

# CCEP

## A PLATFORM FOR GROWTH

John F. Brock, CEO



# Forward-Looking Statements

This communication may contain statements, estimates or projections that constitute “forward-looking statements”. 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 and uncertainties that could cause actual results to differ materially from Coca-Cola European Partners plc’s (“CCEP”) historical experience and its present expectations or projections. These risks include, but are not limited to, obesity concerns; water scarcity and poor quality; evolving consumer preferences; increased competition and capabilities in the marketplace; product safety and quality concerns; perceived negative health consequences of certain ingredients, such as non-nutritive sweeteners and biotechnology-derived substances, and of other substances present in their beverage products or packaging materials; increased demand for food products and decreased agricultural productivity; changes in the retail landscape or the loss of key retail or foodservice customers; an inability to expand operations in emerging or developing markets; fluctuations in foreign currency exchange rates; interest rate increases; an inability to maintain good relationships with their partners; a deterioration in their partners’ financial condition; increases in income tax rates, changes in income tax laws or unfavorable resolution of tax matters; increased or new indirect taxes in the United States or in other tax jurisdictions; increased cost, disruption of supply or shortage of energy or fuels; increased cost, disruption of supply or shortage of ingredients, other raw materials or packaging materials; changes in laws and regulations relating to beverage containers and packaging; significant additional labeling or warning requirements or limitations on the availability of their respective products; an inability to protect their respective information systems against service interruption, misappropriation of data or breaches of security; unfavorable general economic or political conditions in the United States, Europe or elsewhere; litigation or legal proceedings; adverse weather conditions; climate change; damage to their respective brand images and corporate reputation from negative publicity, even if unwarranted, related to product safety or quality, human and workplace rights, obesity or other issues; changes in, or failure to comply with, the laws and regulations applicable to their respective products or business operations; changes in accounting standards; an inability to achieve their respective overall long-term growth objectives; deterioration of global credit market conditions; default by or failure of one or more of their respective counterparty financial institutions; an inability to timely implement their previously announced actions to reinvigorate growth, or to realize the economic benefits they anticipate from these actions; failure to realize a significant portion of the anticipated benefits of their respective strategic relationships, including (without limitation) The Coca-Cola Company’s relationship with Keurig Green Mountain, Inc. and Monster Beverage Corporation; an inability to renew collective bargaining agreements on satisfactory terms, or they or their respective partners experience strikes, work stoppages or labor unrest; future impairment charges; multi-employer plan withdrawal liabilities in the future; an inability to successfully manage the possible negative consequences of their respective productivity initiatives; global or regional catastrophic events; and other risks discussed in the CCEP prospectus approved by the UK Listing Authority and published on 25 May 2016 and the registration statement on Form F-4, file number 333-208556, that includes a proxy statement of Coca-Cola Enterprises, Inc. and a prospectus of CCEP, which was filed with the SEC by CCEP. You should not place undue reliance on forward-looking statements, which speak only as of the date they are made. 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. 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 their respective public statements may prove to be incorrect.

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# Agenda

**A Platform for Growth**

**Our Growth Opportunity**

**Finance**

**Closing Remarks and Key Takeaways**

**Q&A**





**1**

A major European CPG serving over **300 million** people

**2**

Compelling opportunities for **profitable growth**

**3**

Business united by one brand, working to **one common goal**

**4**

Strong **heritage** and **integration** know-how

**5**

Clear alignment with **TCCC**

# A Major European CPG Company

**FOCUSED ON DRIVING SHAREOWNER VALUE**

**THE WORLD'S LARGEST INDEPENDENT COCA-COLA BOTTLER BASED ON NET SALES**



**INVESTOR & ANALYST EVENT**

Source: Form F-4; European Prospectus <sup>1</sup>To be owned by CCEP or a CCEP subsidiary; CPG is Consumer Packaged Goods

# The Right Merger, At The Right Time



**Solid platform** for value creation

**New level of partnership** with The Coca-Cola Company (TCCC) and a shared vision to drive growth

**Shared best practices** to drive efficiency and enhance commercial effectiveness

**Leverage scale and realize synergy benefits** to improve operating model

**A WINNING COMBINATION**



**INVESTOR &  
ANALYST EVENT**

# Solid Platform for Growth

1

#1 NARTD value and volume share across our territories

2

Consistently one of the top suppliers across our territories

3

World class supply chain capabilities



**DELIVERING INCREASING LEVELS OF SHAREOWNER VALUE**



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# Strengthened Partnership with TCCC

## ALIGNED INTERESTS

TCCC has an 18% ownership in CCEP

## ALIGNED FOCUS ON PROFIT GROWTH

Europe is a significant contributor of TCCC's Operating Income  
~25%

## OPPORTUNITY TO IMPROVE BUSINESS MODEL

Opportunity to improve franchise operating model while leveraging leading brands in a large and growing category

**WORKING TOGETHER TO CAPTURE CONSUMER & CUSTOMER GROWTH OPPORTUNITIES**



**INVESTOR & ANALYST EVENT**

Form F-4; KO 2015 10-K, Operating Income is comparable/recurring and excludes Corporate



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**INVESTOR & ANALYST EVENT**

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# Enhanced Operating Framework

## DEVELOP

new ways of  
working together

## FOCUS

on improving  
in-market execution

## LEVERAGE

low cost, large scale,  
and flexible supply chain

## INCREASE

return on investments  
(e.g. capex, marketing, ...)



**LEVERAGE, CHALLENGE, AND GO BEYOND EXISTING BEST PRACTICES**



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ANALYST EVENT**

# Clear Priorities

- 1 Alignment and Sharing of Best Practice
- 2 Growth Through Improved Market-Place Execution
- 3 Realize Synergies

**ON-TRACK**



# Topline Growth Opportunities We Will Hear About Today

Innovation: Brand and Package

Digital & Technology

Channel Opportunities: Discounter and HoReCa

Sales Force Automation

Realize Synergies to Drive Growth

**LEVERAGE GROUP CAPABILITIES AND SCALE**



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# CCEP

## OUR GROWTH OPPORTUNITY

Damian Gammell, COO



# Unlocking the Potential For Growth in Western Europe

## LARGE, AFFLUENT, ACCESSIBLE CONSUMER BASE

>300M consumers with ~80% of population in urban areas

GDP Growth ~2%

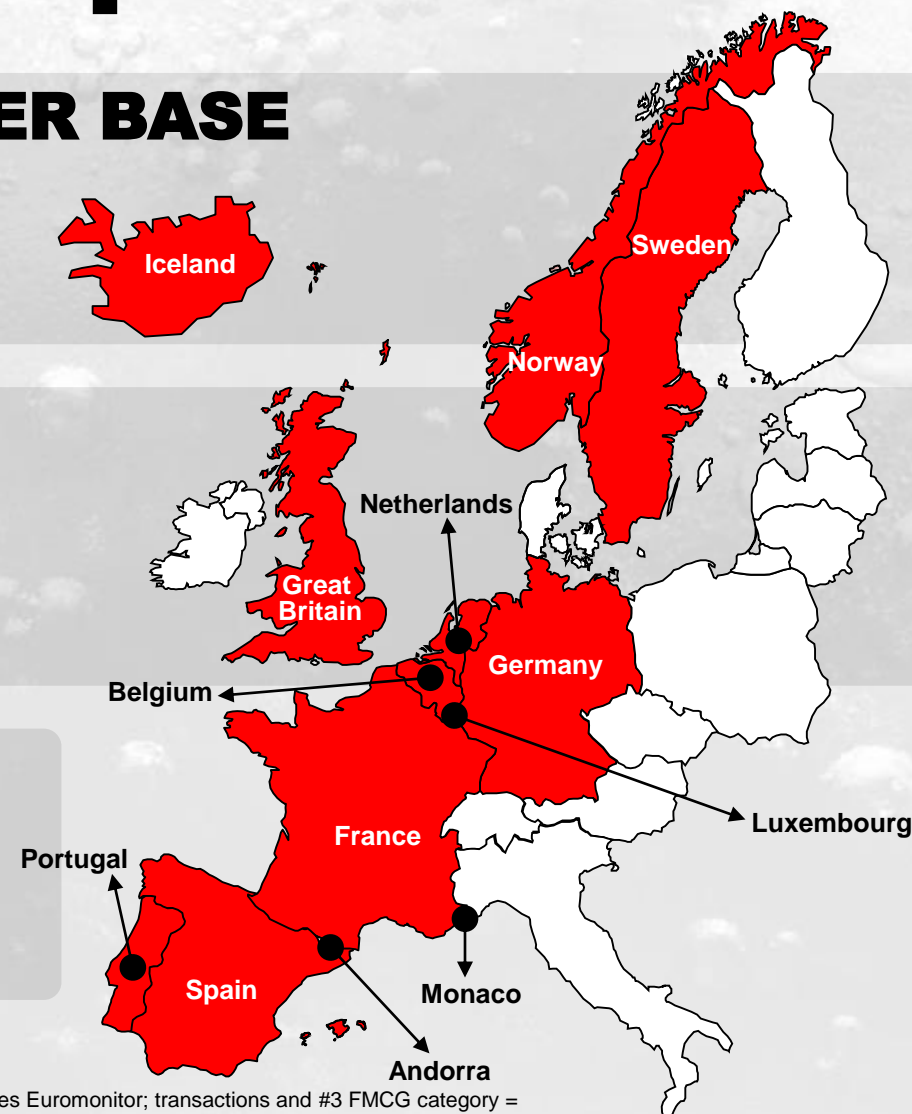
## HIGH VALUE, EXPANDABLE CATEGORY

€100B NARTD retail sales in 17B transactions

#3 Fast Moving Consumer Goods (FMCG) Category

## SIGNIFICANT HEADROOM FOR GROWTH

Opportunity to increase household penetration, purchase incidence, and share of beverages consumed

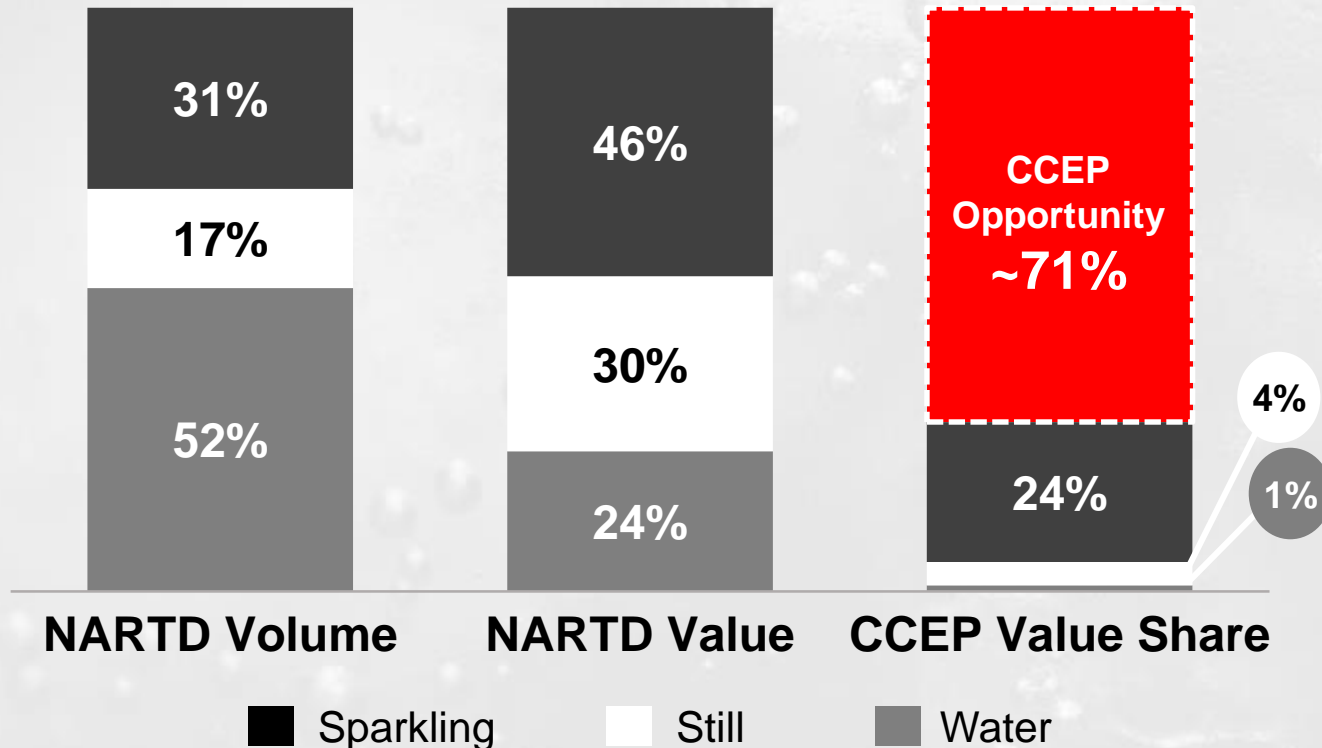


**INVESTOR &  
ANALYST EVENT**

Sources: Consumer #'s, GDP, FMCG trips, HH Pen, Purch Incidence = Euromonitor; per caps Canadian; €100BN sales Euromonitor; transactions and #3 FMCG category = Nielsen; headroom for growth analysis includes Euromonitor and Canadian

# Opportunity for Growth in ~€100B<sup>1</sup> retail NARTD Category

## CATEGORY MIX & CCEP VALUE SHARE<sup>2</sup>



## TODAY'S OBJECTIVE

.....

**PROVIDE A GREATER UNDERSTANDING**  
of how we analyzed the opportunity and the plans we are executing to capture growth



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1 Euromonitor  
2 FY15 AC Nielsen CCEP territories, rounded

# We are Winning in Many Segments and Improvement Opportunity in Others

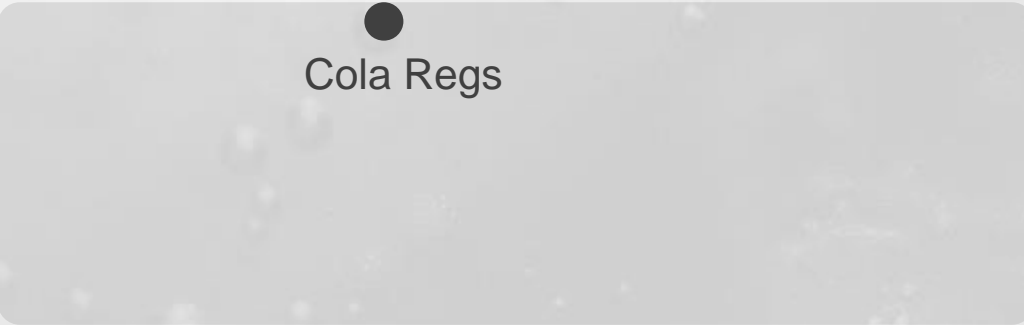
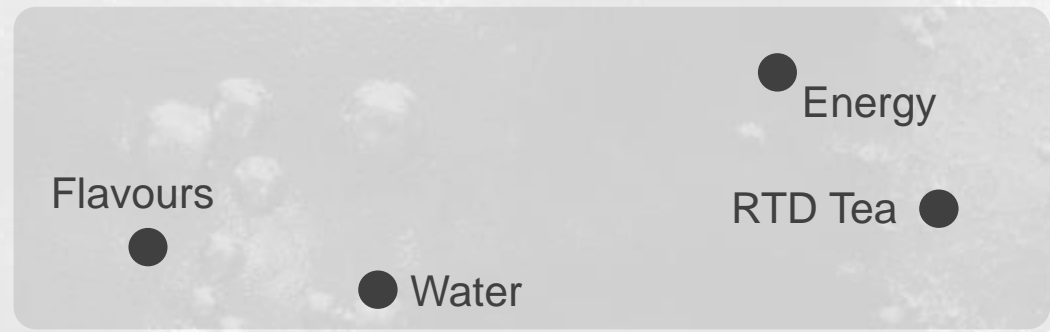
## SEGMENT VALUE CHANGE & CCEP SHARE CHANGE, TOTAL CCEP MARKETS %, and %pt. Δ YTD 2016 vs. PY

**CCEP  
SHARE  
POINT  
GAIN /  
LOSS**

### CCEP GROWING SHARE IN DECLINING SEGMENT



### CCEP GROWING SHARE IN GROWING SEGMENT



### CCEP LOSING SHARE IN DECLINING SEGMENT

### CCEP LOSING SHARE IN GROWING SEGMENT

## SEGMENT GROWTH / DECLINE



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Source: Nielsen Data to w/e DE 28.08.16, ES & PT 04.09.16, GB 10.09.16, FR BE NL SE & NO 11.09.16



# Sustainable Growth By Expanding Our Consumer & Customer Franchises



Source: CCEP analysis – market share is illustrative only.

Note: Y-axis shows total CCEP markets NARTD market value by segment (in red and grey) and CCEP value share by segment (in red). X-axis shows CCEP NARTD value share by sub-channel, estimated using GB data as proxy for total CCEP. Source: Nielsen, FY2015.



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# Highlighting Our Growth Initiatives with Our Portfolio & with Our Customers



# Growth Enabling Initiatives



**Innovation**

**Stephen Moorhouse**  
*GM NEBU*



**Digital  
Commerce**

**Leendert Den Hollander**  
*GM GB*



**Discount  
Channel**

**Frank Molthan**  
*GM Germany*



**HoReCa  
Channel**

**Francesco Cosano**  
*GM Iberia*



**Sales Force  
Automation**

**Ben Lambrecht**  
*GM France*



**Integration  
& Synergies**

**Victor Rufart**  
*Chief Integration Officer*



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# Agenda

**A Platform for Growth**

**Our Growth Opportunity**

**Innovation**

**Digital Commerce**

**Discounter Channel**

**HoReCa Channel**

**Sales Force Automation**

**Synergies**

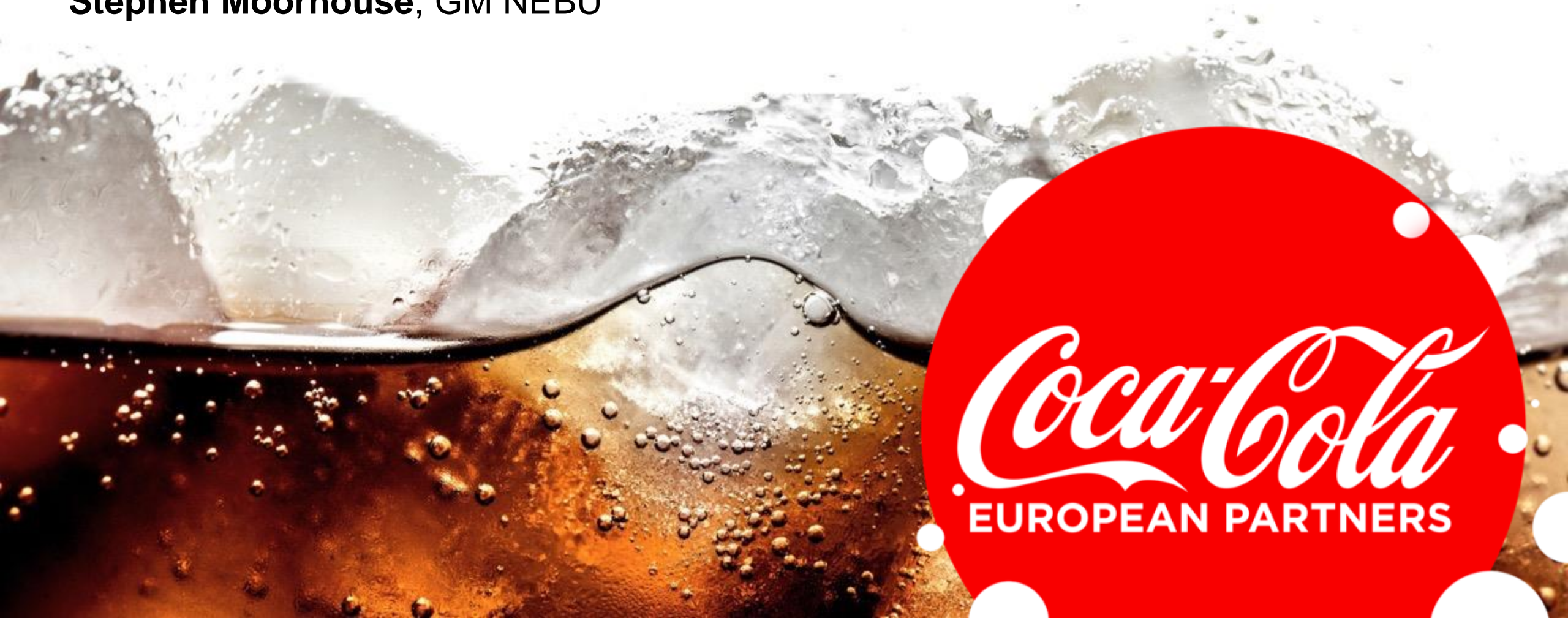




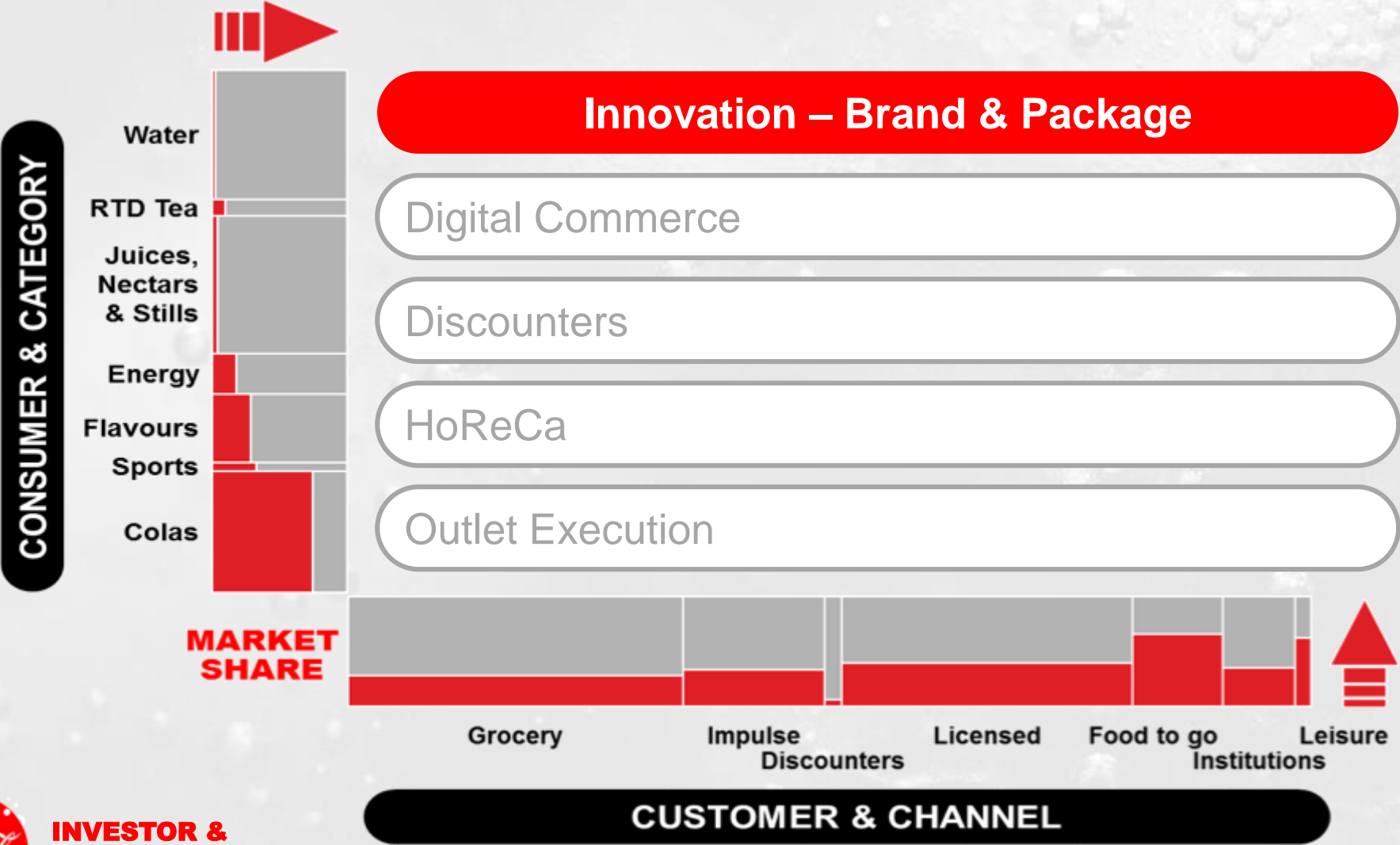
# **INNOVATION – BRAND & PACKAGE**

## **ENABLING GROWTH**

Stephen Moorhouse, GM NEBU



# Enabling Growth – Innovation



**ILLUSTRATIVE**

**CCEP SHARE**

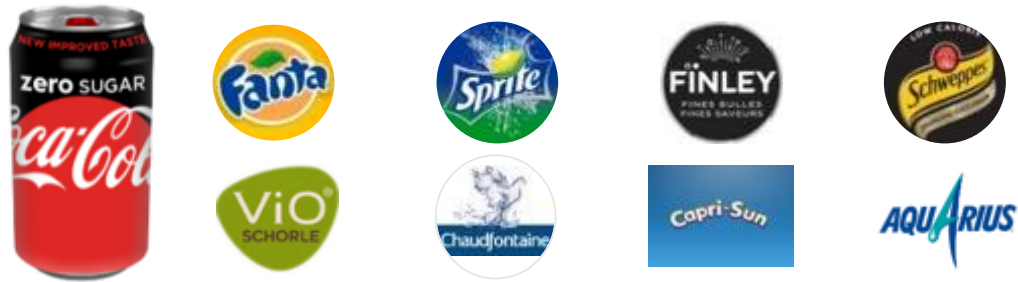
**ALL OTHER**



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# We Approach Innovation Through Multiple Lenses

## PRODUCT

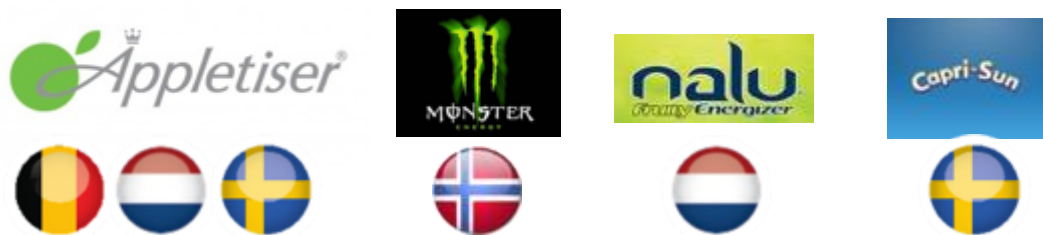


## PACK

Channel differentiation  
Category value growth  
Occasions incidence  
Brand renovation



## GEOGRAPHIC EXPANSION



## MERCHANDISING

Mixed & rolling ¼  
pallet displays  
Interlayers





# Step Change Investment in Coke Zero Sugar



## GOAL STEP CHANGE DISTRIBUTION

Improved formula for great Coca-Cola taste

Media (fully integrated campaign)

Small Basket / With Meals

Sampling & recruitment

**DOUBLE COKE ZERO SUGAR, GENERATING > €1B REVENUE OPPORTUNITY**





# New Packaging to Optimise Consumption Experience and Value Growth

## COKE™ ONE BRAND



One brand strategy for greater impact and to promote choice

## PREMIUMISATION



Step-change glass distribution & expand premium packs

## CONSUMPTION

On-Pack Serve Suggestion & Smaller Packs



Low/No Cal Options  
Coke Zero Sugar always offered next to Coke Red

**INCREASING CONSUMER APPEAL & DRIVING INCIDENCE**



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# A Holistic Program to Respond to Evolving Shopper Behaviours

Small Packs Tailored to Small Baskets Shopper Mission



Multipack glass



Slim Can 250ml



Glass



Alu bottle

Integrated Through The Line Campaign “Making Everyday Moments More Special”



**Increase Media / Digital Spend**

## INTEGRATED CUSTOMER STORY & ACTIVATION

**Pre-Merchandised Displays**



**Racks**



**Coolers**



Mass “Impulse Purchase Point” Push of Relevant Packs in Right Locations



**INVESTOR & ANALYST EVENT**

Internal reports through 2020

# Build On Flavours & Premium Segments

## FLAVORED CORE

Grow Fanta:

Reposition brand

Teens focus &

Naturalness

PMDs driving shop floor presence



## PREMIUM SPARKLING



Relaunch Schweppes via premium glass & tonic flavors

Premiumize Finley via mocktails and adult specials

Appletiser geographical expansion



## VIO BIO EXPANSION



Vio Bio Limo launch

RGB sparkling

Vio Schorle RGB (sparkling)



>€300M

Revenue Growth Opportunity



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Internal reports through 2020



# Energy Growth Through Innovation, Renovation and Geographic Expansion

Growing Energy volume



*"Unleash the beast"*

New Ultra



*"Be relentless"*



*"Light it up"*



International expansion to Netherlands





# Growing Stills – Organic & Innovation

## DRIVE STRONG LOCAL WATER/+ POSITIONS

ViO<sup>®</sup>  
aus dem Hause



CLASSICAL  
smartwater



Chaudfontaine



bonaqua



AQUARIUS



## EXPAND IN RTD TEA

Honest 

Capture premium still drinks opportunity

Premium Organic Brewed Ice Tea – Single Serve

## CAPRI-SUN INNOVATION



>€250M

Revenue Growth Opportunity



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Internal reports through 2020

# Innovation is A Key Strategic Pillar to Our Growth Plans

**1** Expands Our Consumer & Customer Franchise While Responds to Evolving Consumer and Shopper Needs

**2** Expanding the Core While Addressing Underlying Concerns on Health & Wellness and Selectively Participating in New and Growing High Value Segments

**3** Heightening Consumer Experience Through Premiumization and Value Growth for our Customers through flawless execution

**CREATING INCREMENTAL VALUE FOR ALL STAKEHOLDERS**



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# Agenda

**A Platform for Growth**

**Our Growth Opportunity**

**Innovation**

**Digital Commerce**

**Discounter Channel**

**HoReCa Channel**

**Sales Force Automation**

**Synergies**



# DIGITAL COMMERCE

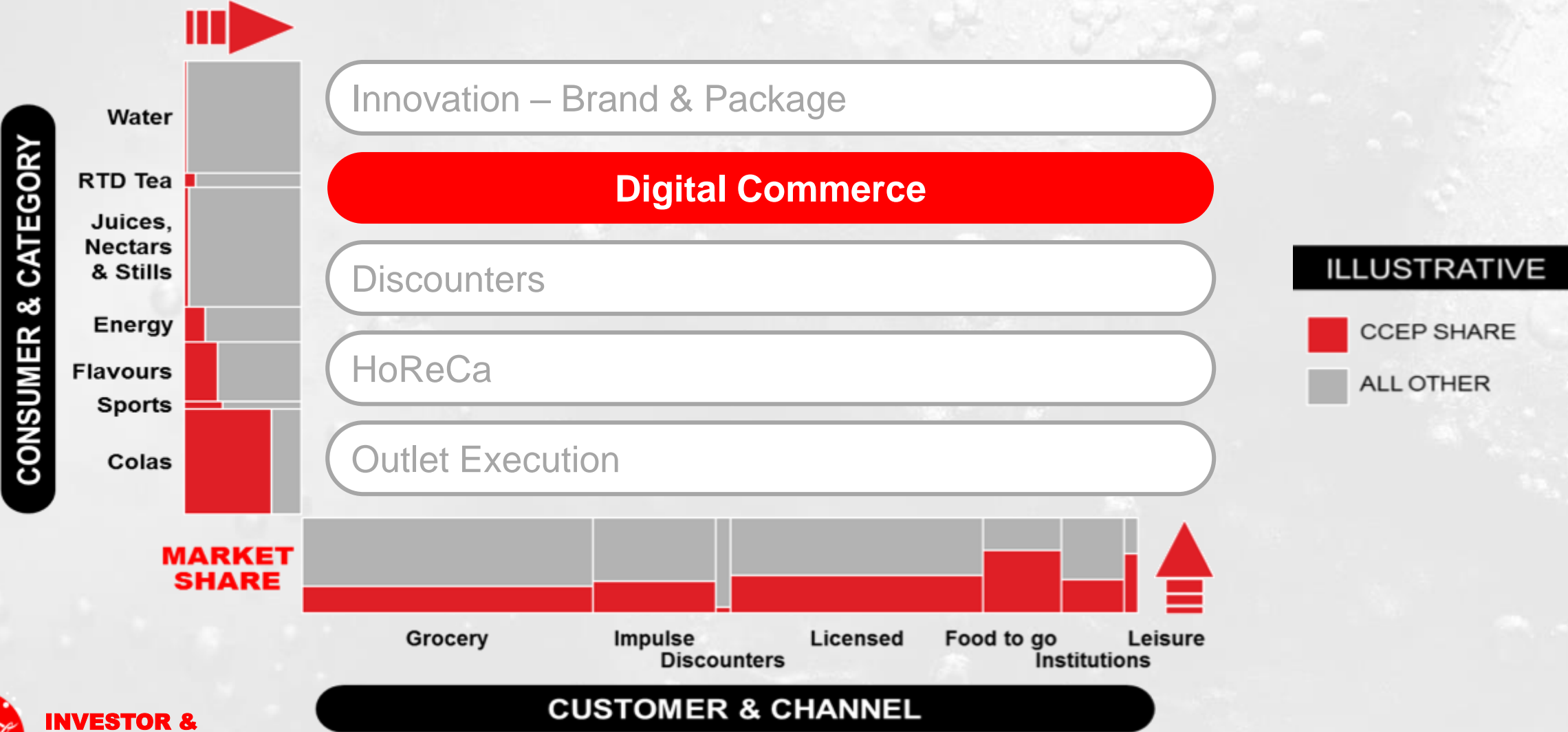
## ENABLING GROWTH

Leendert den Hollander, GM GB





# Enabling Growth – Digital Commerce



# Grocery Online is a Rapidly Growing Channel – CCEP Has 5 of Top 10 Global Markets

RETAIL	2015 (\$B)	2020E (\$B)	CAGR %
China	41	178	34
UK	15	28	13
Japan	12	22	13
France	9	16	12
USA	7	18	21
South Korea	7	13	13
Germany	3	6	15
Australia	2	5	20
Belgium	1	2	15
Netherlands	0.5	2	32

**Online Grocery  
in CCEP Markets  
projected to be  
up +\$25B or  
CAGR of > 13%  
by 2020**



# GB Online Shopper Trends

## A CHANGING SHOPPER POPULATION

**48%**

Have shopped for groceries online

**12%**

Doing most of their grocery shopping online

**19%**

25-34 year olds doing all of their grocery shopping online

## IN-STORE VS. ONLINE SHOPPER PROFILE

	IN-STORE	ON-LINE
Household	Smaller, older, less affluent	Bigger, younger, more affluent
Average volume per trip	6 liters	12 liters
Average spend per trip	£2.94	£5.52

**UK ONLINE GROCERY SALES ARE EXPECTED TO NEARLY DOUBLE BY 2020**



# GB Market is Evolving

**CURRENT PLAYERS ARE EVOLVING THEIR OFFERING**



*Delivery Pass*



**75% of A Leading Pizza Supplier's Orders Are Online / Mobile**

**NEW PLAYERS ARE ENTERING THE MARKET**

Moving into the  
**UK**



Marketplaces



# Digital Revenue Growth Drivers



# Digital Influences the Whole Path to Purchase

**1.7X  
MORE**

**SHOPPERS RESEARCH GROCERIES ONLINE  
THAN THOSE PURCHASE ONLINE**

## PRE-SHOP

**58%**

LOOK FOR  
INSPIRATION

**44%**

LOOK FOR THE  
DEALS & OFFERS

**37%**

READ PRODUCT  
REVIEWS ONLINE

## IN-STORE / ONLINE

**11%**

REDEEM ON COUPONS  
ON MOBILE DEVICES

**18%**

LOOK AT DEVICES /  
DIGITAL SCREENS



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Source: CCE and IGD Digital Shopper Study – UK

# CCEP Focus Areas

**LOVE**

.....  
**BRAND  
DIGITAL  
CONTENT**

**FIND**

.....  
**DIGITAL  
SHOPPER  
MARKETING**

**BUY**

.....  
**E-COMMERCE**

Get The Basics Right

Enhance and Expand Current Business

Explore New Opportunities

**OMNICHANNEL: EVERY PLAN ACTIVATED PHYSICALLY AND DIGITALLY**



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ANALYST EVENT**

# Get the Basics Right

## OPTIMIZING PRODUCT VISUALIZATION

### IN-STORE PACKAGING



### ONLINE IMAGING



**53% INCREASE IN “ADD TO BASKETS”**



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Source: Internal CCEP data



# Enhance & Expand Current Business

## SEARCH TERM SPONSORSHIP

SEARCH: "Pizza"

you are in: Search results > pizza

**GREAT OFFERS**  
**zero SUGAR NEW IMPROVED TASTE**  
Click here > © 2016 The Coca-Cola Company. All rights reserved.

157 products Sort >  within categories. Favourites first

Stock a delivery to see accurate stock information

**Pizza Express Stoppio Giuseppe 305g** £4.50 Buy any 2 for €8 Add

**Pizza Express Margherita 245g** £4.50 Buy any 2 for €5 Add

**Pizza Express American 250g** £4.50 Buy any 2 for €8 Add

Spicy Calabrian Salami Pizza Waitrose 490g

Fire Roasted Vegetable & Pesto Pizza Waitrose 530g

Garlic Prawn & Chilli Pizza Waitrose 490g

**Pizza Express Margherita 245g**

**Pizza Express Romana Margherita Speciale 350g**

**Pizza Express American 250g**

## DIGITAL SAMPLING

FREE 500ml  
COCA-COLA ZERO SUGAR

TASTES MORE LIKE COKE, LOOKS MORE LIKE COKE



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# Explore New Online Shopping Opportunities

The logo for Amazon Fresh, featuring the word "amazon" in black and "fresh" in green, with a green arrow pointing from the 'a' to the 's'.

Amazon entry to UK  
Grocery Online  
marketplace



**Marketplaces**

Digital marketplaces  
bringing multiple  
sellers together  
under one roof



DELIVEROO



**JUSTEAT**

**UBER  
EATS**

Rapidly growing  
food for tonight /  
delivery sector

# Activate Across All Channels



New Packaging & Formulation



Launch & PR



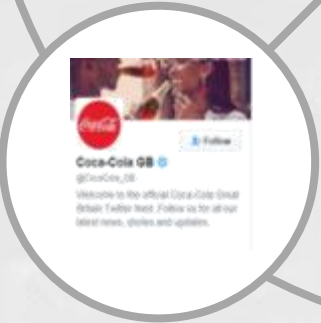
TV / Video On Demand



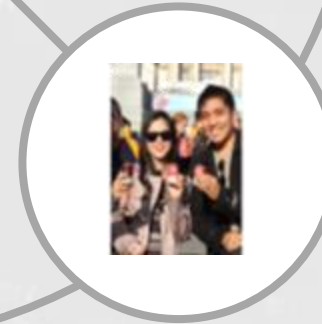
POS



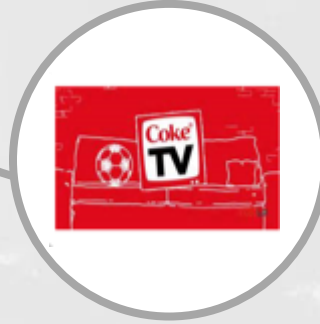
OOH



Digital & Social



In & Out of Home Sampling



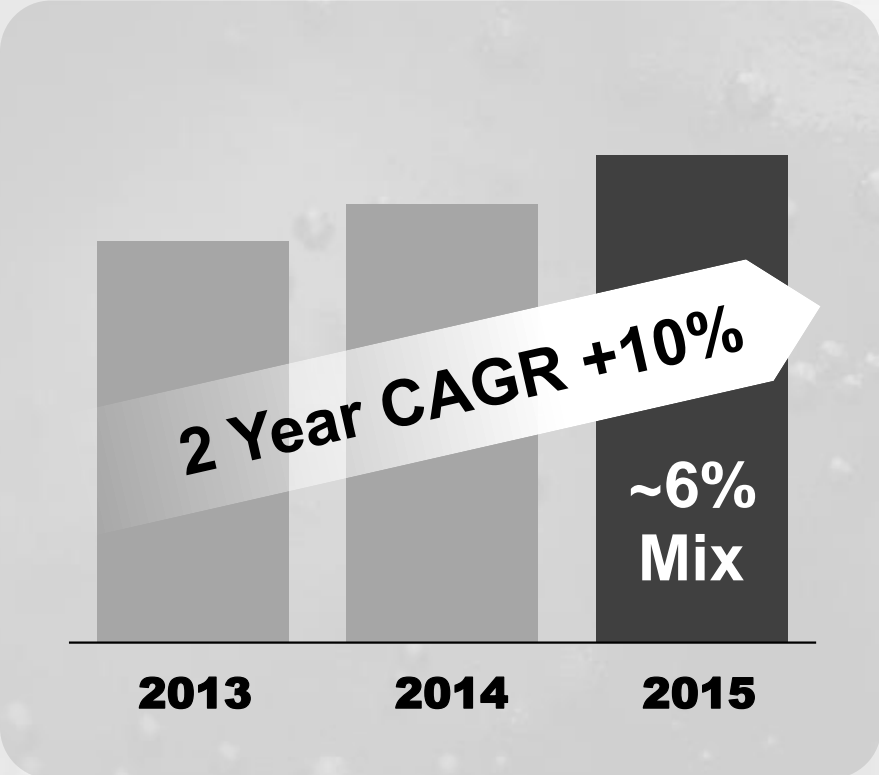
Coke TV



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# Results

## CCEP GB ONLINE SALES



## CCEP GB VALUE SHARE



Digital Awards

IGD award for e-commerce



ADVANTAGE No.1

#1 Digital supplier in the Advantage Group survey for FMCG



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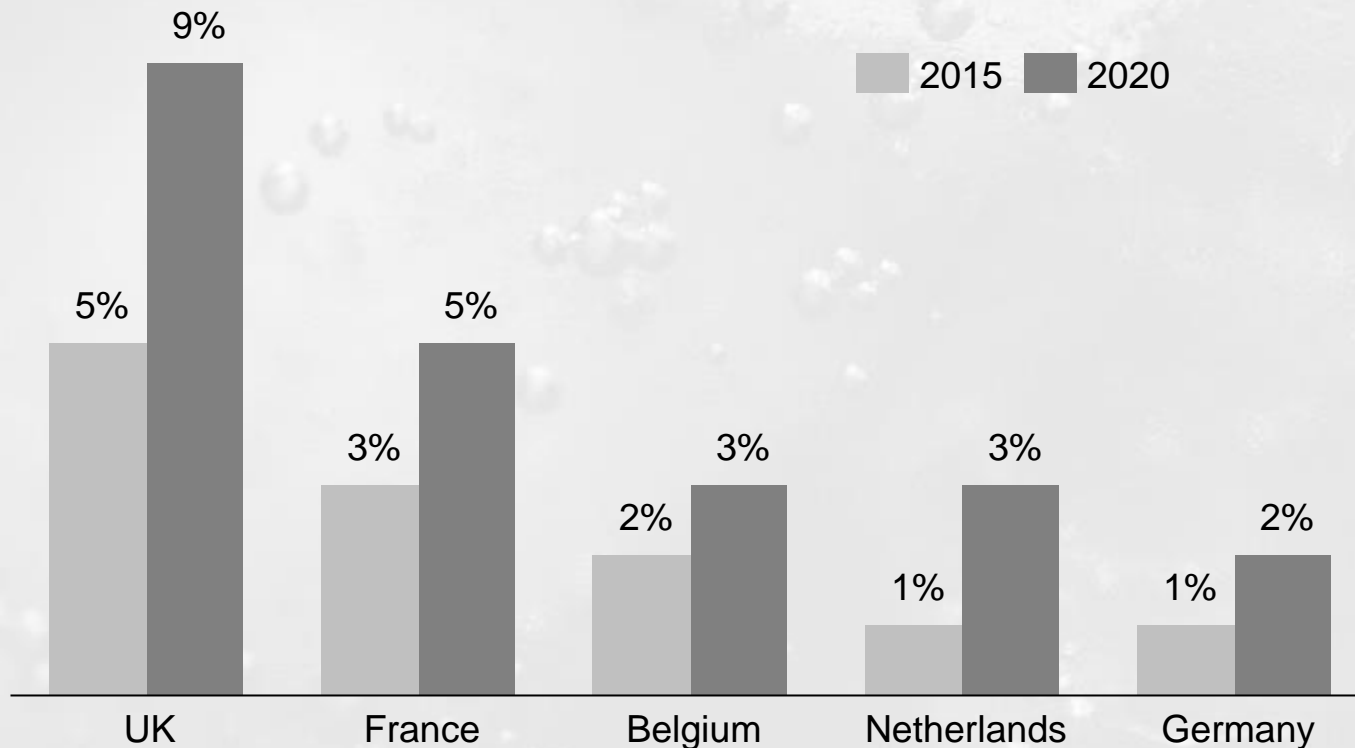
Source: Internal CCEP data; Nielsen and retailer electronic point of sale data (July 2016)



# Future Opportunity

## OUR MARKETS ARE EVOLVING

% ONLINE SALES OF TOTAL GROCERY 2015-2020



**CCEP Revenue Opportunity by 2020**

**>\$350m**



**INVESTOR & ANALYST EVENT**

Source: IGD; Internal CCEP data

# Key takeaways – CCEP is Uniquely Placed to Win

## BRAND ASSETS & PARTNERSHIPS



## CATEGORY & CUSTOMER LEADERSHIP



## Omni-channel capability



## DIGITAL INNOVATION



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**HoReCa Channel**

**Sales Force Automation**

**Synergies**



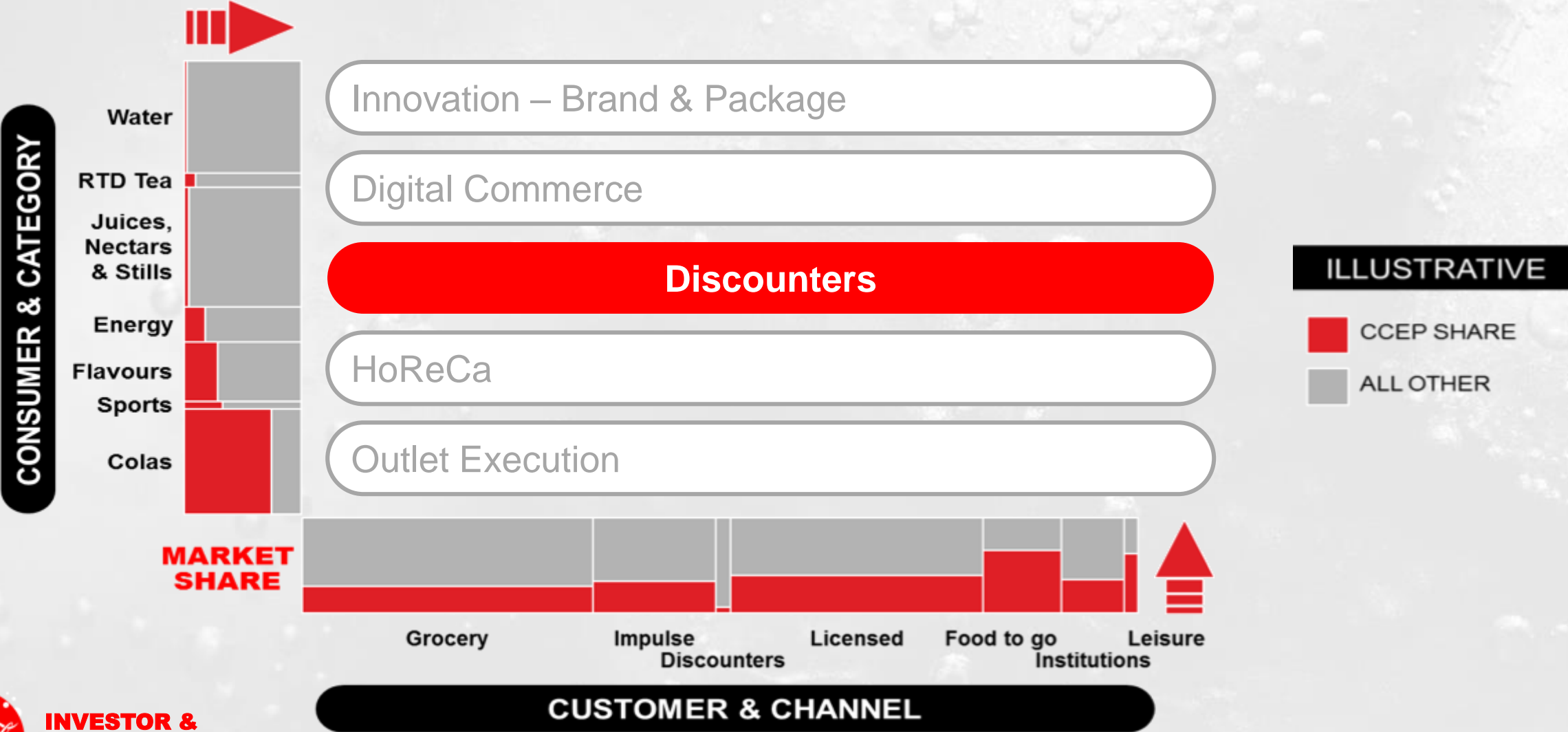
# **DISCOUNTER** **SUCCESS STORY GERMANY**

Frank Molthan





# Enabling Growth – Discounters



# Discounter is a Growing Channel and a CCEP Opportunity

1

Discounters are the largest NARTD channel Germany

2

Working with German discounters is a success story for Coca-Cola

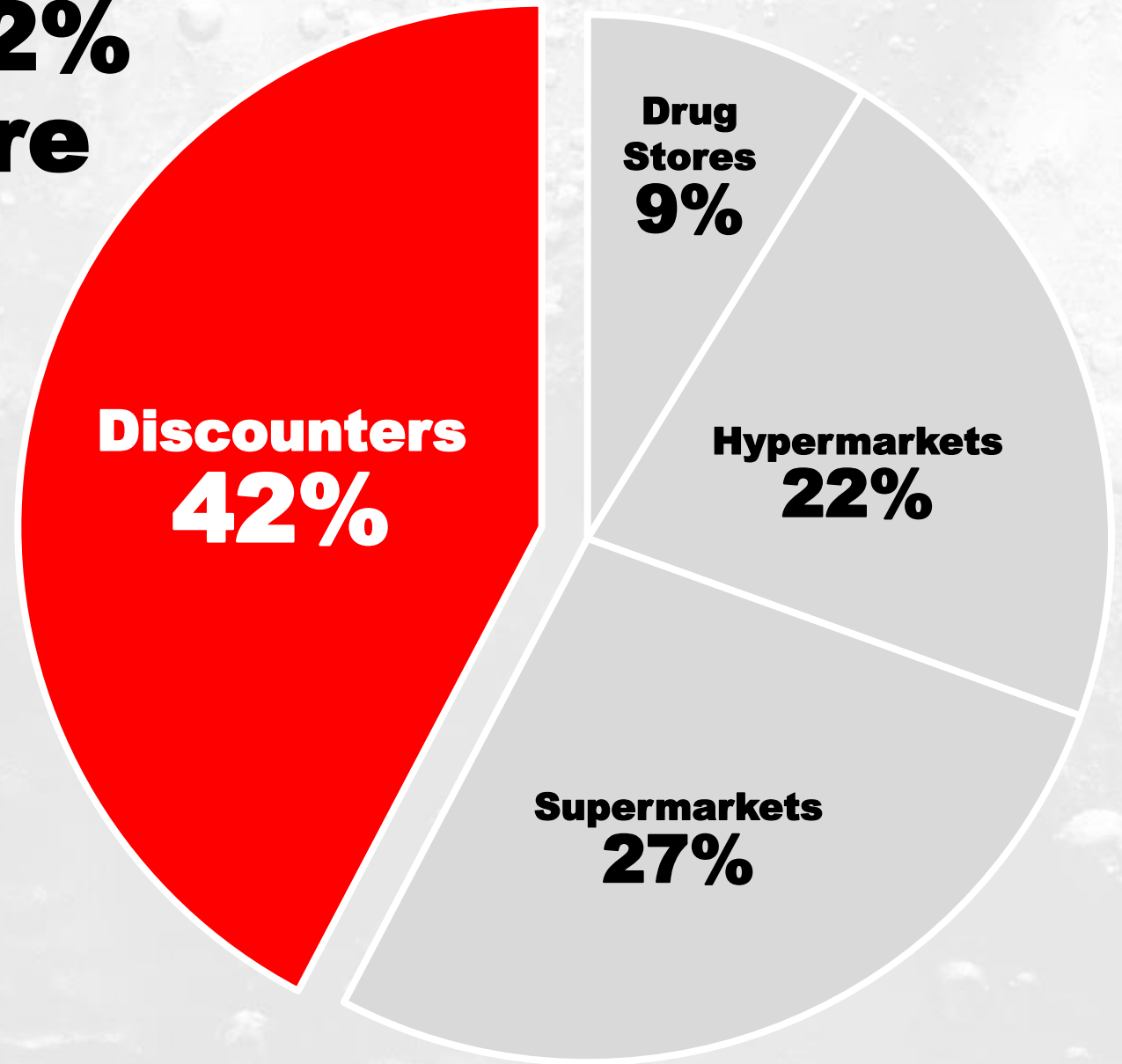
3

This experience is an advantage for CCEP



# Discounters have 42% Retail Revenue Share

**€170B**  
**MARKET**  
Retail Value  
Grocery FMCG



# Discounters Have Very High Outlet Density



3,942



1,290



3,194



650



2,378



351



2,177



1,860

~16,000 DISCOUNT OUTLETS





# The Discounter Experience has Completely Changed



**HOW IT  
USED  
TO LOOK**



**WHAT IT  
LOOKS  
LIKE NOW**



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ANALYST EVENT**



# Discount Evolution

## FRESH FRUITS



## MORE A BRANDS



## CHILLED IC PACKAGES



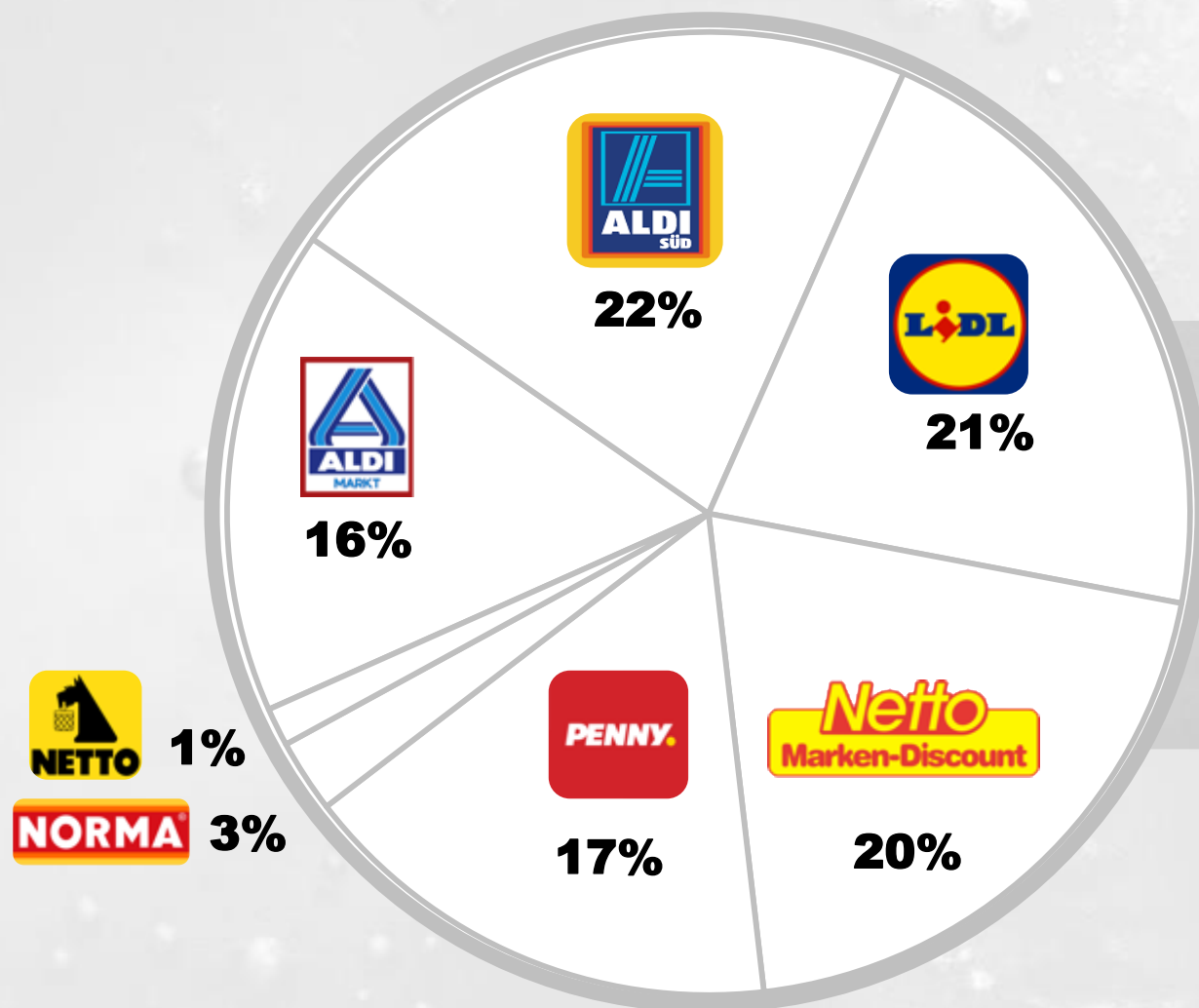
## COFFEE TO GO



## NEW BAKERY CONCEPT



# Aldi is Our Biggest Discount Customer



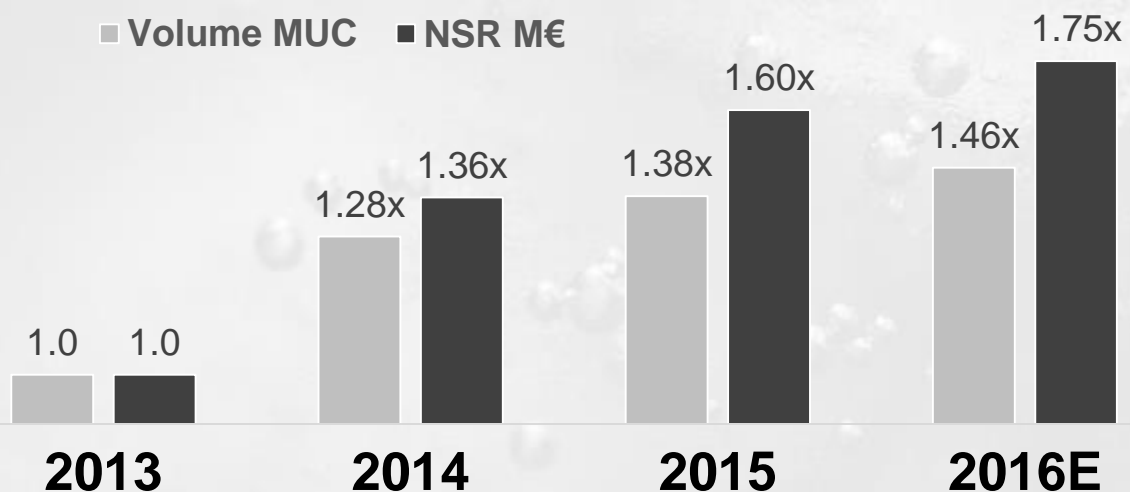
**% OF NSR  
CCEP GERMANY  
DISCOUNTERS**



# Our Approach Has Led to Success with Aldi

## CCEP GERMANY DISCOUNTER PERFORMANCE INDEXED TO 2013

■ Volume MUC ■ NSR M€



## IC VOLUME SHARE IN ALDI

1

Successful entry

2

Extending SKUs to continue success story

3

Driving IC packages to increase value





# Winning with Discounters is More Than Working with A Limited Core Assortment

**Aldi Süd:** New “ToGo Coolbox” with our products



Cans 0,25L  
& ViO 0,5L

**Penny:** Winning with broad listing portfolio



**Netto:** Differentiation via RR & Coffee to Go



RR share 25%



First tests

**Lidl:** Individual & joint promotions



CW 11/2016  
(UEFA EURO  
2016)

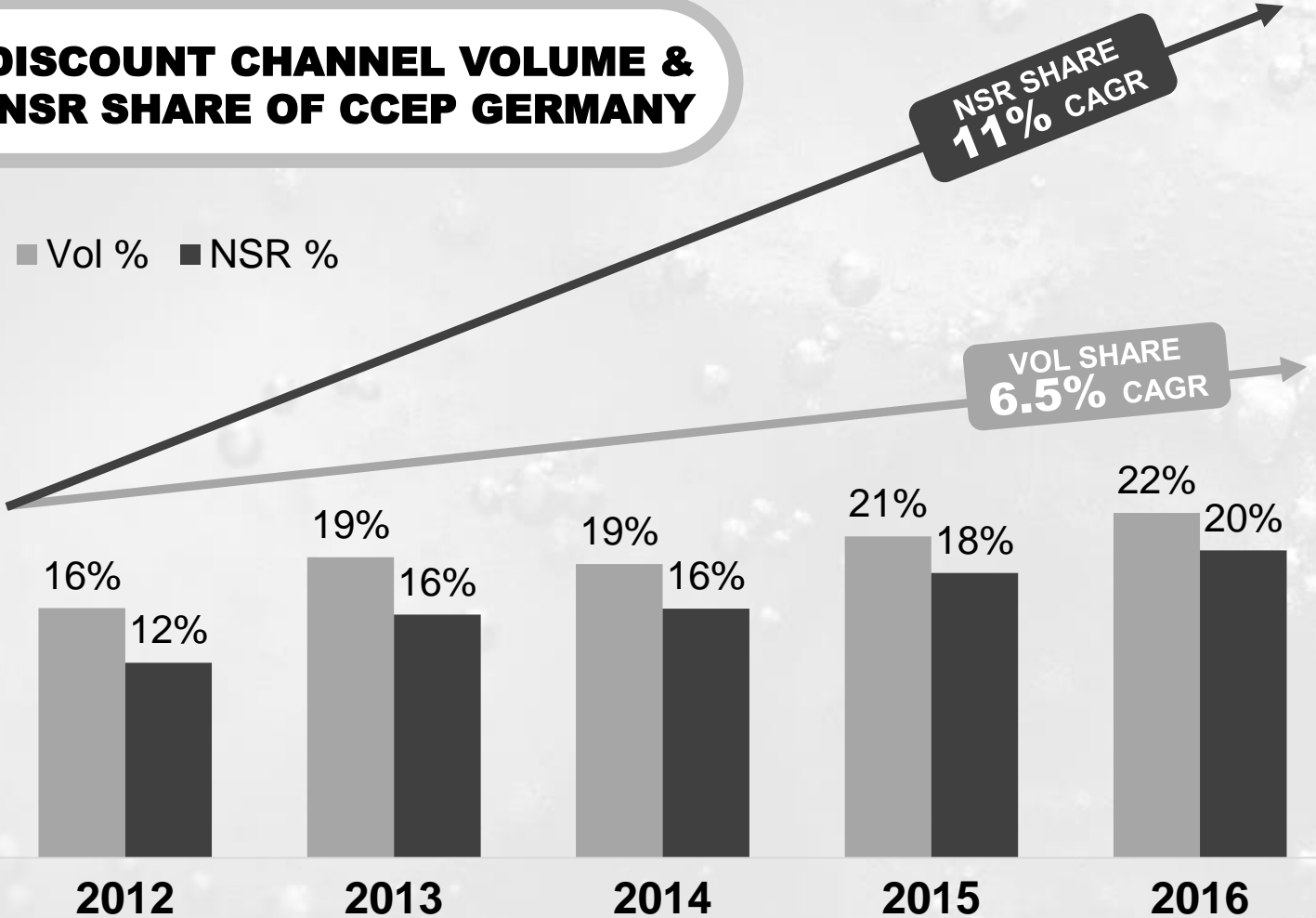


**INVESTOR &  
ANALYST EVENT**

# Revenue Share is Growing Faster than Volume

## DISCOUNT CHANNEL VOLUME & NSR SHARE OF CCEP GERMANY

■ Vol % ■ NSR %



1

35% NARTD Value Share in Discount

2

Very Profitable: Central Distribution, Less Transaction Costs

3

Still A Lot of Growth Opportunity



# Key Takeaways

- 1** Discounters are the Largest Channel in Germany – and Growing Across the Region
- 2** We have Created a Success Story in Germany – with Volume and Value
- 3** We will Leverage This as a Best Practice Across CCEP

# Agenda

**A Platform for Growth**

**Our Growth Opportunity**

**Innovation**

**Digital Commerce**

**Discounter Channel**

**HoReCa Channel**

**Sales Force Automation**

**Synergies**





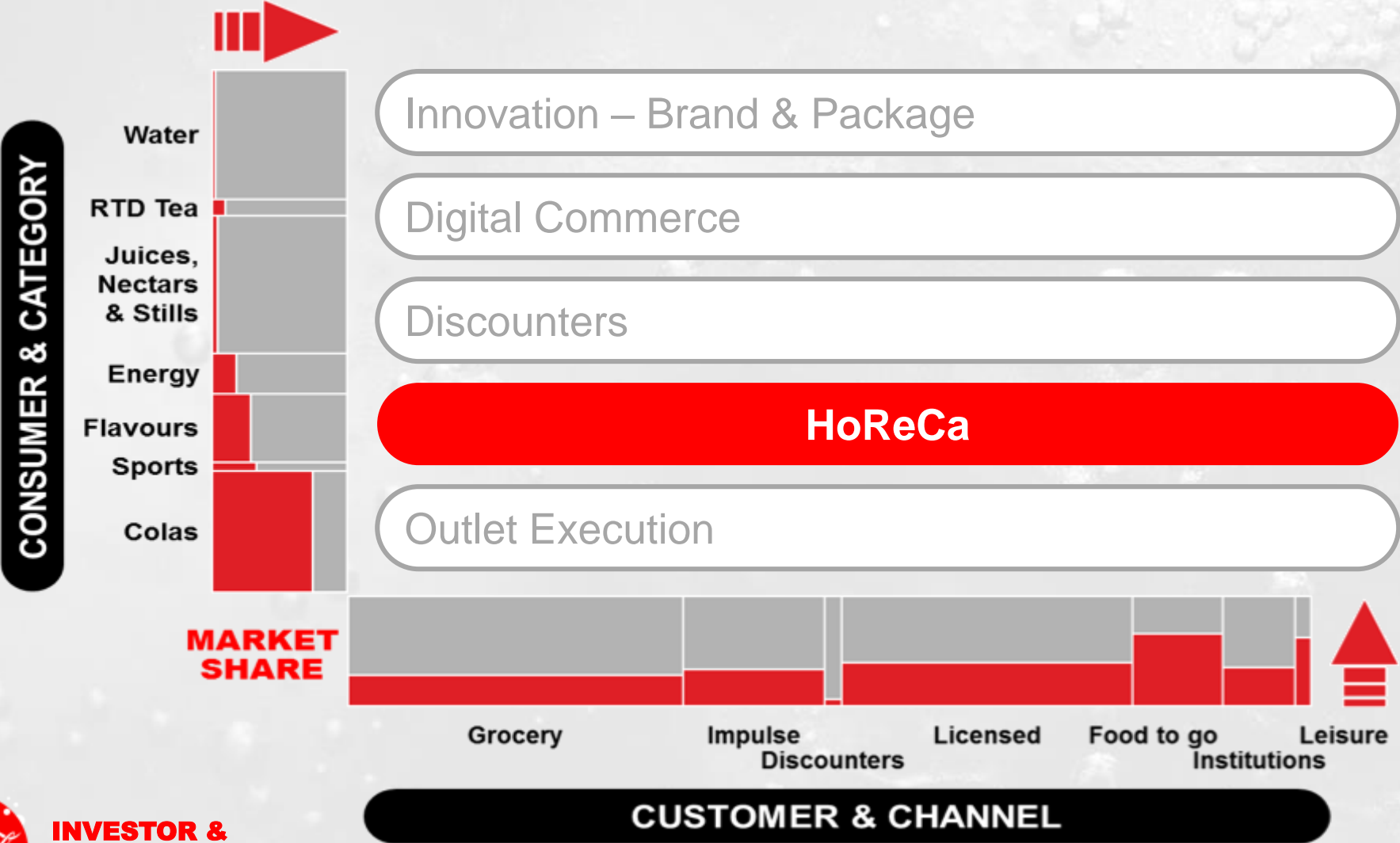
# HoReCa:

## ENHANCING THE ESSENCE OF OUR BUSINESS

Francesc Cosano, GM Iberia



# Enabling Growth – HoReCa



# Hotels, Restaurants, Cafes (HoReCa) in Spain is a Key Channel

**7.6%**  
of GDP mix

**1.6M**  
jobs

**€8B**  
in beverages  
retail value

**250k**  
points of sale

**HORECA PLAYS A KEY ROLE IN THE ECONOMY**

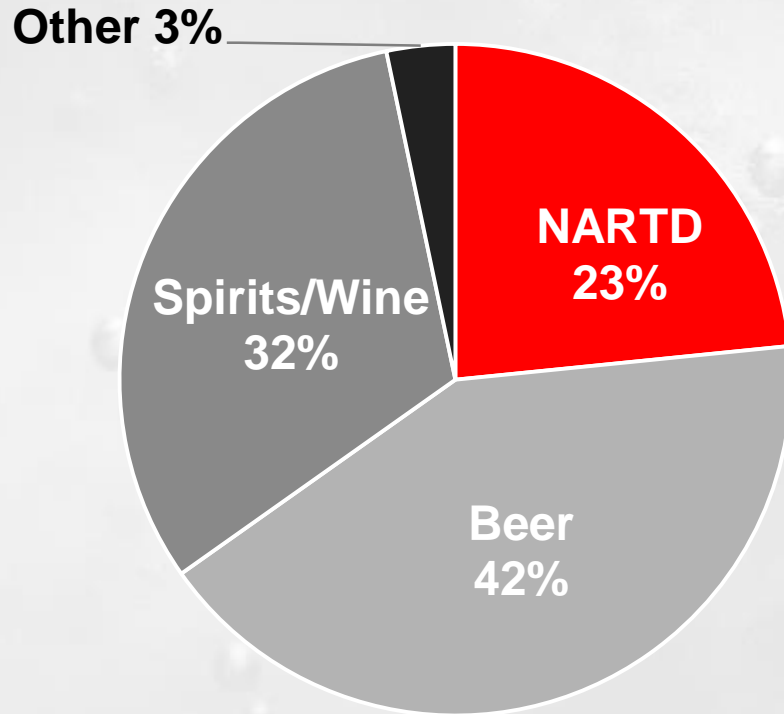


**INVESTOR &  
ANALYST EVENT**

Note: Figures represent total HoReCa channel in Spain  
Source: Spanish Statistical Office & Nielsen + Internal Data

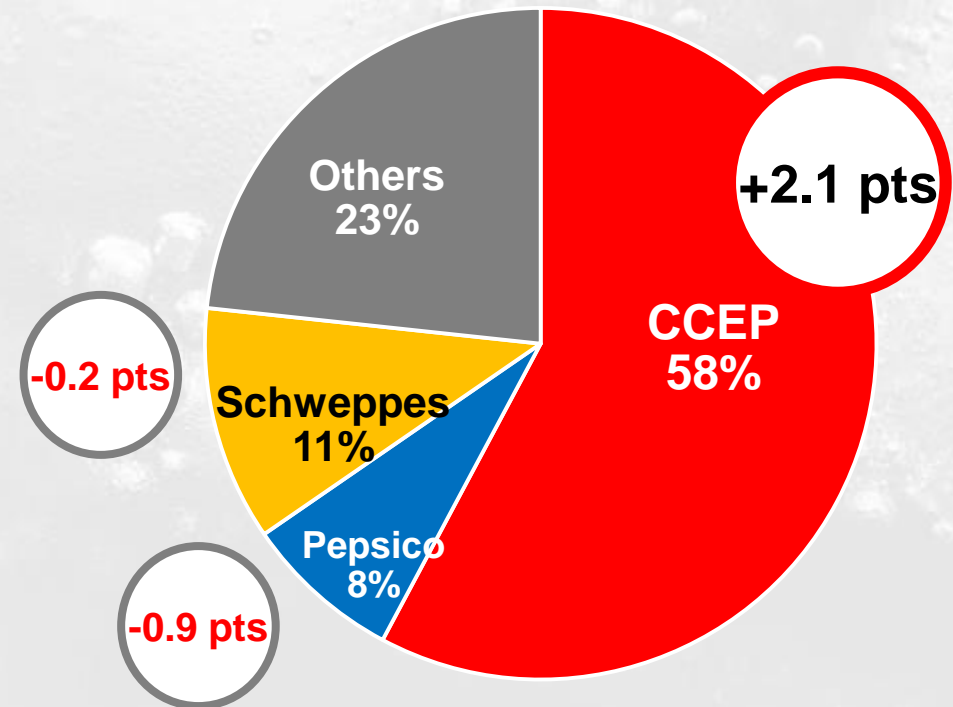
# CCEP Importance to HoReCa

## HORECA BEVERAGE RETAIL VALUE MIX(€8B)



**OPPORTUNITY: GROW THE NARTD CATEGORY (E.G. COKE AND ROLL)**

## HORECA NARTD RETAIL VALUE MIX(€2B) & SHARE CHANGE



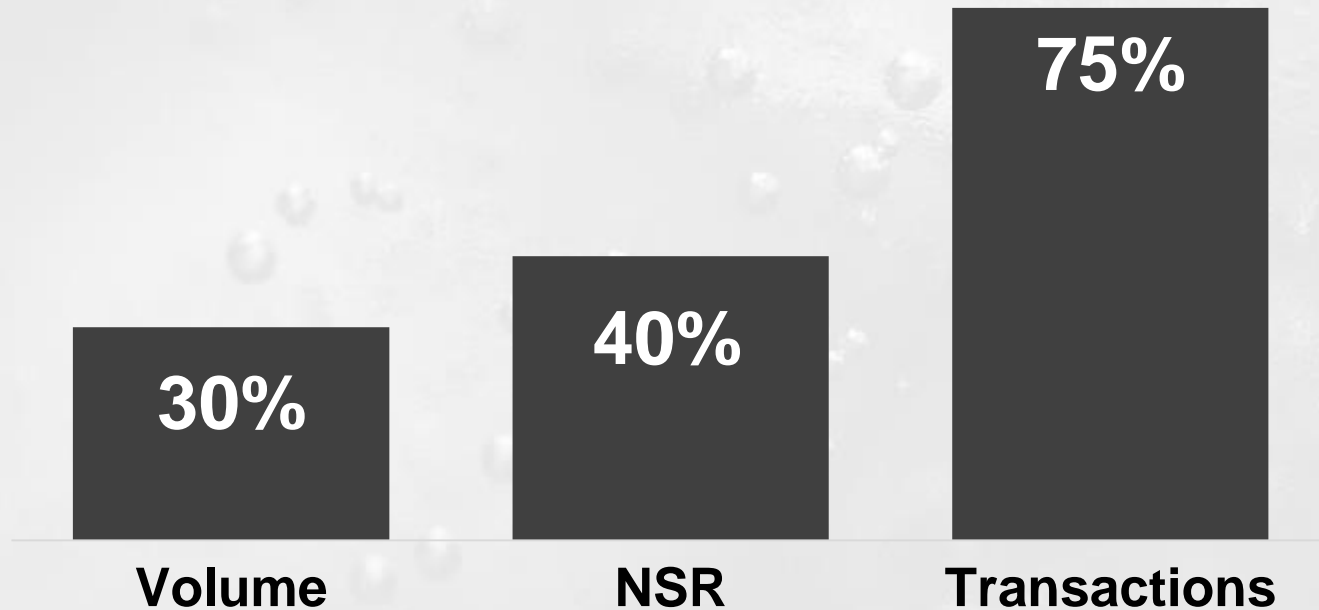
**VALUE SHARE LEADER WITH 98% AVAILABILITY**





# HoReCa Importance to CCEP Spain

## CCEP SPAIN HORECA MIX



Our sales force has 14 million **contacts** with customers per year

Key Channel to build **premium brand** experiences and develop **consumption habits**

**THE MOST PROFITABLE CHANNEL**



# Strategic Differentiator to Lead in HoReCa

## OPTIMAL ASSORTMENT

### Revenue Growth Management

Assuring the right product  
for each occasion in  
every customer

## BEST IN CLASS CUSTOMER SERVICE

### Route-To-Market (RTM)

Close to market and  
successful information  
management

**ASSORTMENT AND SERVICE ARE KEY FOR LEADING GROWTH IN HORECA**



# Optimal Assortment: Launch of 237ml

## BACKGROUND

Maintaining share in a declining channel

Coca-Cola RGB 200 ml  
CAGR  $\sim(11)\%$  (2007-2014)

## OPPORTUNITY

Launch 237ml new bottle

Renew the image in line with market trends

Accelerate revenue per transaction

Revitalize cola category

### Fully integrated launch plan

- Communication campaign
- Promotional plan (customer and consumer)
- POS activation materials
- Digital
- Customer and stakeholder engagement



# Optimal Assortment: Launch of 237ml – Results



## RESULTS

Reversing the negative trend  
Increasing net revenue per case

## OTHER BENEFITS

Increased SKU's per outlet

Expanded 3 Glass Coca-Cola offerings  
with CCZero Glass to 10k new customers

Improved engagement with customers

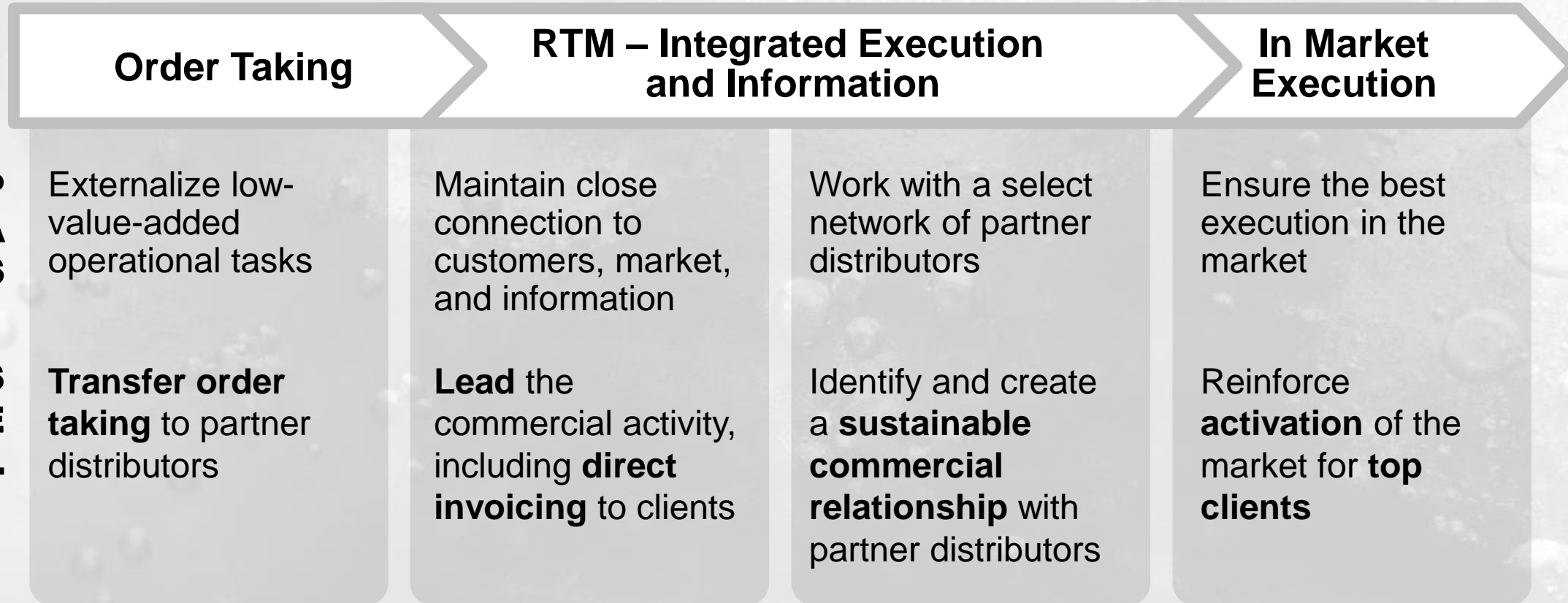
**237ml LAUNCH CONTRIBUTED MORE THAN €20M ADDITIONAL REVENUE**



**INVESTOR &  
ANALYST EVENT**



# Best in Class Customer Service and Route Model



**TO CAPTURE PROFITABLE AND SUSTAINABLE GROWTH**



# RTM: A Unique Competitive Advantage

## KEY DIFFERENCES VS. TRADITIONAL HORECA MODEL

### WE...

**Manage** the customer orders

**Invoice** the client directly

**Negotiate** the commercial terms

**Own** the transactional data

### BENEFITS

We have the information:  
sales, volume, SKUs...

Clear customer segmentation

Deployment of segmented  
execution standards

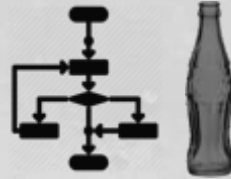
**LEVERAGING PARTNERS FOR EFFECTIVE CHANNEL MANAGEMENT**



# CCEP's Long Term HoReCa Plan

## PORTFOLIO

Mixers/ Citrus



Metrics & Information



Cold Drink Equipment



Mixability

(RECIENDO JUNTOS

Customer Engagement Programs



Communication ATL / BTL

BARTALENT lab

—INSPIRACIÓN PARA CAMAREROS—

Bartenders Programs



Motivation Plans



Consumption Experience Perfect Serve

**TODAY WE ARE FOCUSED ON PORTFOLIO ... AND WE HAVE PLANS TO DRIVE GROWTH**



**INVESTOR & ANALYST EVENT**

# Leveraging Best Practices in HoReCa Glass to Capture the Opportunity Across CCEP



## RE-LAUNCH GLASS

(The most holistic plan ever in Europe)

### WINNING THE SHOPPER –

*Sustained IMC 360° program (HORECA Communication)*

### WINNING THE OCCASIONS

*Occasion Based Marketing & consumer activation:*

1. Mixability: Enter in alcohol occasion
2. EAT
  - 200ml/250ml for snacks, quick refreshment and mixer
  - 330/350ml for sit down meals

### WINNING THE CUSTOMER

*Drive glass availability and turnover*

*Customized program for influencer customers*

**GLASS OPORTUNITY TO CAPTURE +€200M OF REVENUE BY 2020**



**INVESTOR &  
ANALYST EVENT**

Source: CCEP internal reports through 2020



# Key Takeaways

- 1** HoReCa is a significant opportunity for CCEP
- 2** CCEP is uniquely positioned to lead growth (category & channel)
- 3** CCEP has the proven strategy to deliver results (portfolio, package, programs)
- 4** Glass has been a value driver for the entire HorReCa value chain
- 5** CCEP is in position to leverage this best practice across our territories



# Agenda

**A Platform for Growth**

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**Sales Force Automation**

**Synergies**



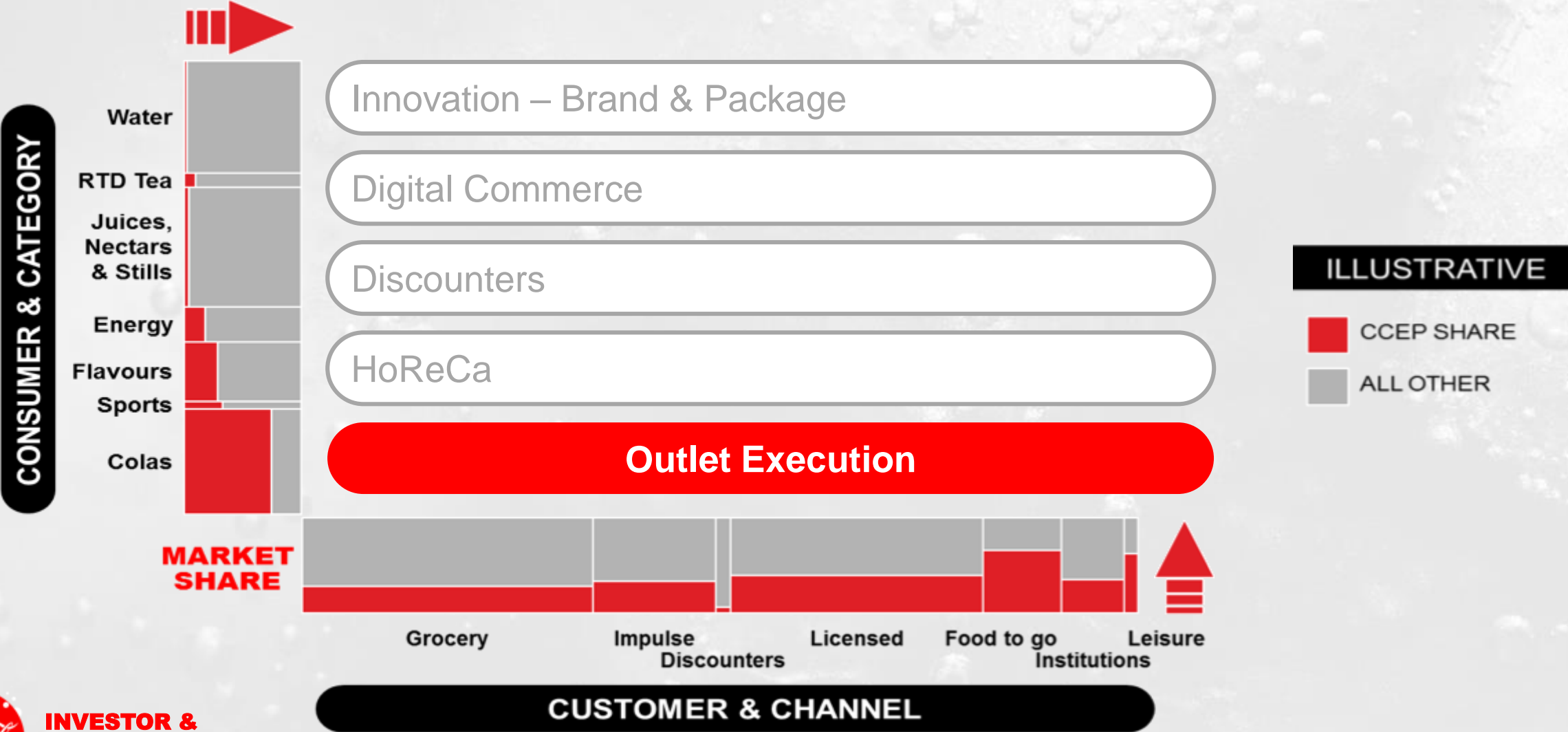
# **SALES FORCE AUTOMATION**

## **ENABLING GROWTH**

**Ben Lambrecht, GM France**   **Marcus Franke, Business Unit CIO**



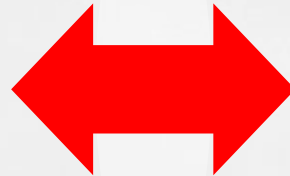
# Enabling Growth – Outlet Execution





# There will More Technology Induced Change in the Next 20 Years than **in the Last 300 Years!**

Pretty Much  
Everything That Can Be  
**Digitized or Automated**  
Will Be!



Everything That  
**Cannot Be Automated**  
Will Become Extremely  
**Valuable!**

# Changing to a **Connected World**

## **INTERNALLY**

Digitize our daily business

## **CUSTOMER**

Innovate the way we interact with our customers

## **SHOPPER**

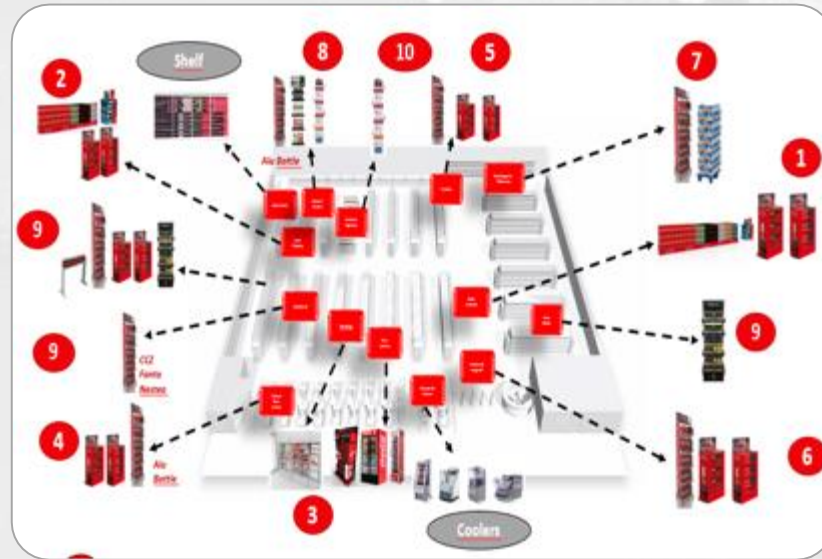
Change the game on how we connect to shoppers



# Sales Force Automation (SFA), Digitizing Our Daily Business



4500  
SALES REPS  
6M VISITS



RANGE



ACTIVATION



MERCHANDISING



VISIBILITY



## LEVERAGING OUR ASSETS / EMPOWERING OUR FRONT LINE HEROES



INVESTOR &  
ANALYST EVENT

# Live Demo SFA: Plan & Prepare

1

## ROUTE PLANNING





# Live Demo SFA: Plan & Prepare

1

## ROUTE PLANNING



2

## OUTLET INFO



# Live Demo SFA: Plan & Prepare

1

## ROUTE PLANNING



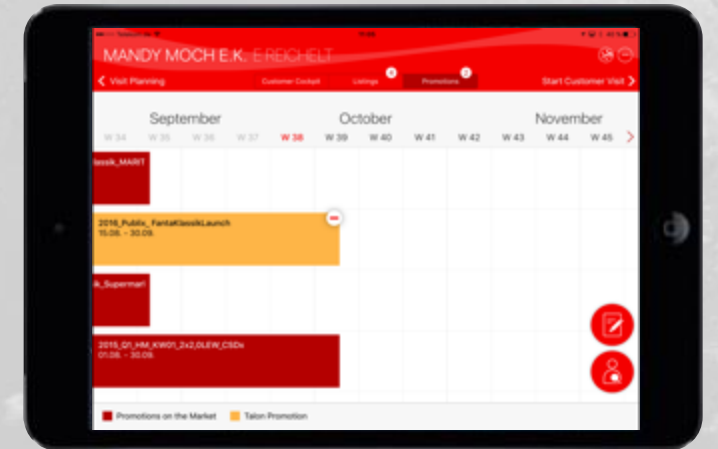
2

## OUTLET INFO



3

## PROMOTION PLAN



# Live Demo SFA: Execute & Deliver Value

4

## PICTURE OF SUCCESS



**INVESTOR &  
ANALYST EVENT**

# Live Demo SFA: Execute & Deliver Value

4

PICTURE OF SUCCESS



5

SCORE & PRIORITIES



INVESTOR &  
ANALYST EVENT



# Live Demo SFA: Execute & Deliver Value

4

**PICTURE OF SUCCESS**



5

**SCORE & PRIORITIES**



6

**SELLING STORY**



**INVESTOR & ANALYST EVENT**

# Portal – 24/7 Sales & Service For Our Customers



E-COMMERCE



BUSINESS  
CONTENT



SELF-SERVE

**CUSTOMER**

Innovate  
the way we interact  
with our customers



**INTERNALLY**

Digitize our daily  
business



**INVESTOR &  
ANALYST EVENT**

# Progress



## INVESTING IN SFA

Deployment in France in 2016

Educated sales force

Adjusted routines

Defined focused activities

## RESULTS

**Sales Rep Visits  
Per Year**

+30%

**Number of  
Displays**

+25%

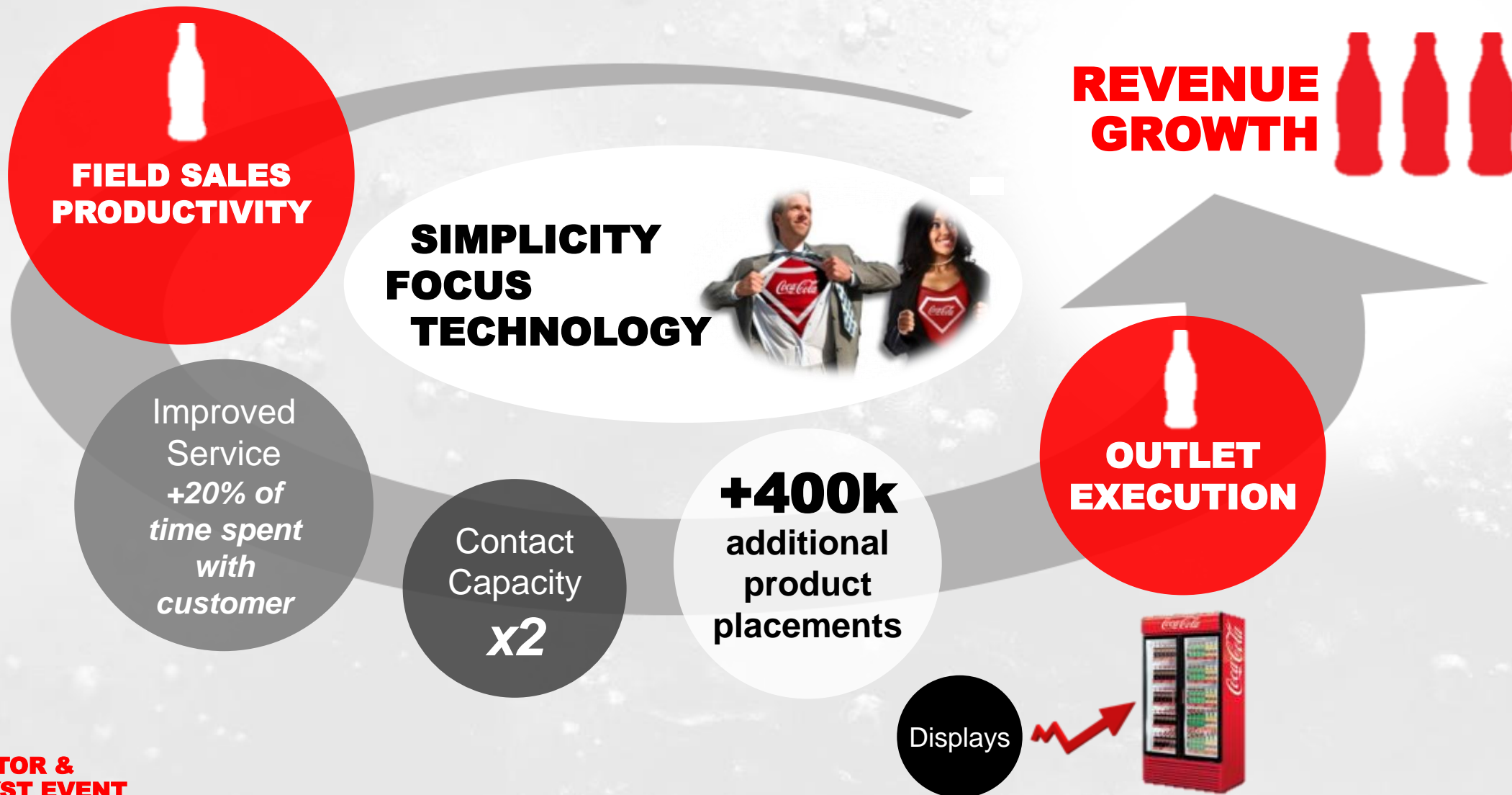
**Cold-Drink  
Equipment**

Increased placements

**WHILE EARLY, IN COMBINATION WITH OTHER KEY ENABLING TOOLS,  
WE ARE REALIZING SIGNIFICANT SALES FORCE PRODUCTIVITY**



# SFA & Portal, A Revenue Growth Lever Rolled Out Across CCEP





# Key Takeaways

- 1** Digital evolution provides a significant opportunity to better serve customers and shoppers
- 2** By investing in scalable SFA and other digital technologies, CCEP is building efficiency and effectiveness capabilities
- 3** These enablers, combined with our sales force, position us to capture revenue growth opportunities

# Agenda

**A Platform for Growth**

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**Digital Commerce**

**Discounter Channel**

**HoReCa Channel**

**Sales Force Automation**

**Synergies**



**INVESTOR &  
ANALYST EVENT**

# SYNERGIES

## DRIVING VALUE AND GROWTH

Victor Rufart – Chief Integration Officer



# Proven Capability in Successful Transformation

## **SUCCESSFUL EXPERIENCE**

CCEG on-going restructuring

CCIP integration

CCE Supply Chain Optimization & Finance Transition

## **NOW**

CCEP Integration Management Office (IMO) is the key body responsible for steering the integration and achieving results

Over 25 different workstreams, analyzing End to End processes within the organisation

We continued to realize synergies from Day 1





# Rigorous Process to Realize Synergies

## PRE-ANNOUNCEMENT

(UP TO AUGUST 2015)

“Top down” approach looking at planned initiatives and combination opportunities

## PRE-CLOSE

(UP TO MAY 2016)

“Bottom up” approach with diverse, cross organizational, cross functional teams coordinated centrally

- Design future organization
- Design projects for synergy capture
- Drive integration process while delivering the base business

## POST-CLOSE

(CURRENT)

We are firming up our 2017 ABPs and finalizing the analysis of our end-to-end processes

- Drive “quick win” execution and start tracking
- CCEP superstructure in place (LT direct reports)
- “In the line” teams take ownership of “initial cost savings”

**REALIZE ANNUAL RUN-RATE PRE-TAX SAVINGS OF €315-€340M ~MID-2019**



**INVESTOR &  
ANALYST EVENT**

# Realizing Synergies

## TOPLINE GROWTH

Shared vision between TCCC and CCEP

Enhanced commercial partnerships

Scale and speed to win in new segments

## SUPPLY CHAIN

Increased efficiency and effectiveness

Focus on customer service, local operations, and best practices

Procurement savings opportunities

## OPERATING EXPENSES

Shared core support functions

Reduced management duplication

Adjust headquarters facilities

**SYNERGY AREAS INCLUDE SUPPLY CHAIN, PROCUREMENT, AND OPERATING EXPENSES – TOPLINE GROWTH SYNERGIES ARE NOT INCLUDED IN SAVINGS TARGET**



# In-Flight Initiatives – On Track

In-flight initiatives  
achieving €100M+ across  
the different entities are  
on track



## SOME EXAMPLES

**Total Germany over €80M including:**

- Significant restructuring of the German Supply Chain
- Shift of package portfolio from Returnable/Refillable (RR) to Non-Refillable (NR)
- Streamlining of support functions

**Total CCE: over €10M including:**

- Improved network capabilities

**Total CCIP: over €10M including**

- Operations productivity

# Germany In-Flight: Reducing Complexity

## SITUATION

Production capacity surplus

DSD volume shift to central warehouse distribution

Adjustment of logistics network

## INITIATIVE

Closure of:

- Production in Bremen
- Distribution Center (DC) in Bremen & Oldenburg

Dispose of owned locations

Move to external DC

## OUTCOME

Savings: Over 10M€



**CREATING A MORE EFFICIENT AND EFFECTIVE ROUTE TO MARKET STRATEGY**



# Northern Europe Business Unit (NEBU) In-Flight: Increasing Flexibility

## SITUATION

Key Network Footprint

Need to  
Increase Flexibility

Optimization  
Best Solution

## INITIATIVE

Smart Network  
Investments  
(i.e. Hotfill Capacity)

Replacing Obsolete  
Equipment By Better  
Performing Equipment

Retained And Reduced  
A Flexible Workforce

## OUTCOME

Savings: Over 10M€



# Iberia In-Flight: Meaningful Progress Toward Network Optimization

## LOWERING OVERALL COST TO SERVE

### NEW CAN LINE IN VALENCIA

Optimal production location to reducing transportation costs

**BENEFITS: OVER €2M SAVINGS**

### SPAIN BEST IN CLASS PET PROJECT

Harmonizing specifications to drive raw material savings

**BENEFITS: OVER €3M SAVINGS**

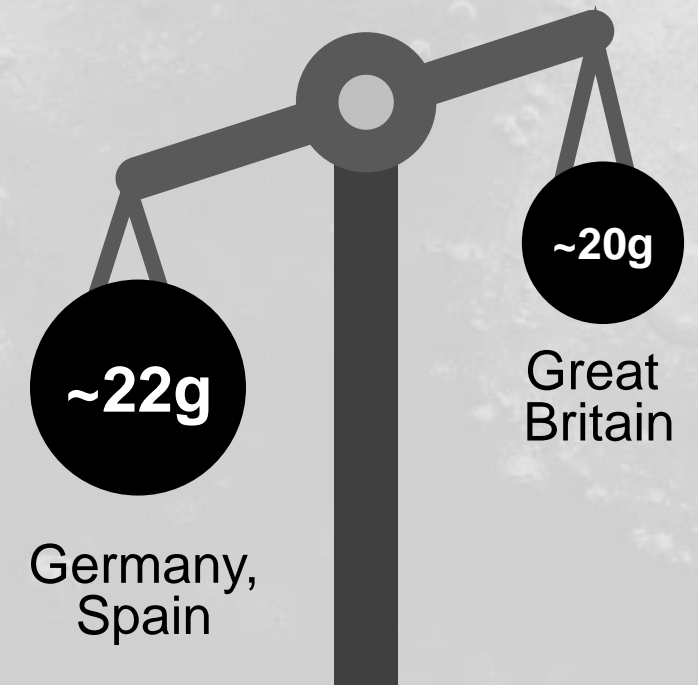


# Supply Chain **Best Practices**

## OPTIMIZING CROSS-BORDER PRODUCT SUPPLY



## LIGHT-WEIGHT 500ML PET BOTTLES



**A MODEL OF CROSS-CCEP COLLABORATION**



# We Have Already Started to Rationalize Suppliers to Leverage Buying Scale

## SOME FAST TRACK EXAMPLES

### FLEET

Consolidate to one CCEP car lease provider  
Value to CCEP:



>€10M

### CHEMICALS

Optimize and harmonize contracts across CCEP



>€3M

### FORKLIFTS

Leverage best prices across CCEP



>€2M

### PALLETS

Joint target negotiations with incumbent suppliers



>€3M



# Next Steps

- 1** Continue to realise in-flight synergies
- 2** Advance the design of new organization for new synergies
- 3** Engage with key stakeholders to get ready for implementation

**FOCUSED ON DRIVING LONG-TERM SHAREHOLDER VALUE**



# Key Takeaways

**CCEP** has proven capabilities and experienced teams with a track record of **successful transformations**

In-flight initiatives are being executed and we are advancing other initiatives to realize synergies

When appropriate, we will provide additional information on the initiatives and key measures

**We remain on-track** to deliver **€315-340** million in pre-tax run rate savings **mid-2019**



# Agenda

**A Platform for Growth**

**Our Growth Opportunity**

**Finance**

**Closing Remarks and Key Takeaways**

**Q&A**



# A Strong Outlook For Growth

**LARGE,  
AFFLUENT,  
ACCESSIBLE  
CONSUMER BASE**

**HIGH VALUE,  
EXPANDABLE  
CATEGORY**

**SIGNIFICANT  
HEADROOM FOR  
GROWTH**



**UNLOCKED THROUGH UNIQUE ASSETS & CAPABILITIES**

UNIQUE PORTFOLIO OF LEADING BRANDS  
LEADING MARKET EXECUTION CAPABILITY  
ALIGNED MODEL WITH TCCC  
THE TEAM TO WIN



**INVESTOR &  
ANALYST EVENT**



# Key Takeaways

NARTD category offers significant growth opportunity for customers and CCEP

We are on track to deliver our synergy commitments

We are closely aligned with TCCC on our ambition and our priorities

We have plans to restore sustainable growth by expanding our consumer & customer franchises

**WE HAVE THE TEAMS, PLANS, AND SYSTEM ALIGNMENT TO  
RETURN TO LONG TERM SUSTAINABLE GROWTH**



# Agenda

**A Platform for Growth**

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# CCEP

## A PLATFORM FOR GROWTH

Nik Jhangiani, CFO



# Financial Framework

**Grow** Free Cash Flow With Earnings In-line with Long-Term Targets

**Maintain** Optimal Capital Structure and Financial Flexibility

**Pursue** Disciplined Investment

**Drive** Shareowner Value with Increasing Return on Invested Capital

**A CONTINUED FOCUS ON SUSTAINABLE GROWTH AND FINANCIAL RETURNS**





# Grow Free Cash Flow

## STRATEGY

**Deliver Consistent Long-Term Profitable Growth**

**Prudent Capital Investments**

**Drive Cash from Operations**

## LONG-TERM TARGETS

Net Sales Growth in a Low Single-digit Range  
Operating Income Growth in a Mid-Single-Digit Range

Capex ~ 4% - 5% of Net Sales

FCF To Net Income Conversion Increasing to ~100%



# Maintain Optimal Capital Structure

## STRATEGY

**Maintain a  
Strong  
and Flexible  
Balance  
Sheet**

## CAPITAL STRUCTURE GOALS

Operate Within a 2.5x to 3.0x  
Net Debt to EBITDA Leverage Ratio

Maintain Investment Grade Debt Rating

Periodically Re-Evaluate Optimal Structure



# Pursue Disciplined Investment

**INVEST IN ATTRACTIVE RETURN OPPORTUNITIES**

## **CORE BUSINESS GROWTH**

---

Invest in Innovation  
to Drive Growth

## **RESTRUCTURING**

---

Invest Incrementally  
in Efficiency and  
Effectiveness

## **M&A**

---

Opportunistically  
Invest in M&A to  
Drive Incremental  
Shareowner Value



# Drive Shareowner Value

## LONG-TERM TARGETS

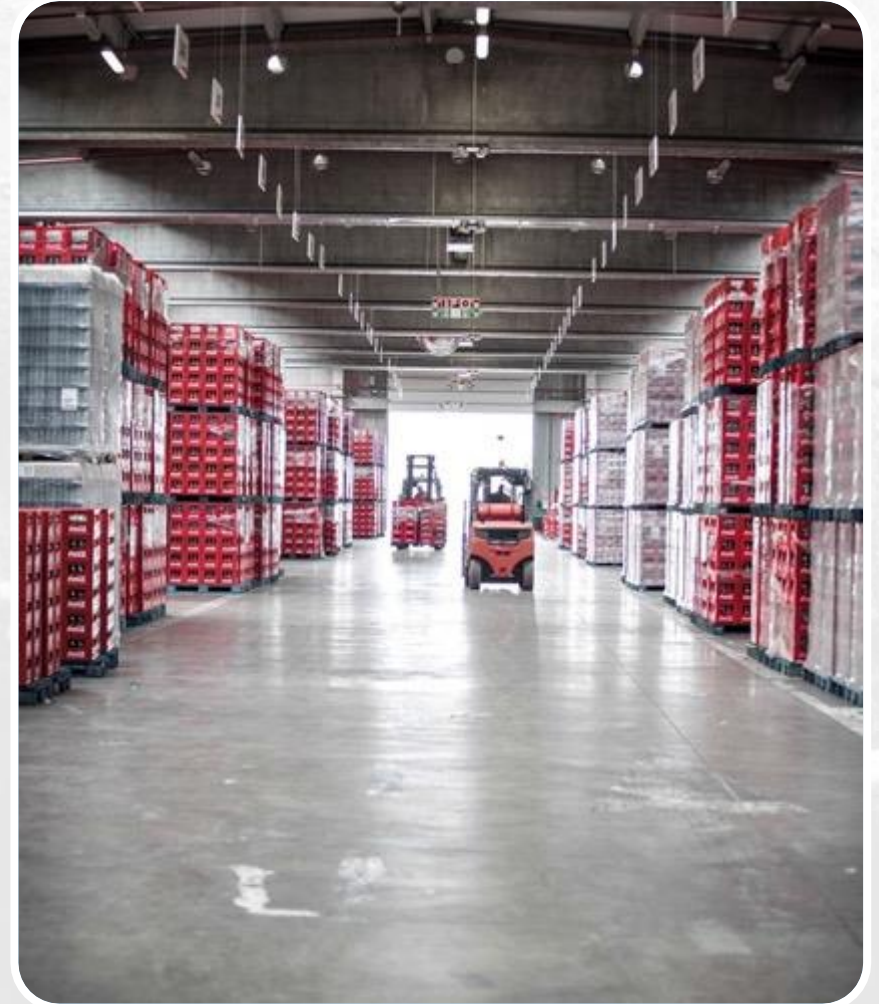
Diluted earnings per share (EPS) growth in a mid to high single-digit range

Return on invested capital (ROIC)  $\geq$  20 bps or more annual improvement

## RETURN CASH TO SHAREOWNERS

Recently announced quarterly dividend of €0.17 or €0.68 per year annualized

Return of excess cash to shareowners via special dividend and/or share repurchases





# Realize Synergy Benefits

## KEY AREAS

**Increase Efficiency and Effectives of Supply Chain and Operating Expenses**

**On-track to Realize Annual Run-Rate Pre-Tax Savings of €315 – €340 by 1H19**



# Key Financial Takeaways

Realistic About the Continued  
**Current Environment**

History of, And Commitment to,  
Managing the Levers of **Our  
Business to Deliver Value**

Excited About the **Opportunities to  
Create Value** with the Formation of CCEP



**FOCUS ON GENERATING CASH FROM OPERATIONS, CREATING  
LONG-TERM PROFITABLE GROWTH, AND DRIVING SHAREOWNER VALUE**



**INVESTOR &  
ANALYST EVENT**

# Agenda

**A Platform for Growth**

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**Q&A**





# CCEP

## CLOSING REMARKS AND KEY TAKEAWAYS

John F. Brock, CEO





# Leading as a Responsible & Sustainable Business



Commitment to the Well-being of the Communities We Serve

Shape and Inform Consumer Choice

2016 Dow Jones Sustainability Index

Strong Alignment with TCCC

**LEAD IN SUSTAINABILITY WHILE DRIVING VALUE FOR STAKEHOLDERS**



**INVESTOR &  
ANALYST EVENT**

# Guided by an Experienced Board



**Sol Daurella**  
Chairman;  
Coca-Cola European  
Partners, plc.



**Jan Bennink**  
Former Non-Executive  
Chairman, D.E. Master  
Blenders 1753



**John F. Brock**  
Chief Executive Officer  
Coca-Cola European  
Partners, plc.



**José Ignacio Comenge**  
Director of Olive  
Partners, S.A.



**Christine Cross**  
Owner; Chistine  
Cross, Ltd.



**Alfonso Libano Daurella**  
Director of Olive  
Partners, S.A.



**J. Alexander M.  
Douglas, Jr.**  
Executive Vice President;  
The Coca-Cola Company



**Javier Ferran**  
Partner; Lion Capital  
Chairman, Diageo



**Irial Finan**  
EVP and President;  
Bottling Investments Group,  
The Coca-Cola Company



**L. Phillip Humann**  
Former Chairman of  
the Board; SunTrust  
Banks, Inc.



**Orrin H. Ingram II**  
President and Chief  
Executive Officer;  
Ingram Industries Inc.



**Thomas H. Johnson**  
CEO, Taffrail Group, LLC;  
former Chairman & CEO  
Chesapeake Corporation



**Véronique Morali**  
Chairman of Fimalac  
Developpement and Vice-  
Chairman, Fitch Group, Inc.



**Mario Rotllant**  
Director and Vice-Chairman  
of Olive Partners, S.A.



**Francisco  
Ruiz de la Torre**  
Chief Executive Officer;  
Agriculturas Diversas, S.L



**Garry Watts**  
Former Chief Executive  
Officer; SSL International



**Curtis R. Welling**  
Professor, Tuck School of  
Business, Dartmouth  
University



**INVESTOR &  
ANALYST EVENT**

# Led by a Solid and Proven Team



**CEO**  
**John Brock**

John is an international beverage industry leader with a wealth of experience in the Western Europe market. John joined CCE as CEO in April 2006.



**COO**  
**Damian Gammell**

Over 20 years' experience in The Coca-Cola System. Previously President and CEO of Anadolu Beverage Group.



**CFO**  
**Nik Jhangiani**

Over 20 years' finance experience with 11 years in The Coca-Cola System. Previously CFO at Coca-Cola Hellenic.



**Legal**  
**Clare Wardle**

Previously Group General Counsel at FTSE100 Kingfisher Group and General Counsel for Tube Lines.



**HR**  
**Nick Wall**

With The Coca-Cola System for 30 years. Led HR for The Coca-Cola Company's Bottling Investment Group.



**IT**  
**Esat Sezer**

Previously CIO for Whirlpool Corporation. Also held positions at Colgate Palmolive and Andersen Consulting.



**Public Affairs**  
**Lauren Sayeski**

Over 12 years' in The Coca-Cola System. Played a key role in the 2010 transaction of CCE's North American operations.



**Supply Chain**  
**Ron Lewis**

Previously Chief Procurement Officer at The Coca-Cola Company, responsible for \$38bn of external spend.



**Synergies & Integration**  
**Victor Rufart**

Previously Coca-Cola Iberian Partners CEO, with 28 years of experience Cobega, recently leading the transformation.

**DIVERSE LEADERSHIP TEAM WITH THE SKILLS & EXPERIENCE TO TAKE CCEP FORWARD**



**INVESTOR &  
ANALYST EVENT**



# Led by a Solid and Proven Team



**Ben Lambrecht**  
*GM France*



**Francesco Cosano**  
*GM Iberia*



**Leendert Den  
Hollander**  
*GM GB*



**Stephen Moorhouse**  
*GM NEBU*



**Frank Molthan**  
*GM Germany*

**DIVERSE LEADERSHIP TEAM WITH THE SKILLS & EXPERIENCE TO TAKE CCEP FORWARD**



**INVESTOR &  
ANALYST EVENT**





All **3 Bottlers** Have  
A Track Record of  
Focusing on Long-  
Term Growth



**Shareowner  
Value** Is A Core  
Strategic Priority



Initial Dividend  
Reiterates A  
**Commitment to  
this Goal**

**FOCUSED ON DRIVING  
SHAREOWNER VALUE**



**INVESTOR &  
ANALYST EVENT**



Focused on  
Unlocking **Long-Term  
Category Growth**  
in Europe



**People, Culture  
and Values** at  
Our Heart



Building  
**Diversity**

# SUMMARY

**A SUSTAINABLE, PEOPLE DRIVEN,  
CUSTOMER FOCUSED BUSINESS,  
DRIVING SHAREOWNER VALUE**

Delivering A  
**Sustainable  
Business**



Member of **DJSI**  
and **DJSI 2016  
World Indices**



**INVESTOR &  
ANALYST EVENT**

# Key Takeaways

A Compelling Business Combination

A Unique Opportunity For Profitable Growth

A Proven Leadership Team

A Commitment to Driving Shareowner Value

**CREATING THE LEADING INDEPENDENT COCA-COLA BOTTLER  
AND A MAJOR EUROPEAN CONSUMER PACKAGED GOODS COMPANY**



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