

Copy of letter sent on 2 November 2017 to

Ian McHoul - currently Chief Financial Officer of Amec Foster Wheeler plc

Sue Clark - currently a non-executive director of Tulchan Communications and of Bakkavor Group plc

Ben Gordon - currently a non-executive director of St. Ives plc

Euan Sutherland - currently CEO of SuperGroup plc

GMB and Unite the Union are writing to you, on behalf of our members employed at Norwich Britvic, in your capacity as an independent director of the Britvic Board to convey our deep concerns at both the Company's decision to propose the closure of the Britvic Norwich site and the subsequent "consultation process".

CONCERNS WITH COMPANY DECISION

Our members and other community representatives have expressed anger and disappointment at the Company's decision to propose the closure of operations at Norwich.

There is a strong tradition and rich history in Norwich of food manufacturers caring for and acting as benefactors toward the local community.

The legacy and goodwill that Britvic acquired, and has benefitted from over the years, is worth, according to the Company's most recent corporate filings, over £38M alone (62% of Britvic GB Goodwill).

Our members remain both skeptical and unclear as to the rationale for the proposal, other than a very nebulous potential savings figure – between £11-14M – and potential reduction in carbon emissions and road miles.

What our members find difficult to comprehend is that the Norwich is exceptionally profitable and a very reliable production location that is presently under-utilized.

We are therefore requesting a meeting with you, the other independent directors and local community and workforce representatives, so you can hear their concerns directly.

We are calling on the independent directors to take this step precisely because of your independence, and because there are real concerns that existing directors and senior management may have a potential fiduciary interest in closing the site through consequential personal performance plans and incentives linked to the "20% by 2020" target.

CONCERNS WITH PROCESS

In addition we wish to raise our concerns at the manner in which Company Management have taken this process forward.

We are more than halfway through the "consultation" and only this week did the Company seek to share any detailed financial information with the Consultative Group.

The Company presumably submitted to the Board a fully detailed and costed proposal resulting in the decision to propose closure, yet despite having that information to hand it is only following a meeting with GMB that the Company has sought to share more details than simply stating:

"Broadly the savings are in two halves, 50% being achieved through logistics...and 50% ...by saving fixed costs of running the Norwich Production Unit".

In addition the Company has acknowledged that it conducted a comprehensive review into operational efficiencies that underpinned this decision but has so far failed to supply the Consultative Group with a copy, and when questioned as to why, was unable to provide an answer.

Finally it is supplying the workforce with exceptionally confusing, if not misleading answers in the Q&A, for example claiming that asset sales, again presumably including all plant, land and machinery, have been included in the fixed costs savings of £5.5-7M, but then in response to another question claiming that it has not had the land valued.

We understand if these issues may seem trivial to you but they are about respect for the workforce, and only serve to reinforce perceptions that there is no real desire to meaningfully consult or consider alternative proposals.

In the latter case we are acutely aware that the Consultative Group is not in a position to submit fully costed alternatives if they are unaware of the cost and savings framework applied by the Company.

For these reasons we would like to meet to discuss these issues, but perhaps more importantly our members' vision for food and drink manufacturing in Norwich and how that involves Britvic. In the interim we have requested the Company take a moment to pause and reflect on the situation, a proposal that we would like to petition the independent directors to also support.

GMB and Unite members look forward to your response.