facilitate safe openings and continuing operations including divider screens, hand sanitisers, signage and foot handles for doors. Tennent's has launched "Dedicated to You" in both Scotland and Northern Ireland ('NI'). The multichannel campaign gifts a pint of Tennent's Lager in NI and Tennent's Lager or Tennent's Light in Scotland. This will be facilitated by the provision of a free keg to over 2,000 outlets across Scotland and NI. The campaign supports the trade by helping with customer cash flow and encouraging safe footfall to participating outlets. The roll out of our LOCAL app across the UK and Ireland continues to facilitate home delivery, click and collect, table service, cashless payment for our customers and the capture of consumer contact details required for reopening.

We continue to seek opportunities to ease the burden on those in the greatest need during the crisis. Recently, this has seen the donations of water, soft drinks, juice, crisps and sponsorship to various community groups including Glasgow Saints FC, a socially conscious football team based in Dennistoun, Glasgow, with a desire to alleviate food poverty and isolation and the George Sq. Foodbank in Glasgow city centre. As part of the launch of its consumer e-commerce platform in September, Tennent's offered consumers the chance to win an iconic "Golden Can" in a charity raffle in support of the Benevolent Society of Scotland ('The Ben'). This campaign raised £5,000 to provide help and care to current and former members of the trade. In September, Matthew Clark and the Westminster All-

Party Parliamentary Beer Group ('APPBG') came together in support of the Community Pub Hero Awards which recognise licensees and teams who went the extra mile to help their communities through the pandemic, whether by offering vital supplies for local residents, cooking hot meals for the elderly or keeping people connected through online quizzes or chats.

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

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

Stewart Gilliland
Interim Executive Chairman
C&C Group plc