



Coca-Cola Europacific Partners

11 May 2021

Forward looking statements

This document contains statements, estimates or projections that constitute "forward-looking statements" concerning the financial condition, performance, results, strategy and objectives of Coca-Cola Europacific Partners plc and its subsidiaries, including Coca-Cola Amatil Limited and its subsidiaries (together "CCL", and CCL with Coca-Cola Europacific Partners plc and its subsidiaries together "CCEP" or the "Group"). Generally, the words "believe," "expect," "intend," "estimate," "anticipate," "project," "plan," "seek," "may," "could," "would," "should," "might," "will," "forecast," "outlook," "guidance," "possible," "potential," "predict," "objective" 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, including with respect to the acquisition of CCL (the "Acquisition"). 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 include but are not limited to:

1. those set forth in the "Risk Factors" section of CCEP's 2020 Annual Report on Form 20-F filed with the SEC on 12 March 2021, including the statements under the following headings: Business continuity and resilience (such as the adverse impact that the COVID-19 pandemic and related government restrictions and social distancing measures implemented in many of our markets, and any associated economic downturn, may have on our financial results, operations, workforce and demand for our products); Packaging (such as refillables and recycled plastics); Cyber and social engineering attacks and IT infrastructure; Economic and political conditions (such as the UK's exit from the EU, the EU-UK Trade and Cooperation Agreement, and uncertainty about the future relationship between the UK and EU); Market (such as disruption due to customer negotiations, customer consolidation and route to market); Legal, regulatory and tax (such as the development of regulations regarding packaging, taxes and deposit return schemes); Climate change and water (such as net zero emission legislation and regulation, and resource scarcity); Perceived health impact of our beverages and ingredients, and changing consumer buying trends (such as sugar alternatives and other ingredients); Competitiveness, business transformation and integration; People and wellbeing; Relationship with TCCC and other franchisors; Product quality; and Other risks;

2. those set forth in the "Business and Sustainability Risks" section of CCL's 2020 Financial and Statutory Reports including the statements under the following headings: COVID-19 related risks; The Coca-Cola Company (TCCC) and other brand partners relationship risk; Economic and political risks; Cyber risk; Foreign exchange risk; Key personnel risk; Beverage industry risk; Regulatory risk; Corporate social responsibility risk; Climate change risk; Supply chain risk; Litigation and legal disputes risk; Malicious product tampering risk; Workplace Health & Safety (WHS) risk; Business interruption risk; Product quality risk; Fraud risk; and

3. risks and uncertainties relating to the Acquisition, including the risk that the businesses will not be integrated successfully or such integration may be more difficult, time consuming or costly than expected, which could result in additional demands on CCEP's resources, systems, procedures and controls, disruption of its ongoing business and diversion of management's attention from other business concerns; the possibility that certain assumptions with respect to CCL or the Acquisition could prove to be inaccurate; burdensome conditions imposed in connection with any regulatory approvals; ability to raise financing; the potential that the Acquisition may involve unexpected liabilities for which there is no indemnity; the potential failure to retain key employees as a result of the Acquisition or during integration of the businesses and disruptions resulting from the Acquisition, making it more difficult to maintain business relationships; the potential for (i) negative reaction from financial markets, customers, regulators, employees and other stakeholders, (ii) litigation related to the Acquisition.

The full extent to which the COVID-19 pandemic will negatively affect CCEP and the results of its operations, financial condition and cash flows will depend on future developments that are highly uncertain and cannot be predicted, including the scope and duration of the pandemic and actions taken by governmental authorities and other third parties in response to the pandemic.

Due to these risks, 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 forward-looking statements (including those issued by CCL prior to the Acquisition). These risks may also adversely affect CCEP's share price. Additional risks 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. Furthermore, 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 or CCL's public statements (whether prior or subsequent to the Acquisition) may prove to be incorrect.

Reconciliation & definition of alternative performance measures

The following presentation includes certain alternative performance measures, or non-GAAP performance measures. Refer to 2020 Integrated Report / Annual Report on Form 20-F, published on 12 March 2021, which details our non-GAAP performance measures and reconciles, where applicable, our 2020 and 2019 results as reported under IFRS to the non-GAAP performance measures included in this presentation. This presentation also includes certain forward looking non-GAAP financial information. We are not able to reconcile forward looking non-GAAP performance measures to reported GAAP measures without unreasonable efforts because it is not possible to predict with a reasonable degree of certainty the actual impact or exact timing of items that may impact comparability. For further information, please refer to pages 54-61 of the 2020 Integrated Report / Annual Report on Form 20-F.

Agenda

- Europe: Q1 highlights
- Coca-Cola Europacific Partners:
Further together
- Q&A
- Close

Europe: Q1 summary

Winning with customers

#1 customer value creator within NARTD +>€135m¹

Executed pricing strategy across our markets



Gained value share in-store & online

NARTD

+120bps value share²

+260bps online value share³



Total volumes⁴ -10.0% reflecting continued COVID-19 restrictions

Home +4.0%

Away from home -34.5%



Resilient core brand performance

Coca-Cola Zero Sugar: +€60m retail value¹



Zero flavours & mixers: +150bps value share²



Strong performance in energy

Energy volume⁴

+34% despite COVID-19

Now #1 energy portfolio in 3 markets⁵

Monster multipacks volume⁴ +60%



Continued progress on sustainability

Germany to transition to 70% rPET in FY21

Netherlands now a 100% rPET market



1. Nielsen Strategic Planner YTD Data to w/e 28.03.2021. Countries included are ES, PT, DE, GB, FR, BE, NL, SE & NO
2. Nielsen Global Track Data YTD to w/e IS 28.03.21, GB 03.04.21, ES PT DE NL FR BE SE & NO 04.04.21; flavours+B&M (light) category
3. YTD Online Data to w/e GB 03.04.21 (Retailer EPOS+Nielsen), ES FR & NL 04.04.21 (Nielsen)

4. Comparable volumes. Refer to "Note Regarding the Presentation of Alternative Performance Measures" for further details
5. Nielsen Global Track Data YTD to w/e ES PT & NO 04.04.21

Europe: FY21

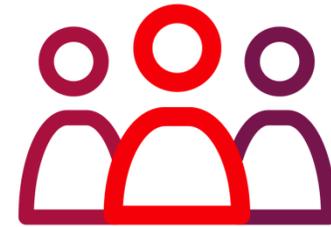
Apply learnings from 2020

Smart RGM (in-store & online)

Continued momentum of digital B2B, B2C & D2C

Flexible deployment of front line to support reopenings

Continued focus on cash & efficiency



Safeguarding
our people **remains**
our top priority

Europe: Excitement ahead

Ready for reopening

Supporting customers a priority
Field sales & coolers

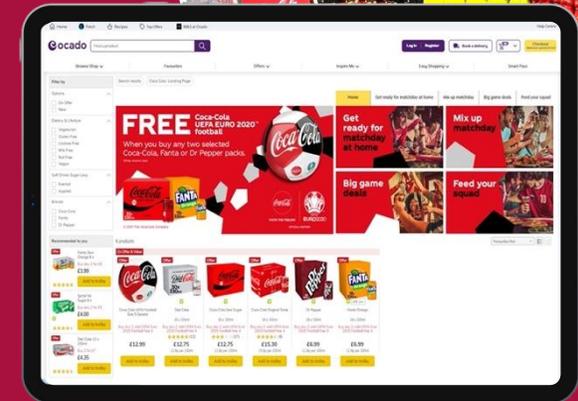
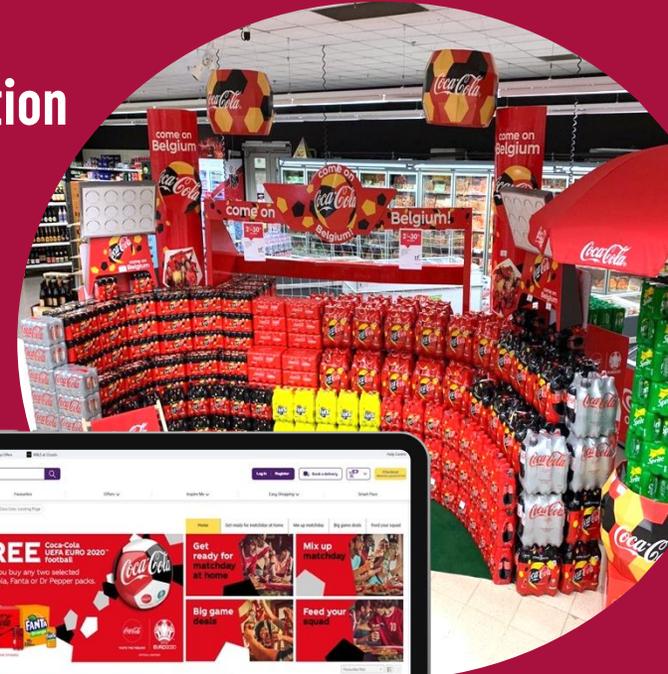


Coca-Cola ZERO SUGAR

New taste, new look & new campaign



Great activation



Brand innovations

What the Fanta?
New Monster variants
Topo Chico



COSTA

Continued roll-out
Express & Proud to Serve



Coca-Cola Europacific Partners: Further together

Compelling transaction: A great move



Value
creating

Structurally
higher growth
platform

Immediate
EPS accretion

Significant
performance
improvement
opportunities

Best
practice
sharing

Strengthens
relationship
with TCCC

Underpins
medium-term
objectives

Dividend policy
maintained
on larger
earnings base

Focused
on returning to
target leverage
within 3 years
driven by stronger
cash generation

Key messages

<p>1 </p>	<p>2 </p>	<p>3 </p>	<p>4 </p>	<p>5 </p>
<p>We have a significantly bigger opportunity having acquired a good business with momentum</p>	<p>Our strategic relationship with TCCC and franchise partners will strengthen</p>	<p>Further together: We will build on the best of both to drive growth and scale faster as ONE</p>	<p>In Australia, Pacific & Indonesia (API¹), we will accelerate momentum by applying Europe's proven model and replicating the execution culture & mindset</p> <p>In Europe, the deal makes us stronger as we will accelerate growth by taking learnings from API</p>	<p>Our business will continue to be built on great people, great service and great beverages – done sustainably, delivering value creation for all stakeholders</p>

1. Australia, Pacific & Indonesia (API) represents CCL including Corporate & Services; Pacific includes New Zealand and the Pacific Islands; Indonesia includes Indonesia & Papua New Guinea

Key messages

1



We have a significantly bigger opportunity having acquired a good business with momentum

2



Our strategic relationship with TCCC and franchise partners will strengthen

3



Further together:
We will build on the best of both to drive growth and scale faster as ONE

4



In API, we will accelerate momentum by applying Europe's proven model and replicating the execution culture & mindset

In Europe, the deal makes us stronger as we will accelerate growth by taking learnings from API

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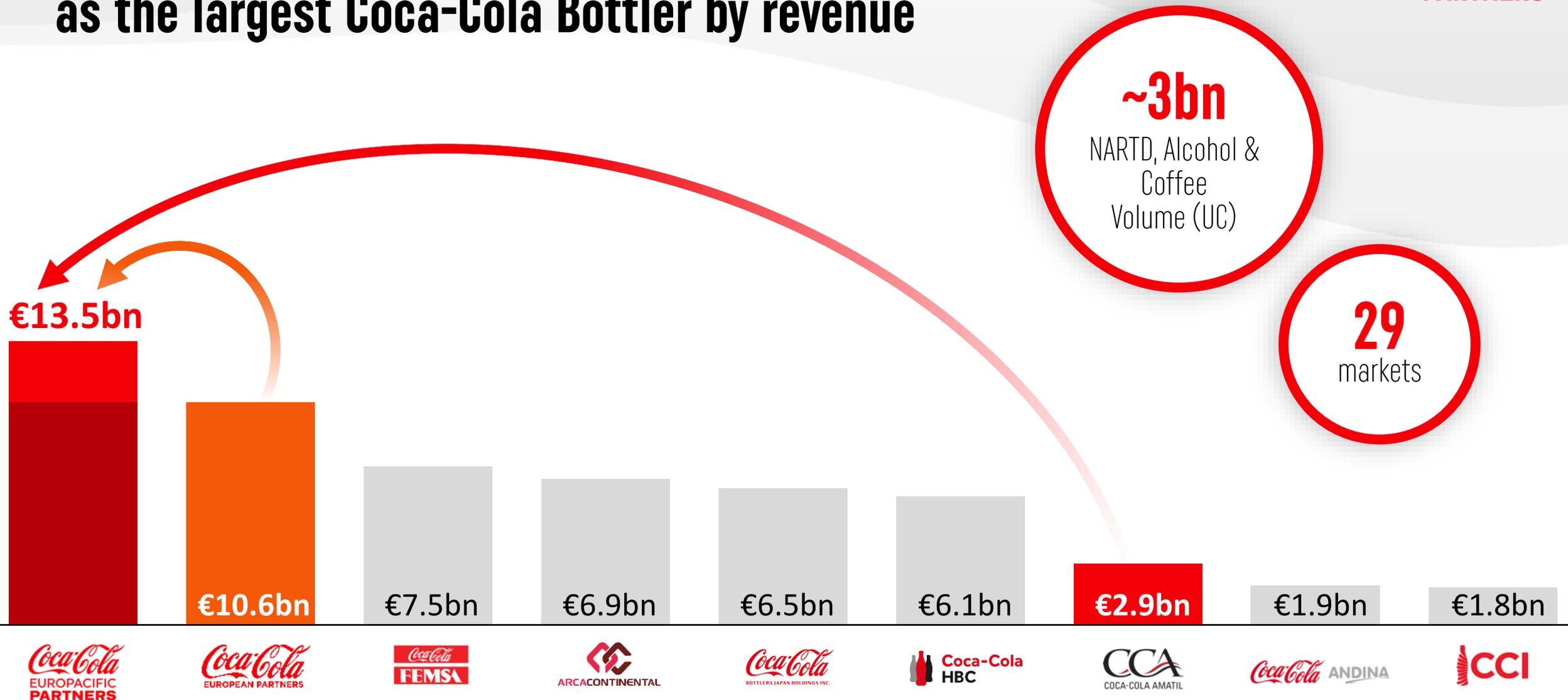


Our business will continue to be built on great people, great service and great beverages – done sustainably, delivering value creation for all stakeholders

Acquired business highlights



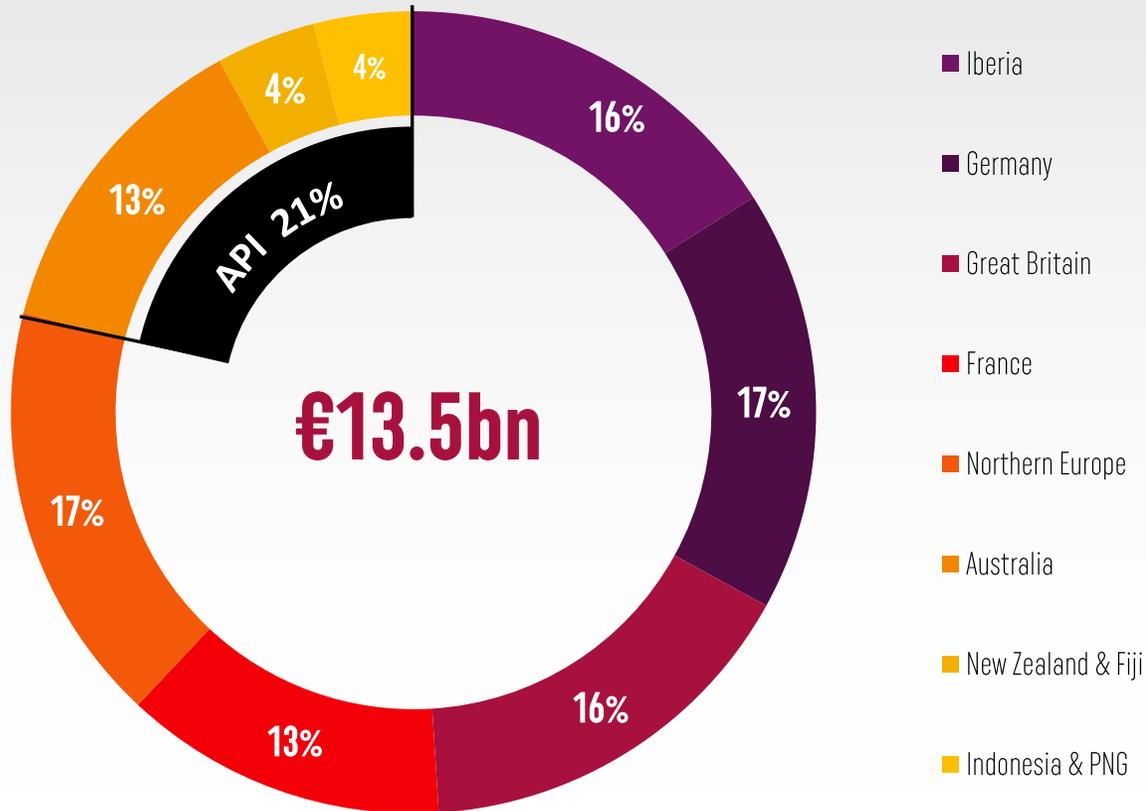
Solidifying our position as the largest Coca-Cola Bottler by revenue



Source: 2020 Annual Reports
All currencies converted into € at average FX rates for the period 1 January 2020 to 31 December to 2020

More diversified than before

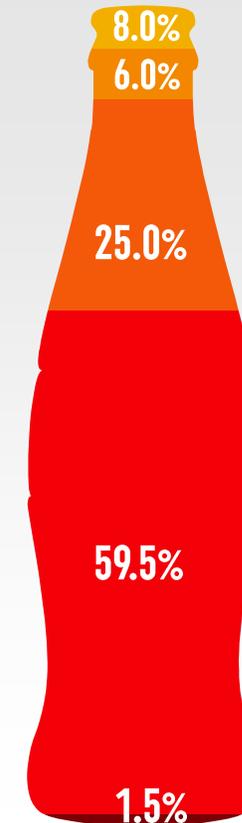
Pro forma 2020 revenue¹



2020 volume mix

~3bn combined unit cases²

- Hydration
- RTD Teas/Coffee, Juices & Other
- Flavours, Mixers & Energy
- Coca-Cola®
- Alcohol & hot coffee



Diversification

- ➔ Geographic
- ➔ Culture
- ➔ Customers
- ➔ Portfolio

1. Represents mathematical summation of the equivalent FY20 metrics as included in the 2020 CCEP Integrated Report and 2020 CCL Annual Report Not prepared in accordance with US SEC Regulation S-X Article 11. Applied average 2020 EUR/AUD FX rate of 1.656
 2. Source: Internal reports. A unit case is equivalent to ~5,678 ready to drink litres

More focused portfolio, even more consumer led



COMBINED CONSUMER POPULATION >600M¹

Known & trusted brands



Different experiences

Indulgence

Variety of packs for different occasions



Broad needstates

- Core sparkling
- Energy
- Premium hydration
- Coffee, RTD tea
- Alcohol



Zero sugar & low-calorie



Sustainability

Carbon reduction, accelerating rPET, removing unnecessary packaging



1. Source: Euromonitor

Addressable market: larger & higher growth



~€125bn
Combined 2019
NARTD value¹

2022-25
NARTD CAGR
~3%²

API markets
growing **faster**
than Europe

~€75bn
Combined 2019
Hot Coffee
value³

2022-25
Hot Coffee
CAGR ~4%³

1. Global Data FY2019; rounded. Markets inc. BE, FR, DE, NL, NO, PT, SP, SE, UK, AUS, IND, NZ
2. CCEP internal estimates based on Global Data 2022-2025; rounded to nearest percent
3. Global Data, Euromonitor, European Vending and OCS Association & internal estimates; FY2019; rounded; Markets inc. BE, FR, DE, NL, NO, PT, SP, SE, UK, AUS, IND, NZ

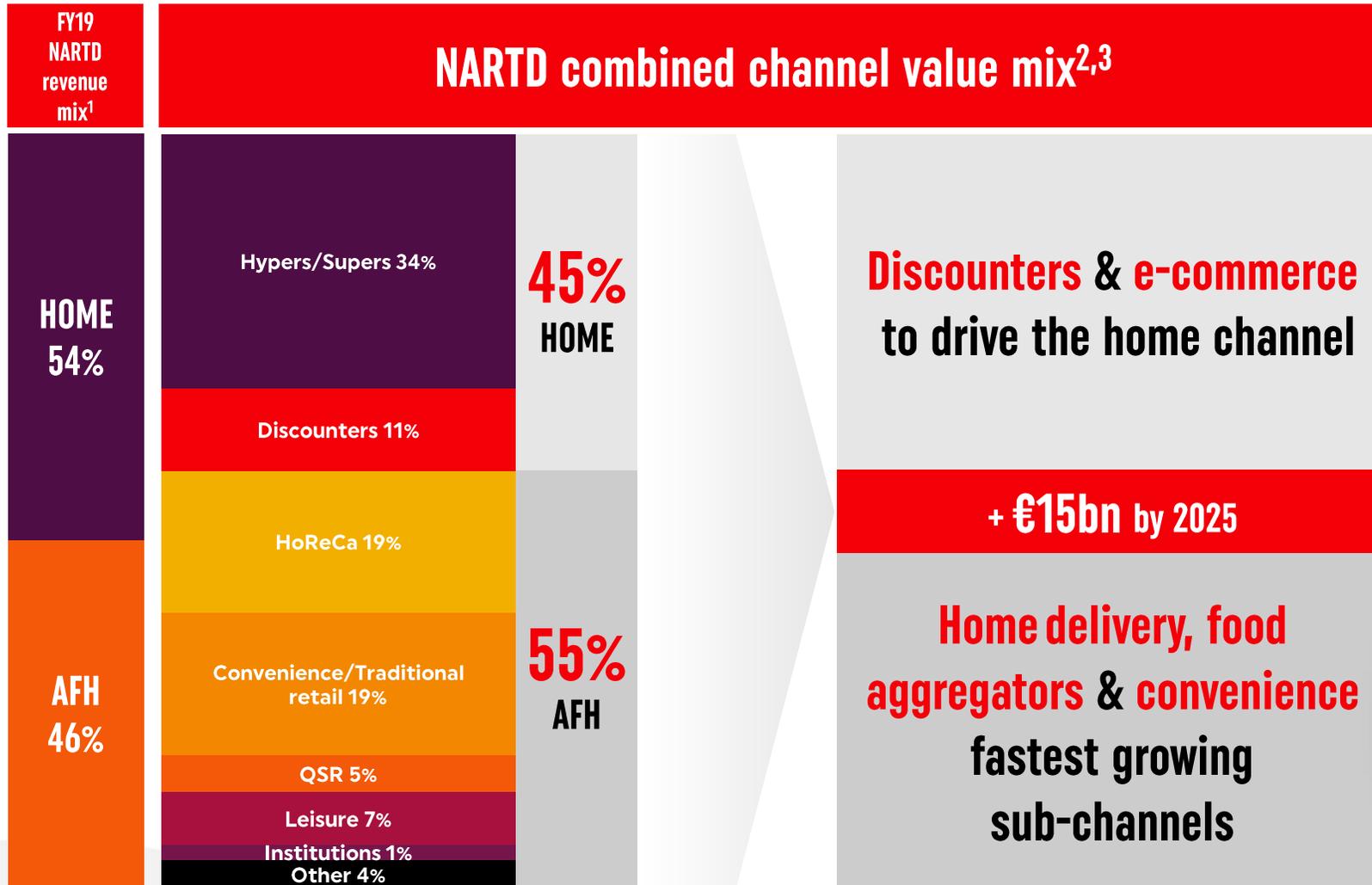
NARTD combined markets to grow ~3% p.a.



				2025 €bn	2016-2019 CAGR ²	2022-2025 CAGR ²	2019 combined category share ¹	
	Carbonates	39	6 1	46	1.5%	1% - 2%	~60%	
	Hydration	24	9 9	42	2.5%	3% - 4%	~6%	
	Energy	9	2 3	14	7.0%	5% - 6%	~20%	
	RTD Tea	4	3 1	8	4.5%	4.5% - 5.5%	~10%	
	RTD Coffee	1	1 1	3	8.5%	6.5% - 7.5%	~3%	
	Juices & Other	20	5	25	-0.5%	0% - 1%	~7%	
	Total	Europe 2019 €97bn	API 2019 €26bn	2019-2025 increase €15bn	2025 €138bn	~2%	~3%	~27%
		Combined €123bn						

1. Value share, Global Data FY2019; rounded; Markets inc. BE, FR, DE, NL, NO, PT, SP, SE, UK, AUS, IND, NZ
 2. CCEP internal estimates based on Global Data 2022-2025; rounded to the nearest percent

NARTD remains **diverse** by channel



Embracing digitisation of NARTD

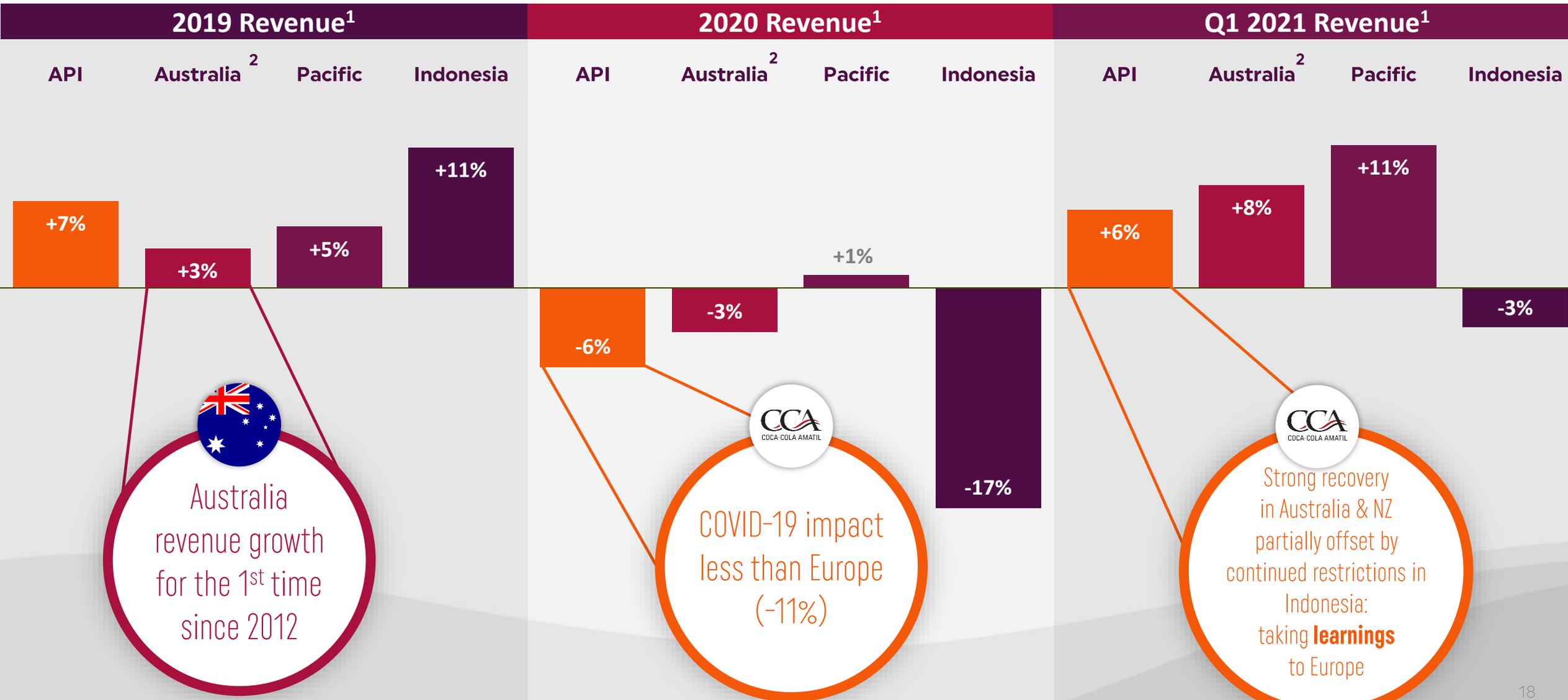
Focused on driving new occasions

Continue to assess how markets evolve post pandemic

1. Pro forma combined revenue split for 2019. Excludes Alcohol & coffee revenues for API. Cash & Carry included in AFH channel (including Iberia)
 2. Global Data FY2019. Markets inc. BE, FR, DE, NL, NO, PT, SP, SE, UK, AUS, IND, NZ
 3. HoReCa is Hotel/Restaurant/Café; QSR is Quick Serve Restaurants; Convenience includes Convenience Stores and Food To Go; Other includes Vending, Home Delivery & Specialist Beverage Retailer. Global Data excludes Disco/Bar/Night Club and Travel/Transportation

API: good resilience and momentum

Strong Q1 2021 recovery



¹. Trading revenue growth including alcohol & coffee vs prior year/quarter; FX-neutral; FX-neutral revenue is a non-GAAP performance measure - refer to the Reconciliation & definition of alternative performance measures at the beginning of this presentation for further details, rounded to nearest percent.
². Australia includes container deposits

Key messages

1



We have a significantly bigger opportunity having acquired a good business with momentum



Solidifies position **as the largest** Coca-Cola bottler by revenue



Higher **growth** platform



More diversity



API good resilience & momentum

Key messages

1



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Our strategic relationship with TCCC and franchise partners will strengthen

3



Further together:
We will build on the best of both to drive growth and scale faster as ONE

4



In API, we will accelerate momentum by applying Europe's proven model and replicating the execution culture & mindset

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Our business will continue to be built on great people, great service and great beverages – done sustainably, delivering value creation for all stakeholders

Strengthened & trusted TCCC relationship



STRONG ALIGNMENT



Product Bottling

Sales & Distribution

Customer Management

In-outlet Execution & Local Marketing

Proven Track Record of System Value Creation

Shared Vision to Drive Value Growth over Volume, Gain Value Share & Leverage Data Analytics & Insights

Aligned Financial Plans & Incentives

Joint Bold Sustainability Commitments

CCEP Contributes ~1/3
TCCC's Operating Income (Previously ~1/4)

TCCC Owns >19% of CCEP

Trademark Owners

Concentrate Supply

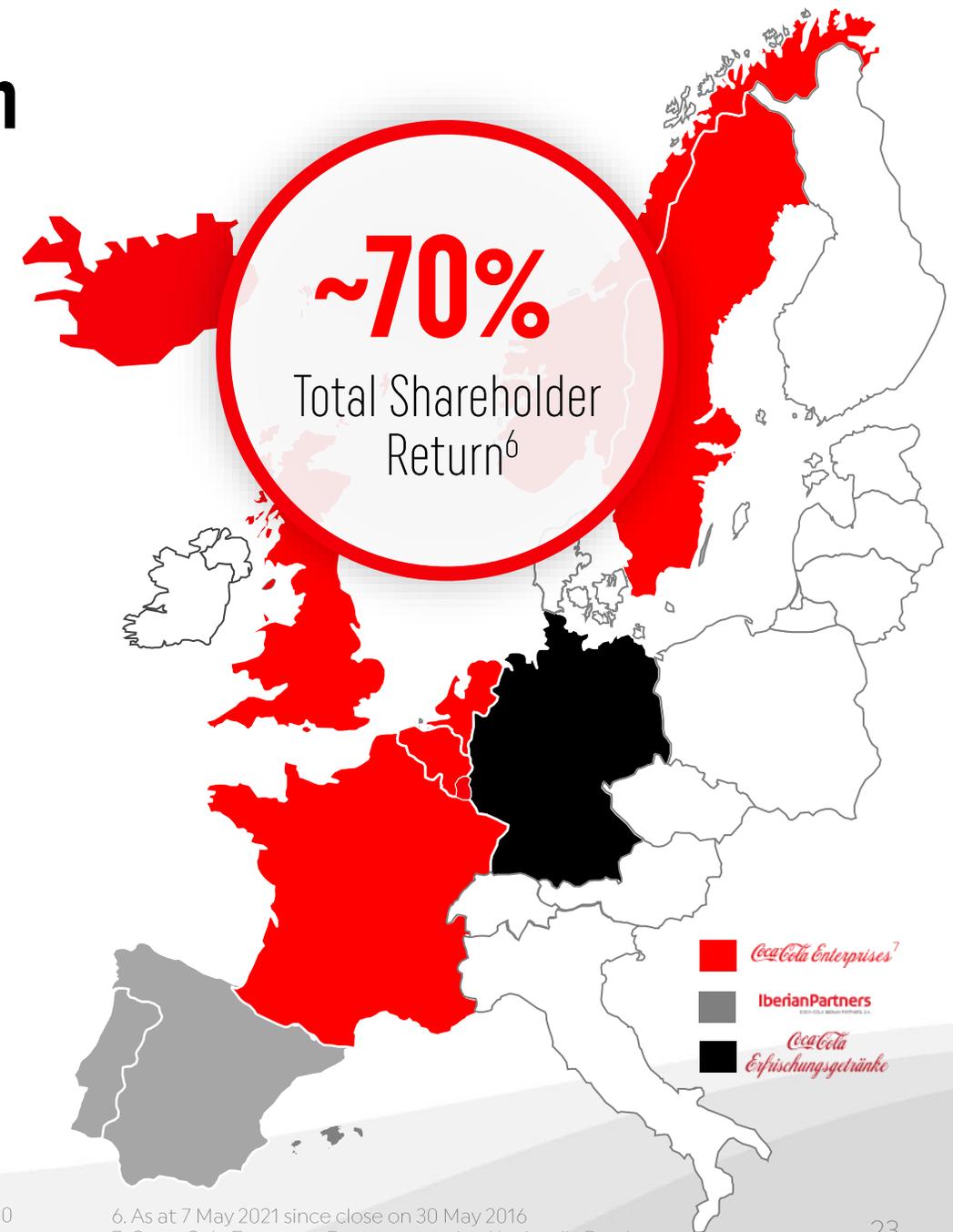
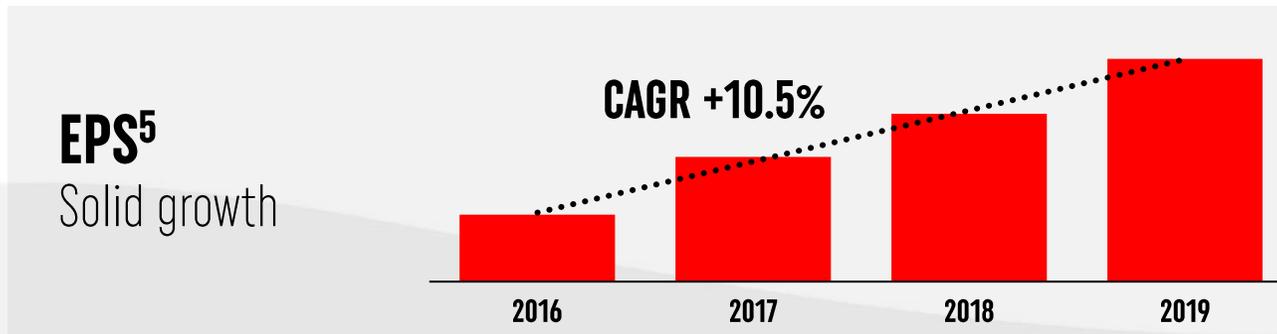
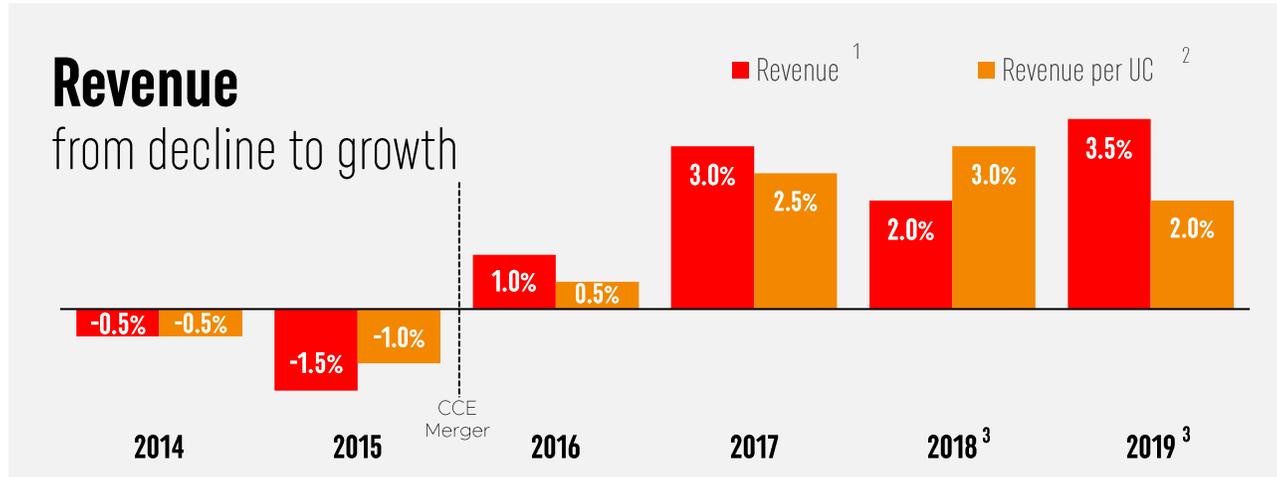
Brand & Portfolio Development

Consumer Marketing

Key messages

1	2	3	Integration	4	5
<p>We have a significantly bigger opportunity having acquired a good business with momentum</p>	<p>Our strategic relationship with TCCC and franchise partners will strengthen</p>	<p>Further together: We will build on the best of both to drive growth and scale faster as ONE</p>	People	<p>In API, we will accelerate momentum by applying Europe's proven model and replicating the execution culture & mindset</p> <p>In Europe, the deal makes us stronger as we will accelerate growth by taking learnings from API</p>	<p>Our business will continue to be built on great people, great service and great beverages – done sustainably, delivering value creation for all stakeholders</p>
			Digital		
			Ventures		
			Efficiency		
			Sustainability		

Europe: proven track record in integration



1. Comparable & FX-neutral (non-GAAP measure)
2. FX-neutral (non-GAAP measure)
3. 2018 & 2019 exclude incremental sugar & excise taxes

4. Nielsen Strategic Planner Data 1 Jan 2017 to YE 27.12.20
Countries inc. are ES, DE, GB, FR, BE, NL, SE & NO
5. Diluted EPS is comparable (non-GAAP measure)

6. As at 7 May 2021 since close on 30 May 2016
7. Coca-Cola European Partners acquired Icelandic Bottler Vififell in August 2016

Further together: 33k great people enabled by purpose driven **culture** & ways of working



Foster highly **engaged, talented & skilled** workforce with even more opportunity to **grow**



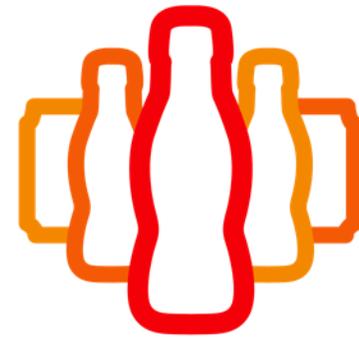
Accelerate a strong **inclusive & diverse** environment



Offer a great **workplace** as an employer of **choice**



Focus on sharing **knowledge & talent** with experienced leadership



Accelerate **digital** workplace

Multi-year digital transformation:

Key priority for Europe since the merger

Further together

aspiring to be the world's most digitised bottler

Leveraging our tool kit:

Great position to influence & drive the future

Lead across multi-channel e-platforms: B2B, B2C, D2C & food aggregators

Empowering front line through analytics & live data

Deeper consumer & customer insights

Scaled automation: analytics, robotics & AI

Global business services

Further together: great digital platform

Leveraging Europe's multi-year digital investments

Revenue growth



My.
CCEP.com



Platform for Outlet Growth Optimisation



Customer service & supply chain



IBM WATSON
Spend Analytics



DEMAND
SENSING

PRODUCTION
PLANNING
ANALYTICS

CONTROL
TOWER

SAP Ariba

DocuSign

CDSP

Workplace



Redline



Gene

SAP SuccessFactors

EUROPE



API

Further together: complementary ventures platforms

Amatil X & CCEP Ventures launched
~2 years ago

Globalise access to innovation markets,
share learnings & scale faster

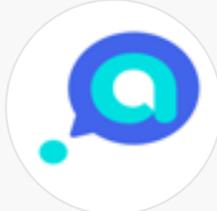
Route to market



Sustainability



Customer



Further together: more efficient, leaner business



EUROPE proven track record in synergy delivery driven by consolidation, optimisation & leveraging best practice

**PRE-ANNOUNCED PERMANENT
FY20 SAVINGS & ONGOING
EFFICIENCY PROGRAMMES**

EUROPE
Accelerate
Competitiveness



API
Fighting Fit
(AU)

Coca-Cola **EUROPACIFIC
PARTNERS**
COMBINATION BENEFITS

- Corporate listing structure
- Procurement
- Supply chain
- Group functions

**Next
3 years**
~€60-80m

Total
~€350-395m

Further together: building on a strong, shared focus on sustainability

Aligned with the Coca-Cola Company's sustainability & World Without Waste Plan

Europe> API

Solid credentials
to build on together

Europe & API
both classified as MSCI ESG leaders

MSCI
ESG RATINGS



Align commitments
to go further together

Europe
Net zero on **entire value chain**
by 2040 & LTIP based GHG reduction target

API
Net zero on **direct emissions** by 2040

Valuable learnings
to share together

Europe
Achieved 100%
renewable electricity (2018)

API
Committed to 100%
renewable electricity
by 2030¹

Australia
World's first
Coca-Cola Bottler
to deliver
100% rPET bottles

Europe
4² 100% rPET
markets

1. By 2025 in Australia & New Zealand, by 2030 total API
2. Sweden & the Netherlands. Norway & Iceland to switch to full portfolio 100% rPET in 2021

Key messages

Stronger
relationship
with TCCC



2



Our strategic relationship with TCCC and franchise partners will strengthen

3



Further together:
We will build on the best of both to drive growth and scale faster as ONE

Proven
integration
experience



Leveraging
scale



Shared
learnings



Strong
shared focus
on sustainability
& people



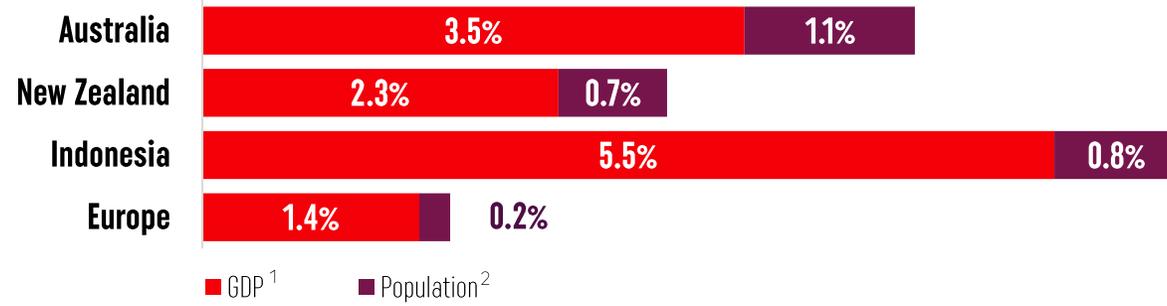
5 minute break



Key messages

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Higher growth platform supported by attractive long-term macros



Australia:
Performance improvement potential from API's biggest profit pool

62% Revenue; 65% EBIT

Pacific:
'Top Bottler' raising the bar for Europe

18% Revenue; 24% EBIT

Indonesia:
Fantastic transformation opportunity in the world's 4th most populous country

20% Revenue; 11% EBIT

1. 2025 real GDP year-on-year % growth; source: IHS Markit
 2. 2030 annual population % growth; source: average of Euromonitor, Oxford Economics & EIU
 3. Revenue & on-going EBIT % splits based on FY20 metrics as included in the 2020 CCL Annual Report

Highly experienced management team



Chris Litchfield

New Zealand & Pacific Islands

Leading since 2014

28+ years of experience with Amatil



Peter West

API & member of CCEP Executive Leadership Team¹
Reporting to Damian Gammell, CEO

Leading Australia since 2018

30+ years of FMCG experience



Jorge Escudero

Indonesia & Papua New Guinea

Joined in 2021 from Mexican Coca-Cola bottler

20+ years of FMCG experience

Supported by experience from Europe's senior management across Australia, New Zealand & Indonesia
& ~15 emerging markets across Africa, Asia, Eastern Europe & Russia

Note: See appendix for more detailed biographies

1. See <https://www.cocacolaep.com/about-us/people/our-leadership-team/> for details of CCEP Executive Leadership Team

API:

Further together

Long history, new chapter



Strong internal **positive** reaction, new name **well** received



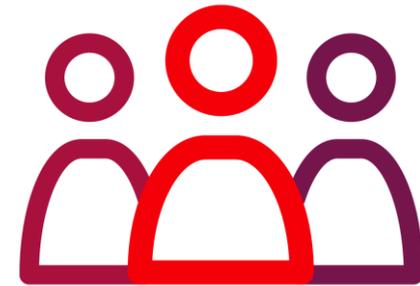
Lots of opportunity: leveraging **learnings**, sharing **best practices**, wider **career** prospects



Evolution from independent to interdependent **ways of working**



Right time: focus on the core, **Australia** turnaround



**Further
together**

Pacific:

Further together

Delivering sustained growth ahead of the market

Consistent NARTD volume growth **~5%¹**



NARTD market to grow **~3.5-4% p.a.²**



#1 beverage supplier (>45% share³)



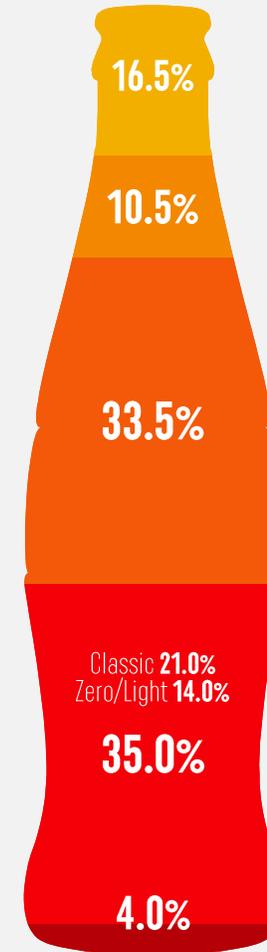
Best New Zealand employer for
5 consecutive years⁴



1. New Zealand reported NARTD volume CAGR growth 2015-2019
 2. CCEP internal estimates based on Global Data 2022-2025; New Zealand only; rounded to nearest percent
 3. Based on Global Data FY2019. Excludes Alcohol & Coffee Beverages
 4. Aon Best New Zealand employer accreditation for 5 consecutive years from 2016-2020
 5. New Zealand category position based on value; source: Nielsen 2020 MAT (Grocery & Petrol)

2020 Volume mix

2020 Category position⁵



NEW ZEALAND

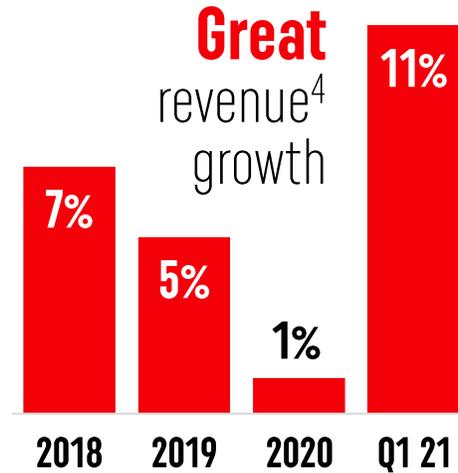
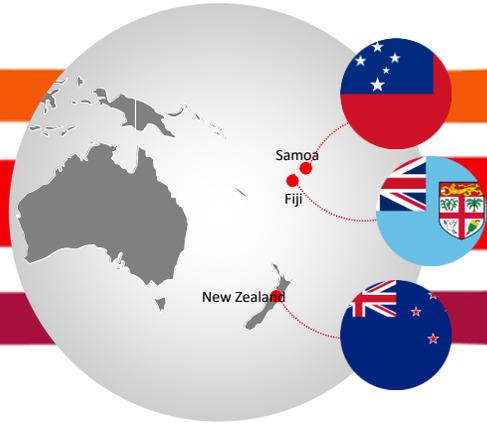
Hydration	Water	#1
	Sports	#1
RTD Teas/Coffee, Juices & Other	RTD Tea	#5
	Juices	#2
	Flavoured Dairy	#4
Flavours, Mixers & Energy	Flavours	#1
	Energy	#2
Classic 21.0% Zero/Light 14.0%	Coca-Cola®	#1
	Carbonates	#1
Alcohol & Hot Coffee	Alcohol RTD	#3

Pacific - top bottler in TCCC system¹

Highest margin in Coca-Cola Europacific Partners

Highest value share in Coca-Cola Europacific Partners

Raising the bar for Europe



~22%

2019 NARTD EBITDA margin² **+330bps vs Europe**

>45%⁵

retail value share & growing

€5.07

2019 NARTD rev/unit case³ **+6.5% vs Europe**

Double digit
Alcohol revenue growth FY20

1. In 2018 & 2019 CCA New Zealand was awarded #1 bottler in the Asia Pacific region & became the only bottler to be a finalist of The Candler Cup (global competition to find the very best Coca-Cola Company bottler) for two consecutive years
 2. 2019 NARTD EBITDA margin vs CCEP 2019 NARTD EBITDA margin
 3. 2019 NARTD revenue per unit case converted into € at average FX rates for the period 1 January 2019 to 31 December 2019 vs CCEP 2019 revenue per unit case (excluding incremental sugar & excise taxes)
 4. Pacific trading revenue growth vs prior year; 2018-19 excludes alcohol & coffee; 2021 & Q1 21 includes alcohol & coffee; FX-neutral; FX-neutral revenue is a non-GAAP performance measure - refer to the Reconciliation & definition of alternative performance measures at the beginning of this presentation for further details; rounded to nearest percent
 5. Based on Global Data FY2019. Excludes Alcohol & Coffee Beverages

New Zealand drivers of success



Focus on the core & **small** outlets



Great execution & **insights** driven

Strong belief in sparkling



Fantastic people



Australia: Further together

Strong position in a growing market

NARTD market to grow **~3%** p.a.¹



#1 beverage supplier (**~40%** share²)



~80% household penetration

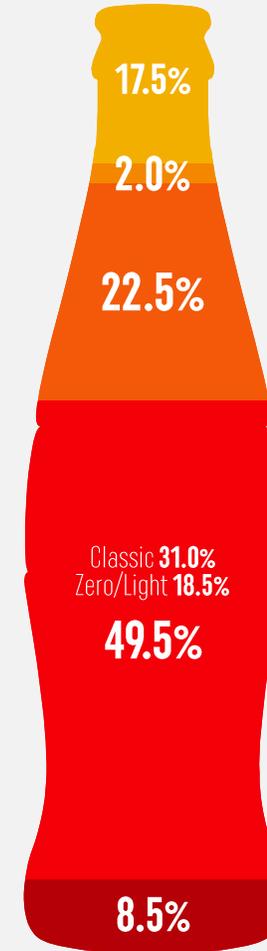


Well invested supply chain
(**13** production sites³)



2020 Volume mix

2020 Category position⁴



AUSTRALIA

Hydration	Water	#2
	Sports	#1
RTD Teas/Coffee, Juices & Other	RTD Tea	#3
	RTD Coffee	#5
	Juices	#7
Flavours, Mixers & Energy	Flavours	#2
	Energy	#3
Coca-Cola®	Carbonates	#1
Alcohol & Hot Coffee	Alcohol RTD	#2

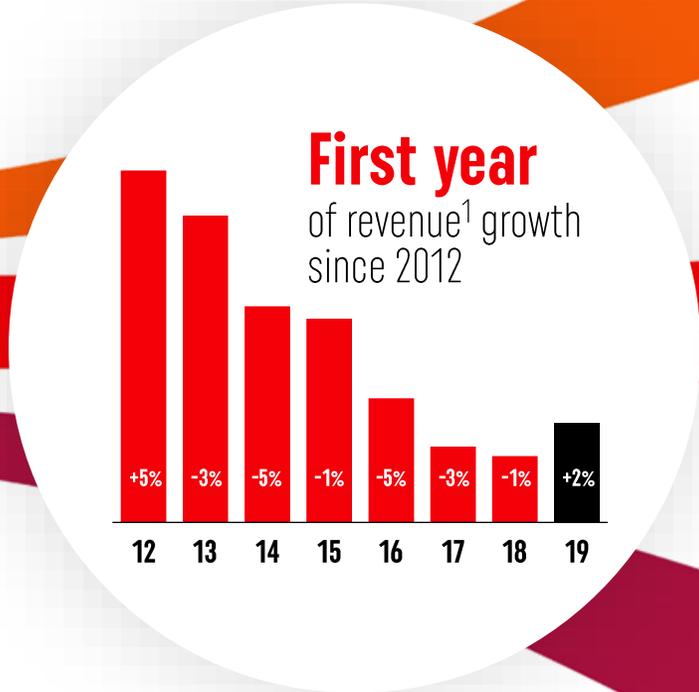
1. CCEP internal estimates based on Global Data 2022-2025; rounded to nearest percent
 2. Based on Global Data FY2019. Excludes Alcohol & Coffee Beverages
 3. Number of production facilities as at 31 December 2020
 4. Value share category position. Source: IRI Combined Grocery and C&P, FY20

Australia – clear opportunity

Improvement potential from API's largest profit pool

Green shoots of growth after 6 years of decline

Fighting fit programme



>15%
of AU NARTD volumes from owned brands vs none for Europe

>170
brands in API vs ~80 in Europe

>100
brands across alcohol & coffee

In-house
brewing & roasting

~95%
of 375ml can volume sold on promotion

1. Australia trading revenue growth vs prior year; rounded to the nearest percent; includes container deposits & excludes alcohol & coffee

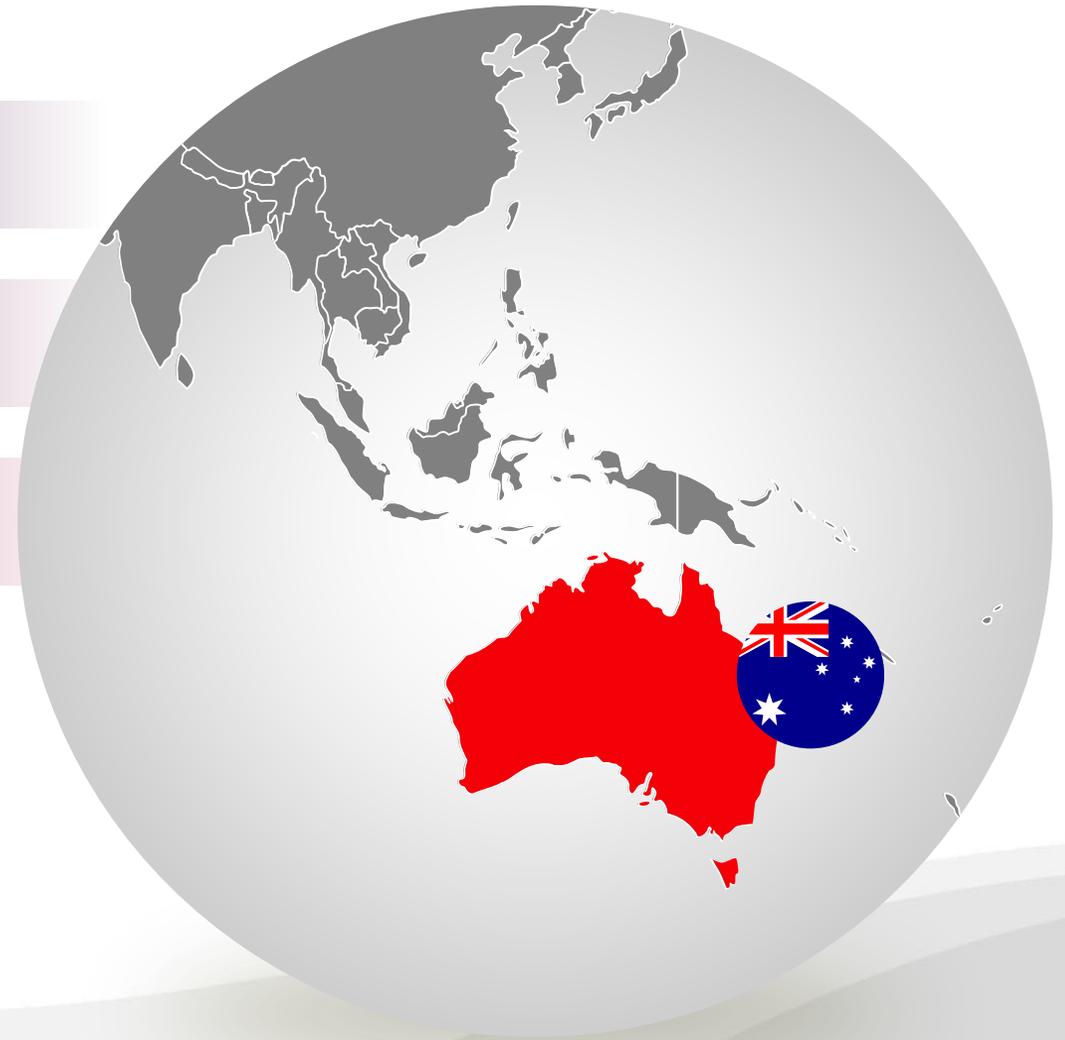
Further together: clear growth opportunities



Reorient the portfolio

Win with customers

Build on capabilities



Reorient the portfolio – aligned with TCCC

Simplify

economic model with TCCC focusing on category priorities

Review

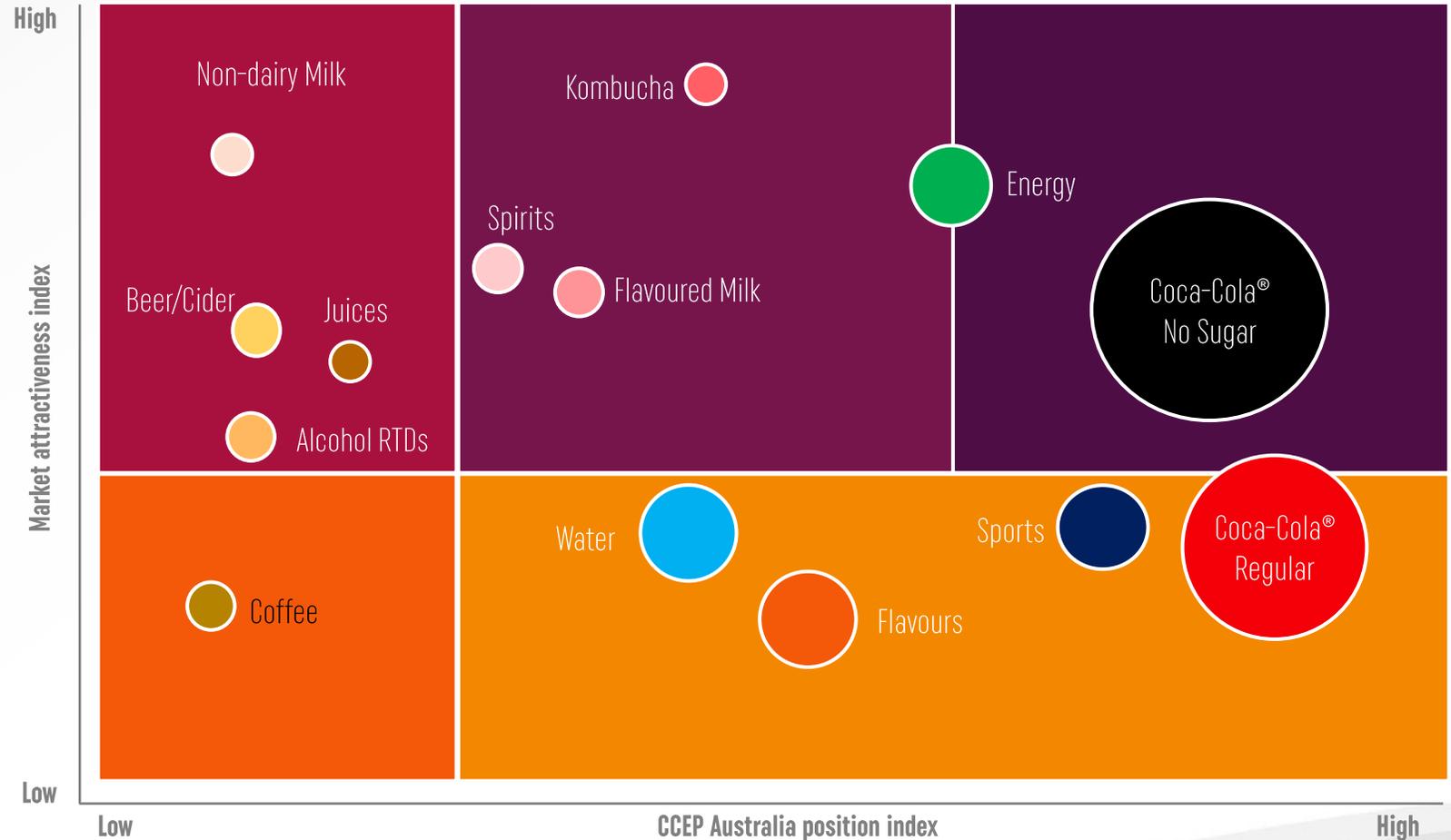
brands with TCCC

Focus

on the core

Sharpen

coffee, alcohol & water



Reorient the portfolio

Accelerate
light colas

Unlock
winning strategy
in flavours inc.
driving growth
in no sugar

Take
alcohol
learnings

Light colas

Australia

37%¹ of Coca-Cola® volumes

Europe

41%¹ of Coca-Cola® volumes

Coca-Cola Zero Sugar

#1 NARTD absolute growth brand;
+860bps² value share

Flavours

Australia

Competing brands
(Fanta, Sprite & Kirks)
-800bps³ value share

Opportunity in no sugar

e.g. Fanta **<0.5%⁴** value share;
~5%^{4,5} RSV

1 no sugar
SKU:



Europe

+140bps⁶ value share

Supported by Fanta no sugar:

~5%⁶ value share; **~25% RSV^{5,6}**

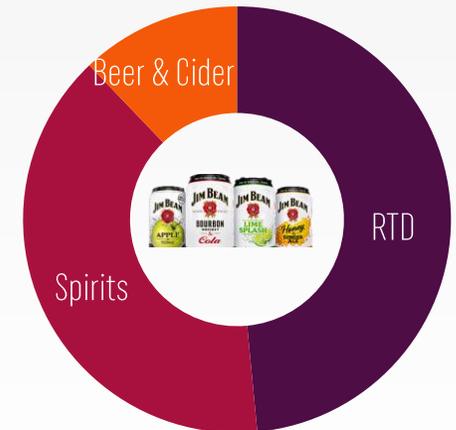
Alcohol

Australia

Proven success (revenue & profit growth) of **Spirits/RTD** with Beam Suntory

Beer & Cider partnership with Molson Coors

Complexity & lack of scale on remainder of portfolio



Europe

RTD **learnings** from API

1. 2020 light cola volume as a percentage of total cola volume
2. Nielsen Global Track Data for GB ES PT DE NL FR BE SE & NO; Light Colas category; 31.12.2020 vs 31.12.2016
3. Flavours 2020 IRI scan data (Grocery+ C&P only); 2016-2020
4. Flavours 2020 IRI scan data (Grocery+ C&P only)
5. Of Fanta scan data
6. Nielsen Global Track Data for GB ES PT DE NL FR BE SE & NO; Flavours category; 31.12.2020 vs 31.12.2016
7. Nielsen Global Track Data for GB ES PT DE NL FR BE SE & NO; Flavours category YTD to 31.12.2020

Win with customers

Drive

long-term joint value creation

Capitalise

on precision execution via data & insight

Accelerate

participation in e-commerce, channel & customer segmentation

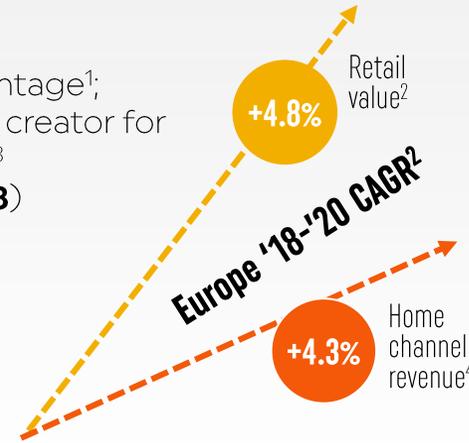
Joint value creation

Europe

#1 FMCG Advantage¹;
#1 FMCG value creator for 3 years to 2019³ (pre-merger #8)

Australia

#5 FMCG Advantage¹



Focused **postcode** execution by key selling weeks

E-commerce

Australia

E-commerce **11%**⁵ of Home (+120bps value share⁶)

Europe

E-commerce **16%**⁵ of Home (+140bps value share⁷)

1. Advantage Insights Survey '20; #1 in 5 out of 7 markets
2. Nielsen Global Track Data for GB ES PT DE NL FR BE SE & NO
3. Nielsen Strategic Planner Data 1.1:17 to YE 31.12.19 Countries inc. are ES, DE, GB, FR, BE, NL, SE & NO

4. Excludes Euro Discounters
5. FY20
6. FY20 vs 19
7. FY20 vs 17

Segmentation

API started – Europe **2 years** more experience



12 Outlet Types	Hyper/Supermarket
	HoReCa
	Nightlife (Disco/Night Club)
	Discounter
	QSR
	Leisure
	Travel/Transportation
	Convenience Stores
	At Work/Institutional
	Petrol
	Food To Go
	Kiosks/Tobacco/Newsagents

3 Indirect Channels	Online	Wholesalers	Cash & Carry
---------------------	--------	-------------	--------------

Build on capabilities

World Class Key Account Management

Execution

Drive
World Class
Key Account
Management

Improve
execution

1
Compelling
reason to
believe

2
Channel strategy
with segmented
customers

Europe

Australia

Up-weighted field sales investment from FY19; good AFH cooler penetration with **~72%** purity

Europe

AFH cooler purity +700bps¹ to **~81%**

Field sales visits **~doubled²** to 14 per day

Rolling out **next generation** sales force tools e.g. automated route planning

Category Vision

Channel/category strategy

3
Multi-year
customer
strategies

Customer
First

Multi-year
customer
strategies

4
Customised
account plans
with a few, big win-
win initiatives

Customised
account plans

5
Joint
execution plan
& scorecarding

Execution &
Performance

Capability

Collaboration

Toolkit



1. 2019 vs 17
2. 2019 vs 16

Build on capabilities – drive smart RGM

~50%

of AU Retail
Coca-Cola® volume
sold in 24x &
30x 375ml cans¹

~50%

of Retail AU
sparkling from 375ml
multipacks
& 600ml PET¹

~75%

OTG AU sparkling from
600ml PET & fountain¹

1. Volume mix. 2020
2. Volume mix. 2019 vs 15
3. Volume mix within Home. Small packs defined as PET & Glass <1L and Cans <330ml

Drive

premiumisation
(e.g. slim cans, glass)

Diversify

for different occasions

Differentiate

packs sold in Reca
(e.g. smaller cans, increase glass)

Drive

adjacencies

Europe

Belux priority small packs **+4ppts²** to **34%**

Germany **specific** 0.33L RGB SSD for **Horeca**

Netherlands **+10ppts³** small vs large packs



GB Meal Deal



GB movie
nights Asda deal
+300% revenue
uplift

Further together: translating into a multi-year opportunity

➔ WAVE 1:

Develop value creation plans aligned with TCCC

Portfolio choice, focus & priorities

RGM

World Class KAM

Digital (e-commerce & food aggregators)

Continue 'Fighting Fit' programme

➔ WAVE 2 & BEYOND:

Portfolio & RGM

World Class KAM

Reduce volume sold on deep promotions

Improve execution

Digital integration - commercial, online etc

Ventures

Supply chain benchmarking

Talent management & sharing

Indonesia: Further together

Indonesia

Growth opportunity in attractive market

NARTD market to grow **~3.5-4%** p.a.¹



#2 beverage supplier (~**11%** share²)



4th largest population in the world



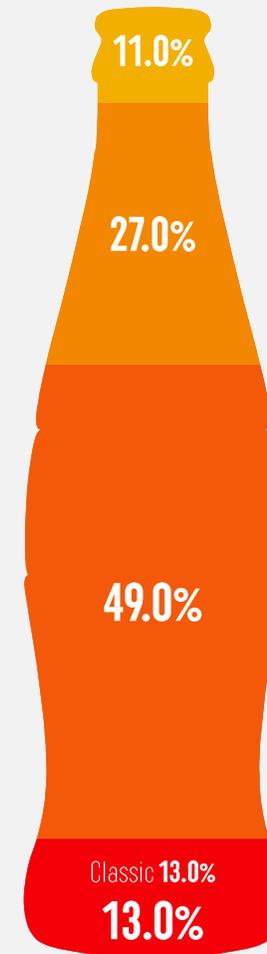
Young population & rapid **urbanisation**



Growing, more affluent middle-class



2020 Volume mix



INDONESIA

Hydration

RTD Teas/Coffee, Juices & Other

Flavours, Mixers & Energy

Coca-Cola®

Market Value Category Mix⁴



#5

#3

#1

#1

1. CCEP internal estimates based on Global Data 2022-2025; rounded to nearest percent
 2. Based on Global Data FY2019. Excludes Alcohol & Coffee Beverages
 3. Other includes Fruit Powders, Juice, Nectars, Squash/Syrups & Still Drinks
 4. FY2020, Nielsen

Indonesia – fantastic opportunity

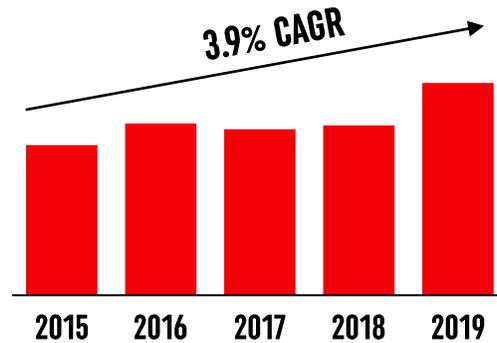
Significant long-term growth potential

Favourable demographics

Attractive market characteristics



Good momentum
in revenue¹ growth



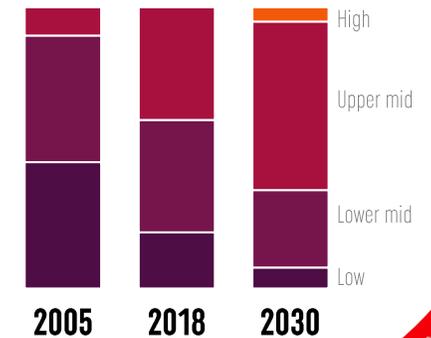
~5%

5-year GDP CAGR;
forecast to be the
world's 4th largest
economy by 2050

12% p.a.

growth in middle
class consumption
since 2005

**Household
income distribution²**



~500K

customers
served directly

1. Indonesia & Papua New Guinea trading revenue growth vs prior year; CAGR 2015-19; FX-neutral; FX-neutral revenue is a non-GAAP performance measure - refer to the Reconciliation & definition of alternative performance measures at the beginning of this presentation for further details
2. Low income: <\$4k, Lower-mid: \$4-8k, Upper-mid: \$8.5-40k, High income: >\$40k basis income per household in real terms

Clear **long-term** transformation opportunity

Supported by great experience of emerging markets

Long-term value creation plan with TCCC

Portfolio - build sparkling franchise

OBPPC - drive consumer relevance

Capabilities - RTM, efficiency & execution



Long-term value creation plan aligned with TCCC

Sparkling

Strong position in under-developed category

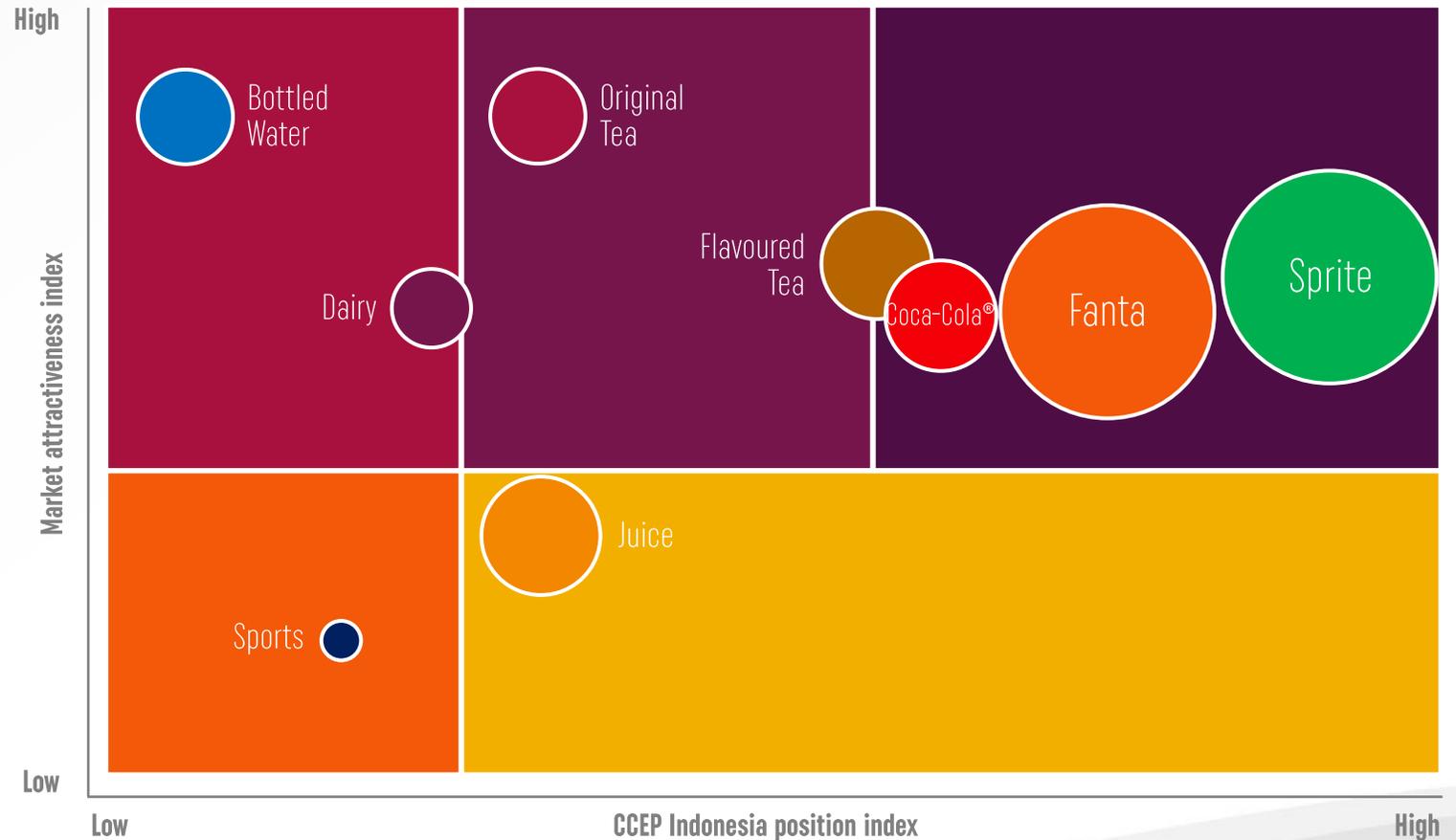
Focus on Coca-Cola®, Fanta & Sprite

RTD Tea

Established position
Build share

Review

dairy, water & sports



Portfolio – build **sparkling** franchise

Significant
headroom for
consumption growth
e.g. Cola & Flavours very low
% of market compared
to Philippines

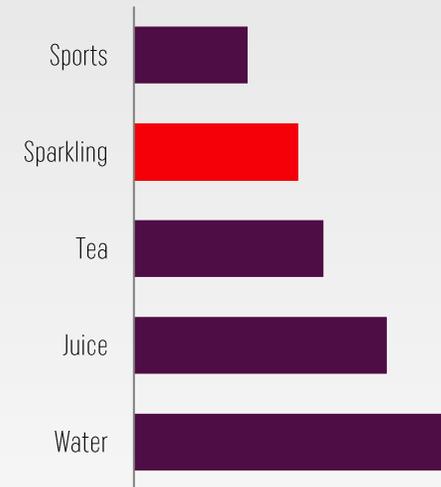
Cola¹
Indonesia: 1%
Philippines: 29%

Flavours^{1,2}
Indonesia: 3%
Philippines: 23%

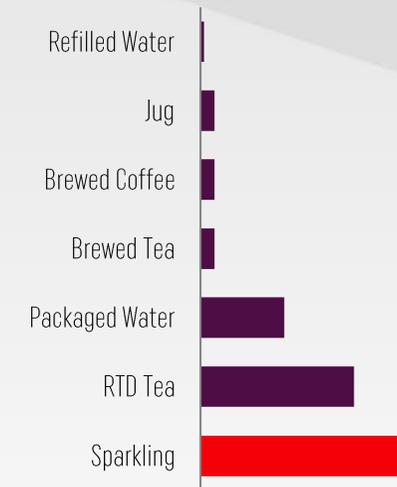
Proven
consumer
demand for
sparkling

Invest
in sparkling
to drive
relevance,
affordability &
attractiveness
of the category

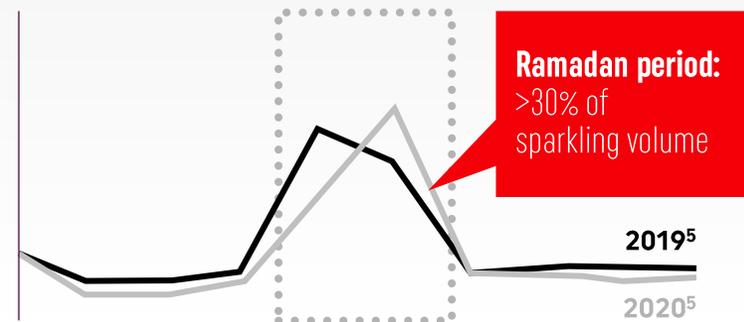
Under investment in Sparkling³



Sparkling **more** expensive⁴



Proven
consumer
demand



Focus
on Coca-Cola®,
Fanta & Sprite

1. FY2019 volume share, Euromonitor
2. Includes Lemonade/Lime, Orange Carbonates & Other Non-Cola Carbonates
3. FY2019 spend by category (IDR K)

4. Price per litre (IDR K)
5. Sparkling volume share as % of NARTD

OBPPC – drive **consumer** relevance

Bottled SSD
Bottled NCB
Non bottled

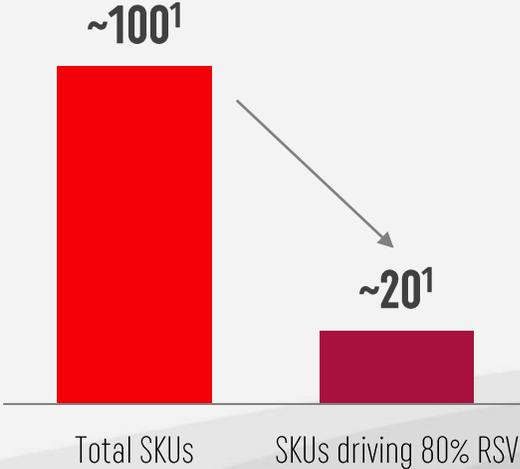


Low consumer relevance

Sparkling has **low relevance** at regular drinking occasions

Define clear occasions by brand
e.g. Sprite refreshing/
thirst quenching

Reset
price pack
architecture
& simplify



1. FY2019, Nielsen

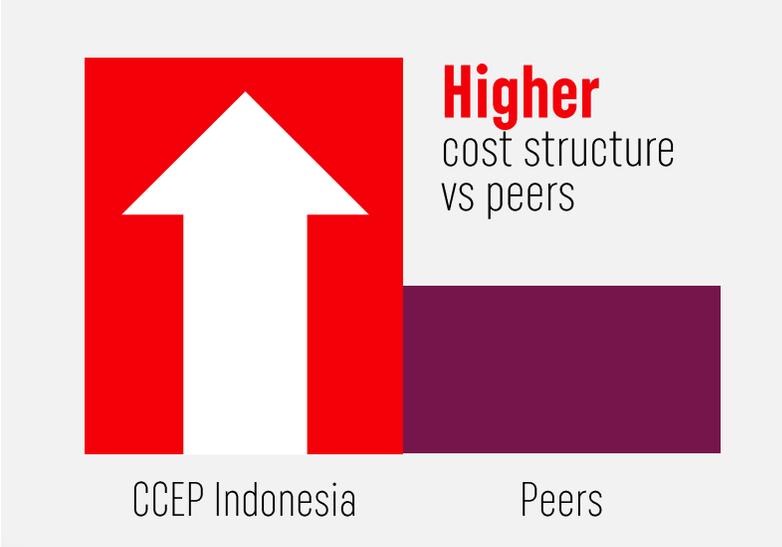
Capabilities

RTM, efficiency & execution



Fit for future
route-to-market

Drive
efficiencies &
improve
execution



Digital

Platform for frontline,
direct & indirect

Segmentation

Analytics

Portal to step change
customer experience

People development platform

Europe bringing
multiple capabilities
to emerging markets



Strong
senior management
experience

RGM

Strong returnable &
small pack capability

RTM

Direct, distributor &
wholesaler models

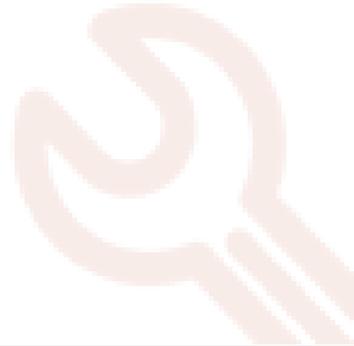
Group functions

Driving efficiencies &
customer service

Key messages

API

attractive long-term macros, ahead of Europe



Australia

clear improvement opportunity aligned with TCCC



Pacific

benchmark bottler raising the bar for Europe



Indonesia

transformational opportunity: #2 player in huge & attractive market with clear consumer demand for sparkling



4



In API, we will **accelerate momentum** by applying Europe's proven model and replicating the execution culture & mindset

In Europe, the deal **makes us stronger** as we will accelerate growth by taking learnings from API

Break 5 minutes



Key messages

1



We have a significantly bigger opportunity having acquired a good business with momentum

2



Our strategic relationship with TCCC and franchise partners will strengthen

3



Further together:
We will build on the best of both to drive growth and scale faster as ONE

4



In API, we will accelerate momentum by applying Europe's proven model and replicating the execution culture & mindset

In Europe, the deal makes us stronger as we will accelerate growth by taking learnings from API

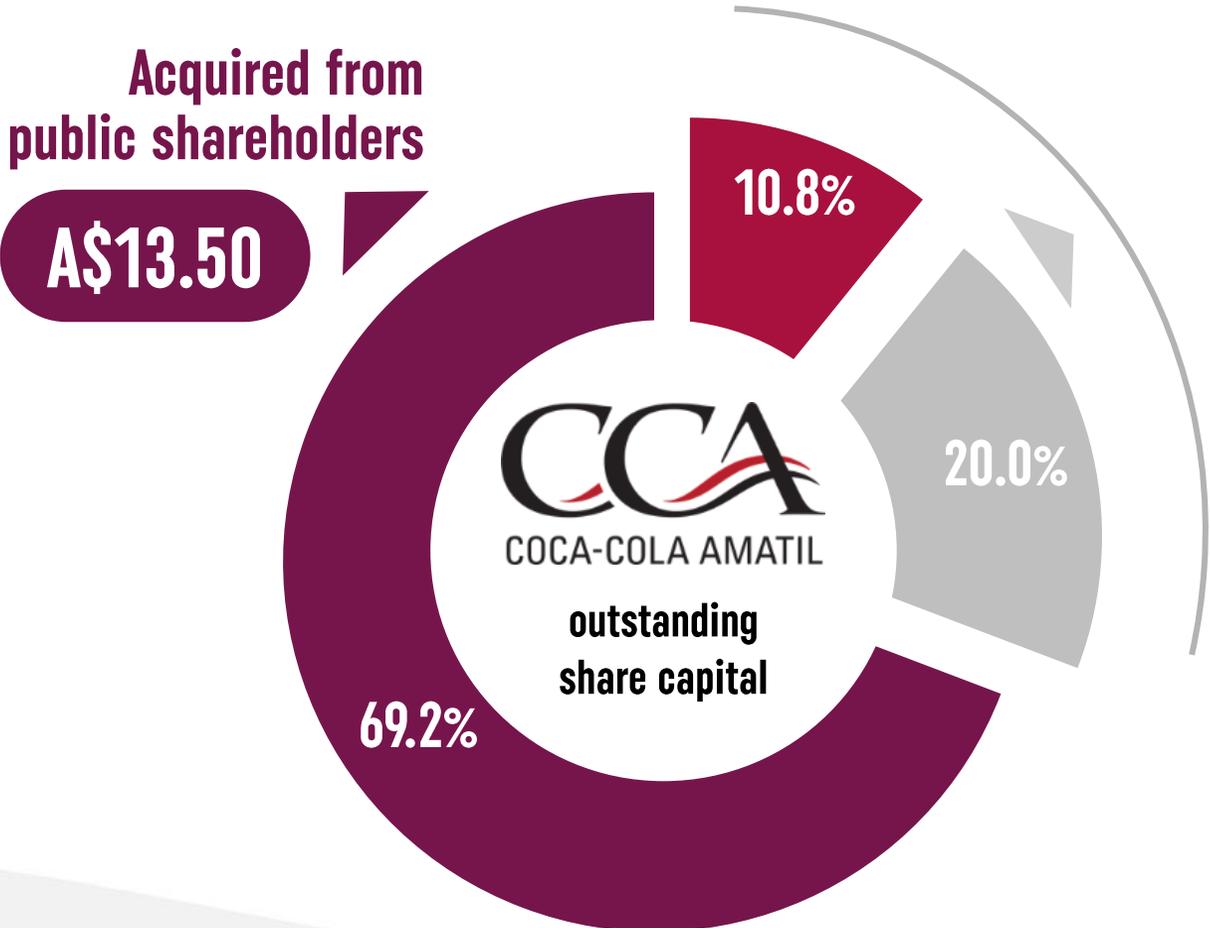
5



Our business will continue to be built on great people, great service and great beverages – done sustainably, delivering value creation for all stakeholders

Final transaction overview

Breakdown of **A\$12.53** effective purchase price per share^{3,4}



Acquired from The Coca-Cola Company

Initial 10.8% stake

A\$9.57
5% discount to 15-day VWAP¹

Residual 20.0% stake

A\$10.75
Closing price before announcement^{2,4}

1. Ending as at 21 October 2020
 2. Price at close of market on 22 October 2020
 3. Weighted average price per share based on CCEP's offer to CCL public shareholders, A\$9.57 for the initial 10.8% stake and closing price of A\$10.75 for The Coca-Cola Company's 20% residual stake
 4. Less the A\$0.18 per share dividend declared by CCL on 18 February 2021 which is to be paid on 30 April 2021
 Note: % based on CCL's number of ordinary shares outstanding as at 31 December 2020

Value & EPS accretive

ROIC¹ expected to cover WACC² in **~5 years**

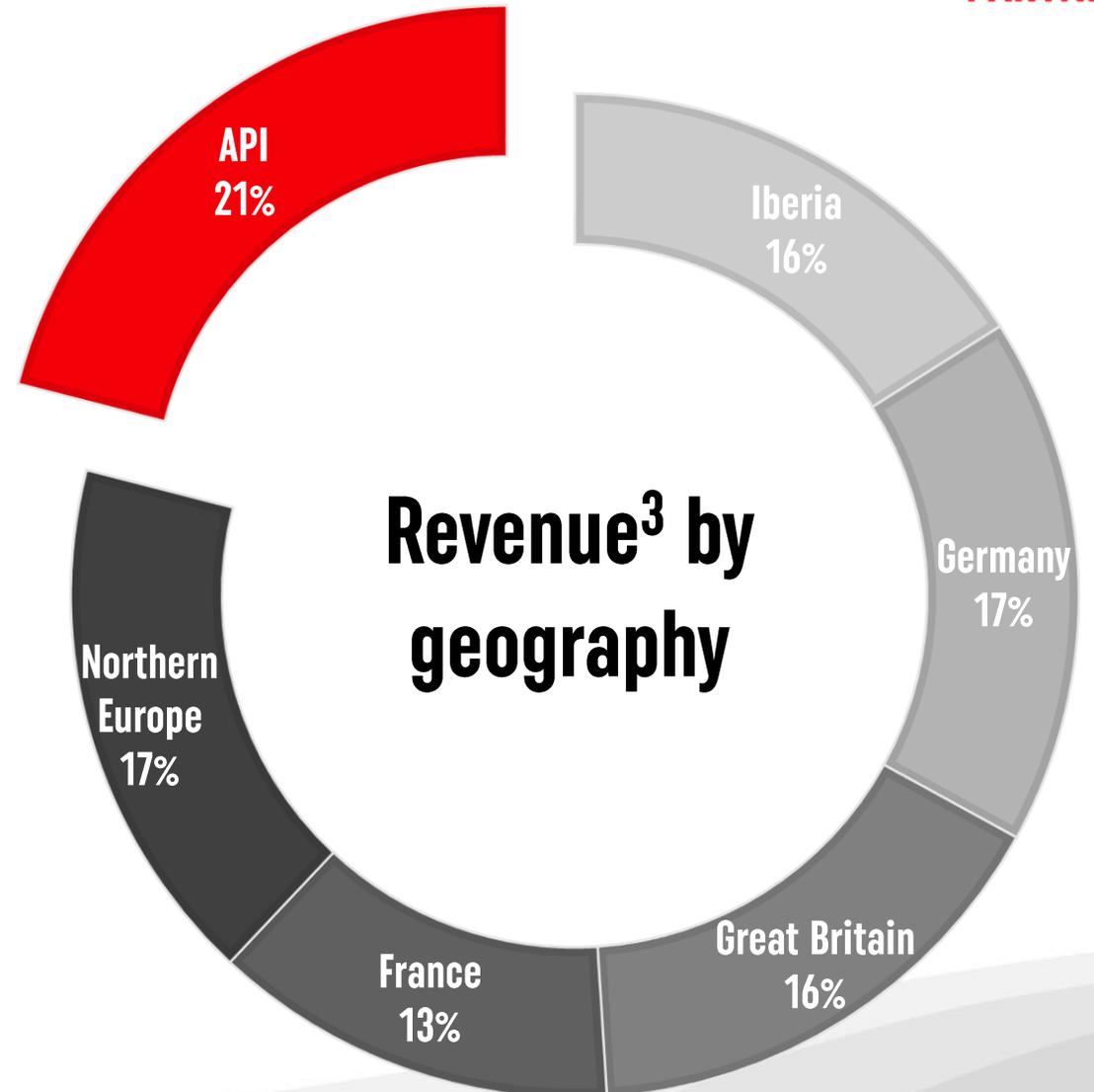
API to be organised as a **new** business unit & will be a reportable segment along with Europe

Disclosure to be provided as follows:

- Quarterly **revenue** by geography
- HY & FY **earnings**

Immediately EPS accretive

FY20 & FY19 **pro formas** provided in separate RNS



1. ROIC is a non-GAAP performance measure. Refer to the Reconciliation & definition of alternative performance measures at the beginning of this presentation for further details

2. WACC = Weighted average cost of capital

3. Represents mathematical summation of the equivalent FY20 metrics as included in the 2020 CCEP Integrated Report and 2020 CCL Annual Report. Not prepared in accordance with US SEC Regulation S-X Article 11. Applied average 2020 EUR/AUD FX rate of 1.656

Further together: more efficient, leaner business

EUROPE proven track record in synergy delivery driven by consolidation, optimisation & leveraging best practice

**PRE-ANNOUNCED PERMANENT
FY20 SAVINGS & ONGOING
EFFICIENCY PROGRAMMES**

EUROPE

Accelerate
Competitiveness
FY21 ~€150m vs. FY19
FY22-24 €50-75m

+

API

Fighting Fit (AU)
FY21 A\$65m vs. FY19
FY21-22 A\$80m

Total

~€350-395m

COMBINATION BENEFITS

Corporate
listing
structure

Procurement

Supply
chain

Group
functions

Next
3 years

~€60-80m
FY22+
weighted

Transaction financing

100% funded by existing liquidity & incremental borrowing

Strong balance sheet

FY20 leverage¹ of 3.2 times

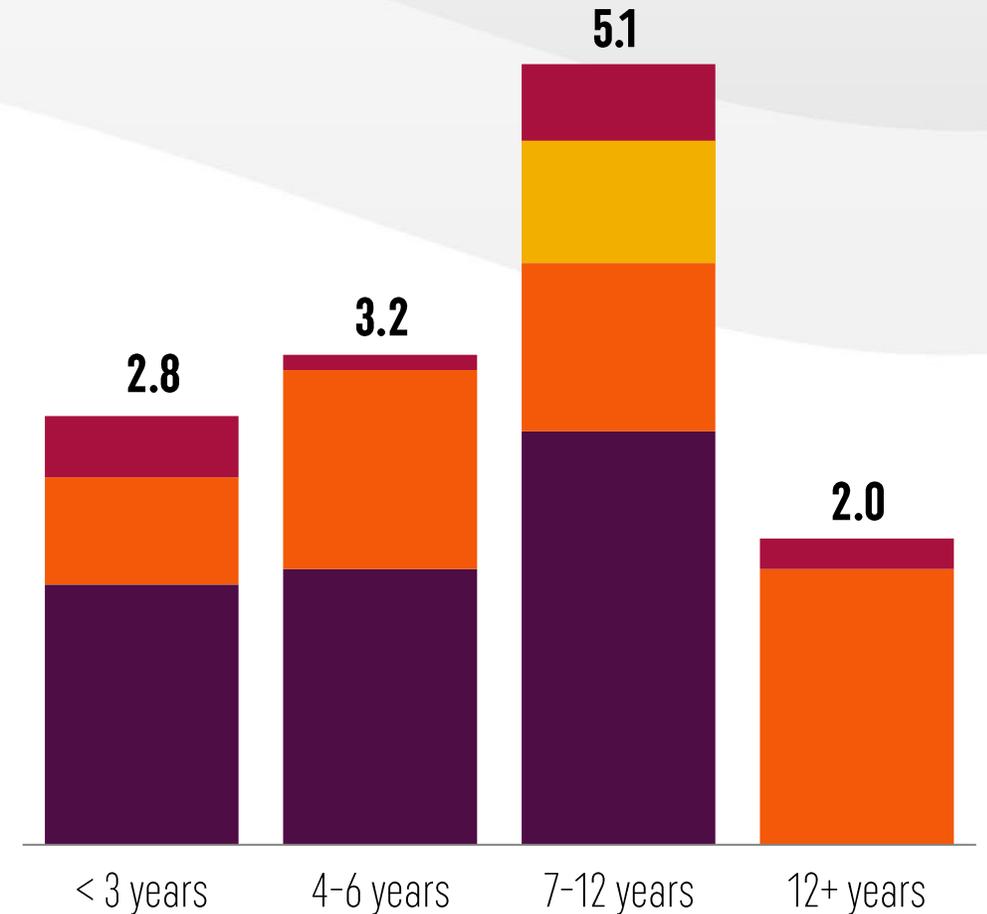
Incremental borrowing of €5.7bn at effective average interest cost of **~40bps²**

Leverage¹ **at close** of 5.0 times

Remain fully committed to strong **investment grade** rating
Moody's³ Baa1; Fitch³ BBB+

Balanced mix of maturities with **no** covenants on debt or facilities

Overall average maturity of **6.5** years at weighted average interest cost of **1.3%**



Balanced mix of maturities €'bn

■ Europe legacy
 ■ New bonds
 ■ Nov 20 bond
 ■ API legacy

1. Net debt to adjusted EBITDA; Net debt to adjusted EBITDA is a non-GAAP performance measure. Refer to the Reconciliation & definition of alternative performance measures at the beginning of this presentation for further details
 2. After the IRS and XCCY swaps
 3. Stable outlook

Focused on returning to **target leverage** range within **3** years

Driven by stronger annual free cash flow generation

Rapid Europe deleveraging post merger to within target range¹ supported by:

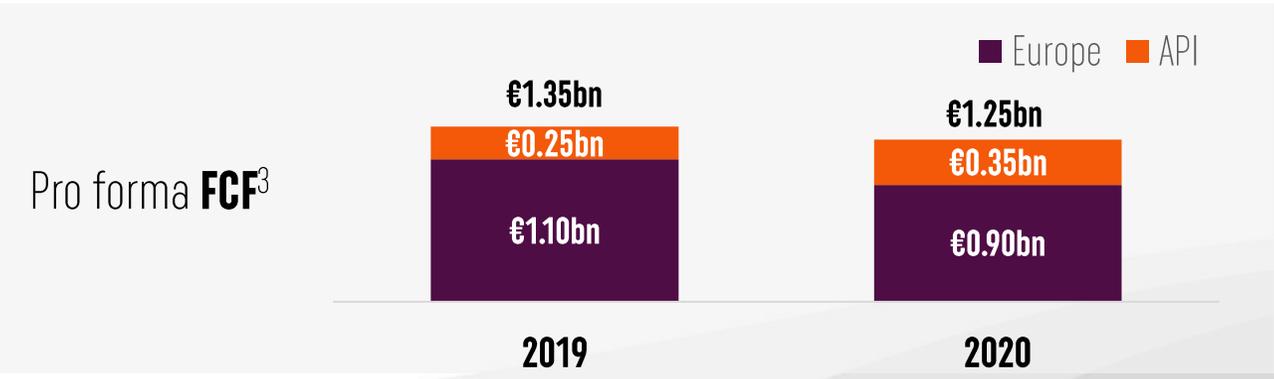
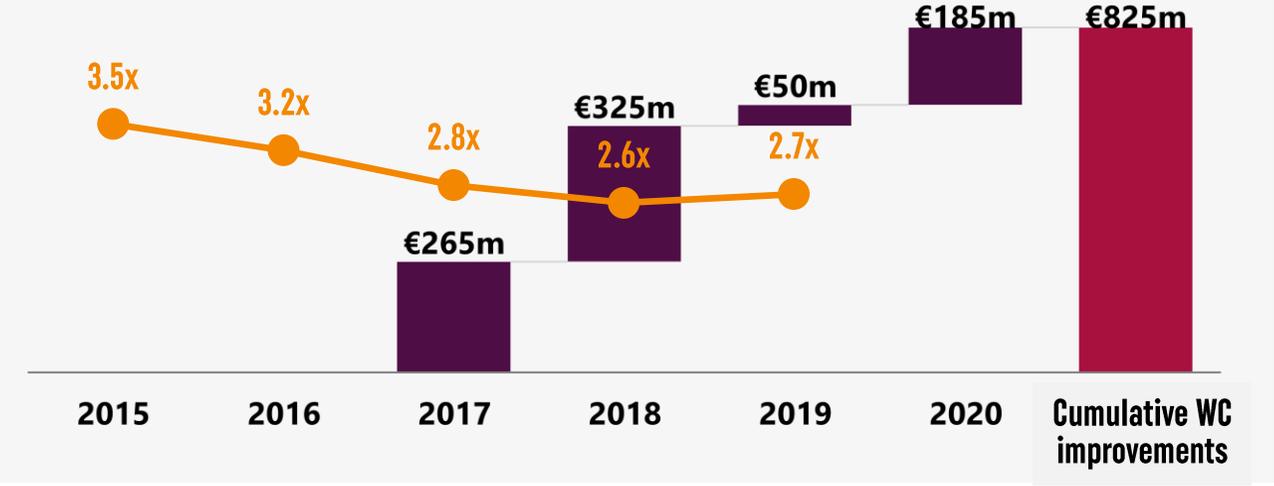
- aligned annual **incentives**
- strong **working capital** improvements

Transaction provides even **greater incremental** cash generation opportunities

- scope to leverage Europe's working capital improvements in API

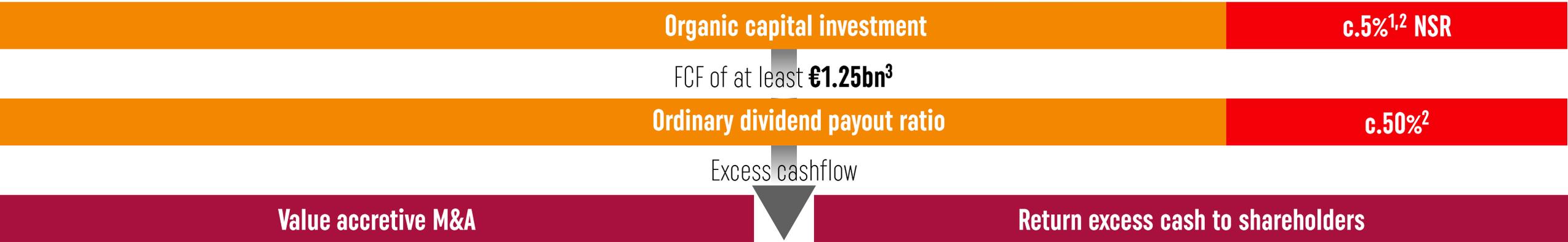
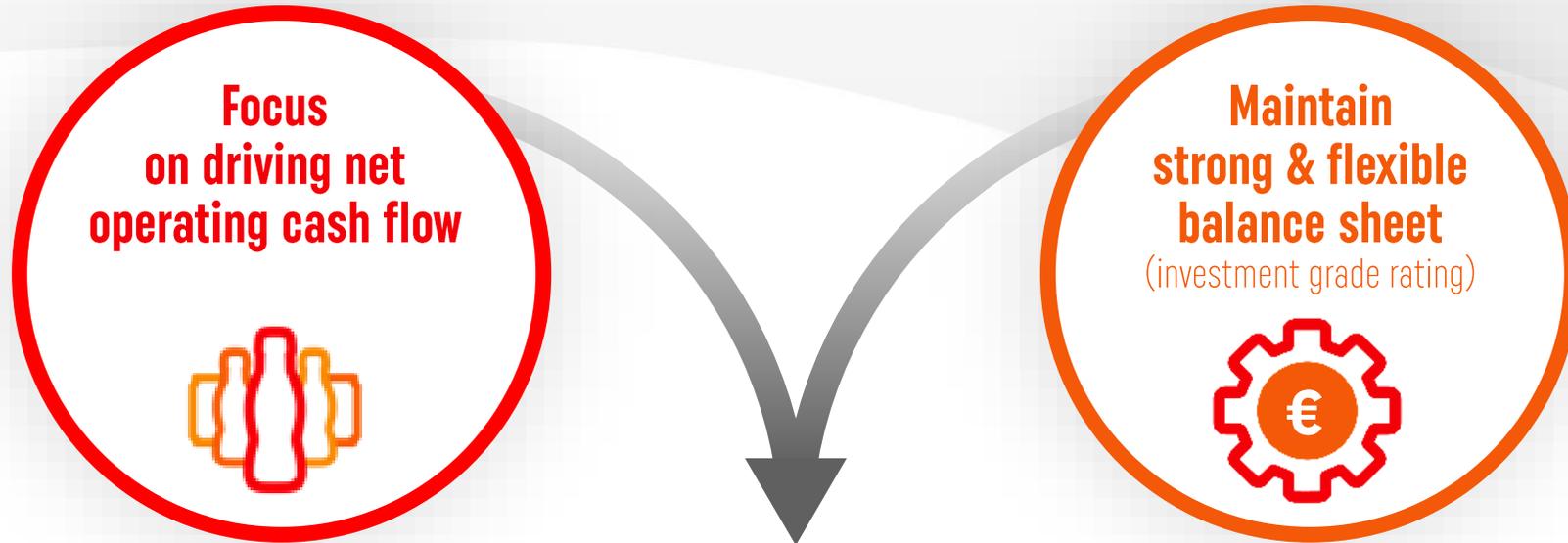
Committed to **similar** deleveraging profile

Europe: **deleveraging profile**¹ supported by **working capital** improvements²



1. Target range 2.5-3.0x Net Debt/Adjusted EBITDA. Net Debt/Adjusted EBITDA is a non-GAAP performance measure; 2015 & 2016 are calculated assuming the merger occurred at the beginning of each year presented. 2015 refers to CCEP Overview investor presentation, 25 May 2016; rounded
 2. CCEP internal cumulative working capital (WC) improvements
 3. FCF is a non-GAAP performance measure. Measure has been computed using information included in 2020 CCEP Integrated Report and 2020 CCL Annual Report and based on the definition included in 2020 CCEP Integrated Report. Not prepared in accordance with US SEC regulation S-X Article 11; Average 2020 EUR/AUD FX rate of 1.656; rounded to nearest-€50m

Consistent & disciplined capital allocation framework



Maximising sustainable shareholder value & returns >€3.8bn⁴ cash returns to shareholders since merger



1. ~6% organic capital investment (capex) as a % of revenue, including payments of principal on lease obligations
 2. Capex & dividend payout ratio are non-GAAP performance measures - refer to the Reconciliation & definition of alternative performance measures at the beginning of this presentation for further details
 3. FCF (Free Cash Flow) of at least €1.25bn after ~6% capex as a % of revenue, including payments of principal on lease obligations; FCF is a non-GAAP performance measure - refer to the Reconciliation & definition of alternative performance measures at the beginning of this presentation for further details
 4. Includes dividends of €2.2bn & share buybacks €1.6bn since the merger on 26 May 2016

DAY 1: integration ready, no risk of distraction

- ✓ Experienced integration team
- ✓ Key talent in place
- ✓ Joint plans underway with TCCC
- ✓ CCEP operating model in place
- ✓ Great plans for the rest of FY21



Transaction **underpins** medium-term objectives



Revenue growth
Low single-digit



Comparable operating profit growth¹
Mid single-digit



Free Cash Flow
At least €1.25bn p.a.^{1,2}



Dividend
~50%^{1,3} payout ratio

Wider business longer-term update to be provided later this year



Ratio maintained, on **larger earnings** base



Dividend to be announced at **Q3** for the full year to reflect the earnings of the **enlarged** business

1. Comparable operating profit, Free Cash Flow and Dividend payout ratio are non-GAAP performance measure - refer to the Reconciliation & definition of alternative performance measures at the beginning of this presentation for further details
2. Free Cash Flow of at least €1.25 billion after c.5% capital expenditure as a % of revenue, excluding payments of principal on lease obligations; ~6% capex as a % of revenue, including payments of principal on lease obligations
3. Dividends subject to Board approval

Key messages



Value & EPS
accretive



Focused
on returning to target
leverage range
within 3 years



Dividend policy
maintained on larger
earnings base



**Transaction
underpins**
medium-term
objectives

5 

Our business will continue to be built on great people, great service and great beverages – done sustainably, delivering value creation for all stakeholders

Remarks from our Chairman

Sol Daurella



Further together: exciting, right deal at the right time



Passion for inclusion & diversity



Value creating with sustainability at the core



Strengthens profile as attractive total investment return opportunity

A large, stylized red bottle of Coca-Cola is positioned on the right side of the slide. The bottle is filled with a vibrant red liquid. The iconic Coca-Cola script logo is printed in white on the bottle's body, with the words "EUROPACIFIC PARTNERS" in a bold, white, sans-serif font directly beneath it. The bottle is set against a background of flowing, wavy lines in shades of purple, blue, and orange, which create a sense of movement and energy. The overall design is clean and modern, reflecting the company's branding.

Thank You

Questions & Answers

2021 Focused actions

Coca-Cola
**EUROPACIFIC
PARTNERS**



Compelling transaction: A great move



Structurally
higher growth
platform

Significant
performance
improvement
opportunities

Best
practice
sharing

Value
creating

Immediate
EPS accretion

Dividend policy
maintained
on larger
earnings base

Focused
on returning to
target leverage
within 3 years
driven by stronger
cash generation

Strengthens
relationship
with TCCC

Underpins
medium-term
objectives

Appendices

Glossary

Acronym	Definition
AFH	Away From Home
API	Australia, Pacific & Indonesia
B2B	Business-to-business
B2C	Business-to-consumer
BU	Business Unit
CDSP	Customer Demand & Supply Planning
D2C	Direct-to-consumer
FCF	Free Cash Flow
FMCG	Fast Moving Consumer Goods
GHG	Greenhouse Gas
GM	General Manager
HoReCa	Hotels, Restaurants & Cafes
KAM	Key Account Manager
LTIP	Long-term Incentive Plan
MD	Managing Director
MUC	Unit Cases (in millions)
NARTD	Non-Alcoholic Ready to Drink

Acronym	Definition
NCB	Non-Carbonated Beverages
NSR	Net Sales Revenue
OBPPC	Occasion, Brand, Price, Pack & Channel
PET	Polyethylene terephthalate (plastic)
ReCa	Restaurants & Cafes
Red	Right Execution Daily (measure of execution)
RGM	Revenue Growth Management
ROIC	Return on Invested Capital
rPET	Recycled PET
RSV	Retail Sales Value
RTD	Ready to Drink
RTM	Route to Market
SSD	Sparkling Soft Drinks
SKU	Stock-keeping Unit
TCCC	The Coca-Cola Company
UC	Unit Case
WACC	Weighted Average Cost of Capital

Key metrics

Operational ¹	Europe	API		Financial ¹	Europe	API	
Markets²	13	16	29	Revenue	€10.6bn	€2.9bn	€13.5bn
Consumers	>300m	>300m	>600m	Volume (muc)	2,277	618	2,895
Portfolio	Mainly NARTD	NARTD, Alcohol & Coffee	NARTD, Alcohol & Coffee	Revenue / Case^{4,6}	€4.69	€4.04	€4.56
Coolers³	>1m	>0.5m	~1.5m	Adjusted EBITDA^{5,6} (% margin)	€1.8bn (16.9%)	€0.5bn (18.9%)	€2.3bn (17.3%)
Plants	48	32	80	CAPEX^{6,7}	€475m	€170m	€645m
Employees	22k	11k	33k	FCF^{6,7}	€0.90bn	€0.35bn	€1.25bn

1. Data based on 2020 CCEP Integrated Report and 2020 CCL Annual Report, unless otherwise stated. Average 2020 EUR/AUD FX rate of 1.656
 2. CCEP: Spain, Portugal, Great Britain, France, Germany, Iceland, Belgium, Netherlands, Norway, Sweden, Andorra, Luxembourg & Monaco; CCL: Australia, New Zealand, Indonesia, Papua New Guinea, Niue, Tuvalu, Nauru, Tonga, Kiribati, Vanuatu, Solomon Islands, Samoa, Fiji, Wallis & Futuna, Tokelau, Cooks Islands
 3. As at 31 December 2020 for CCEP & CCL
 4. Europe calculated as NARTD 2020 total FX-neutral revenue over total unit per case volume; API calculated as NARTD 2020 total FX-neutral revenue over total unit per case volume; excludes revenue from Alcohol & Coffee & Corporate Services; FX-neutral revenue is a non-GAAP performance measure - refer to the Reconciliation & definition of alternative performance measures at the beginning of this presentation for further details

5. Not prepared in accordance with US SEC Regulation S-X Article 11. Represents mathematical summation of the equivalent 2020 metrics. For CCEP, Adjusted EBITDA is calculated as earnings before interest, tax, depreciation & amortization, after adding back items impacting the comparability of year over year financial performance, as included within 2020 CCEP Integrated Report. For CCL, Adjusted EBITDA refers to On-going EBITDA and is calculated as earnings before interest, tax, depreciation & amortization and excluded non-trading items, as included within 2020 CCL Annual Report. Average 2020 EUR/AUD FX rate 1.656
 6. FX-neutral revenue, EBITDA, FCF & capex are non-GAAP performance measures - refer to the Reconciliation & definition of alternative performance measures at the beginning of this presentation for further details
 7. FCF and Capex measures have been computed using information included in 2020 CCEP Integrated Report and 2020 CCL Annual Report and based on the measures as defined in the 2020 CCEP Integrated Report. Not prepared in accordance with US SEC regulation S-X Article 11; Average 2020 EUR/AUD FX rate of 1.656; FCF rounded to nearest €50m; Capex rounded to nearest €5m

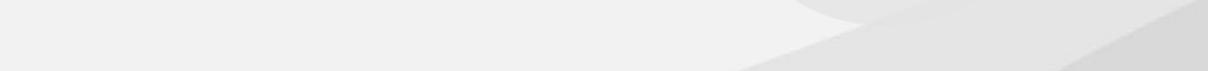
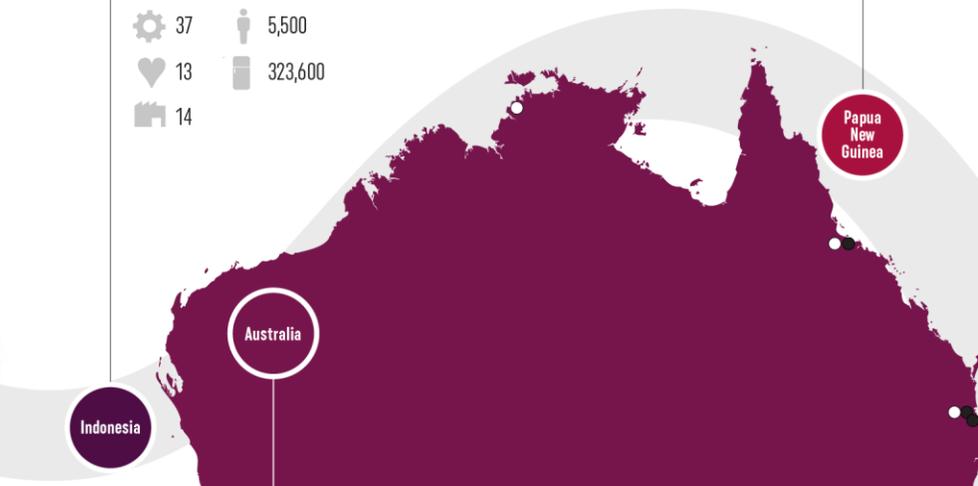
API: Where we operate



102
production lines

41
warehouses

32
production facilities



- Key**
- Production facilities
 - Warehouses
 - ⚙ Production lines
 - 👤 Customers
 - ♥ Brands
 - 👤 Employees
 - ❄ Coolers

API management team biographies



Chris Litchfield

New Zealand & Pacific Islands

Over 28 years' experience with Coca-Cola Amatil, having joined the business as a graduate in 1994

Held various sales and commercial roles prior to becoming GM of Sales & Marketing

MD of New Zealand & the Pacific Islands since 2014

Recognised as one of the best Coca-Cola bottlers globally

Achieved AON Best New Zealand Employer for the 5th consecutive year



Peter West

API & member of CCEP Executive Leadership Team

Over 30 years' FMCG experience, having joined Coca-Cola Amatil as MD for Australia in 2018

Previously MD of the Dairy & Drinks business at Lion Pty

Held senior roles at Mars Confectionery & Arnott's Biscuits Ltd

Regional President for Continental Europe for Mars Chocolate

Deep understanding of Australian & international FMCG



Jorge Escudero

Indonesia & Papua New Guinea

Over 20 years' FMCG experience, specialising in non-alcoholic drinks throughout Asia, America & Europe

Previously CEO of Bepensa Bebidas (Mexican Coca-Cola bottler)

MD of Europe and International Markets for Deoleo

CEO of Asia-Pacific for Aje Group in Soft Drinks

MD of Acqua Minerale San Benedetto for the Iberian Market

Australia: Factsheet

Key facts

325M Unit Cases

€1.9BN Revenue

29 NARTD Brands

59 Alcohol Brands

25M Population

100K Customers

120K Coolers

3K Employees

13 Production Sites

13 Warehouses

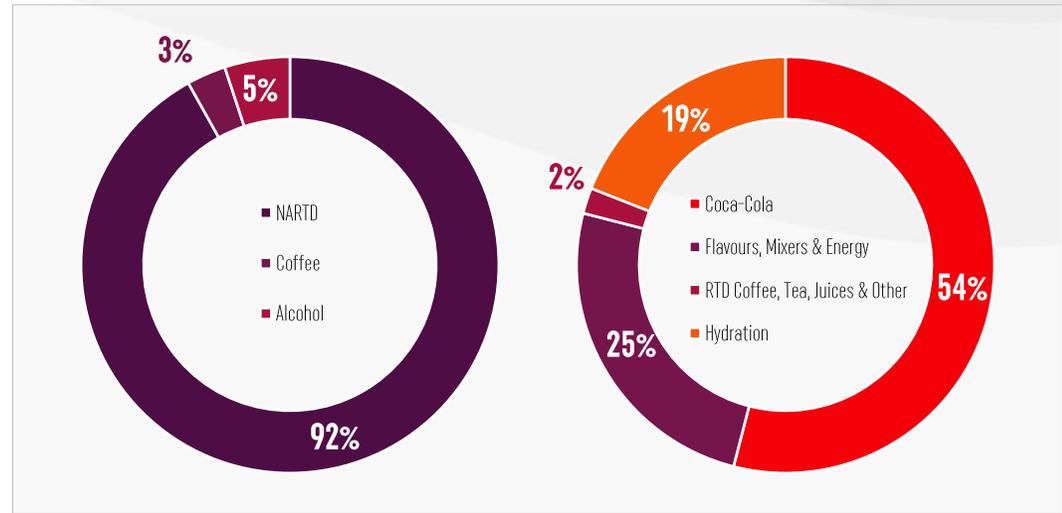
Brands

TCCC: 75%

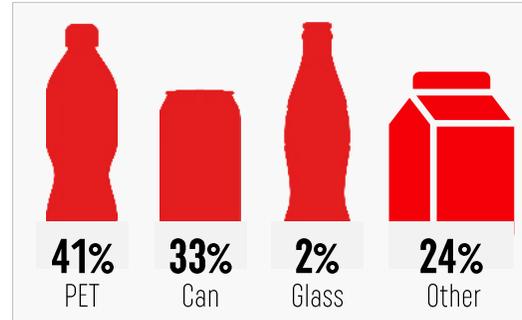
API: 17%

OTHER: 8%

Volume mix¹



Pack mix¹



Priority small packs: 23%

Sustainability

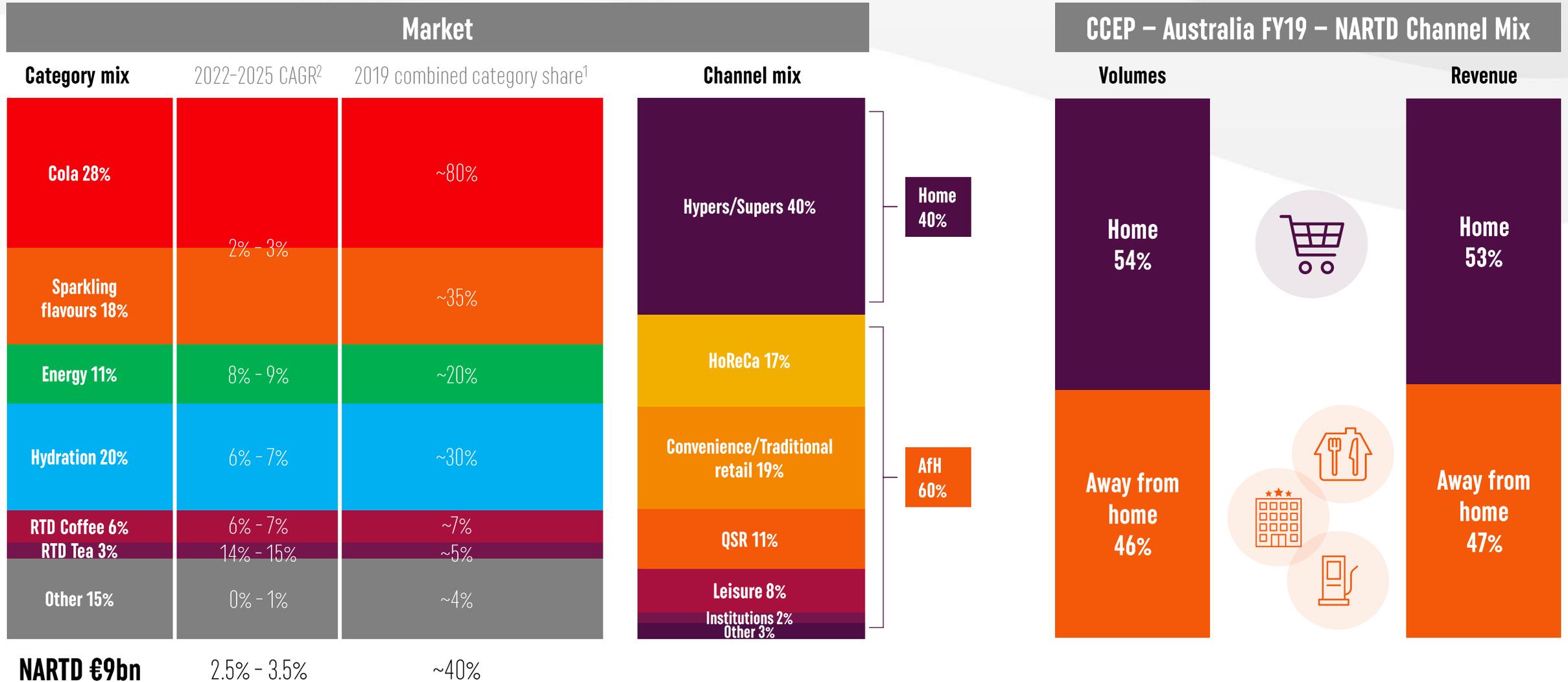
7/10 Plastic bottles made from 100% rPET

50% rPET for Australian portfolio

11% Reduction² achieved sugar grams per 100ml

1. 2020 volume and pack mix (unit cases); rounded to nearest percent
 2. 2020 vs 2015 reduction in sugar grams per 100ml

Australia: NARTD category & channel mix



1. Global Data FY2019. Market = AUS
 2. HoReCa is Hotel/Restaurant/Café; QSR is Quick Serve Restaurants; Convenience includes Convenience Stores and Food To Go; Other includes Vending, Home Delivery & Specialist Beverage Retailer. [Global Data excludes Disco/Bar/Night Club and Travel/Transportation]

Pacific: Factsheet

Key facts



83M Unit Cases



€513M Revenue

36

NARTD Brands



4

Alcohol Brands



5M Population



22K Customers



45K Coolers



2K Employees



9 Production Sites



9 Warehouses

Brands

TCCC: 79%



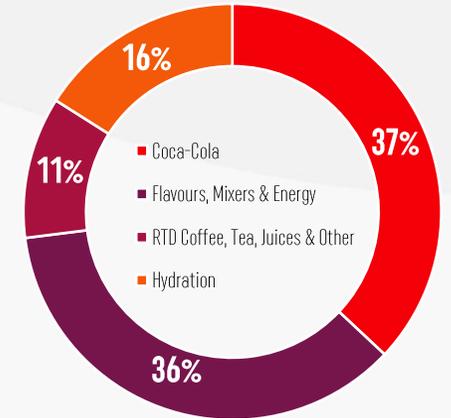
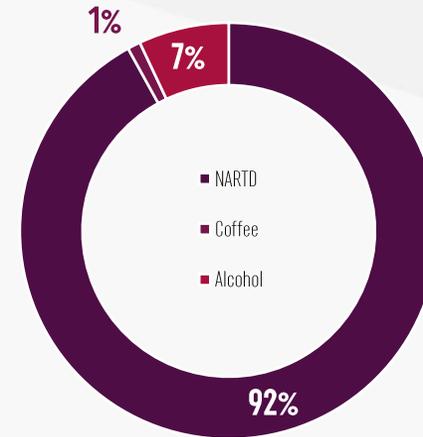
API: 15%



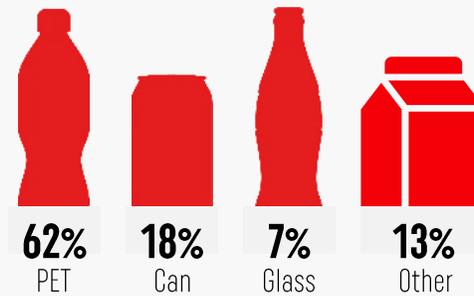
OTHER: 6%



Volume mix¹



Pack mix¹



Priority small packs: 24%

Sustainability

100%

rPET for all single serve plastic bottles

100%

Electricity from renewable sources³

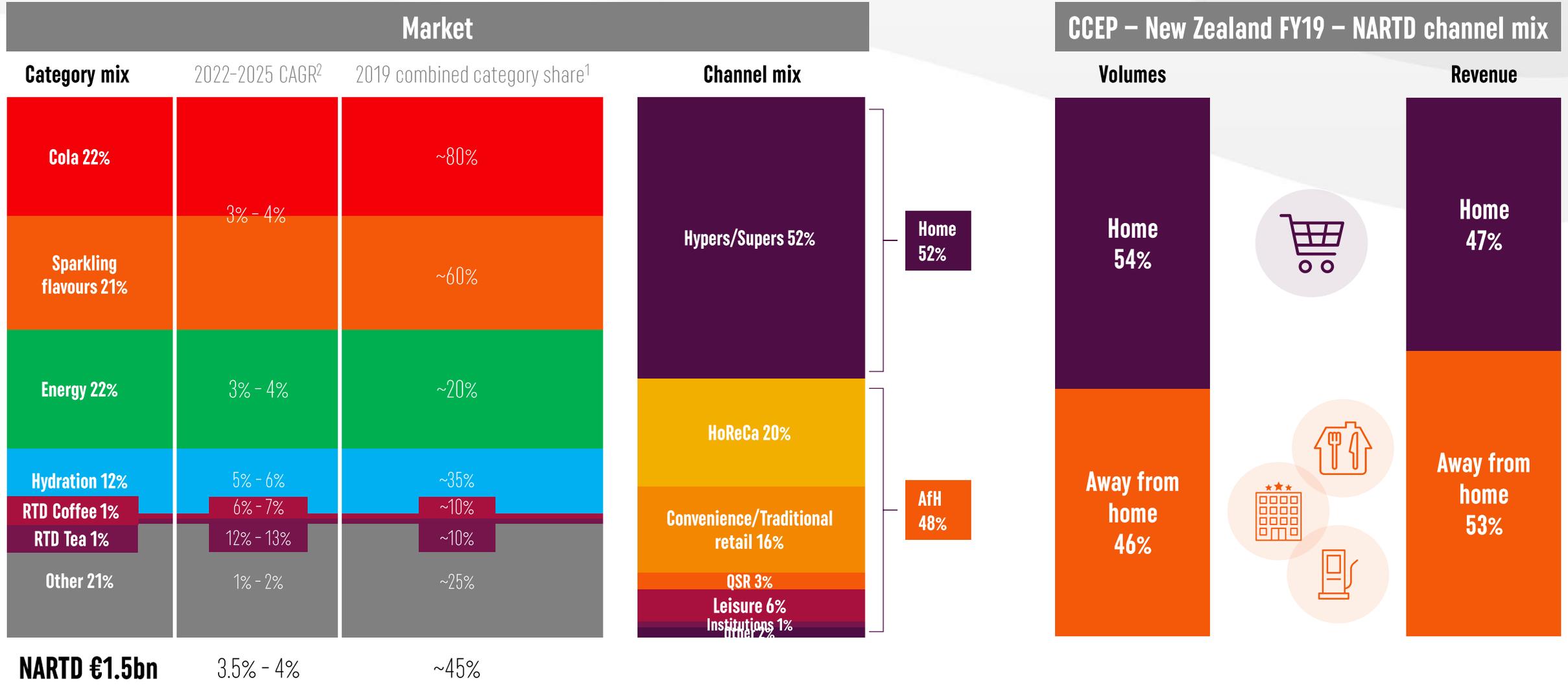
9%

Reduction² achieved sugar grams per 100ml

All figures include New Zealand & the Pacific Islands unless stated otherwise

1. 2020 volume and pack mix (unit cases); rounded to nearest percent
 2. 2020 vs 2015 reduction in sugar grams per 100ml
 3. New Zealand only

NZ: NARTD category & channel mix



1. Global Data FY2019, Market = NZ
 2. HoReCa is Hotel/Restaurant/Café; QSR is Quick Serve Restaurants; Convenience includes Convenience Stores and Food To Go; Other includes Vending, Home Delivery & Specialist Beverage Retailer. [Global Data excludes Disco/Bar/Night Club and Travel/Transportation]

Indonesia: Factsheet

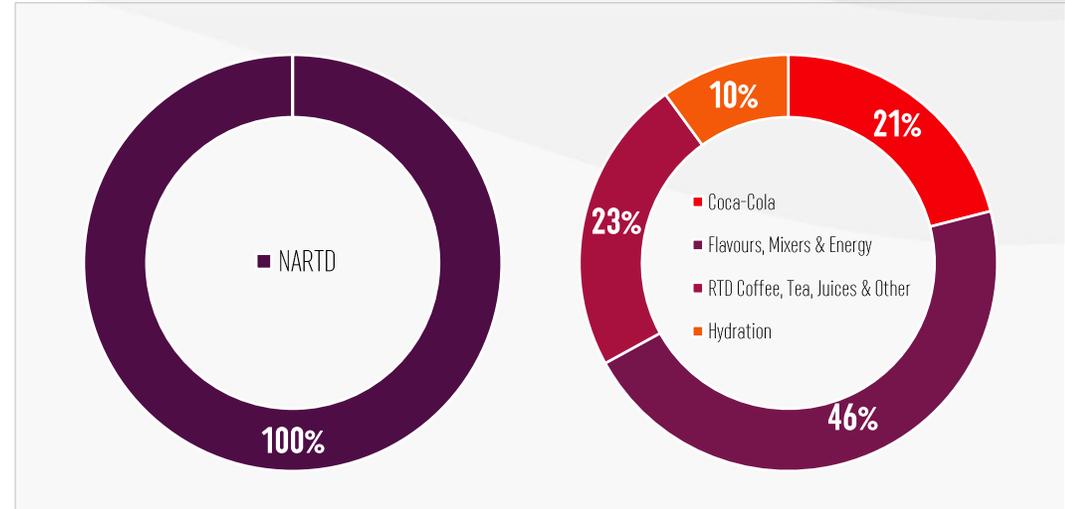
Key facts



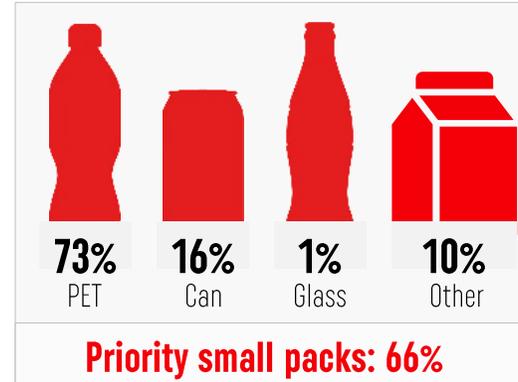
Brands



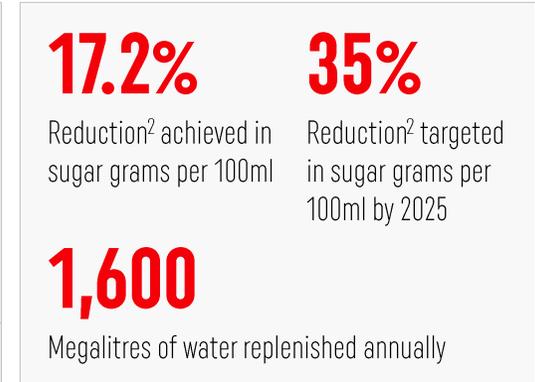
Volume mix¹



Pack mix¹

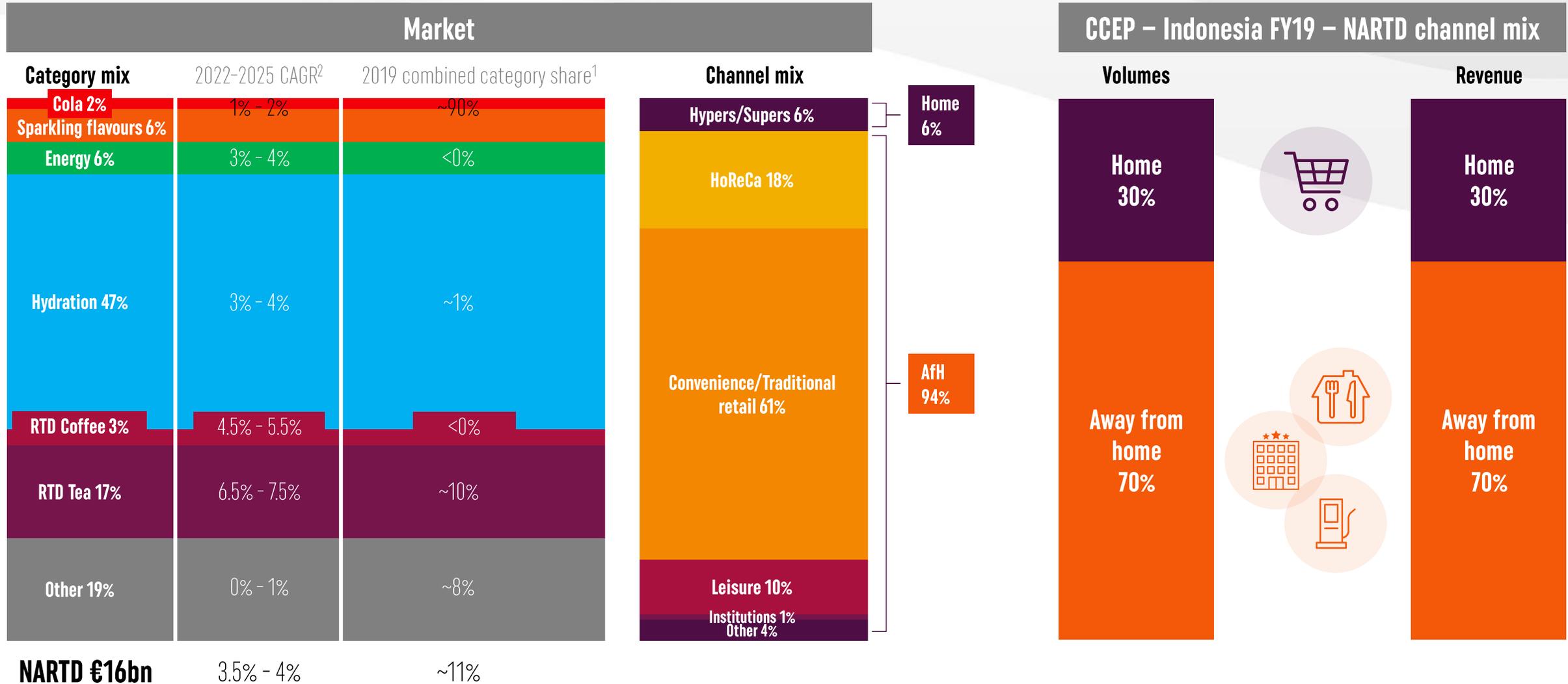


Sustainability



All figures include Indonesia & Papua New Guinea
 1. 2020 volume and pack mix (unit cases); rounded to nearest percent
 2. Since 2015

Indonesia: NARTD Category & channel mix



1. Global Data FY2019, Market = Indonesia
 2. HoReCa is Hotel/Restaurant/Café; QSR is Quick Serve Restaurants; Convenience includes Convenience Stores and Food To Go; Other includes Vending, Home Delivery & Specialist Beverage Retailer. [Global Data excludes Disco/Bar/Night Club and Travel/Transportation]