



Coca-Cola
EUROPEAN PARTNERS



CAGE
CONFERENCE 2017

Damian Gammell CEO

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Forward-Looking Statements

This document 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; fluctuations in foreign currency exchange rates; interest rate increases; an inability to maintain good relationships with its partners; a deterioration in its partners’ financial condition; increases in income tax rates, changes in income tax laws or unfavourable resolution of tax matters; increased or new indirect taxes in its 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 its respective products; an inability to protect its respective information systems against service interruption, misappropriation of data or breaches of security; unfavourable general economic or political conditions in the United States, Europe or elsewhere; litigation or legal proceedings; adverse weather conditions; climate change; damage to its 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 its respective products or business operations; changes in accounting standards; an inability to achieve its respective overall long-term growth objectives; deterioration of global credit market conditions; default by or failure of one or more of its respective counterparty financial institutions; an inability to timely implement their previously announced actions to reinvigorate growth, or to realise the economic benefits it anticipates from these actions; failure to realise a significant portion of the anticipated benefits of its respective strategic relationships, including (without limitation) The Coca-Cola Company’s relationship with Monster Beverage Corporation; an inability to renew collective bargaining agreements on satisfactory terms, or it or its respective partners experience strikes, work stoppages or labour unrest; future impairment charges; an inability to successfully manage the possible negative consequences of its 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, the registration statement on Form F-4, which was filed with the SEC by CCEP, and the interim results for the first six months ended 1 July 2016, published on 22 September 2016. 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 its public statements may prove to be incorrect.

Agenda

PLATFORM FOR GROWTH

OUR GROWTH OPPORTUNITIES

DELIVER SHAREHOLDER VALUE

SUSTAINABILITY & KEY TAKEAWAYS

The Right Merger, At The Right Time

SOLID PLATFORM
for Value Creation

STRENGTHENED PARTNERSHIP
with the Coca-Cola
Company (TCCC) and
Shared Vision to
Drive Growth

**MERGER OF CCE,
IBERIAN, AND
GERMAN
BOTTLERS CREATES
WORLD'S LARGEST
COCA-COLA
BOTTLER, CCEP**

SHARED BEST PRACTICES
to Enhance Commercial
Efficiency & Effectiveness

**LEVERAGE SCALE &
REALISE SYNERGY BENEFITS**
to Improve Operating Model

A WINNING COMBINATION

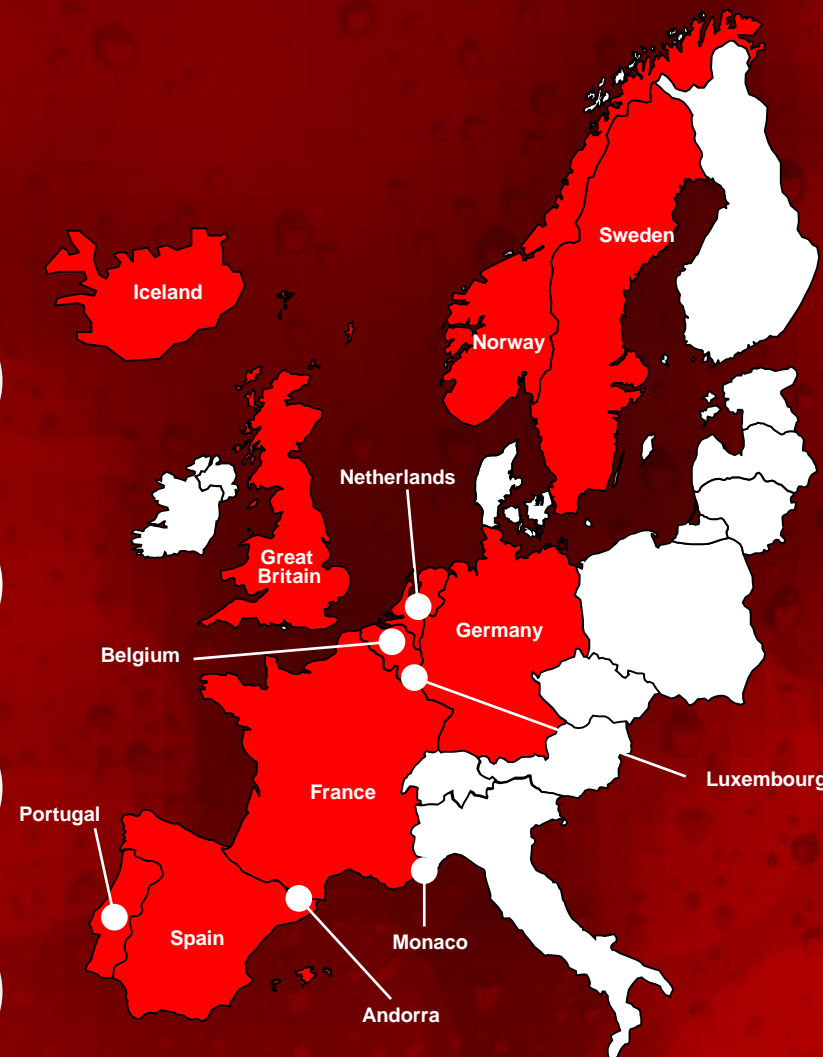
A Major European Consumer Packaged Goods Company

SERVING OVER **300 MILLION** PEOPLE IN 13 COUNTRIES

PORTFOLIO OF CONSUMER PREFERRED BRANDS

BUSINESS UNITED BY ONE BRAND, WORKING TO **ONE COMMON GOAL**

STRONG **HERITAGE** AND **INTEGRATION** KNOW-HOW



COMPELLING OPPORTUNITIES FOR PROFITABLE GROWTH

Our Focus

VISION

BE A LEADING CPG & THE BEST, MOST VALUABLE COCA-COLA BOTTLER

DIVERSIFY & GROW OUR PORTFOLIO VALUE

COLLABORATE WITH CUSTOMERS FOR JOINT VALUE CREATION

OPERATE EFFICIENTLY, EFFECTIVELY, AND LOCALLY

**DELIVER LONG-TERM PROFITABLE GROWTH BY
LEADING NARTD VALUE CREATION SUSTAINABLY IN WESTERN EUROPE**

Foundations of Our Business

**RESPONSIBLE AND
SUSTAINABLE APPROACH...**

EVOLVING PORTFOLIO MEETING CONSUMER NEEDS,
SUSTAINABLE PACKAGING, PARTNERING WITH OUR
COMMUNITIES

...ALIGNED WITH TCCC...

TOTAL BEVERAGE APPROACH, FOCUSED ON REVENUE
WITH ALIGNED BUSINESS PLANNING

**...DRIVEN BY A CAPABLE AND
ENTREPRENEURIAL CULTURE**

FRONTLINE AND CUSTOMER FOCUSED, FAST AND AGILE,
EMPOWERED AND PASSIONATE, DIVERSE AND INCLUSIVE

WORKING TOGETHER TO CAPTURE CONSUMER & CUSTOMER GROWTH OPPORTUNITIES

A Solid Platform for Growth

A STRONG PLATFORM...

NARTD SHARE LEADER GENERATING
~€11B IN REVENUE AND ~€1.4B
OPERATING PROFIT

ONE OF THE LARGEST CPG SALES
FORCES IN EUROPE WITH ~6 THOUSAND
PEOPLE IN THE FIELD

~24 THOUSAND EMPLOYEES SERVICING
~1 MILLION CUSTOMER OUTLETS

...BECOMING STRONGER

GROWING THROUGH INNOVATION

IMPROVING PRICE/MIX

REFORMULATING TO ADDRESS
SUGAR CONCERNS

BUILDING ON SUSTAINABILITY LEADERSHIP

PAN EUROPEAN SCALE WITH OVER 90% OF OUR SALES PRODUCED LOCALLY

Agenda

PLATFORM FOR GROWTH

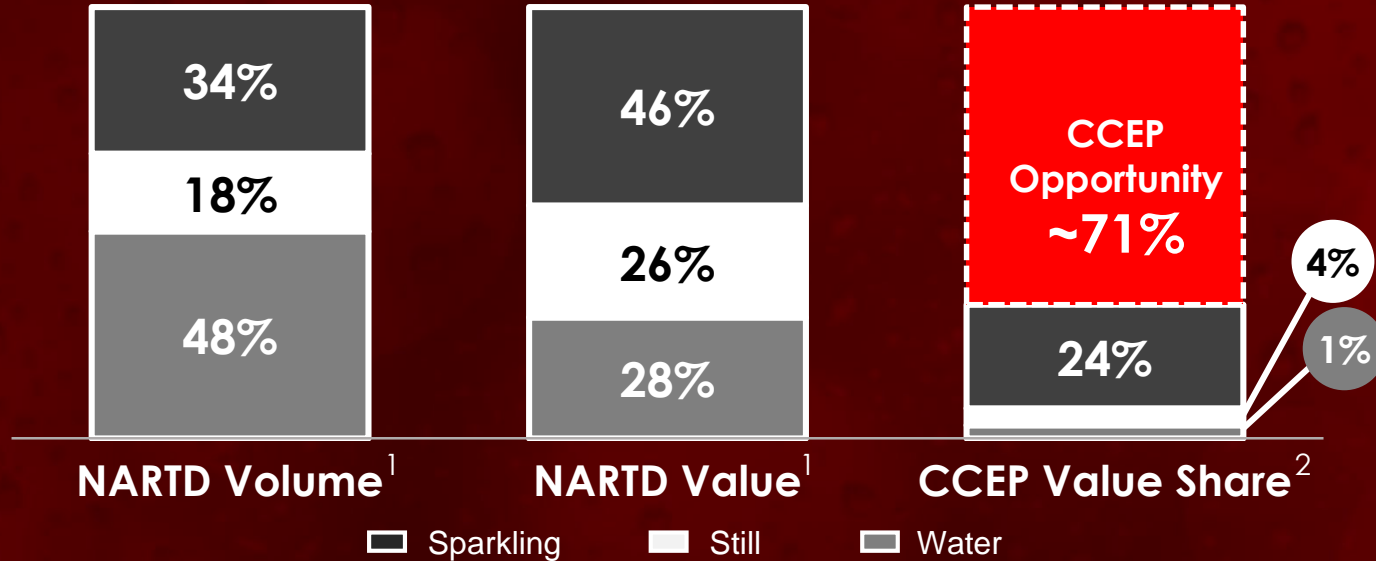
OUR GROWTH OPPORTUNITIES

DELIVER SHAREHOLDER VALUE

SUSTAINABILITY & KEY TAKEAWAYS

Opportunity to Grow in ~€100B¹ Retail NARTD Category

CATEGORY MIX & CCEP VALUE SHARE



COMMENTS

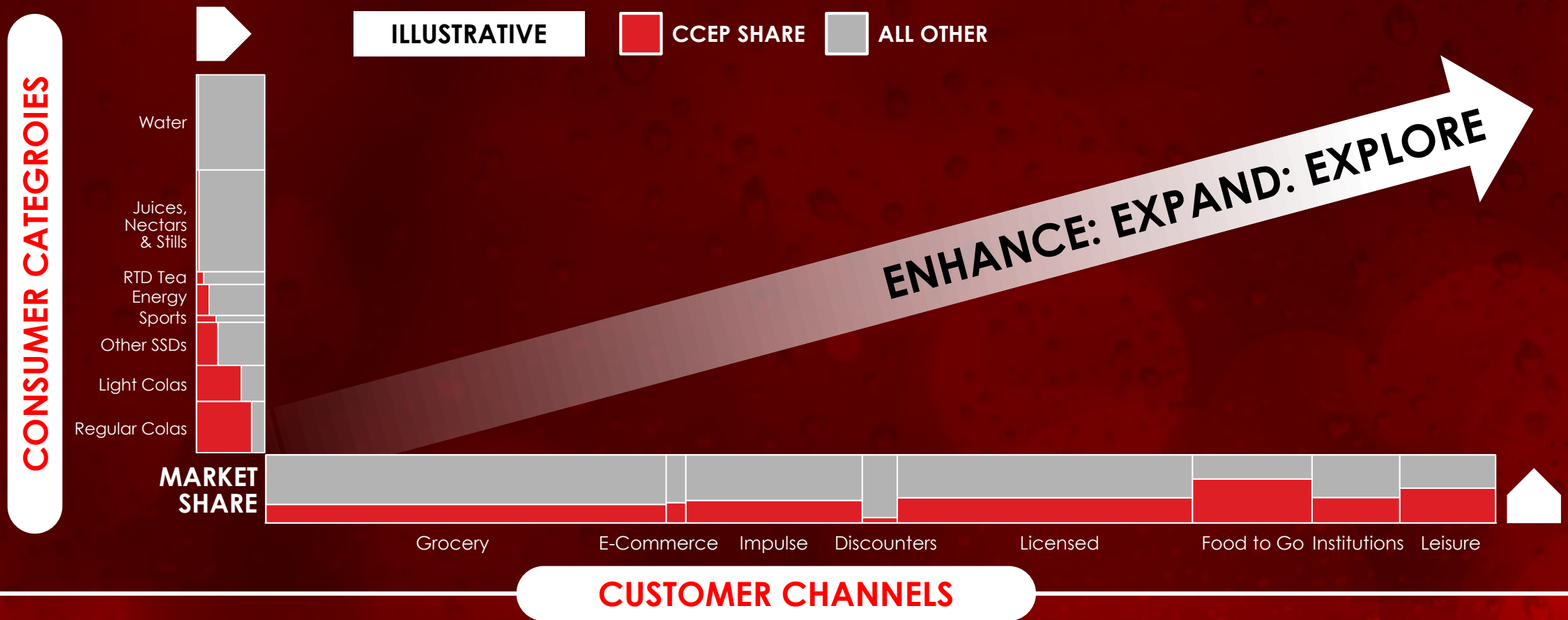
NARTD CATEGORY IS
~€100B¹ IN RETAIL SALES

MEASURED CHANNELS ARE
~ €40B³ IN RETAIL SALES

FOCUSED ON LEVERAGING
CONSUMER PREFERRED BRANDS &
LEADING CUSTOMER SERVICE

UNIQULY POSITIONED TO GROW THE CATEGORY & WIN SHARE

Expanding Our Consumer & Customer Franchises

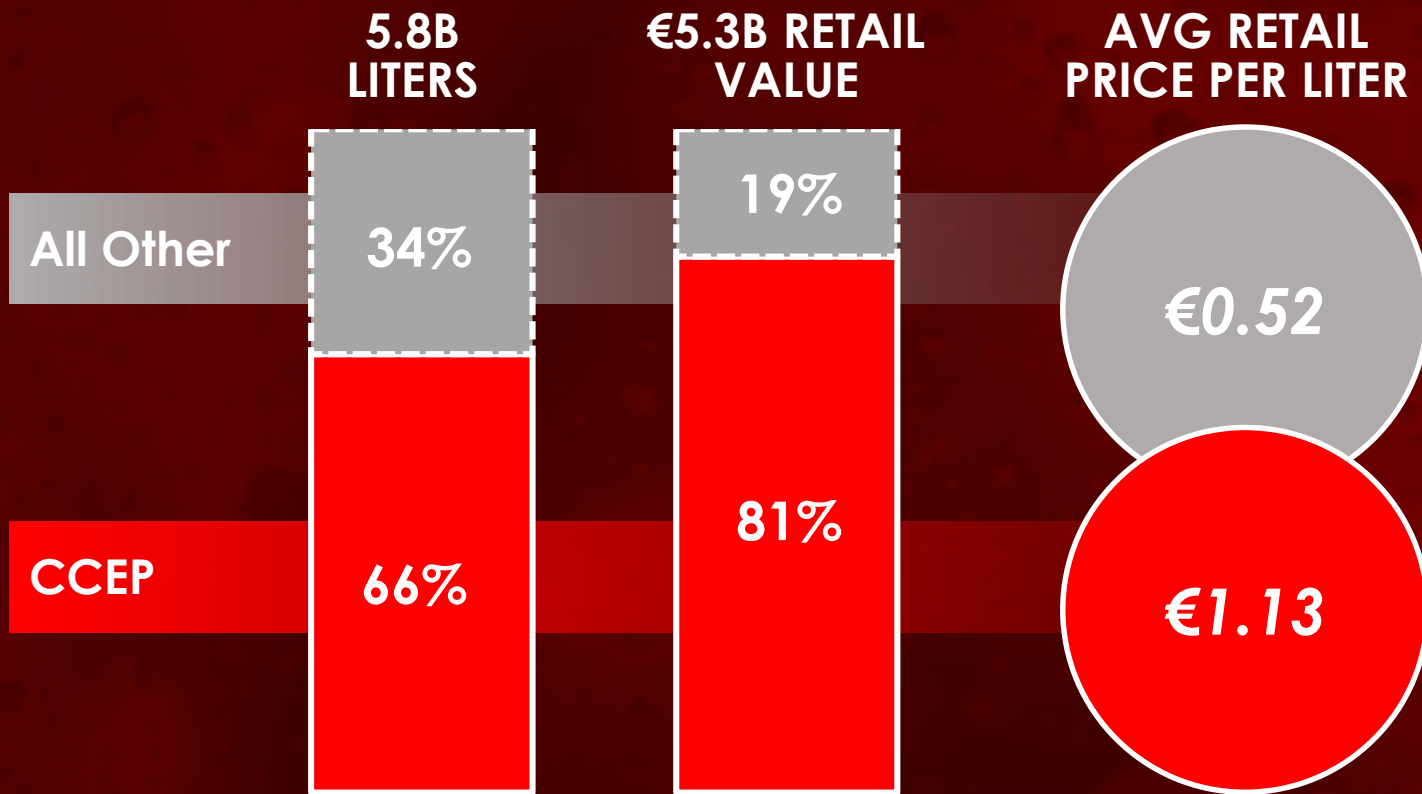


WE HAVE MULTIPLE OPPORTUNITIES TO EXPAND OUR FRANCHISE

REGULAR COLAS

Opportunity

COLA CATEGORY



COMMENTS

EXPECTED GROWTH TO BE
DRIVEN BY VALUE

CCEP OUTPACED THE
CATEGORY IN **BOTH VALUE
& VOLUME GROWTH** IN 2016

OUR FOCUS

**DRIVE VALUE THROUGH
PACKAGE INNOVATION**

**IMPROVE PRICE/MIX
THROUGH PREMIUMISATION**

REGULAR COLAS Capturing the Opportunity

PACKAGES

DRIVE CATEGORY VALUE

CHANNEL
DIFFERENTIATION

INCREASE INCIDENCE

PACKAGE
DIVERSIFICATION



MERCHANDISING

MIXED &
ROLLING ¼
PALLET
DISPLAYS

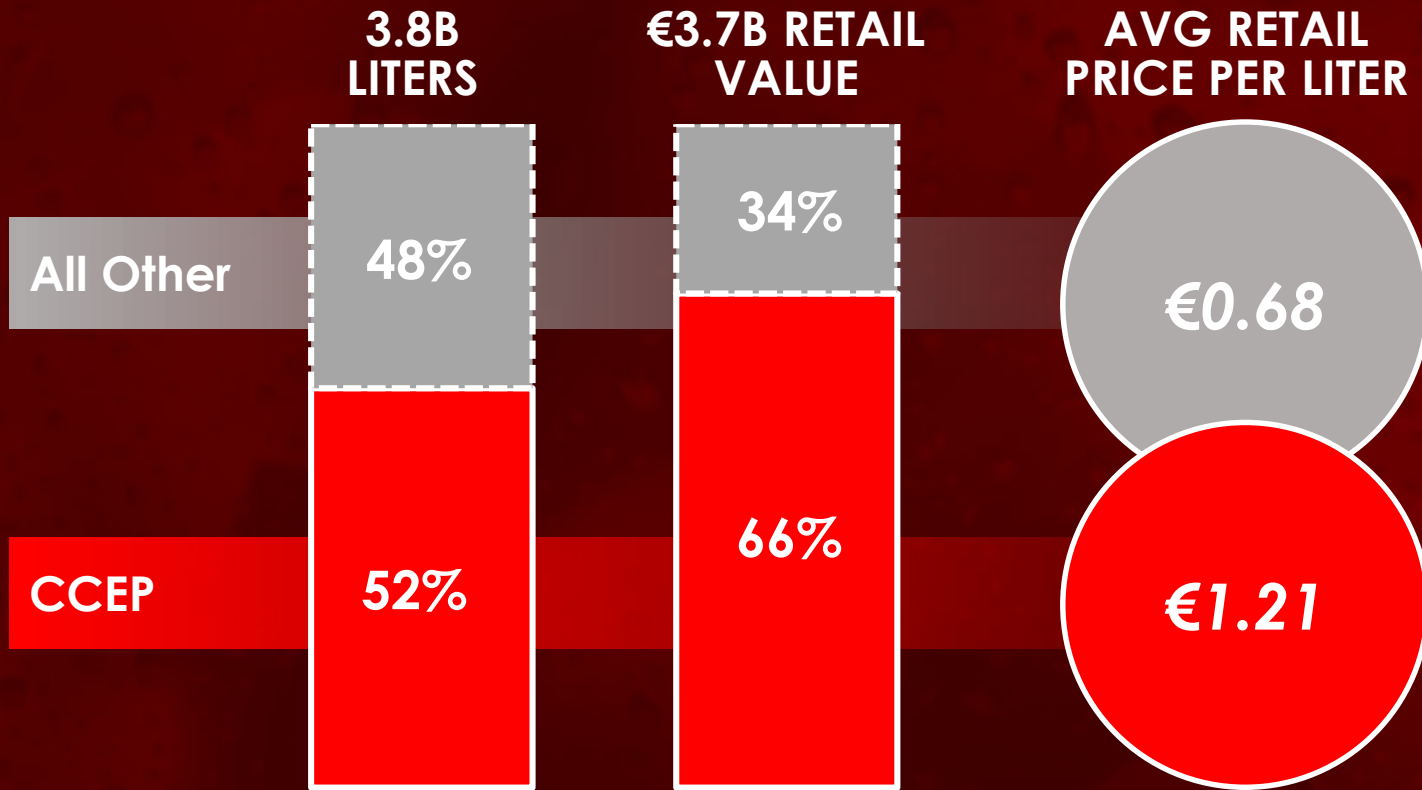
SHELF
READY
SOLUTIONS



LOW/NO CALORIE COLAS

Opportunity

LOW/NO CALORIE COLA CATEGORY



COMMENTS

CATEGORY GROWING IN
VALUE & VOLUME

CCEP OUTPACED THE
CATEGORY VOLUME
GROWTH IN 2016

OUR FOCUS

LEAD CATEGORY GROWTH
THROUGH **INNOVATION,**
MARKETING, AND
EXECUTION

LOW/NO CALORIE COLAS

Capturing the Opportunity



TASTE THE FEELING™

IMPROVED
FORMULA FOR GREAT
COCA-COLA TASTE

MEDIA (FULLY INTEGRATED
CAMPAIGN)

CONVENIENCE &
FUNCTIONAL PACKS

SMALL BASKET /
WITH MEALS

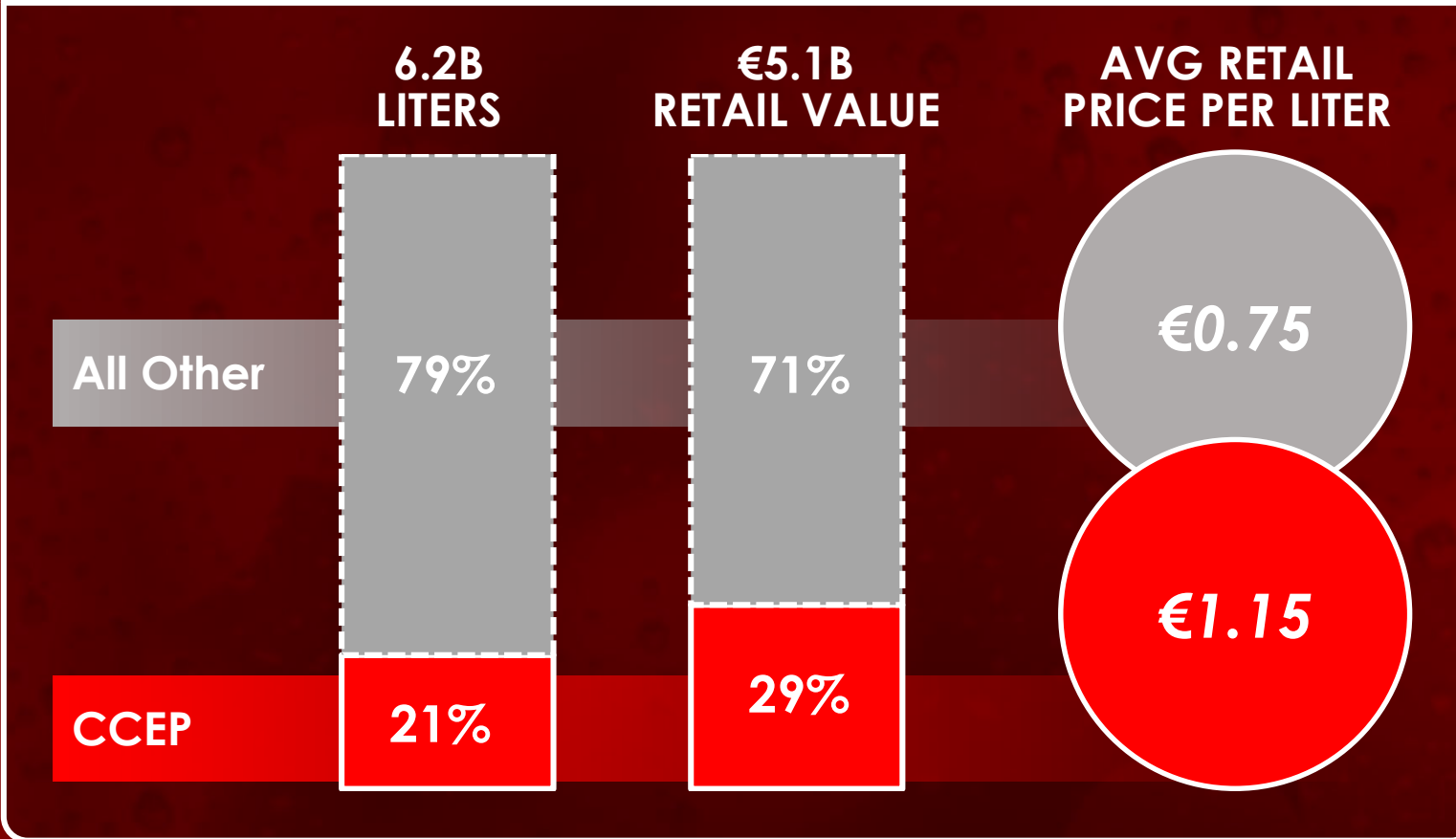
SAMPLING & RECRUITMENT

NEW FLAVOURS –
VANILLA

SPARKLING FLAVOURS

Opportunity

SPARKLING FLAVOURS CATEGORY



COMMENTS

CATEGORY GROWING
IN VALUE

CCEP GREW SHARE;
OUTPACING THE CATEGORY
IN VALUE AND VOLUME
GROWTH IN 2016

OUR FOCUS

IMPROVE PRICE/MIX
THROUGH PREMIUMISATION

GROW SHARE THROUGH
INNOVATION
AND REFORMULATION

SPARKLING FLAVOURS Capturing the Opportunity

CORE



GROW
FLAVOURS

REPOSITION BRAND

FOCUS ON NATURALNESS

EXPAND PRESENCE

REFORMULATE



PREMIUM SPARKLING

RELAUNCH VIA
PREMIUM GLASS &
TONIC FLAVOURS



PREMIUMIZE VIA
MOCKTAILS
AND ADULT
SPECIALS



GEOGRAPHICAL
EXPANSION



VIO BIO EXPANSION

FLAVOURS

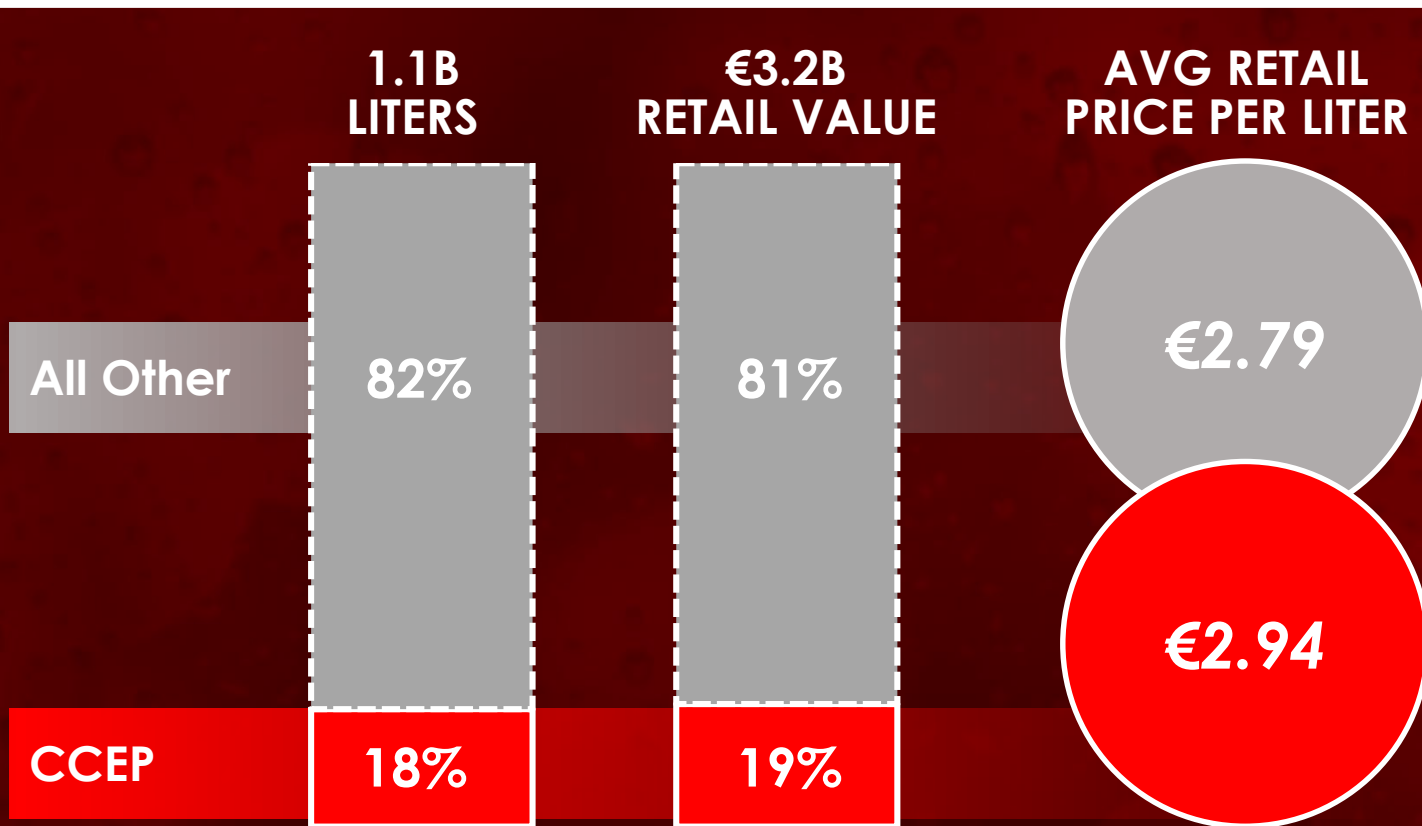
LOW/NO CALORIE "Lights"



ENERGY

Opportunity

ENERGY CATEGORY



COMMENTS

CATEGORY REMAINS IN MID-SINGLE-DIGIT VALUE AND VOLUME GROWTH

CCEP GREW ~2X THE CATEGORY VALUE AND VOLUME GROWTH

CCEP BRANDS RANK #3 ACROSS OUR TERRITORIES

OUR FOCUS

MULTI-BRAND APPROACH

GROW SHARE THROUGH CONTINUED INNOVATION

ENERGY Capturing the Opportunity



“UNLEASH THE BEAST”



NEW ULTRA FLAVOURS



“BE RELENTLESS”



“LIGHT IT UP”



GROWING ENERGY VALUE & VOLUME



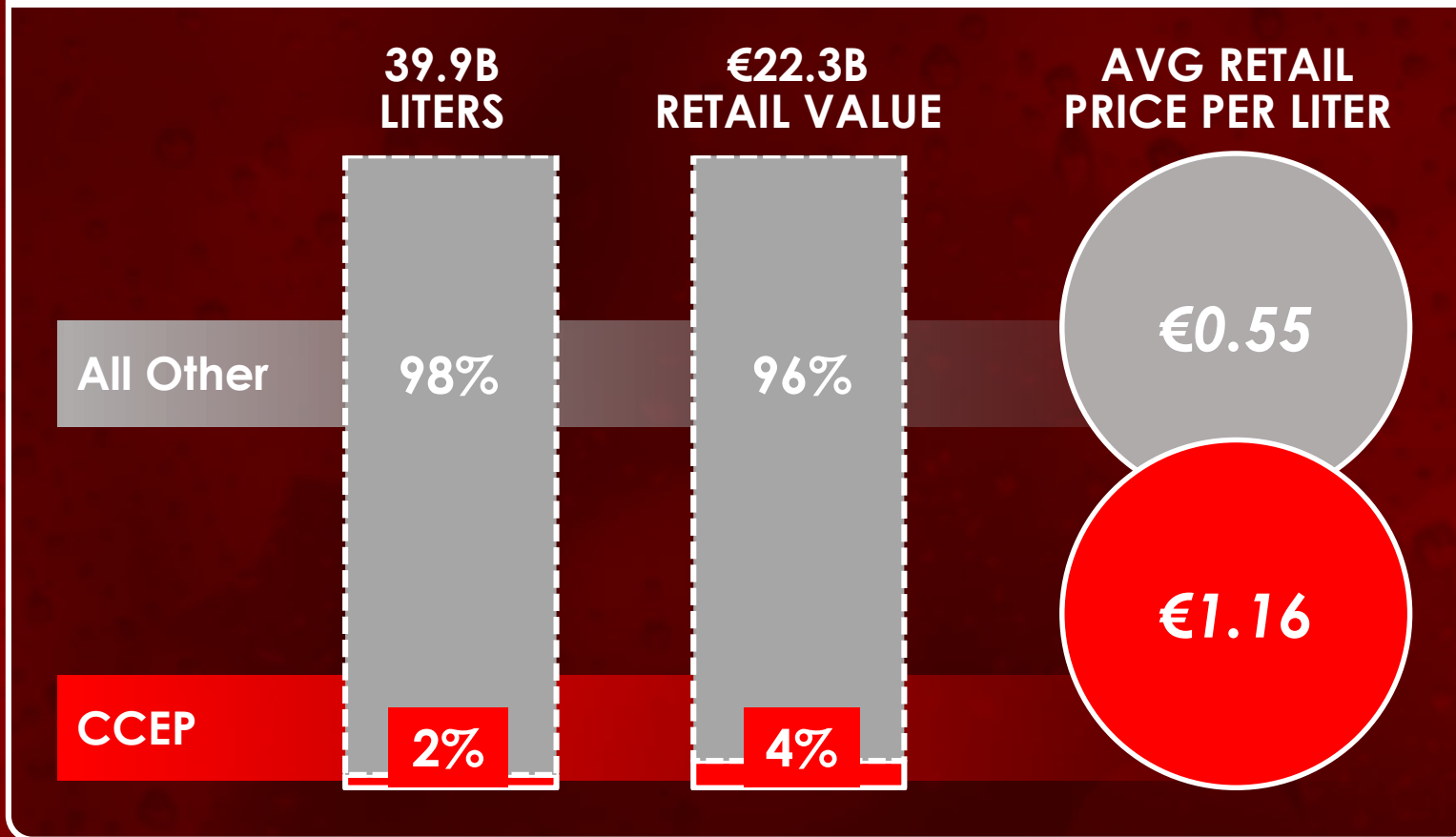
NALU EXPANSION



STILLS & WATER

Opportunity

STILLS & WATER CATEGORY



COMMENTS

STILLS CATEGORY **GROWING IN VALUE AND VOLUME** (DRIVEN BY SOLID WATER GROWTH)

CCEP GREW SHARE; **OUTPACING THE CATEGORY IN BOTH VALUE AND VOLUME GROWTH IN 2016**

OUR FOCUS

SELECTIVELY AND OPPORTUNISTICALLY **GROW SHARE WITH PREMIUM OFFERINGS**

EXPAND PORTFOLIO **FOR ALL OCCASIONS**

STILLS Capturing the Opportunity

RECENT LAUNCH



EXPAND IN RTD TEA

Honest 

**CAPTURE PREMIUM STILL
DRINKS OPPORTUNITY**

**PREMIUM ORGANIC
BREWED ICE TEA –
SINGLE SERVE**



CAPRI-SUN INNOVATION & GEOGRAPHIC EXPANSION

SWEDEN 



WATER Capturing the Opportunity

PARTICIPATE SELECTIVELY



MULTIPACKS FOR FUTURE CONSUMPTION



REDUCING SUGAR Proactively Meeting Market Needs

INTRODUCE



NEW LOW/
NO CALORIE OFFERINGS

REPLACE



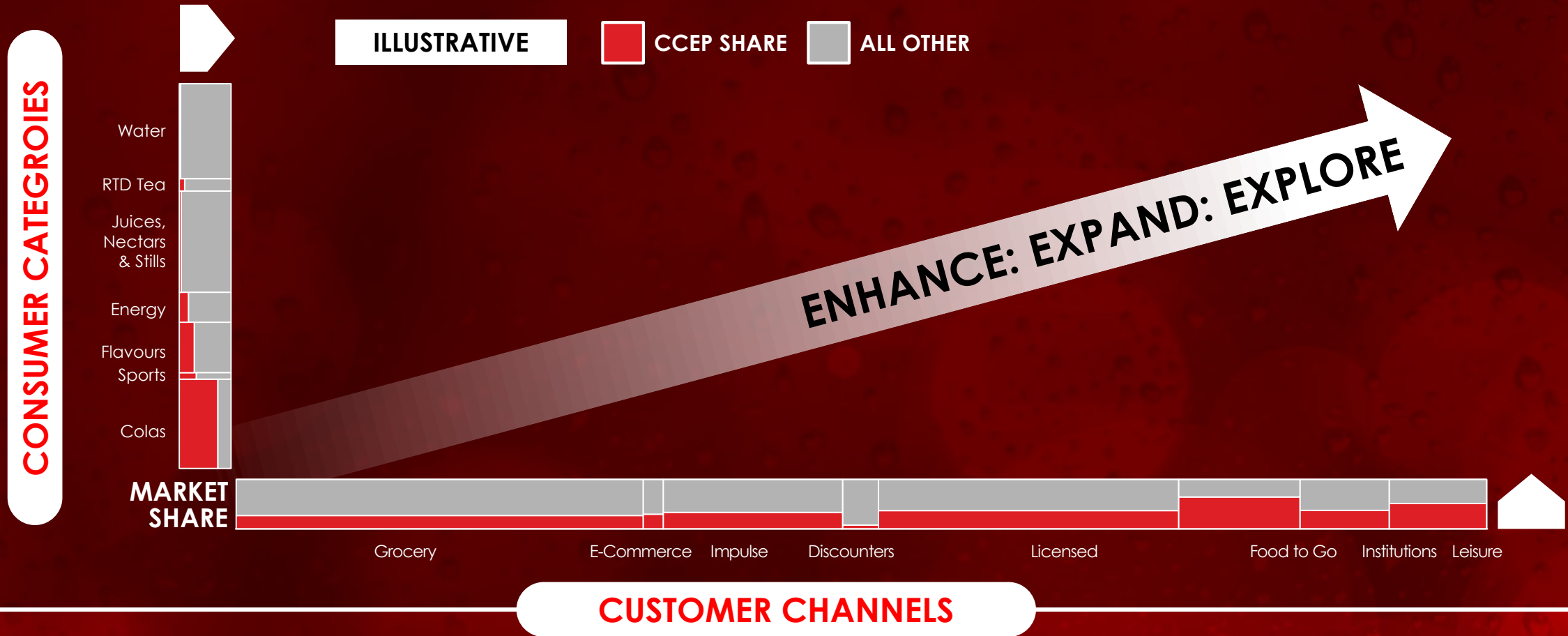
REFORMULATE &
REPLACE REGULAR PRODUCTS

ACCELERATE



GROW ESTABLISHED BRANDS

Expanding Our Consumer & Customer Franchises



WE HAVE MULTIPLE OPPORTUNITIES TO EXPAND OUR FRANCHISE

Investing in 'Digital' Capabilities



DRIVE ONLINE & IN-STORE SALES

HELP CUSTOMERS TARGET SHOPPERS AT THE RIGHT TIME, WITH THE RIGHT MESSAGE

DRIVE E-COMMERCE GROWTH

SOLUTIONS FOR CURRENT CUSTOMERS CAPABILITIES TO FACILITATE 'WINS' IN NEW CUSTOMERS AND CHANNELS

EFFICIENCY & EFFECTIVENESS

IMPROVING DIGITISED OPERATIONS LOWERS COSTS WITH A MORE ENGAGED AND EMPOWERED WORK FORCE

DIGITAL – RESHAPING ALL BUSINESS AREAS AND HOW WE WILL OPERATE IN THE FUTURE

Investing in National Sales Capability



TOP-TO-TOP ALIGNMENT WITH
INCREASED INSIGHTS

ALIGNED BUSINESS PLANNING
INCLUDING CALENDAR OF
CUSTOMER PROGRAMS

LEVERAGE MARKETING ASSETS

Investing in Local Sales Capability

IMPROVING IN-STORE EXECUTION

LEVERAGING TECHNOLOGY TO IMPROVE SALES CAPABILITIES

INVESTING IN COLD-DRINK EQUIPMENT

DRIVING EFFICIENCY AND EFFECTIVENESS



DIGITIZATION

VALUE & CONVENIENCE

Capturing the Opportunity

EXPAND CURRENT FOOTPRINT

ENSURE CCEP BRANDS ARE FIRST CHOICE AS CUSTOMERS EXPAND
EXPAND CURRENT ASSORTMENT TO MEET MORE CONSUMER OCCASIONS

ENHANCE IN-STORE ACTIVATION

LEVERAGE & SCALE PALLET INNOVATIONS TO INCREASE ASSORTMENT & IMPACT
LEVERAGE KEY MARKETING ASSETS (E.G. FIFA, OLYMPICS) TO DEVELOP TAILORED PAN-EUROPEAN ACTIVATION

IMPROVE CAPABILITY

IMPROVE ACCESS TO AND LEVERAGE OF BEST PRACTICES ACROSS CCEP TERRITORIES

Building on Supply Chain Excellence

**PAN-EUROPEAN SCALE SUPPORTED WITH
GLOBAL PROCUREMENT CAPABILITY**

STANDARDISING PROCUREMENT CAPABILITIES

**FLEXIBLE & EFFICIENT LOGISTICS /
ROUTE-TO-MARKET FLEXIBILITY**

OPTIMISING CROSS BORDER PRODUCT SUPPLY

**COST-EFFICIENT PRODUCTION &
EXPANDABLE INFRASTRUCTURE**

COMMON END-TO-END SUPPLY CHAIN OPERATIONS

RESPONSIBLE & SUSTAINABLE

LIGHTWEIGHTING PET BOTTLES & LED LIGHTING
ACROSS FACILITIES

A CUSTOMER-CENTRIC SUPPLY CHAIN

Enhancing Our Growth Culture

LEVERAGING CAPABILITIES ACROSS OUR LARGER ORGANIZATION

CUSTOMER-CENTRIC

CENTRALISE ACTIVITIES
THAT ACHIEVE SCALE OR
ENABLE A COMMON
APPROACH

BUILD ON A
CULTURE OF SUCCESS

EMPOWER AND PLACE
ACCOUNTABILITY
IN OPERATING UNITS

MINIMISE THE
INTEGRATION DISRUPTION
TO OUR CORE BUSINESS

PROVIDE GROWTH
OPPORTUNITIES TO
OUR PEOPLE

EMPOWERING A TEAM DRIVEN, INCLUSIVE, AND PASSIONATE CULTURE

Reasons to Believe

SIGNIFICANT
HEADROOM FOR
PROFITABLE GROWTH

LEADING PORTFOLIO
WITH WIDE AVAILABILITY

ALIGNMENT WITH TCCC



PROVEN
EMPLOYEES AND
MANAGEMENT
TEAM

DISCIPLINED
FINANCIAL
APPROACH

UNIQUELY POSITIONED TO LEAD NARTD GROWTH IN WESTERN EUROPE

Agenda

PLATFORM FOR GROWTH

OUR GROWTH OPPORTUNITIES

DELIVER SHAREHOLDER VALUE

SUSTAINABILITY & KEY TAKEAWAYS

Financial Framework



GROW FREE CASH FLOW WITH EARNINGS IN-LINE WITH LONG-TERM TARGETS

MAINTAIN OPTIMAL CAPITAL STRUCTURE & FINANCIAL FLEXIBILITY

PURSUE DISCIPLINED INVESTMENT

DRIVE SHAREHOLDER VALUE WITH INCREASING RETURN ON INVESTED CAPITAL

A CONTINUED FOCUS ON SUSTAINABLE GROWTH AND FINANCIAL RETURNS

Grow Free Cash Flow (FCF)

STRATEGY

**DELIVER CONSISTENT
LONG-TERM PROFITABLE
GROWTH**

**PRUDENT CAPITAL
INVESTMENTS**

**DRIVE CASH FROM
OPERATIONS**

LONG-TERM TARGETS

REVENUE GROWTH IN A LOW SINGLE-DIGIT RANGE
OPERATING PROFIT GROWTH IN A MID-SINGLE-DIGIT RANGE

CAPEX ~ 4% - 5% OF REVENUE

FCF TO NET INCOME CONVERSION INCREASING TO ~100%

Focus on Unlocking Cash & Optimising Working Capital

INVENTORY

OPTIMISZE INVENTORY MANAGEMENT

NETWORK & PROCESS
OPTIMISATION

100% SUPPLIER SERVICE LEVEL

OPTIMISE PRODUCTION
AND LEVELS

ACCOUNTS PAYABLE

IMPROVE DAYS PAYABLE OUTSTANDING

STANDARDISE/IMPROVE
SUPPLIER PAYMENT TERMS

CONSOLIDATE SPENDING TO
LEVERAGE SCALE

OPTIMISE END-TO-END
PROCURE TO PAY PROCESS

ACCOUNTS RECEIVABLE

IMPROVE DAYS SALES OUTSTANDING

STANDARDISE/IMPROVE
CUSTOMER RECEIVABLE
TERMS

OPTIMISE END-TO-END
ORDER TO CASH PROCESS

Maintain Optimal Capital Structure

STRATEGY

**MAINTAIN A
STRONG
AND FLEXIBLE
BALANCE
SHEET**

CAPITAL STRUCTURE GOALS

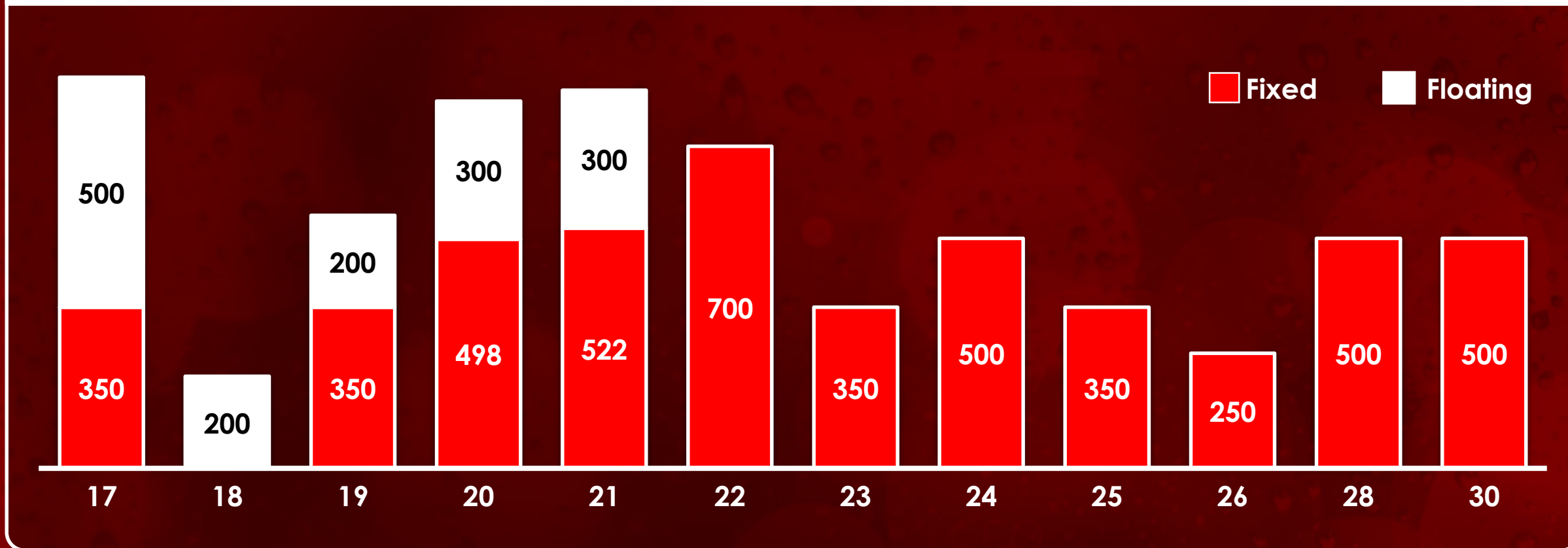
OPERATE WITHIN A 2.5X TO 3.0X
NET DEBT TO EBITDA LEVERAGE RATIO

MAINTAIN INVESTMENT GRADE DEBT RATING

PERIODICALLY RE-EVALUATE OPTIMAL STRUCTURE

Balanced Debt Portfolio

DEBT MATURITIES BY YEAR (€M)



Pursue Disciplined Investment

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
SHAREHOLDER VALUE

INVEST IN ATTRACTIVE RETURN OPPORTUNITIES

Investing to Realise Synergy Benefits



KEY AREAS

**INCREASE EFFICIENCY
AND EFFECTIVENESS
OF SUPPLY CHAIN & CENTRAL FUNCTIONS**

**ON-TRACK TO REALISE ANNUAL RUN-RATE
PRE-TAX SAVINGS OF €315m – €340m BY 1H19**

Realising Synergies

TOPLINE GROWTH

SHARED VISION BETWEEN
TCCC AND CCEP

ENHANCED
COMMERCIAL PARTNERSHIPS

SCALE AND SPEED TO WIN IN
NEW CATEGORIES

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**

Supply Chain Synergies

IMPROVING SUPPLY CHAIN EFFICIENCY & EFFECTIVENESS

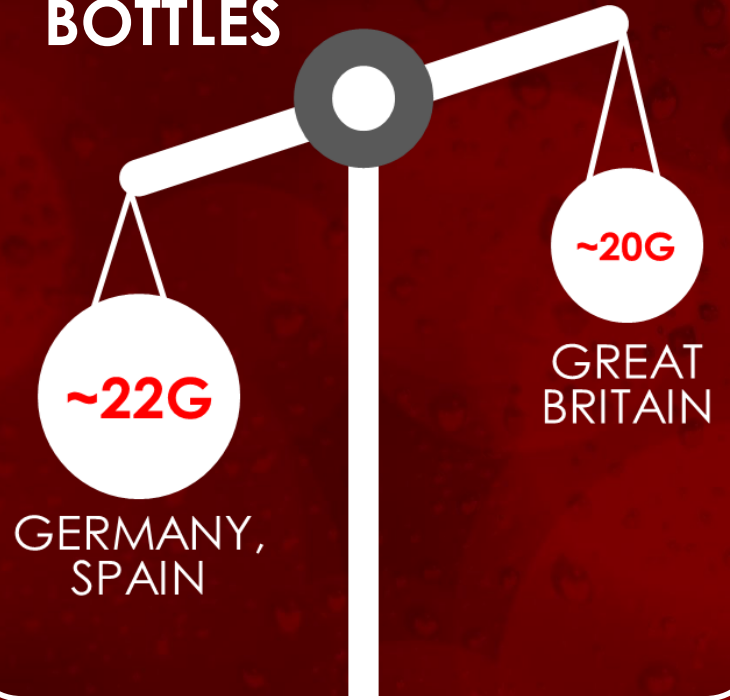


OPTIMIZING CROSS-BORDER PRODUCT SUPPLY



LIGHTWEIGHTING PET

500ML PET BOTTLES



Synergy Financial Overview

BENEFITS

ON TRACK FOR PRE-TAX RUN RATE SAVINGS OF €315M TO €340M BY MID-2019

EXPECT TO EXIT 2017 WITH RUN-RATE SAVINGS OF APPROXIMATELY ONE-HALF OF THE TARGET

SAVINGS EXCLUDES BENEFITS FROM ANY REVENUE SYNERGIES

COSTS

CASH COSTS ARE EXPECTED TO BE ~2.25X EXPECTED SAVINGS*

2017 CAPEX OUTLOOK INCLUDES ~€75M TO €100M IN INCREMENTAL CAPEX FOR SYNERGIES

~€35M IN BENEFITS REALIZED 2H16

Outlook

2016

RETURNED TO REVENUE GROWTH – UP 1%

SOLID OPERATING PROFIT GROWTH – UP 5%

COMPLETED MERGER OF CCE, CCIP, AND CCEG – ESTABLISHING SOLID GROWTH PLATFORM

2017

MODEST LOW SINGLE-DIGIT REVENUE GROWTH

OPERATING PROFIT GROWTH IN A HIGH SINGLE-DIGIT RANGE

DILUTED EARNINGS PER SHARE GROWTH IN A HIGH SINGLE-DIGIT RANGE

**OPERATING ENVIRONMENT
EXPECTED TO REMAIN
CHALLENGING**

**MID TO
LONG-TERM**

INVEST FOR PROFITABLE TOPLINE GROWTH

INVEST IN RESTRUCTURING TO CAPTURE SYNERGIES

INCREASE RETURN ON INVESTED CAPITAL

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

Drive Shareholder 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 SHAREHOLDERS

**INCREASED DIVIDEND
~23.5%**

**ANNUALIZED DIVIDEND
RATE OF €0.84**

**RETURN EXCESS CASH
VIA SPECIAL DIVIDEND
AND/OR SHARE
REPURCHASE**

DELIVER SYNERGIES

**DELIVER SHAREHOLDER
VALUE BY UNLOCKING
SYNERGY SAVINGS**

SUPPLY CHAIN

PROCUREMENT

OPERATING EXPENSE

Key Financial Takeaways



FOCUSED ON
**GENERATING
CASH FROM
OPERATIONS**

ON TRACK To
Realise Synergies
In-line With Our
Guidance

**SHAREHOLDER
VALUE
REMAINS KEY
PRIORITY**

**WELL POSITIONED TO CREATE VALUE, DELIVER LONG-TERM PROFITABLE GROWTH,
AND DRIVE SHAREHOLDER VALUE**

Agenda

PLATFORM FOR GROWTH

OUR GROWTH OPPORTUNITIES

DELIVER SHAREHOLDER VALUE

SUSTAINABILITY & KEY TAKEAWAYS

A Responsible & Sustainable Business

FOCUSED ON
OUR MOST
MATERIAL
ISSUES TO OUR
BUSINESS

EVOLVING OUR
PORTFOLIO TO
MEET THE
CHANGING
NEEDS OF OUR
CONSUMERS

ENSURING OUR
PACKAGING IS
AS SUSTAINABLE
AS POSSIBLE

REDUCING OUR
**CARBON,
ENERGY
AND WATER
IMPACTS**

RECOGNISED TRACK RECORD & LEADER IN SUSTAINABILITY

SOURCING **RAW
MATERIALS AND
AGRICULTURAL
INGREDIENTS**
SUSTAINABLY

ENSURING THE
**SAFETY AND
WELLBEING** OF
OUR
EMPLOYEES

SUPPORTING
OUR **LOCAL
COMMUNITIES**
WHERE WE
OPERATE



Strengthening a Responsible and Sustainable Business

**CCEP SUSTAINABILITY STRATEGY
BEING CO-DEVELOPED WITH TCCC
FOR WESTERN EUROPE**

**FULLY ALIGNED AND CO-DEVELOPED
WITH TCCC**

**WILL INCLUDE HEALTH, SOCIAL AND
ENVIRONMENTAL ASPECTS**

**GUIDED BY EMPLOYEE, CONSUMER AND
CUSTOMER INPUT**

**NEW SUSTAINABILITY
STRATEGY TO BE LAUNCHED
IN SUMMER 2017**

NEW SUSTAINABLE PACKAGING STRATEGY

**NEW HEALTH, SOCIAL AND
ENVIRONMENTAL COMMITMENTS
AND TARGETS**

TRANSPARENT REPORTING AND DISCLOSURE

LEAD IN SUSTAINABILITY WHILE DRIVING VALUE FOR STAKEHOLDERS

Looking Ahead

LARGE,
AFFLUENT, ACCESSIBLE
CONSUMER BASE

HIGH VALUE,
EXPANDABLE
CATEGORY

SIGNIFICANT
HEADROOM FOR
GROWTH

CCEP IS UNIQUELY POSITIONED TO DELIVER GROWTH & VALUE

PORTFOLIO OF
LEADING BRANDS

SHARE
LEADERSHIP

PROVEN
CAPABILITIES

Key Takeaways

A COMPELLING BUSINESS COMBINATION

REALISTIC ABOUT THE CONSUMER ENVIRONMENT

NARTD CATEGORY OFFERS SIGNIFICANT GROWTH OPPORTUNITY

WE ARE ON TRACK TO DELIVER OUR SYNERGY COMMITMENTS

WE ARE CLOSELY ALIGNED WITH TCCC ON OUR AMBITION AND OUR PRIORITIES

COMMITTED TO DRIVING SHAREHOLDER VALUE



Coca-Cola
EUROPEAN PARTNERS



CAGE
CONFERENCE 2017

Damian Gammell CEO

Nik Jhangiani CFO