

dbAccess GLOBAL CONSUMER CONFERENCE 2018

Coca-Cola
EUROPEAN PARTNERS

Damian Gammell CEO, Nik Jhangiani CFO



FORWARD-LOOKING STATEMENTS

This document may contain statements, estimates or projections that constitute “forward-looking statements” concerning the financial condition, performance, results, strategy and objectives of Coca-Cola European Partners plc and its subsidiaries (“CCEP”). Generally, the words “believe,” “expect,” “intend,” “estimate,” “anticipate,” “project,” “plan,” “seek,” “may,” “could,” “would,” “should,” “might,” “will,” “forecast,” “outlook,” “guidance,” “possible,” “potential,” “predict” and similar expressions identify forward-looking statements, which generally are not historical in nature.

Forward-looking statements are subject to certain risks that could cause actual results to differ materially from CCEP’s historical experience and present expectations or projections. As a result, undue reliance should not be placed on forward-looking statements, which speak only as of the date on which they are made. These risks and uncertainties include but are not limited to those set forth in the “Risk Factors” section of the 2017 Annual Report on Form 20-F, including the statements under the following headings: Risks Relating to Consumer Preferences and the Health Impact of Soft Drinks; Risks Relating to Legal and Regulatory Intervention (such as the impact of sugar taxes being implemented in a number of countries in 2018 and recently announced plans by the UK Government to consider the introduction of some form of deposit return scheme in GB); Risks Relating to Business Integration and Synergy Savings; Risks Relating to Cyber and Social Engineering Attacks; Risks Relating to the Market; Risks Relating to Economic and Political Conditions (such as continuing developments in relation to the UK’s exit from the EU); Risks Relating to the Relationship with TCCC and Other Franchisors; Risks Relating to Product Quality; and Other Risks.

Due to these risks and uncertainties, CCEP’s actual future results, dividend payments, and capital and leverage ratios may differ materially from the plans, goals, expectations and guidance set out in CCEP’s forward-looking statements. Additional risks and uncertainties that may impact CCEP’s future financial condition and performance are identified in filings with the SEC which are available on the SEC’s website at www.sec.gov. CCEP does not undertake any obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as required under applicable rules, laws and regulations. CCEP assumes no responsibility for the accuracy and completeness of any forward-looking statements. Any or all of the forward-looking statements contained in this filing and in any other of CCEP’s respective public statements may prove to be incorrect.

RECONCILIATION TO GAAP FINANCIAL INFORMATION

The following presentation includes certain alternative performance measures, or non-GAAP performance measures. Refer to pages 19 – 21 of our 2017 Annual Report, issued on 15 March 2018, (“Coca-Cola European Partners plc Annual Report and Form 20-F 2017”) which details our non-GAAP performance measures and reconciles, where applicable, our 2017 results as reported under IFRS to the non-GAAP performance measures included in this presentation.

ONE OF THE WORLD'S LARGEST BEVERAGE COMPANIES



SERVICING **~1 MILLION CUSTOMER OUTLETS**

REVENUE
€11.0BN

ADJUSTED EBITDA
€2.0BN

FREE CASH FLOW
€1.0BN

DRIVING SHAREHOLDER VALUE
TARGETING ANNUALISED DIVIDEND PAYOUT RATIO OF **~50%**

COMPELLING OPPORTUNITIES FOR PROFITABLE GROWTH

OPPORTUNITY TO GROW

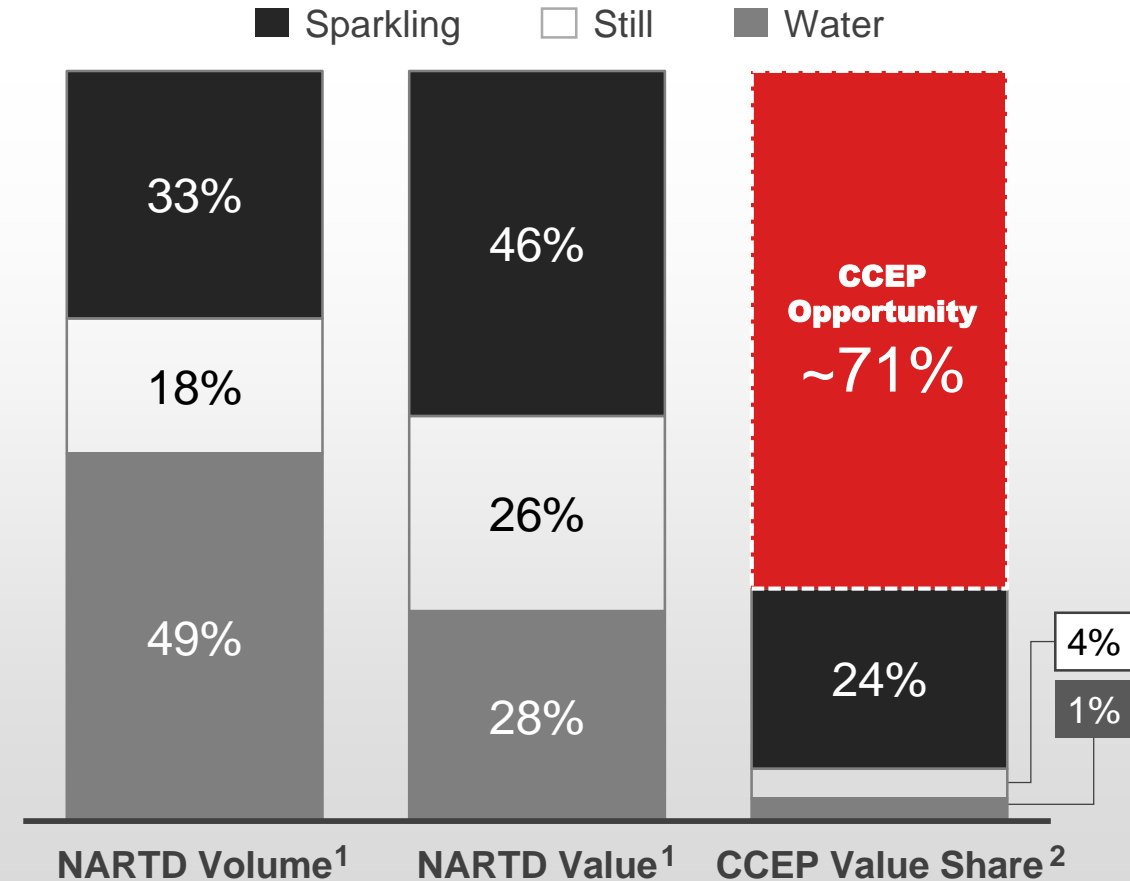
IN ~€100B¹ RETAIL NARTD CATEGORY

NARTD CATEGORY IS
~€100B¹ IN RETAIL SALES

MEASURED CHANNELS ARE
~€40B³ IN RETAIL SALES

FOCUSED ON LEVERAGING
CONSUMER PREFERRED BRANDS
& LEADING CUSTOMER SERVICE

CATEGORY MIX & CCEP VALUE SHARE



UNIQUELY POSITIONED TO GROW THE CATEGORY & WIN SHARE

OUR APPROACH TO GROWTH

NARTD CATEGORY MULTI-YEAR GROWTH OUTLOOK - ILLUSTRATIVE



ENHANCE

SPARKLING BRANDS & OUR CORE PORTFOLIO



EXPAND

PRODUCTS INTO NEW TERRITORIES AND CONTINUE TO INNOVATE



EXPLORE

INNOVATION TO UNLOCK NEW REVENUE STREAMS

FOCUSED ON LONG-TERM GROWTH



COOLERS



ROUTE-TO-MARKET



DIGITAL TECHNOLOGIES



OPERATIONS



SALES FORCE CAPABILITIES

OPERATE EFFICIENTLY, EFFECTIVELY, AND LOCALLY

FINANCIAL FRAMEWORK

GROW FREE CASH FLOW (FCF)

GROW FCF IN-LINE WITH LONG-TERM TARGETS,
INCREASE FCF TO NET INCOME CONVERSION

MAINTAIN OPTIMAL CAPITAL STRUCTURE

OPERATE WITHIN LONG-TERM TARGET LEVERAGE RANGE

PURSUE DISCIPLINED INVESTMENTS

SHORT TERM “USE” & **LONG-TERM “SOURCE”** OF CASH

RETURN CASH TO SHAREHOLDERS

RETURN AVAILABLE CASH TO SHAREHOLDERS

A CONTINUED FOCUS ON SUSTAINABLE GROWTH & SHAREHOLDER VALUE

DRIVING SHAREHOLDER VALUE

2018 FINANCIAL OUTLOOK

REVENUE GROWTH
LOW SINGLE-DIGIT

OPERATING PROFIT &
DILUTED EPS **GROWTH
OF 6% TO 7%**

FREE CASH FLOW OF
€850M TO €900M

LONG-TERM OBJECTIVES

REVENUE GROWTH
LOW SINGLE-DIGIT

**OPERATING PROFIT
GROWTH** MID-SINGLE-DIGIT

EPS GROWTH
MID-TO-HIGH SINGLE-DIGIT

ROIC IMPROVEMENT
≥ 20 BPS/YEAR

FOCUSED ON BOTH NEAR-TERM AND LONG-TERM FINANCIAL OBJECTIVES

NEW SUSTAINABILITY STRATEGY

LAUNCHED IN NOVEMBER 2017

WE ARE TAKING
ACTION ON
SUSTAINABILITY BY
USING OUR BUSINESS
AND OUR BRANDS
TO BUILD A
BETTER FUTURE.

FOR PEOPLE.
FOR THE PLANET.



ACTION ON DRINKS

More choice.
More information.
Less sugar.

ACTION ON PACKAGING

Our packaging.
Our resource.

ACTION ON SOCIETY

A force for good.
For everyone.

ACTION ON WATER

Protect.
Reduce.
Replenish.

ACTION ON CLIMATE

Halve emissions.
Renewable electricity.

ACTION ON SUPPLY CHAIN

Sourcing sustainably.
Sourcing responsibly.

KEY TAKEAWAYS



WE ARE THE **SHARE LEADER** IN AN ATTRACTIVE, DYNAMIC, AND GROWING CATEGORY

WE **UNDERSTAND** THE CONSUMER OPPORTUNITIES & CHALLENGES

WE ARE **CLOSELY ALIGNED** WITH TCCC ON OUR AMBITION & OUR PRIORITIES

WE ARE **EXECUTING** OUR PLANS & CAPTURING GROWTH OPPORTUNITIES

WE ARE **FOCUSED** ON GENERATING CASH

WE ARE COMMITTED TO DRIVING SHAREHOLDER VALUE

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