Interim Results Presentation

May 2017

Chairman - Gerald Corbett

Agenda

Simon Litherland – Chief Executive Officer

- ✓ Successful delivery of our strategic priorities

Mathew Dunn – Chief Financial Officer

- ✓ Strong first half performance

Simon Litherland – Chief Executive Officer

- ✓ Summary conclusions

Simon Litherland

Successful delivery of our strategic priorities

Appointment of a new Chairman

Gerald Corbett steps down after 12 years as Chairman

John Daly appointed Chairman

- Effective from September 2017
- Handover period to ensure smooth succession
- John joined the board in January 2015 – extensive international business and management experience

Other Board changes

- Ian McHoul appointed Senior Independent Director having joined the board in March 2014
- Sue Clark appointed Chair of Remuneration Committee having joined the board in February 2016

A strong start to the year

- Strong first half performance
- Successfully managing cost inflation
- Confident of meeting market expectations
- Maintaining focus on long-term growth drivers

Successful delivery of our strategic priorities

Profitable growth in core markets

- *Revenue growth in all markets*
- *Improving stills performance*
- *Innovating into growth segments*
- *Successfully dealing with cost inflation*
- *Organic margin continuing to increase*

International expansion

- *Building a platform for growth in Brazil*
- *Driving Fruit Shoot awareness & trial in the USA*

Building business capability

- *Approaching the mid point of our GB supply chain transformation*
- *Timing and benefits case on-track*

Trust & respect

- *Continued leadership on health*
- *Supply chain investment delivering environmental benefits*

Improving stills performance in our core markets

- **Robinsons**
  - Returned to volume growth in GB
  - Targeting new occasions through different packs and brand extensions
  - New packs generated 12% of H1 revenue
- **Miwadi**
  - “ZERO” range growth of core and mini pack formats
- **Fruit Shoot**
  - Growth in core markets led by GB & France
  - Hydro +50bps of value share in GB
  - Exciting new launches in France with Fruizeo and Iced Tea flavour

Exciting innovation launches meeting consumer needs

- Purdey's healthier energy +74% YoY
- Drench healthy hydration +14% YoY
- J2O Spritz lighter, lower sugar +10% YoY

- All natural ready-to-drink 500ml PET
- Available in 3 flavours, no artificials, low calorie
- Positively received by customers & consumers

- Extending reach of Pressade brand
- Bonjour range
- Organic syrups launch
- Appeals to consumers seeking "better for you"

Excellent GB carbonates performance led by Pepsi Max

Benefiting from disciplined revenue management

- 2.2% ARP improvement in Q2

Pepsi Max

- Continued share gains in Q1 & Q2
- Max remains the preferred no sugar cola in independent taste tests
- Max Cherry in double-digit growth
- Next extension Max Ginger

7UP

- Out-performing the fruit carbonates category
- "7UP free" delivered +16% value growth

R Whites

- Revenue in growth since relaunch
- New flavour range, heritage packaging

Nielsen take-home data to 15.04.17r

A platform for growth in Brazil

STRONG NATIONAL PRESENCE

- Brand portfolio and geographic footprint expanded following Bela Ischia acquisition – R$10m synergies on track
- Strong national coverage across juices and concentrates

FRUIT SHOOT ROLLING OUT

- Successful launch in Sao Paulo city supermarkets– weighted distribution >90%
- Now expanding into new territories
  - Sao Paulo state, Rio De Janeiro & Minas Gerais

R$:£ x.xx as at xxx

Building awareness & trial in the USA

Multipack

- Retaining listings and expanding shelf space
- New flavour introduction – Fruit Punch
- Launching Hydro still and sparkling flavoured waters
- Ensuring consistent great in-store execution
- Scale critical to drive profitability

Singles

- Leveraging scale of the Pepsi system
- Building listings following route to market transition

Activation

- Building awareness through sampling and digital
- Execute *"IT'S MY THING"* marketing campaign

Approaching the halfway point of our GB business capability programme

Leeds
- ✓ Large PET line and warehousing fully operational
- ✓ Small PET line in commission phase

Rugby
- ✓ 3 can lines in commission phase
- ✓ Aseptic line and warehousing starts H2

London
- ✓ New warehousing fully operational
- ✓ Large PET line fully operational

- £240m capex F16-18
- Minimum 15% EBITDA return by 2020

Increasing certainty of benefits delivery

1. Increased capacity
2. Improved pack flexibility
3. Lower production, logistics and capex costs
4. Reduced maintenance costs
5. Environmental benefits

Building a sustainable business for the long term

Healthy people

- 19bn calories removed from GB diets annually since 2013
- Subway switching to Britvic delivering 3.7bn calorie reduction
- 83% GB marketing spend in F16 on low / no sugar
- By April 2018, 72% GB portfolio will be below Soft Drinks Levy threshold, 94% of owned brands

Healthy planet

Supply chain investment yielding benefits:

- 155 tonne reduction in PET packaging via light-weighting
- 6% reduction in water ratio
- 3% reduction in effluent ratio

Mathew Dunn

Strong first half performance

Core markets in growth, Brazil economy affecting performance

GB	IRELAND	FRANCE	BRAZIL
➢ Off-trade category value growing ahead of volume ➢ On-trade remains robust	➢ Off-trade in mid single digit growth ➢ Weakening of sterling resulting in cross-border shopping	➢ Off-trade category in low digit growth ➢ Buying group pressure has persisted ➢ Britvic categories outperforming total market	➢ Macro conditions adversely affecting FMCG categories ➢ No improvement in Q2

Sources: GB – Nielsen Take-Home to 24 Sep, ROI – Nielsen Take-Home to 2 Oct, FRANCE – IRI Take-Home to 18 Sep, Brazil Nielsen Take-Home to 25 Sep

Strong first half performance

+11.5%	+6.7%	(50)bps	+9.2%	(0.4)x	+2.9%
Group Revenue	Group EBITA	Group EBITA Margin	Adjusted EPS of	Increase in net debt to EBITDA	Interim DPS
£756.3m	£73.6m	9.7%	18.9p	2.4x	7.2p

Organic EBITA margin increased 10bps

Numbers are at actual exchange rate. EBITA is defined as operating profit before exceptional and other items and amortisation. Only amortisation attributable to intangibles on acquisition is added back, in the period this is £5.3m (2016: £3.6m AER). Adjusted earnings per share adds back the amortisation attributable to intangibles on acquisition. The share base is the weighted average number of ordinary shares in issue during the period, excluding shares held by Britvic to satisfy employee share-based incentive programmes.

Healthy organic growth

Group revenue	*£752.1M*	*+3.7%*
Group EBITA	*£73.1m*	*+5.1%*
Group EBITA margin	*9.7%*	*+10bps*

Underpinned by revenue growth in all markets

Numbers exclude Bela Ischia and are on a constant currency basis. EBITA is defined as operating profit before exceptional and other items and amortisation. Only amortisation attributable to intangibles on acquisition is added back, in the period this is £5.3m (2016: £3.6m AER).

Business unit performance

	GB Carbs	GB Stills
Volume	2.1%	1.5%
ARP per litre	0.4%	(4.0)%
Revenue	2.5%	(2.6)%
Brand contribution	(3.0)%	(4.0)%
Brand margin %	(220)bps	(70)bps

- Led revenue management in carbonates category
- Stills returned to volume growth
- Winning and retaining major customers

All numbers quoted are on an organic constant currency basis

Business unit performance

	France	Ireland
Volume	3.2%	7.5%
ARP per litre	3.2%	(1.1)%
Revenue	6.5%	13.3%
Brand contribution	3.8%	10.6%
Brand margin %	(70)bps	(80)bps

- Brands generated 62% of revenue in France
- Pressade 'Bonjour' the major growth driver

- Acquisition of East Coast to support on-trade growth in Ireland
- Leading portfolio of low and no sugar is winning

All numbers quoted are on an organic constant currency basis

Business unit performance

	International	Brazil
Volume	0.5%	(10.0)%
ARP per litre	13.3%	15.6%
Revenue	13.9%	4.0%
Brand contribution	109.8%	3.3%
Brand margin %	1500bps	(20)bps

- USA benefiting from multipack launch and single serve growth
- All channels in growth except Asia

- Brand contribution growth despite challenging market conditions
- Increased A&P investment to support Fruit Shoot roll-out

All numbers quoted are on an organic constant currency basis

Relentless focus on delivering cost efficiency

	H1 17 £M	H1 16* £M	% organic constant exchange rate
Total A&P spend	31.5	33.1	4.9
A&P % revenue	*4.3%*	*4.7%*	*(40)bps*
Non-brand A&P	5.4	6.6	18.2
Fixed Supply Chain	56.4	54.3	(3.9)
Selling Costs	67.4	66.7	(1.0)
Overheads & Other Costs	71.2	73.1	2.6
Total fixed cost base	**200.4**	**200.7**	**0.1**

- Reported costs adverse due to F/X and inclusion of Bela Ischia

- Non-working A&P efficiencies delivered
- H2-weighted marketing campaigns

- On-track to deliver £5m cost savings in the full year

* All numbers quoted are on an organic constant currency basis

Disciplined approach to cash management

- Improved H1 free cash flow despite increase in planned investments
- H1 net debt leverage 2.4x
  - Inventory high ahead of peak summer trading period
  - Planned additional stock build to mitigate risk of BCP implementation
  - £29.5m increase in capital spend as BCP reaches mid-point
  - £60m+ cash funding of two bolt-on acquisitions in Brazil and Ireland
- Anticipate full year debt leverage in 2017 will be between 2.0X and 2.2X
- Significant step-up in cash generation post-BCP
- Committed to a progressive dividend policy, 2.9% increase in interim dividend

Strong Balance Sheet underpins our capital allocation priorities

Strong long-term funding platform in place

- £958m total debt facilities
  - £400m RCF
  - £558m USPP debt – maturing 2025 to 2032

FY17 financial items guidance

- Capital spend will be in range of £145m to £155m for FY17
- Effective tax rate will be at lower end of previous guidance of 22.5% to 23.5%

GB defined benefit scheme 2016 triennial valuation finalised

- £20m per annum due until 2019
- Contingent payments of £10m per annum from 2020
- Next valuation in 2019

Strong financial performance

- Healthy growth in organic revenue and EBITA
- Increase of 2.9% in interim dividend
- Robust balance sheet
- Confident of delivering full year performance in line with market expectations

Simon Litherland

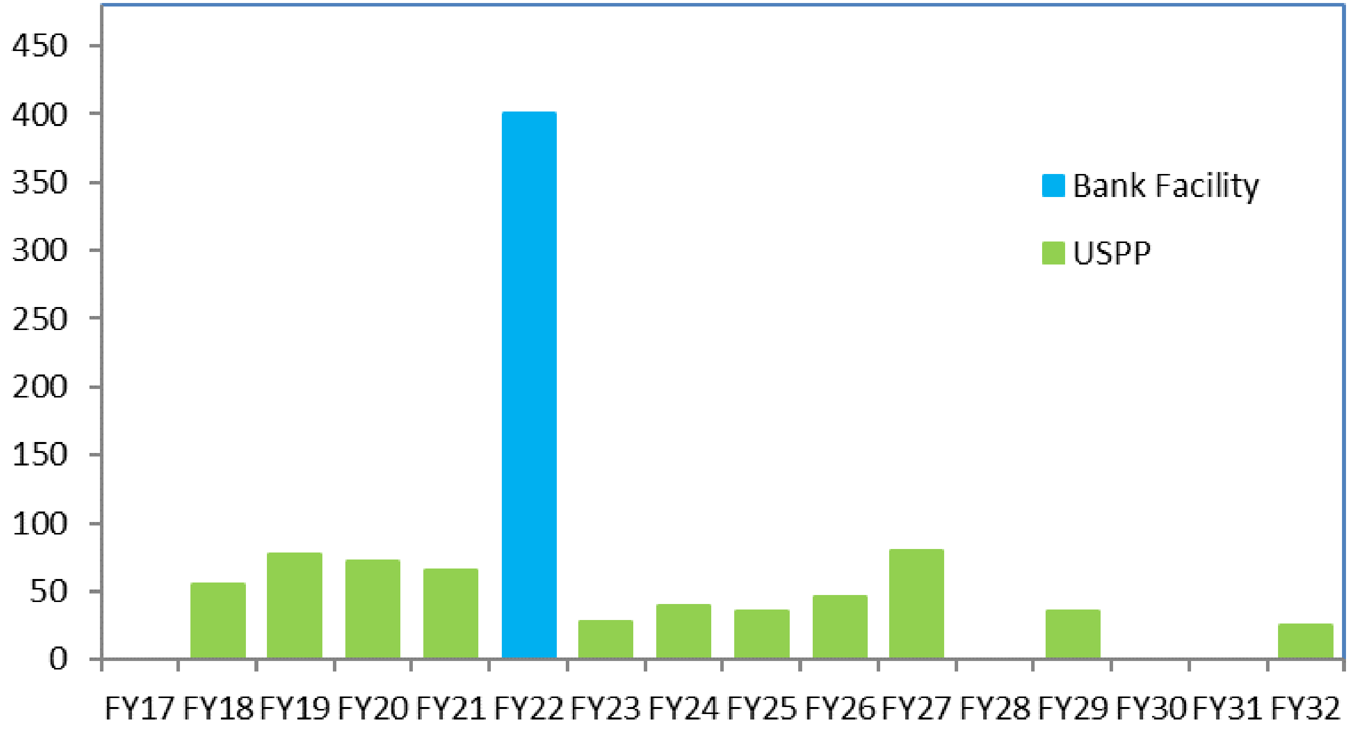
Summary Conclusions

Strategic momentum continues

- Proactive action to address industry challenges
- Strong organic and inorganic revenue growth
- Organic margin growth
- Continued focus on long term growth drivers
- Committed to superior shareholder returns and a progressive dividend policy

APPENDIX

A solid financial platform underpinning the strategy



- ✓ Additional £175m private placement funding
- ✓ Maturing 2025 to 2032, Fixed and floating rate
- ✓ Replacing £120m notes matured early 2017
- ✓ Average coupon of circa 2.5%

- ✓ £400m revolving credit facility extension to November 2021
- ✓ Circa £958m total debt facilities from Feb 2017
- ✓ 50bps reduction of group coupon rate guidance

Segmental analysis

GB CARBS	H1 2017	H1 2016	% VAR
Volume	644.4	631.2	2.1%
ARP per litre	46.7p	46.5p	0.4%
Revenue	301.1	293.8	2.5%
Brand contribution	114.2	117.7	(3.0%)
Brand margin %	37.9%	40.1%	(220bps)

GB STILLS	H1 2017	H1 2016	% VAR
Volume	177.0	174.3	1.5%
ARP per litre	81.3p	84.7p	(4.0%)
Revenue	143.9	147.7	(2.6%)
Brand contribution	66.9	69.7	(4.0%)
Brand margin %	46.5%	47.2%	(70bps)

Segmental analysis

IRELAND	H1 2017	H1 2016	% AER	% CC
Volume	112.0	104.2	7.5%	7.5%
ARP per litre	54.7p	49.1p	11.4%	(1.1%)
Revenue	80.3	62.9	27.7%	13.3%
Brand contribution	27.2	21.5	26.5%	10.6%
Brand margin %	33.9%	34.2%	(30bps)	(80bps)

FRANCE	H1 2017	H1 2016	% AER	% CC
Volume	142.1	137.7	3.2%	3.2%
ARP per litre	94.8p	78.9p	20.2%	3.2%
Revenue	134.7	108.6	24.0%	6.5%
Brand contribution	38.0	31.5	20.6%	3.8%
Brand margin %	28.2%	29.0%	(80bps)	(70bps)

Segmental analysis

BRAZIL	H1 2017	H1 2016	% AER	% CC
Volume	98.1	102.6	(4.4%)	(4.4%)
ARP per litre	71.5p	43.0p	66.3%	15.9%
Revenue	70.1	44.1	59.0%	10.7%
Brand contribution	14.4	9.1	58.2%	9.9%
Brand margin %	20.5%	20.6%	(10bps)	(20bps)

INTERNATIONAL	H1 2017	H1 2016	% AER	% CC
Volume	19.0	18.9	0.5%	0.5%
ARP per litre	137.9p	110.6p	24.7%	13.3%
Revenue	26.2	20.9	25.4%	13.9%
Brand contribution	8.6	3.9	120.5%	109.8%
Brand margin %	32.8%	18.7%	1410bps	1500bps

Cash flow

	H1 2017	H1 2016
EBIT	68.3	65.4
Depreciation and amortisation	32.2	25.2
EBITDA	100.5	90.6
Working capital	-12.8	-49.5
Capital spend	-76.8	-47.3
Pension contributions	-20.8	-20.8
Other spend	-22.8	-19.9
Underlying free cash flow	**-32.7**	**-46.9**
Dividends	-45.9	-42.6
Adjusted net debt	572.8	438.9
Net debt to EBITDA ratio	2.4x	2.0x

Clear capital allocation priorities

Profitable Growth

Strong underlying FCF conversion

A progressive dividend policy

Invest in business capability

Selective M&A in core categories

Maintain long-term debt leverage within 1.5x to 2.5x range

Delivering superior shareholder returns

ADR programme

- ADRs give access to cross-border market liquidity
- Cost effective and convenient to own

- Quoted in U$D
- Dividends paid in U$D

- Symbol - BTVCY
- CUSIP - 111190104
- Ratio - 1ADR = 2 ORD

- Underlying SEDOL : BON8QD5
- Underlying ISIN : GB00B0N8QD54
- Depositary : BNY MELLON