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01

CCEP Indonesia

Q+As

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What is your current headcount in Indonesia?	We currently have a team of 22+ employees based in Indonesia, providing strong on-the-ground operational and client servicing capabilities.
How many customers do you manage in Indonesia?	We manage 7 active clients in Indonesia across key sectors, including FMCG, tobacco, and retail, with a focus on complex production and nationwide delivery.
What type of production is based locally vs imported?	Indonesia operates with a local-first production model, supported by selective imports for specialized categories. A significant portion of production is executed locally, particularly for print, POS materials, and standard merchandising items (e.g. PVC banners, paper-based materials, and general promotional items). We currently manage production across 13 regions with 138 distribution centers, enabling strong nationwide coverage and flexibility. Imported production is primarily required for merchandise that involves specific tooling, complex molds, or specialized manufacturing processes (eg. glassware). These items are typically sourced from China or other regional markets to ensure cost efficiency and consistency in quality. One of the current challenges is that our import license does not fully cover all merchandise categories, particularly textiles, metal, wood, and items requiring specific permits or quotas. While some of these categories can be produced locally, it is important to note that pricing, timing and quality may differ compared to imported options. In summary: – Local production: Print, POSM, standard merchandising – Imported: electronics, complex items requiring tooling, specialized materials
How many years have you been active in Indonesia?	We have been active in Indonesia since 2014, initially supported at the regional level, and have had a fully established local team in place since 2022. Over this period, we have built a strong local vendor ecosystem and developed extensive experience in managing nationwide project delivery.
How long will it take to set up operations in Indonesia?	No additional setup is required, as our business entity is already established and fully operational, enabling immediate project activation.

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How many local vendors do you work with?	We work with approximately 60 local vendor partners in Indonesia.
How do you manage delivery challenges across multiple islands?	Managing delivery across Indonesia’s 17,000+ islands requires a centrally governed yet decentralised execution model to balance speed, cost, and reliability in a highly complex environment. At a strategic level, we operate a multi-supplier network with central governance, where production is allocated dynamically based on capacity, location, lead time, and risk profile. Suppliers are positioned across key regional hubs—including Medan, Pekanbaru, Palembang, Jakarta, Malang, Denpasar, Banjarmasin, Pontianak, Makassar, Manado, Ambon, and Batam—to bring production closer to end delivery points and reduce transit time. Operationally, we complement this with a hybrid logistics model (road, sea, and air) supported by vetted third-party partners, all managed under HH Global’s central transport governance and KPI framework. This ensures consistent service levels and visibility, while allowing flexibility to adapt routing based on geographic constraints. To address common delivery challenges: Geographical complexity: Lead times and service reliability vary significantly across islands. We mitigate this by assessing delivery timelines at address level and aligning expectations upfront, while leveraging regional production to minimise long-haul dependencies. Cost disparities: Deliveries outside Java can involve higher logistics costs and potential cross-subsidisation. Our decentralised approach reduces these inefficiencies by shortening supply chains and improving cost transparency over time. Proof of Delivery (POD): Collecting signed PODs in remote locations remains challenging due to infrastructure limitations. We proactively align documentation requirements and processes with suppliers before execution to ensure operational clarity and minimise disruptions. Supplier concentration: While a large portion of suppliers are based in Java, we actively support sourcing decentralisation to strengthen regional coverage and resilience. From an execution standpoint: We leverage suppliers with nationwide delivery capabilities to ensure broad coverage Apply minimum order quantities (e.g. 10 kg outside Java) to optimise logistics efficiency Maintain central oversight with local execution flexibility This combined model delivers clear advantages: Shorter and more reliable lead times through localised production Reduced dependency on a single hub, improving resilience Ability to quickly reallocate production in case of disruption Consistent quality, reporting, and governance across all regions Overall, our approach blends central control with decentralised execution, enabling a scalable, resilient, and cost-efficient solution tailored to Indonesia’s unique geography.

02

CCEP ANZ

Q+As

What is the headcount in ANZ by country (e.g. Fiji, Papua New Guinea)?	Current ANZ headcount is concentrated in Australia (core hub), with scalable in-market resources deployed or mobilised in markets such as Fiji and Papua New Guinea based on demand, supported by regional and central teams.
What is the resource ratio per country based on volume or spend?	Resource allocation is flexed based on market volume, complexity and spend, with higher-activity markets supported by dedicated in-country teams and lower-volume markets (e.g. Fiji, Papua New Guinea) supported through a hub-and-spoke model leveraging regional and central expertise.
Can you provide an example of how resource split is determined and why?	Resource split is determined based on market volume, spend and operational complexity—for example, a high-volume market like Australia is supported by dedicated in-country teams, while lower-volume markets (e.g. Fiji, Papua New Guinea) are serviced through a hub-and-spoke model with regional support—ensuring cost efficiency while maintaining delivery quality and responsiveness.
How do you see this model working across ANZ regions?	Our model works across ANZ through a hub-and-spoke approach, with Australia as the core delivery hub supported by scalable in-market and regional resources, enabling consistent governance and efficiency at scale while flexing local support in markets such as Fiji and Papua New Guinea based on volume, complexity and demand.
What is the current headcount in each country and how quickly can we stand up operations in Fiji?	Current ANZ headcount is primarily based in Australia (c.40 employees), with no fixed in-country teams in smaller markets such as Fiji and Papua New Guinea today; these are supported via a hub-and-spoke model, with the ability to stand up local operations in Fiji rapidly through deployment of regional resources and supplier partners, scaling from remote support to dedicated in-market presence as demand increases.

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How many customers are managed locally vs via Far East production?	Customers are managed through a hybrid sourcing model, with local production supporting speed, flexibility and market-specific needs, while Far East production is used for higher-volume categories to drive cost efficiencies, with the split determined by campaign timelines, volume and category complexity.
What production is completed locally vs in Asia?	Historically, branded merchandise in ANZ is predominantly sourced offshore, typically utilising local agents or CSO where appropriate. There are limited options for off-the-shelf or local manufacturing within this market, and these often do not align with the product specifications we are typically asked to source. As such, for the purposes of this tender, it would be reasonable to assume that the majority of merchandise items will be sourced offshore.
What is your experience with external signage, particularly in Australia?	We have a strong supplier base capable of delivering a full range of external signage solutions, including 3D signage, LED illuminated signage, metallic finishes, and large-format billboards. Where installation is required, our suppliers also provide dedicated teams to manage engineering and structural considerations, ensuring all signage is installed safely and in full compliance with local regulations. This approach mitigates risk and ensures no exposure to public liability for our clients.
How long does it take to set up a full ANZ operation?	A full ANZ operation can be established through a phased approach, with immediate delivery via the existing Australia hub and regional network, followed by progressive in-market resource deployment and supplier onboarding as demand scales, ensuring rapid go-live with minimal disruption and full operational maturity over time.

03

CCEP Philippines

Q+As

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What is your current headcount in the Philipines?	HH Global has a local Philippines team of 60+ colleagues, based around our Manila operation and supported by our wider Southeast Asia and APAC network.
How many customers do you manage in the Philipines?	We currently manage seven named customer relationships in the Philippines: PMI, SC Johnson, Bayer, Opella, Sanofi, Zuellig Pharma and AstraZeneca, supported by our Manila team and regional APAC delivery infrastructure.
What type of production is based locally vs imported?	We operate a local-first production model in the Philippines. Most POS materials — including print, signage, fabrication and display units — can be produced locally through our Philippines supplier network. Imported production is generally limited to specialised or premium items requiring standardised moulds, specific manufacturing processes, complex tooling or offshore scale efficiencies. Where this is needed, our CSO team supports the local team with sourcing, import management and quality control.
How many years have you been active in the Philipines?	HH Global has been established in the Philippines since 2021, giving us an operational footprint and supplier base already in place locally.
How long will it take to set up operations in the Philipines?	No full market setup is required, as HH Global already has an established Philippines presence, local colleagues and supplier partners in place. Project mobilisation would therefore focus on CCEP-specific onboarding, governance, ways of working, supplier alignment and implementation planning rather than creating a new country operation from scratch.
How many local vendors do you work with?	HH Global works with 50+ supplier partners across the Philippines, including regional suppliers outside Metro Manila, providing local sourcing and production support for a wide range of marketing execution requirements nationwide.
How do you manage delivery challenges across multiple islands?	We manage delivery across the Philippines through a centrally governed, locally executed model. We use multiple logistics partners that provide nationwide end-to-end and door-to-door delivery services, supported by local in-region partners for material tracking, last-mile coordination and issue resolution. Where practical, production and fulfilment are aligned close to the final delivery geography to reduce long-haul dependency, improve resilience and support timely delivery across multiple islands.

04

CCEP strategy

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What is the realistic ROI proposition based on current data and future vision?	ROI is delivered through a phased approach, using initial pilot campaigns to demonstrate measurable savings and efficiency gains based on available data, then scaling to more advanced ROI tracking and optimisation as richer client data becomes available, unlocking greater visibility, performance insight and long-term value.
What is our plan to develop and present ROI (e.g. pilot, campaign, “pick and mix” approach)?	Our approach to developing ROI is phased—starting with targeted pilot campaigns to validate assumptions and demonstrate early value, followed by structured campaign models and a “pick-and-mix” framework that allows markets to select proven solutions, scaling over time as data maturity improves to deliver more robust measurement and optimisation
How will we measure ROI without sufficient client data?	ROI can be measured without full client data by leveraging a combination of available campaign outputs, proxy metrics (e.g. cost savings, speed to market, execution efficiency), and third-party or benchmark data, building an initial baseline that can be progressively refined as greater client data access enables more advanced measurement and insight
Can we use third-party data sources (e.g. Nielsen) to support ROI modelling?	Yes—third-party data sources such as Nielsen can be used to support ROI modelling, providing benchmark and category insights to establish an initial baseline, which can then be refined as more client-specific data becomes available
Can we access retailer data (rate of sale, shipments) to strengthen ROI?	Where accessible, retailer data (e.g. rate of sale, shipments) can be used to strengthen ROI modelling, providing more direct performance insight and enabling more accurate measurement, with reliance on proxy and benchmark data where access is limited
Can we incorporate footfall tracking into ROI measurement?	Yes—footfall tracking can be incorporated into ROI measurement where available, providing additional insight into shopper engagement and activation impact, and complementing existing performance, proxy and benchmark data
Can we track rate of sale and merchandising effectiveness?	Yes—rate of sale and merchandising effectiveness can be tracked where data is available, using a combination of retailer data, campaign outputs and performance indicators to measure activation impact and inform ongoing optimisation

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Can we track rate of sale and merchandising effectiveness?	Yes—rate of sale and merchandising effectiveness can be tracked where data is available, using a combination of retailer data, campaign outputs and performance indicators to measure activation impact and inform ongoing optimisation
What AI applications can we deploy (e.g. brand transformation, asset adaptation)?	Our AI applications are currenlty in BETA, if you would like to join the program we would nee to work with you to define the configuration and setup that would work for you to pilot.
Can we provide a savings report?	Yes
Can we provide order and WIP reporting?	Yes
Can we expand use of e-auctions for appropriate categories?	Yes—e-auctions can be expanded for appropriate, standardised and high-volume categories to drive transparency and cost efficiency, while ensuring more complex or creative categories continue to be managed through strategic sourcing to maintain quality and innovation
Can we provide supplier transparency (multiple quotes visibility)?	Yes
Can we broaden supplier scope to include larger/non-traditional suppliers?	We are open to expanding our supply chain and would be very happy to explore the suppliers you recommend. At the same time, to ensure consistency and compliance across our network, all suppliers are required to go through the HH Global onboarding process and adhere to our terms of cooperation. We fully support suppliers through this process, however, if they are unable to meet these requirements, it may not be possible to approve them as HH Global suppliers.
Can AI tools be used to alter individual items, and how would this be implemented?	We have worked together to deploy the image agent you will be able to use Generative AI to change products to show different approaved brands where we have compatible brand guidelines.
Can stakeholders search historical campaigns/orders to inform planning and forecasting?	This is currenlty in BETA, if you would like to join the program we would nee to work with you to define the configuration and setup that would work for you to pilot.
Can MyHub support benchmarking of past orders (e.g. cost, volume by market)?	This is currently in BETA, if you would like to join the program we would nee to work with you to define the configuration and setup that would work for you to pilot.

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Thank you