

# CCH – Annual General Meeting – Chairman’s speech

## 20 June 2017

Dear Shareholders, Ladies and Gentlemen,

On behalf of the Board of Directors of Coca-Cola HBC AG, I would like to welcome you to our Annual General Meeting.

I hope you have had the opportunity to read our 2016 Integrated Annual Report and reflect on our operational and financial performance. We are pleased with our operational and financial management, sustainability initiatives and governance practices in 2016. All of these elements made it a successful year, despite the external challenges we continued to face in some of our markets.

The Board’s principal focus during the year continued to be on the execution of our strategy, our strategic alignment with The Coca-Cola Company, the development of our talent, the composition and effectiveness of the Board and the management of risks related to the external environment in our markets.

On the operational front, we started the year with the determination to see our business grow. We delivered solid growth in Currency Neutral Revenue in a year where one of our key growth markets, Russia, continued experiencing significant economic contraction and a weak currency.

Our CFO, Michalis Imellos, will shortly elaborate on our growth initiatives which reaffirms our confidence that we will continue to capture growth opportunities in our territories.

What I’d like to emphasize is that our discipline, combined with the systems we have put in place to control costs and reduce working capital over recent years, is a great asset, one that continued to deliver results in 2016 and I am confident that these initiatives together with our unique geographic footprint, portfolio of leading brands, dedicated team and winning strategy, positions us well for future growth.

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Strong governance and transparent reporting are critical to the creation of long-term value. Our commitment to corporate governance best practices plays a key role in managing our risks and opportunities and in maintaining the trust of our stakeholders. Over the past several years our Nomination Committee has worked to ensure that the right balance of skills and breadth of experience is reflected on our Board. In 2016, we appointed Reto Francioni and Bill Douglas as new independent non-Executive Directors following the retirement from the Board of Messrs. Sir Michael Llewellyn Smith and Nigel Macdonald. Between them, Reto and Bill bring a wealth of relevant financial, operational and international experience to the Board.

In 2016 we also ran an externally facilitated Board evaluation which was led by the Nomination Committee. As a result of the review, among other things, the Board agreed to continue to devote more time to discussions on strategic issues, and to focus more closely on the succession plan in place for management, while continuing to focus on the performance of the business.

On a related note, building community trust through the responsible and sustainable management of our business is an indispensable part of our culture. This is more important than ever in challenging times. Over the past decade, we have consistently worked to integrate corporate responsibility and sustainability across every aspect of our business. We continue to invest significantly in order to create shared value with our employees, communities, customers, consumers and shareholders. Our sustainability initiatives focus on three key areas: promoting health and wellness, minimising our environmental impact and benefitting the local communities where we operate.

In 2016, our efforts in these important areas were recognised by the Dow Jones Sustainability Indices, naming Coca-Cola HBC for a third consecutive year as the European and Global industry leader in sustainability among beverage companies. Looking forward, we will continue setting ambitious long-term sustainability targets and reporting on our progress.

On behalf of the Board, I would like to take this opportunity to thank all employees throughout Coca-Cola HBC for their tremendous efforts, passion and resilience in

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delivering results in what continues to be a very volatile environment. It is their commitment and focus that enables our substantial progress.

I would also like to thank Antonio D’Amato, who has decided to retire from the Board at this AGM. Antonio added tremendous value to Coca-Cola HBC over the years and we owe him our deepest gratitude.

Finally, I would like to wholeheartedly thank you, our shareholders, for your support.

In closing, I would like to reiterate that we are cautiously optimistic about the year ahead despite continuing volatility across our territories. We continue to deliver on our strategic commitments which drive operational performance and create value for our shareowners as well as our communities. We remain strongly committed to creating shared value with all of our stakeholders. Consistent with our progressive dividend policy, the Board is proposing a full year dividend of 0.44 Euros per share.