

Preliminary Results Presentation

29 November 2007



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Finance Director



	<i>GB & Intl FY07 £'m</i>	<i>Impact of Britvic Ireland £'m</i>	Britvic Group FY07 £'m	FY06 £'m	% Change
Branded Revenue	702.5	13.8	716.3	677.7	5.7
EBIT	79.2	0.8	80.0	73.7	8.5
EBIT Margin	11.3%	5.8%	11.2%	10.9%	30bpts
Profit after tax	44.0	-	44.0	39.6	11.1
Free cash flow	75.1	(167.7)	(92.6)	48.9	
Net debt	(231.4)	(172.2)	(403.6)	(282.6)	(42.8)
Basic earnings per share			20.4	18.4	10.9
Dividend per share			11.0p	10.0p	10.0

Note: all numbers are before exceptional costs

* ROIC calculation excludes Britvic Ireland

ROIC of 20.7%* an improvement of 370bpts on last year

Summary FY 07 – EBIT



	FY07 £'m	FY06 £'m	% Change
Branded Volume (million litres)	1,366.4	1,330.6	2.7
<i>Average Realised Price (ARP) per litre</i>	<i>51.4</i>	<i>50.9</i>	<i>1.0</i>
Branded Revenue	702.5	677.7	3.7
Brand Contribution	299.4	289.1	3.6
Non brand A&P	(7.0)	(6.1)	(14.8)
Fixed Supply Chain	(66.2)	(68.0)	2.6
Selling Costs	(85.7)	(86.0)	0.3
Overhead and other costs	(61.3)	(55.3)	(10.8)
EBIT	79.2	73.7	7.5
EBIT Margin	11.3%	10.9%	0.4%pts

Note: all numbers are before exceptional costs and exclude the 5 week contribution from Britvic Ireland (Revenue £13.8m; EBIT £0.8m)

	FY07 £'m	FY06 £'m	% Change
Volume (million litres)	463.4	446.5	3.8
ARP per litre	72.1p	72.1p	0.0
Revenue	334.3	321.7	3.9
Brand Contribution	154.7	152.0	1.8
Brand Contribution Margin	46.3%	47.2%	(90)bps

Direct product costs increased by 0.6%

	FY07 £'m	FY06 £'m	% Change
Volume (million litres)	865.3	848.3	2.0
ARP per litre	39.6p	39.2p	1.0
Revenue	342.6	332.5	3.0
Brand Contribution	136.4	130.1	4.8
Brand Contribution Margin	39.8%	39.1%	70bpts

Direct product costs increased by 0.9%

	FY07 £'m	FY06 £'m	% Change
Volume (million litres)	37.7	35.8	5.3
ARP per litre	68.0p	65.6p	3.7
Revenue	25.7	23.5	9.4
Brand Contribution	8.3	7.0	18.6
Brand Contribution Margin	32.3%	29.8%	250bpts

Direct product costs increased by 4.9%

	FY07 £'m	FY06 £'m	% Change
Non Brand A&P	(7.0)	(6.1)	(14.8)
<i>Total A&P spend</i>	<i>(46.7)</i>	<i>(44.6)</i>	<i>(4.7)</i>
<i>A&P as % Net Revenue</i>	<i>6.6%</i>	<i>6.6%</i>	<i>-</i>
Fixed Supply Chain	(66.2)	(68.0)	2.6
Selling Costs	(85.7)	(86.0)	0.3
Overheads & Other	(61.3)	(55.3)	(10.8)
Total	(220.2)	(215.4)	(2.2)

Note: all numbers are before exceptional costs and exclude the 5 week contribution from Britvic Ireland (Revenue £13.8m; EBIT £0.8m)

	FY07 £'m	FY06 £'m	% Change
EBIT	80.0	73.7	8.5
Interest	(18.7)	(17.8)	(5.1)
Profit before tax	61.3	55.9	9.7
Tax	(17.3)	(16.3)	(6.1)
Tax rate	28.2%	29.2%	
Profit after tax	44.0	39.6	11.1

Note: all numbers are before exceptional costs

		FY07 £'m
Cash items	Restructuring costs	8.1
	Acquisition of Britvic Ireland	1.2
Share items	Transitional Share Awards	3.1
Non cash items	Profit on sale of Tamworth Depot	(3.4)
	Pension adjustment re distribution outsourcing	(5.6)
	Returnable Bottle impairment	2.1
	Wind up of IHG share options	0.2
Total exceptional items		5.7
Total exceptional items after tax		1.5

Improving Cash Position and Reducing Working Capital



	FY07 £'m	FY06 £'m	% Change
Operating Profit pre exceptionals	80.0	73.7	8.5
Depreciation	46.3	47.3	(2.1)
EBITDA	126.3	121.0	4.4
Working Capital	11.2	12.3	(8.9)
Capital Expenditure	(18.7)	(33.0)	43.3
Pension contribution	(10.0)	(30.0)	66.7
Acquisition of Britvic Ireland	(169.5)	-	(100.0)
Other	(31.9)	(21.3)	(91.2)
Free Cash flow	(92.6)	48.9	(289.3)
Dividends	(22.2)	(105.0)	78.8
Net Cash Flow pre exceptionals	(114.8)	(56.0)	(105.0)
Free Cash Flow post exceptionals	(101.8)	36.1	
Net Debt	(403.6)	(282.6)	

Note: EBITDA is operating profit before exceptional items, depreciation, amortisation and any gain or loss on disposal of fixed assets


- FY07 poor summer weather:
 - Estimated £(6)m impact at EBIT level for FY07 (15m litre in stills; 10m litre in carbonates)
 - Strong management action to reduce costs in response– expect to reinstate c£5m around A&P spend, vacancies etc
- Brand Contribution margin:
 - £18m of planned BTP overhead cost savings by 2008 – FY08 incremental savings of £2m
 - Pressure on margin from two areas:
 - Ambition remains to maintain input price rises within inflation but more of a challenge in FY08 due to juice and glass costs
 - General on-premise contract renewals
- EBIT margin growth of 10-15 bps

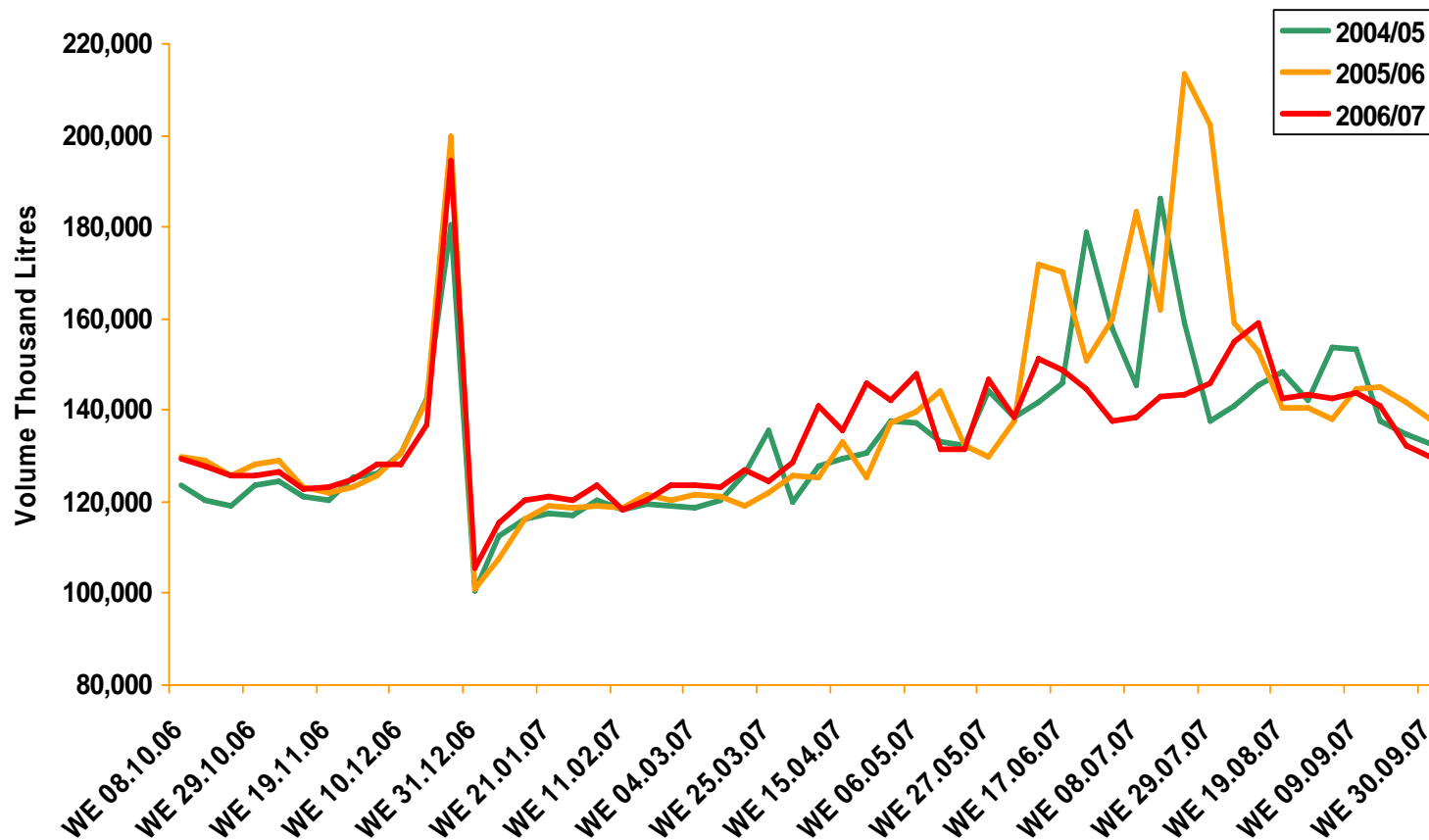
- Strong top line growth from increases in both volume and ARP despite difficult trading conditions in H2
- Timely management action to reduce costs in response to poor summer weather
- EBIT margin up 40bps*
- Strong underlying free cash flow
- Full year dividend of 11.0 pence up 10.0%

* Before adjusting for the acquisition of Britvic Ireland

Paul Moody
Chief Executive

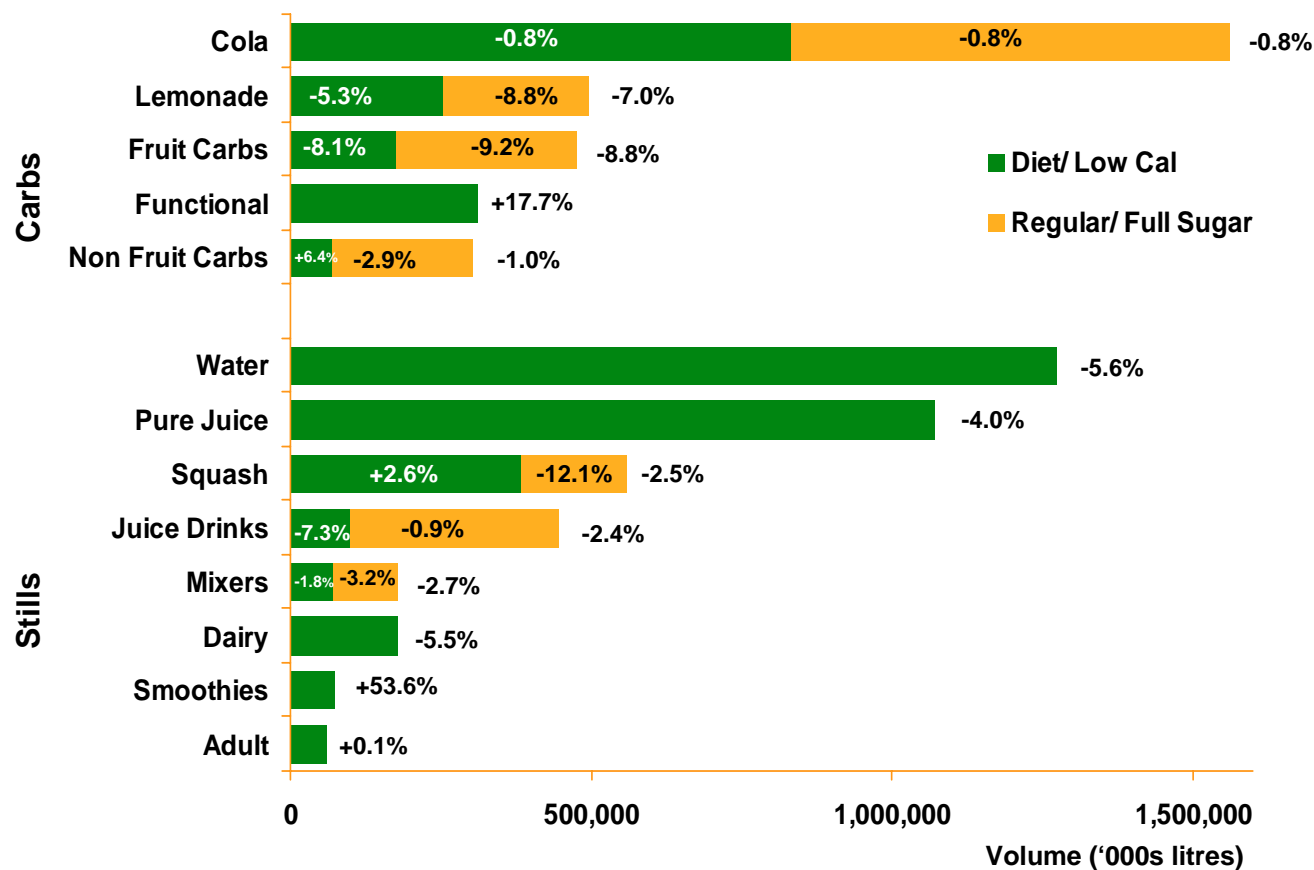


- Market
 - Current trading
 - Strategy
 - Driving profitable revenue growth
 - Innovation
 - Driving efficiency
 - Expansion into Europe – Britvic Ireland
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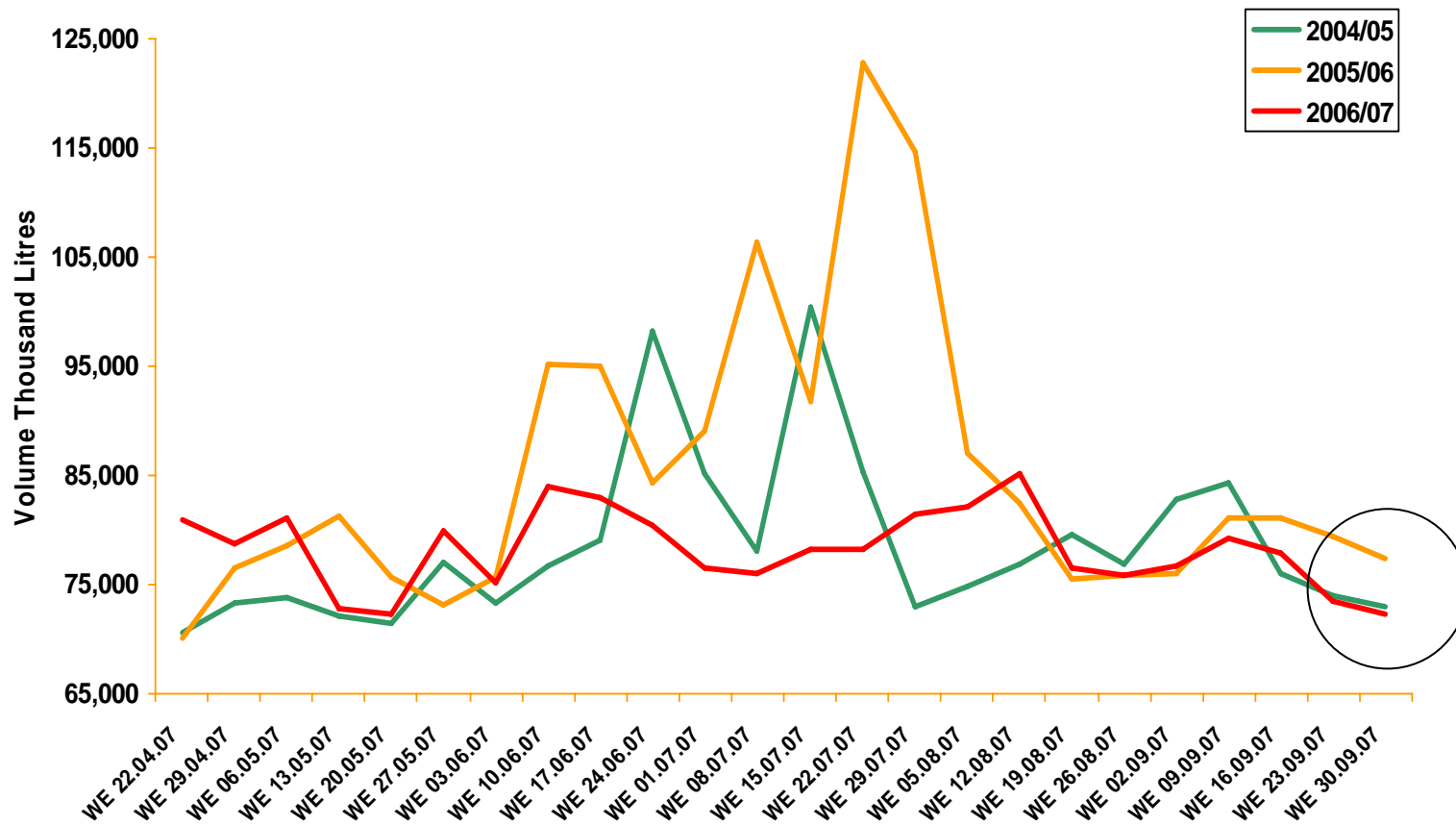


Source: AC Nielsen Scan Track - Take Home to 29.09.2007

Relative Size of Categories and Growth

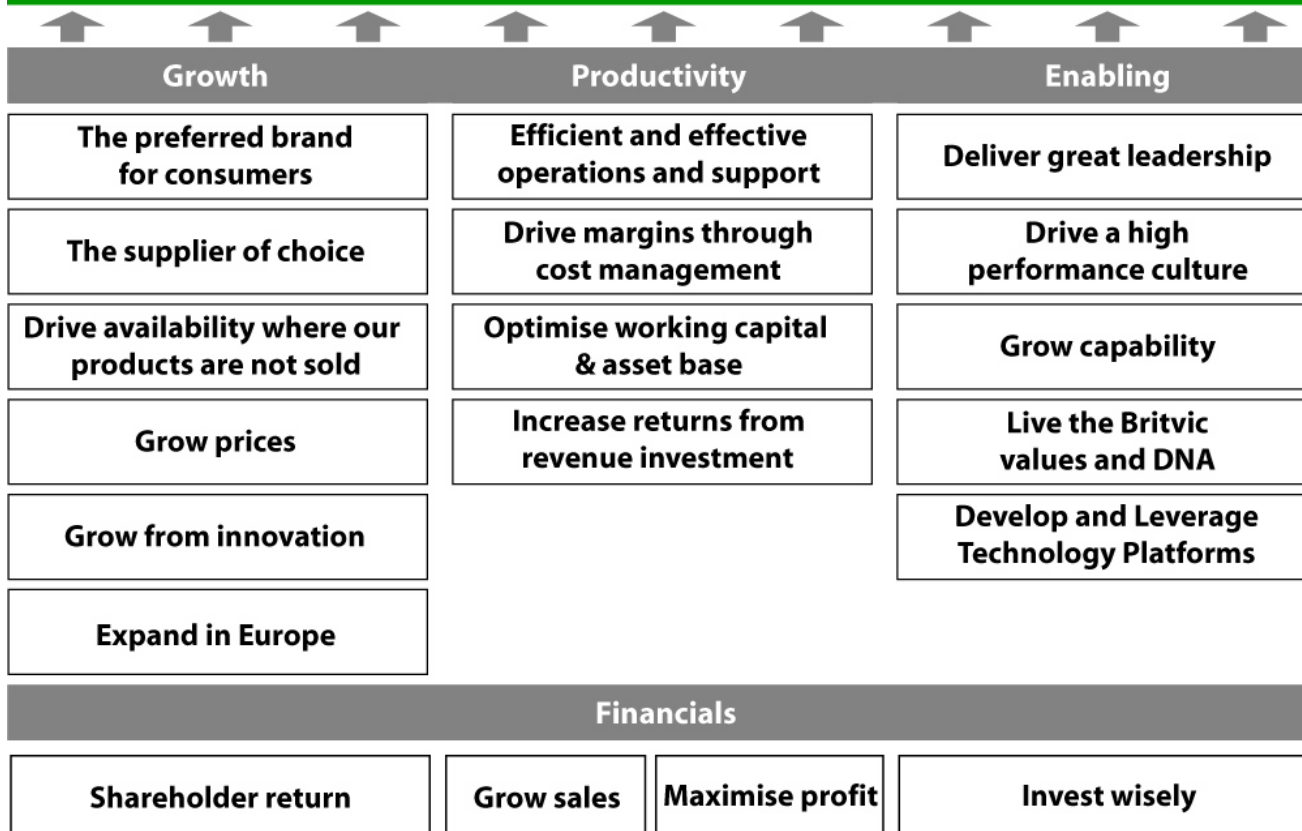


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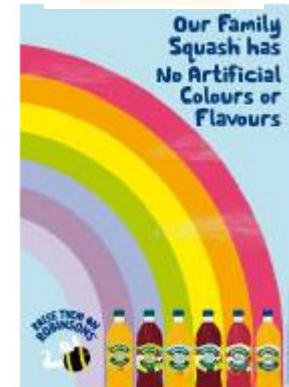
Dedicated to creating and building brands that delight consumers... always!



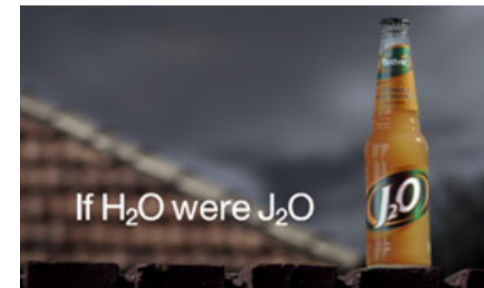
- Further volume market share gains in H2 consolidating the strong start to the year
 - An increase of 1.6%pts on last year
 - Redesign of brand Pepsi capitalising on the trend for personal customisation
 - Supported by strong promotional levels
- Pepsi Max continues to gain share driven by increased rate of sale
 - The Pepsi Taste campaign driving trial and frequency in all sales channels
 - Website upgraded and re-launched
- Strong share growth for 7UP, growing the category, driven by above the line support and new packaging



- Robinsons squash – consolidating its number one position, despite difficult trading conditions for squash
 - New large pack production facilities driving volume share
 - Launch of re-designed ‘no artificial colours and flavours’ family squash range:
 - Enhances the brands authoritative, category leading position
 - Critically-acclaimed “Raise them on Robinsons” campaign
 - First headline sponsorship of BBC Sports Personality of the Year event
- Fruit Shoot - number 1 in kids’ juice drinks
 - In more households than any other kids juice drink
 - Fruit Shoot ‘no artificial colours or flavours’ radio campaign
 - driving penetration to highest level since October 2005



- J₂O continues to lead and drive growth in its category
 - 7% year-on-year growth
 - Strongest ever Christmas
 - Successful 'if H₂O were J₂O' campaign
- FY08 plans:
 - Continued communications with consumers in key periods
 - Expansion into more sociable occasions with new pack formats from early Summer 08
 - Continued flavour leadership with launch of Apple & Blueberry variant in April 08



- Fruit Shoot H₂O
 - Consolidates position as number one kids water brand
 - Strong distribution at 77%
 - Excellent repeat rates at 41%
 - 50% of buyers are new to the Fruit Shoot brand
- Drench – a focus on take home
 - Successfully re-launched in Convenience and Impulse channel in a new packaging format
 - “your brain is 75% water” advertising campaign grows brand awareness*
- Pennine Spring – a focus on licensed and food service sectors
 - Third largest and fast growing brand in the managed retail sector
 - 8.8% volume growth against last year



Driving profitable revenue: Robinsons Smooth Juice and Fruit Shoot 100% Juice



- Performed in line with management expectations given the poor weather
- Both products play completely to the 'natural agenda' with no artificial
- Robinsons Smooth Juice:
 - Rapid distribution build
 - £2.6m marketing investment in TV and in-store execution
 - £2.5m investment in sampling, radio and press in H108
- Fruit Shoot 100% Juice:
 - Highest value share for a branded kids' juice after 12 weeks in market
 - £1.5m marketing investment in TV and outdoor media
 - Rapid distribution build - 76% within 10 weeks



- Britvic mixers and juices:
 - Continue to strengthen their overall position
 - Number one brand in juices - 31% market share
 - Level with the main competitor in the mixers category
- Key initiatives driving performance:
 - Launch in non-returnable bottles (transition between March 07 and Spring 08)
 - Range extensions to core portfolio including the launch of Cranberry and Pomegranate juice
 - Relaunch of fresh not-from-concentrate 100% juice range in November 07



- Fruit Shoot in the Netherlands continues to perform strongly
 - Volumes up 38% despite the poor summer weather
 - New TV campaign 'GO EXPLORE' on air for 12 weeks
 - Brand awareness up from 29% to 39% following campaign
- Robinsons High Juice in Denmark and Sweden
 - Distribution through all key retailers in both markets
 - Market share of 2.2% in Sweden
 - Market share of 2.5% in Denmark
- Robinsons High Juice launch in Finland
 - Distribution reached 65% in first 8 weeks
 - Market share of 4.1% achieved in first 12 weeks



- Delivered an incremental £5m of cost savings as previously guided through our Business Transformation Programme:
 - £2m of anticipated savings in FY08 (£1m brought forward into FY07)
 - Total of £18m annualised costs savings on track for end of FY08
- Delivered a further £2m of PVO savings in FY07 - £4m in total
- Outsourcing of secondary retail distribution network/ vending and chiller remanufacturing operations completed in October 2007
 - Implementation successful with no business interruption and customer service levels maintained throughout the transition

- Soft Drinks production infrastructure
- Ballygowan water source in the West of Ireland
- Logistics centre and Wholesale and Distribution operation in Dublin with additional warehouses in Belfast and Cork
- Small regional depots in North West and South East Ireland

Carbs



- #2 cola brand with c.8% share



- #1 lemon / lime brand with c. 77% share



- #1 fruit flavoured brand (orange) with c. 37% share



- #1 apple carbonated brand



- #2 sports drink with c.8% share



- #1 value soft drinks brand (variety of flavours)



- #1 water brand with c.21% share



- #1 cordial brand with c.35% share



- #1 single serve juices with c.52% share

Stills

Transition


- Completion 29th August 2007
- Retention of functional management teams successfully achieved
- Transitional Services in place
- Britvic International (Ireland) integration on target for 31st Jan
- Group Business Support Structure and Operating Model in place

Synergies

- Confident in the estimated annual (pre tax) synergies of €14m
 - FY08 Revenue growth on target
 - Procurement cost savings identified
 - Production harmonisation project underway
 - Overhead and Logistics synergies identified on integration of Britvic International (Ireland)

- Real opportunities to grow and develop the adult soft drink category
- Three flavours launched in ROI Licensed Trade and Grocery Foodservice in Oct 07
 - Apple & Mango, Orange & Cranberry, Orange & Passion Fruit
 - 275ml Glass
 - Strong growth in distribution
- Significant media launch in started in Nov 07
- 2008 activity
 - Build on Pub Distribution/ Consumer Awareness
 - Grocery PET Opportunity



- Top line growth continued since the year end
 - We have a continuous focus on innovation
 - Two major launches in FY08
 - Further smaller scale innovation launches
 - We have demonstrated the potential to add value through M&A
 - €14m synergies will be delivered through our Ireland acquisition
 - We will deliver on further cost savings
 - Benefits of the outsourcing of our retail distribution network on track
 - Final elements of original Business Transformation Programme on track
 - We will continue our strong cash management to pay down debt and create further headroom for M&A activity
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- On an IFRS basis, for the year ended 27 February 2007, CCSD had net turnover of €269.9m, EBITDA of €24.7m, and EBIT of €15.0m
- Britvic Ireland to be disclosed in total at revenue and brand contribution level from Interims 08
- 3-yr historic CCSD revenue of CAGR of 2.5%
- A&P spend - traditionally around 7% as a proportion of soft drinks revenue (total CCSD)
- Similar seasonality – two-thirds of profit made in Britvic's H2
- Anticipate pre tax synergies (focused mainly on supply chain) of around €14m - €11m are cost efficiencies (FY08 c€4.5m, ramping up to FY09 full €11m)
- One-off integration costs to achieve these synergies in the region of €20-25m:
 - c.€10m 'catch up' maintenance capex (majority in FY08)
 - c.€10-15m (approx 1/3 FY08; 2/3 FY09)
- Working capital benefits to come through by FY09 of €6-7m
- c €8m of ongoing Britvic Ireland capex– focusing on production and commercial assets
- Group interest to increase by c.£11m in FY08 due to acquisition of Britvic Ireland