OUR CRS JOURNEY... DELIVERING ON OUR COMMITMENTS

Coca-Cola Enterprises 2008 CORPORATE RESPONSIBILITY AND SUSTAINABILITY (CRS) REPORT

ABOUT THIS REPORT

This is Coca-Cola Enterprises' fourth Corporate Responsibility and Sustainability (CRS) Report, which covers the 2008 calendar year and some forward-looking initiatives for 2009. This year, our Report is aligned with our five strategic CRS focus areas: Energy Conservation/Climate Change, Water Stewardship, Sustainable Packaging/Recycling, Product Portfolio/Well-Being, and Diverse and Inclusive Culture.

As we strengthen our approach to measuring and reporting our impacts, we are adopting leading methodologies. In 2008, we calculated our global carbon footprint for the first time using the World Resources Institute Greenhouse Gas Protocol, and measured the carbon footprint of a few of our products using the final version of the Publicly Available Specification (PAS) 2050 methodology.

Unless otherwise indicated, the data in this Report covers all operations that we own or control, including production, sales/distribution, combination sales/production facilities, administrative offices, and fleet. The water use data in this Report refers to production and combination sales and production facilities only, as these facilities currently have the greatest impact. Currently, data in this Report covers the distribution impacts of beverages that we distribute but do not produce, such as Evian water.

All information in this Report is subject to internal data management systems and controls. We do not yet seek external verification of our reporting; however, we continue to enhance our approach based on the feedback and guidance we receive through listening sessions and stakeholder engagement. For the second year, our CRS Report has been reviewed in draft form by MBA students at Georgetown University's McDonough School of Business.

Based on this and other feedback, we focus on the issues that are material to our business and our stakeholders. We tailor our reporting to different audiences by offering a suite of materials to help detail our CRS efforts. This CRS Report is aimed primarily at those who want to read about our efforts in full detail. However, we publish a shorter CRS Narrative and a CRS One-Page document for audiences that require less detailed information. We also publish Country CRS Reports for Canada, Great Britain, France, and the Netherlands, and a joint Report for Belgium and Luxembourg.

We follow the Reporting Guidelines of the Global Reporting Initiative (GRI) and assess our application to be at level B. As a participant in the United Nations Global Compact, we publish this Report as our Communication on Progress.

Throughout the Report, we cite online sources for further information, including our company's website, www.cokecce.com, and that of The Coca-Cola Company, www.thecoca-colacompany.com. Any questions or comments on our CRS initiatives may be sent to us at crs@cokecce.com.

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Best Report

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COMMITMENT 2020

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A MESSAGE FROM OUR CHAIRMAN AND CEO

For Coca-Cola Enterprises, Corporate Responsibility and Sustainability (CRS) is where our business touches the world and where the world touches our business.

In the past year, we have made significant progress in our five CRS strategic focus areas– energy conservation/climate change, water stewardship, sustainable packaging/recycling, product portfolio/well-being, and diverse and inclusive culture. Our CRS efforts are capturing operational efficiencies, driving innovation and effectiveness, and eliminating waste, while simultaneously protecting the environment.

Despite the challenging economic conditions of 2008, our commitment to CRS has never been stronger. We have been recognized as a CRS leader in the global Coca-Cola system and are working toward leading the beverage industry in CRS. We are proud of the progress we've made so far, and 2008 represented another big step on our journey. We have evolved from setting aspirational goals in each of our focus areas to establishing aggressive, measurable goals with metrics and targets. We are working to achieve these goals by the year 2020 – an effort we are calling Commitment 2020.

Here are some of our accomplishments for 2008:

- Remaining one of the most efficient water users in the Coca-Cola system
- Expanding our hybrid truck fleet in both Europe and North America and establishing the largest fleet of heavy-duty hybrids in North America
- Broadening our portfolio of offerings, adding smaller package sizes and more options from new enhanced waters to juices
- Continuing our support of the United Nations Global Compact by endorsing the CEO Water Mandate, which recognizes the impact companies have on the world's water supply and the importance of being responsible stewards of our finite resource
- Calculating our carbon footprint – one of our most significant accomplishments to date
- Increasing opportunities to recycle in the marketplace through Coca-Cola Recycling
- Working with the beverage industry to reduce beverage calories in U.S. schools by 58 percent

In 2008, we calculated the carbon footprint of our operations in each country where we do business, as well as for the company overall. We also calculated the first-ever certified carbon footprint for a sparkling beverage in Great Britain and of Dasani water in the United States, with the help of the Carbon Trust.

The information we gained during this calculation process will enable us to reach our Commitment 2020 energy conservation goal. We are committed to reducing our carbon footprint by 15 percent by 2020, as compared to our 2007 baseline.

Our CRS Committee of our Board of Directors is monitoring our progress, and our Global CRS Advisory Council sets priorities and policies. The Council includes senior managers from key functions across the company. In early 2009, we convened an Environmental Summit, bringing together our top leadership, our CRS Board Committee and external sustainability experts. Together we established Commitment 2020.

Working closely with all of our stakeholders – from non-governmental organizations to employees – is essential to our progress. I encourage you to share your feedback on this report and help us identify ways to strengthen our efforts by sending an email to crs@cokecce.com.

Sincerely,

John F. Brock
Chairman and Chief Executive Officer
Coca-Cola Enterprises Inc.

OUR BUSINESS AT A GLANCE

Serving a population of 419 million people across seven countries in North America and western Europe, Coca-Cola Enterprises is the world's largest bottler of Coca-Cola beverages.

OUR BEVERAGES

In addition to sparkling beverages, our portfolio includes a growing range of still, flavored, and enhanced waters; juices and juice drinks; sports drinks; energy drinks; coffee-based beverages; and ready-to-drink teas. In each of these categories, we aim to offer the leading brands. We manufacture and distribute some of the most popular beverage brands in the world, including Coca-Cola, Fanta, Sprite, Coke Zero, Diet Coke, and Coca-Cola light, as well as Minute Maid orange juice and Dasani water. In addition to beverages of The Coca-Cola Company, which represent 93 percent of our volume, we distribute other brands, such as Evian water.

OUR FINANCIAL RESULTS

We distributed two billion physical cases[1] of beverages in 2008, approximately 16 percent of the worldwide volume of The Coca-Cola Company. We generated revenues of US$21.8 billion, with free cash flow[2] of US$655 million.

OUR BUSINESS SYSTEM

Coca-Cola Enterprises and The Coca-Cola Company are separate companies from a legal and management perspective. Coca-Cola is not just one brand made by one company. More than 300 bottling companies in more than 200 countries work with The Coca-Cola Company as part of their business system. As part of the largest beverage distribution system in the world, Coca-Cola Enterprises works together with The Coca-Cola Company to manufacture, distribute, and market our beverages. The Coca-Cola Company is our largest shareowner, owning approximately 35 percent of our common stock as of December 31, 2008.

ONLINE

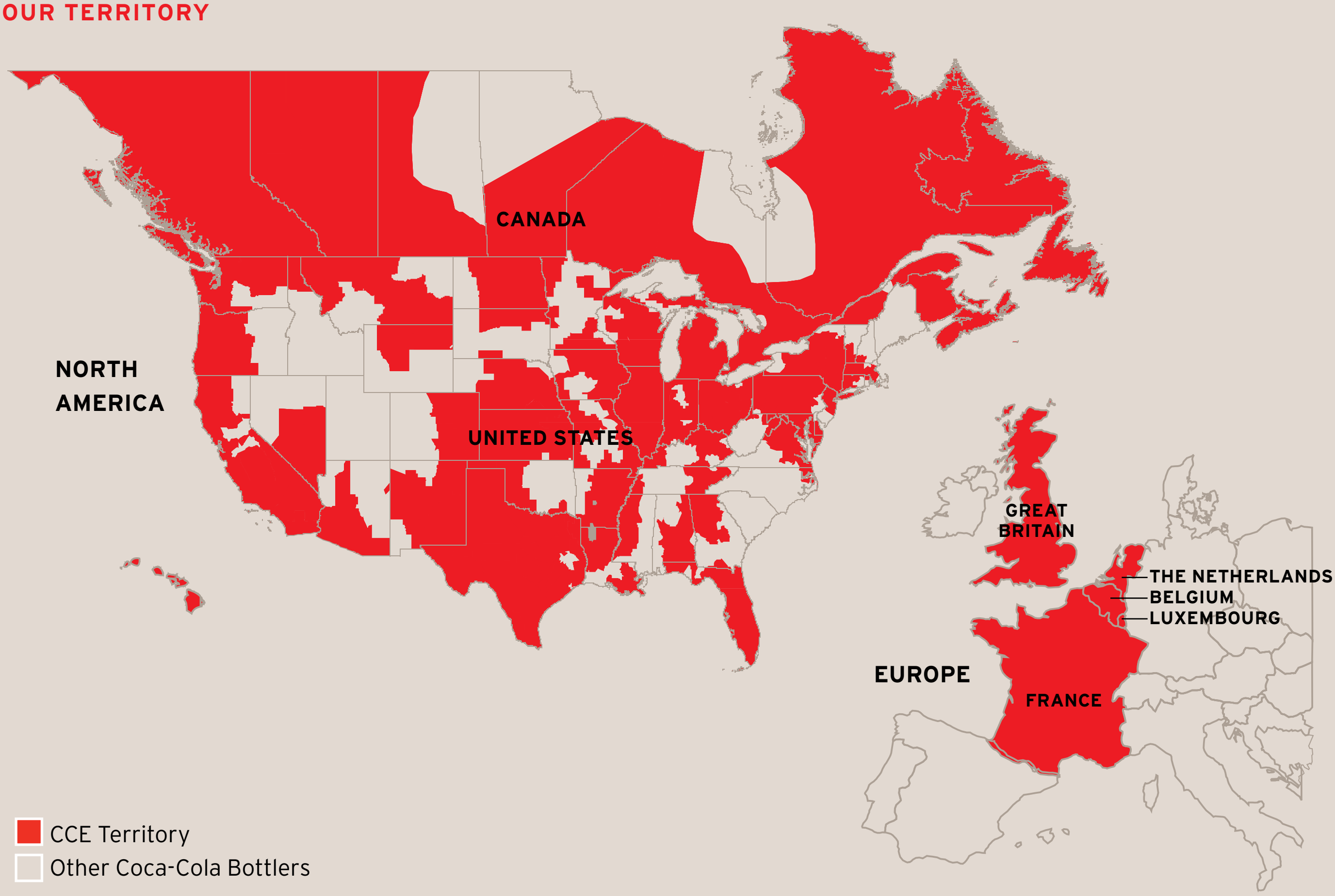
- **Coca-Cola Enterprises:** www.cokecce.com
- **The Coca-Cola Company:** www.thecoca-colacompany.com
- **Live Positively:** www.livepositively.com

[1] Physical case – the unit of product sold by CCE to its customers. For example, a 24-pack case of 12oz cans, or 288 ounces, represents a physical case. [2] Free cash flow – cash flow from operations less capital spending, net of asset disposal.

419
million consumers

2
billion cases of product sold

OUR TERRITORY



NORTH AMERICA

Territory: 46 U.S. states and all 10 provinces of Canada, composed of five business units

Volume: 1.5 billion cases

Core carbon emissions: 1.3 million metric tons[1]

Water use ratio: 1.79 liters[2]

Operations: 384 production, sales/distribution, combination sales/production facilities

Employees: Approximately 61,000

EUROPE

Territory: Great Britain, continental France, The Netherlands, Belgium and Luxembourg

Volume: 500 million cases

Core carbon emissions: 218,700 metric tons[1]

Water use ratio: 1.57 liters[2]

Operations: 47 production, sales/distribution, and combination sales/production facilities

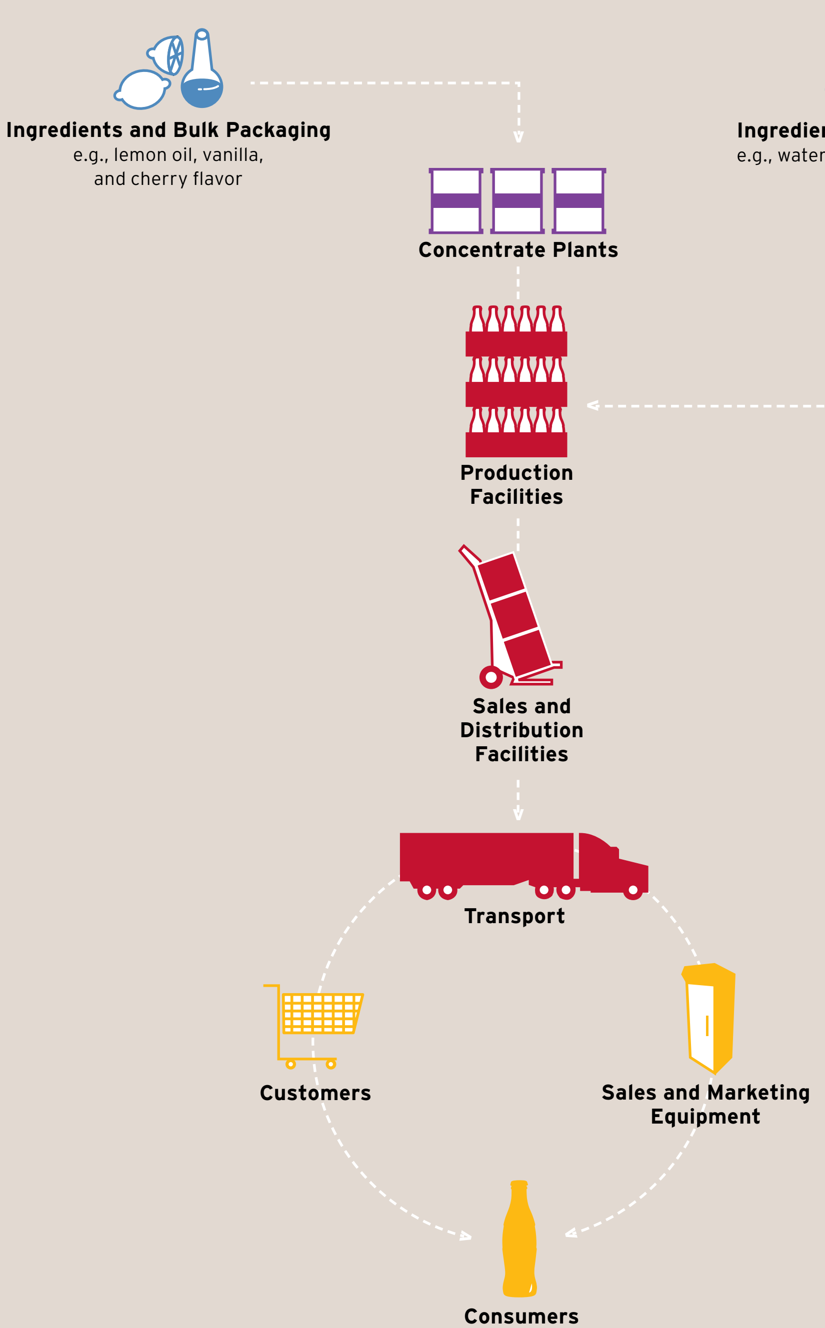
Employees: Approximately 11,000

[1] Scope 1 and Scope 2 emissions.
[2] Water use ratio is CCE's total water use divided by the total liters of beverages produced.

21.8
billion (USD) in revenues

72,000
employees

MANUFACTURING AND DISTRIBUTION PROCESS



The Coca-Cola Company creates and markets brands and trademarks and manufactures syrups and concentrates. It sells these to us and other bottling partners.

Coca-Cola Enterprises purchases syrups and concentrates from The Coca-Cola Company. Under license agreements, we produce and package finished beverages, then sell and distribute them to retail and wholesale customers.

- Suppliers
- The Coca-Cola Company
- Coca-Cola Enterprises
- Customers and Consumers

431
facilities

55,000
vehicles

CRS GOVERNANCE

Good governance and ethical business practices are more important now than ever. We are also continuing to embed CRS into our everyday decision-making processes. From Board discussions to leadership decisions, CRS is becoming an integral part of how we operate.

Photo: John Downs, Global CRS Advisory Council Chairman/Cal Darden, CRS Board Committee Chairman

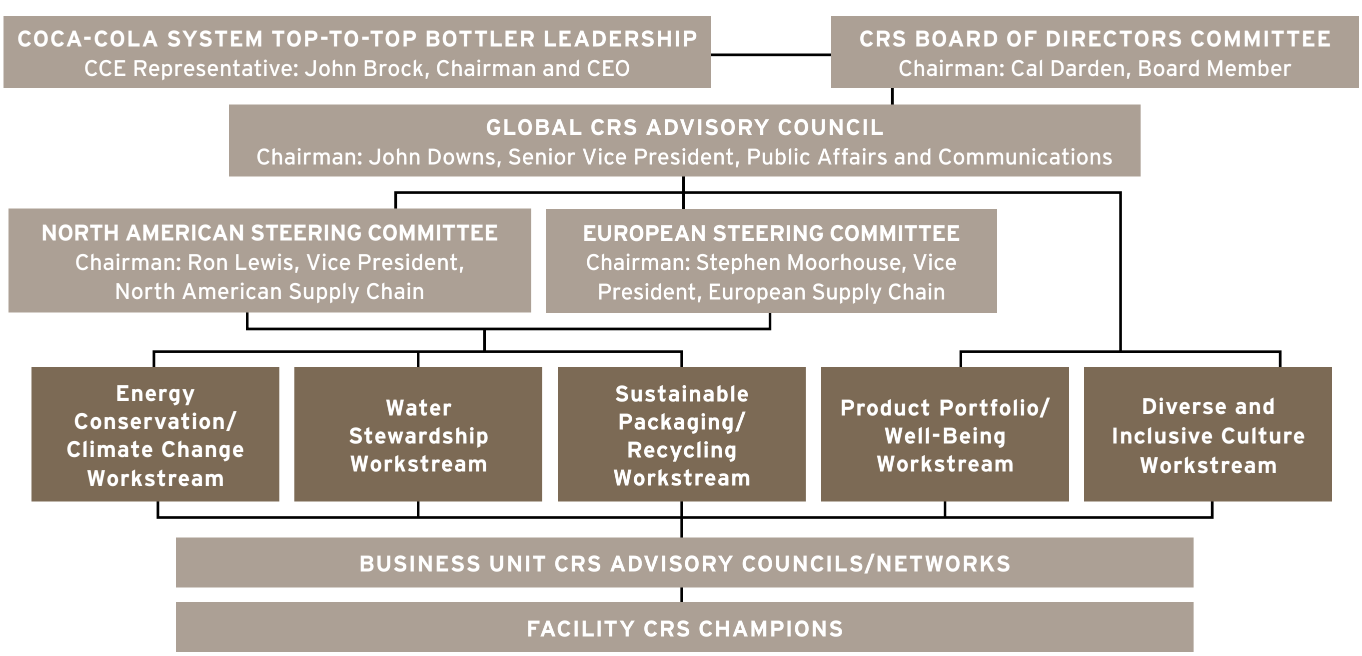
The CRS Board of Directors Committee reviews the CRS performance of our company and guides future direction. They take an active engagement role, including reviewing our first emission reduction goals in 2008 and challenging us to be more ambitious. They also instituted a process of rigorously reviewing the business case for CRS capital investment programs. The Committee is chaired by Board member Cal Darden, who also hosted our CRS Roundtable stakeholder engagement session during the 2008 U.S. Democratic National Convention.

John Downs, Senior Vice President of Public Affairs and Communications, is the chairman of our Global CRS Advisory Council, and the member of the Executive Leadership Team (ELT) ultimately accountable for the integration of CRS throughout our company. Our Global CRS Advisory Council reviews our progress and sets priorities, policies, standards, and metrics. It is composed of senior managers from key functions across our business. Similar councils or networks are in place for our business units in Europe and North America. In each of our 431 facilities, we have designated CRS Champions, who are helping to execute CRS initiatives at the local level.

To drive progress in each of our five strategic CRS focus areas, we have workstream groups and Steering Committees in North America and Europe. These cross-functional teams of experts provide leadership and direction and also share learnings and best practices. They report to the global CRS Advisory Council each quarter. We work closely with The Coca-Cola Company on a variety of CRS issues and projects to ensure system alignment and collaboration on CRS initiatives.

INTEGRATING SUSTAINABILITY

We are including sustainability considerations at the heart of our most important business and financial processes. Social and environmental risks are now one of our seven business risk categories and are formally embedded in our enterprise



risk management process. This in turn guides our business processes, including annual planning, three-year business planning, and internal audit planning. As a result, CRS decisions are becoming an integral part of our business decision making, our commercialization and capital management processes, our three-year business planning process, and our customer and supplier relationships. Each member of the ELT owns the appropriate risk category for their function and provides regular risk reports to the relevant Board committees.

Further information on our material CRS risks related to water, energy, and perceptions of our portfolio is included in our risk statement in the form 10-K, found in our company's Annual Report.

Integrating CRS into our planning and decision-making processes also helps us to build accountability. We have begun to include CRS in performance objectives and variable compensation for our ELT.

For CRS to be part of everything we do, we must build understanding and technical capabilities across our business. Independent experts are retained to advise our CRS Board of Directors Committee and Global CRS Advisory Council. We are developing initiatives that build broader understanding of the issues and our approach among our employees, giving them opportunities to become actively involved. We also have regular dialogue with non-governmental organizations (NGOs) such as the World Resources Institute and the World Wildlife Fund.

CODE OF BUSINESS CONDUCT AND WORKPLACE RIGHTS

As a signatory to the United Nations Global Compact, we commit to uphold internationally recognized labor and human rights standards and expressly prohibit child labor and forced or compulsory labor in our operations and those of our suppliers. In addition, our employees and directors are expected to adhere to our Code of Business Conduct. This Code explicitly prohibits bribery and corruption of any kind and outlines our expectations with regard to:

- Legal compliance
- Dealings with customers, suppliers, competitors, and regulators
- Recordkeeping, company assets, non-public information, and conflicts of interest
- Workplace behavior
- Environmental performance

Employees undergo training on our Code when they join our company and in periodic refresher courses. Any concerns or questions can be reported anonymously either to our management or through our Ethics and Compliance Hotline, a toll-free service run by an independent third party. We investigate all reported incidents and ensure resolution by an appropriate level of management.

We strive to meet our standards and policies and comply with applicable laws and regulations. We have developed a global compliance strategy and appointed our first Chief Compliance Officer in early 2009. Additionally, we created a cross-functional Compliance Committee to review and enhance our global compliance policies and strategies, including our Code of Business Conduct. We have formalized our internal fraud task force, including leaders from audit, legal, and security, to assess fraud risk and implement mitigation plans.

Material ethics and compliance issues are reported to the Audit Board of Directors Committee. We hold annual compliance reviews in all production facilities as part of our efforts to comply with all applicable environmental laws and regulations.

MANAGEMENT SYSTEMS AND OTHER STANDARDS

Our operations follow the integrated management system of the Coca-Cola business – The Coca-Cola Management System (TCCMS). This system aligns with the internationally recognized requirements for quality (ISO 9001), environment (ISO 14001), health and safety (OHSAS 18001), and food safety (ISO 22000). In 2010, the Coca-Cola system will begin to transition to ISO standards for all Management System requirements previously covered by TCCMS.

- Quality: Our management procedures ensure that we maintain high-quality standards. Ten facilities earned TCCMS certification in North America and all of our production facilities in Europe are ISO 9001 certified.
- Environment: All of our European production facilities are ISO 14001 certified, and 17 facilities in North America achieved TCCMS certification in 2008.
- Health and safety: Currently, 18 of our European facilities are ISO 18001 certified and 17 facilities in North America are TCCMS certified.
- Food safety: Six of our European production facilities are ISO 22000 certified and we plan to certify six more in 2009. We plan to also certify 23 U.S. production facilities in 2009.

ONLINE

- **Coca-Cola Enterprises:** www.cokecce.com
- **TCCMS:** www.thecoca-colacompany.com

CORPORATE RESPONSIBILITY AND SUSTAINABILITY (CRS)

CRS is a pillar of our overall business strategy and an integral part of ensuring our success. This year, we have stepped up our commitment, developing a set of goals and targets to achieve by the year 2020 – what we are calling "Commitment 2020."

COMMITMENT 2020

In 2007, we set our five strategic CRS focus areas and confirmed these with our CRS Board of Directors Committee and our key stakeholders. They agreed that these are the areas in which we can make the greatest environmental and social contributions.

These areas are energy conservation/climate change, water stewardship, sustainable packaging/recycling, product portfolio/well-being, and diverse and inclusive culture. They are linked to our three business priorities that are part of our Global Operating Framework.

We have made considerable progress toward achieving our targets and embedding CRS into our business. In 2008, we made an investment of US$34.8 million on capital projects in our three environmental focus areas. However, water scarcity, climate change, and the rapid depletion of natural resources are becoming increasingly serious global issues and have the potential to affect our ability to operate. To meet some of the challenges ahead, we know we must step up our efforts.

We believe it is now time to set more demanding goals and targets as well as a timeframe in which to achieve them. In early 2009, we held a CRS Environmental Summit, bringing together the top 250 senior leaders of our company, our CRS Board of Directors Committee, and external sustainability experts to help us redefine our goals and establish a clear roadmap to achieving them by the year 2020 – what we are calling "Commitment 2020." We are now establishing a cost-benefit analysis process to prioritize our CRS investments, looking at the quantitative environmental impacts, costs, and reputational or qualitative issues. This will help us allocate funding effectively within and among our five strategic focus areas to ensure we meet our targets.

- **CRS is a pillar of our Global Operating Framework. This framework sets out our vision to become the best beverage sales and customer service company and identifies the three strategic priorities we must focus on to achieve our vision.**

ENERGY CONSERVATION/ CLIMATE CHANGE

Reduce the overall carbon footprint of our business operations by 15 percent by 2020, as compared to our 2007 baseline.

WATER STEWARDSHIP

Establish a water-sustainable operation in which we minimize our water use and have a water-neutral impact on the local communities in which we operate, by safely returning the amount of water equivalent to what we use in our beverages and their production to these local communities and their environment.

SUSTAINABLE PACKAGING/RECYCLING

Reduce the impact of our packaging; maximize our use of renewable, reusable, and recyclable resources; and recover the equivalent of 100 percent of our packaging.

PRODUCT PORTFOLIO/WELL-BEING

Provide refreshing beverages for every lifestyle and occasion, while helping consumers make informed beverage choices.

DIVERSE AND INCLUSIVE CULTURE

Create a culture where diversity is valued, every employee is a respected member of the team, and our workforce is a reflection of the communities in which we operate.

• By the end of 2009, we will have 328 hybrid electric delivery trucks in our fleet

ENERGY CONSERVATION/ CLIMATE CHANGE

GOAL: Reduce the overall carbon footprint of our business operations by 15 percent by 2020, as compared to our 2007 baseline.

WHAT DID WE ACCOMPLISH IN ENERGY CONSERVATION/ CLIMATE CHANGE?

- Measured our companywide carbon footprint
- Calculated the first certified product carbon footprint of sparkling beverages
- Calculated the certified product carbon footprint of Dasani 500mL in the U.S.
- Increased our hybrid electric fleet by 120 delivery trucks

Photo: Energy-efficient cooler

There has been a global shift in attitudes toward climate change in recent months. Concern among the public and the business community has risen significantly. Climate change is high on the agenda of the new U.S. administration, and critical climate treaty negotiations will take place in Copenhagen in 2009. Yet despite this, carbon emissions continue to rise.

Drastic and urgent action is required – and the private sector is uniquely situated to help make the necessary transition to a low-carbon economy. We aim to play our part, within our operations and beyond.

In 2008, we invested almost US$23 million in improving our energy efficiency, part of a planned three-year US$100 million program. Upon completing the first calculation of our companywide carbon footprint, we set a more aggressive goal to reduce our carbon dioxide (CO_2) emissions by 15 percent by 2020, compared to our 2007 baseline. We also stepped up efforts to improve energy efficiency in our main areas of impact. We are pioneering hybrid technology that reduces truck carbon emissions by almost one-third, and we are significantly improving the energy efficiency of our facilities and sales and marketing equipment. These efforts are reducing our carbon footprint and associated risks, as well as delivering considerable cost savings and reputational benefits, and are potentially a source of competitive advantage.

UNDERSTANDING OUR CARBON FOOTPRINT

In 2008, we calculated, for the first time, our company's carbon footprint – our total annual greenhouse gas emissions – for all countries where we operate. We also completed the first certified product carbon footprint - the greenhouse gas emissions created throughout a product's lifecycle – of any sparkling beverage. By calculating these footprints, we have established useful baselines against which we can measure the progress of our emissions reduction strategies.

Operational Footprint

In 2008, we calculated our total carbon emissions for our business operations around the world – also known as our "carbon footprint." To do so, we used the World Resources Institute and World Business Council for Sustainable Development's Greenhouse Gas Protocol, the leading global standard for greenhouse gas accounting. The results will be verified in 2009 by the U.S. Environmental Protection Agency (EPA) as part of the Climate Leaders program.

Our calculations showed our overall carbon footprint to be approximately 6.1 million metric tons of CO_2e[1] emissions in 2007. Based on the Protocol guidance, these emissions are classified into different "Scopes," depending on their source and origination. Scope 1 and 2 emissions make up our "core" emissions. Scope 1 emissions are direct emissions from our owned and operated sources, such as fuel burned during our day-to-day operations. Scope 2 emissions are indirect emissions resulting from electricity that we purchase and use in our business. Scope 1 and 2 emissions contribute 1.5 million metric tons CO_2e (29 percent) to our total footprint.

Scope 3 emissions are indirect emissions that occur at or from other sources that are generated as a consequence of our business. Under the Protocol, they are optional to measure and report. However, we have chosen to include and report Scope 3 emissions from our sales and marketing equipment, third-party distribution, and business travel, as we believe they are important aspects of our business. These Scope 3 emissions contribute 4.6 million metric tons (71 percent) to our footprint. Therefore, our calculations show that our largest climate impact is from our sales and marketing equipment (*see page 14*), the majority of which is in the marketplace and under the direct operational control of our customers. This challenges us to work with our customers to reduce this impact, as well as to ensure ongoing improvements in the efficiency of our coolers and vending machines (*see page 18*).

[1] CO_2e is "Carbon Dioxide equivalent" – meaning that it also takes into account other greenhouse gases produced in operations.

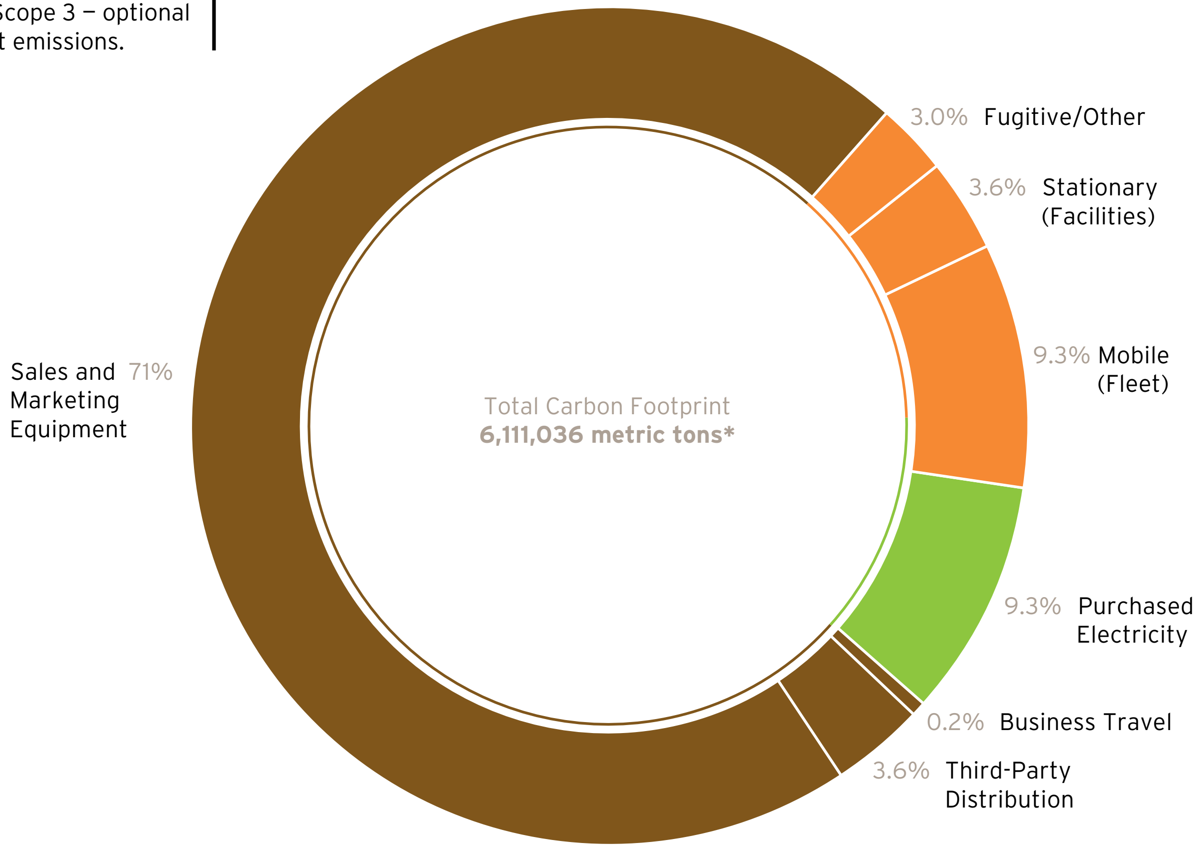
THE CARBON FOOTPRINT OF OUR OPERATIONS EMISSIONS BY SCOPE AND SOURCE

In 2008, we calculated our company's carbon footprint in all the countries in which we operate, using the Greenhouse Gas Protocol. Our emissions are defined by Scope 1 and Scope 2 – core emissions – and Scope 3 – optional indirect emissions.

CCE owned and operated sources
Direct Emissions
967,410 metric tons
SCOPE 1

Purchased finished energy, generated off-site, used by CCE operations
Indirect Emissions
565,557 metric tons
SCOPE 2

Consequences of CCE, but occur from/at other sources
(Optional)
Indirect Emissions
4,578,069 metric tons
SCOPE 3

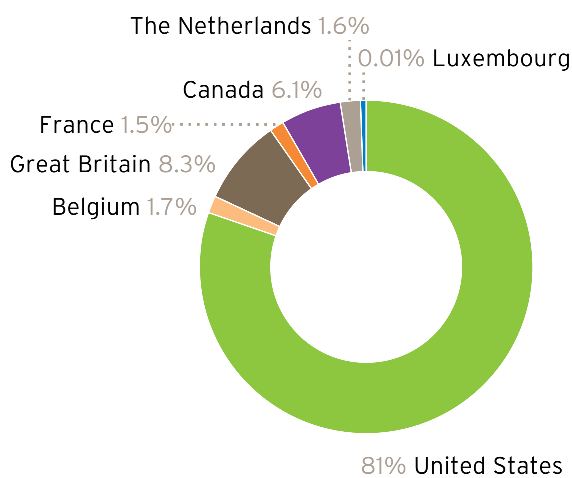


*2007 CO_2e Emissions

CARBON FOOTPRINT BY COUNTRY

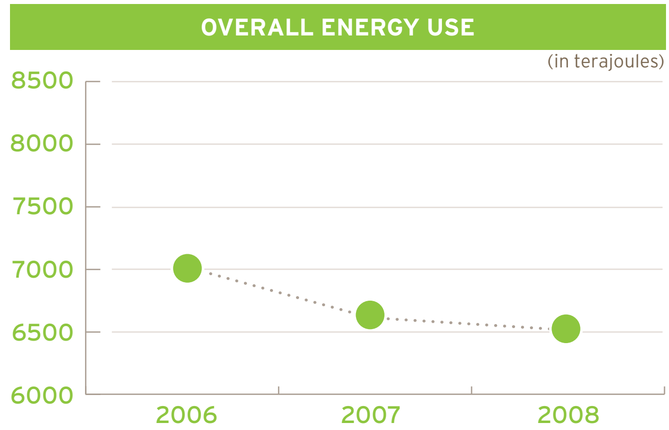
COUNTRY	TOTAL*
Belgium	106,110
Canada	370,243
France	89,488
Great Britain	505,819
Luxembourg	481
The Netherlands	98,980
United States	4,939,915

* metric tons



7

percent decrease in energy use 2006–2008



Our goal is to reduce the overall carbon footprint of our business operations by 15 percent by 2020, to lower our net emissions to 5.2 million metric tons. Taking into account business growth forecasts, if we were to do nothing to improve our efficiencies between today and 2020, this would be the equivalent of having to achieve a 40 percent emissions reduction in 2020.

Product Footprints

Beyond our direct emissions, we have a much broader footprint through our value chain. Through our partnership with the Carbon Trust in Great Britain, we calculated the carbon footprint of three of our most popular sparkling beverages, including Coca-Cola, Diet Coke, and Coke Zero *(see case study below)*. This marked the first time that the footprint of any sparkling beverage has been certified by the Carbon Trust. The calculations are based on every stage of development for each of the three products – including the ingredients used to make our products, the manufacturing of our packaging, our own manufacturing and distribution processes, the cooling of a product within a retail environment, and consumer use and disposal of the packaging. In early 2009, we completed a similar certification project with the Carbon Trust in the United States for a 500mL PET bottle of Dasani and calculated its carbon footprint to be 140 grams of CO_2e per bottle.

Our assessments show that primary packaging is responsible for the largest part of the carbon footprint of our products, and that cooling a product accounts for the second-largest part. This highlights the importance of lightweighting our packaging, increasing the recycled content of our packaging materials, and ensuring that our packaging is recycled by consumers.

IMPROVING OUR ENERGY EFFICIENCY

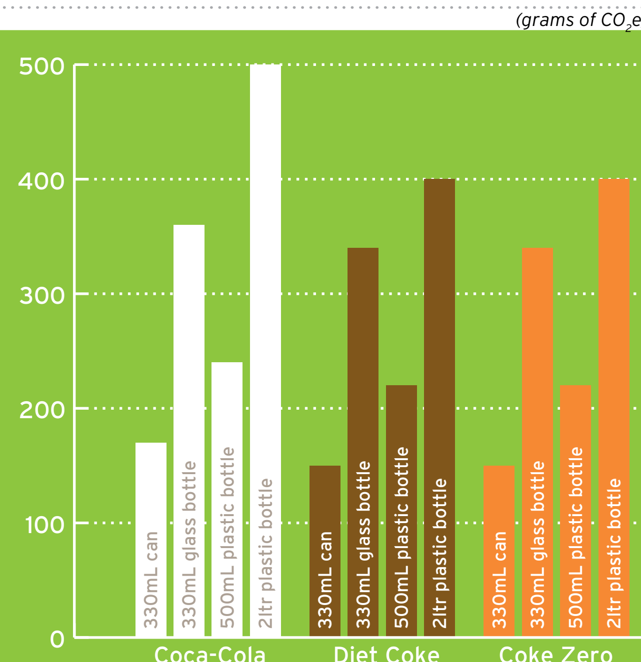
Since 29 percent of our carbon footprint comes from our core emissions – Scopes 1 and 2 – one of our key priorities is to improve our energy efficiency.

First Certified Product Carbon Footprint

Through a partnership with the Carbon Trust, we have calculated the first certified carbon footprint of three of our most popular sparkling beverages in Great Britain – Coca-Cola, Diet Coke, and Coke Zero.

As seen on the right, on average, Coca-Cola has a higher footprint than diet drinks because there are more emissions associated with the production of sugar than with artificial sweeteners.

Packaging accounts for the vast majority of the carbon footprint – between 30 percent and 70 percent. This finding shows the importance of our efforts to increase the use of recycled content and to encourage recycling of our packages.



OUR FACILITIES

During 2008, we used 6,520 terajoules of energy and natural gas, which is a 0.7 percent decrease from 2007. We are continuing to implement energy-saving technology in our facilities and utilize our energy conservation toolkit, a computer-based program that allows facilities to collect data and benchmark their energy use to identify reductions and efficiencies. However, attempting to reduce energy use and water use at the same time can result in trade-offs – for example, using air rinsers rather than water on our production lines require more energy.

Major Lighting Retrofit

The most significant reduction in energy consumption comes from our project to install industrial and high-bay fluorescent lighting throughout our North American facilities. To date, we have converted 244 out of 338 eligible facilities. Lighting previously accounted for a significant amount of electricity consumption: 10 percent in our production facilities and up to 50 percent in sales and distribution facilities. Upon completion in 2009, the lighting energy use in these facilities is expected to decrease by as much as 50 percent, eliminating 52,000 metric tons of CO_2. In addition, the project is helping to reduce pressure on each country's grid system, reducing electricity consumption by approximately 88 million kilowatt hours per year. In early 2009, the project received the Environmental Stewardship Award from Orion Energy Systems.

In Europe, a new lighting initiative is being implemented to standardize lighting quality across facilities for safety reasons. This will include sensors that automatically shut off or dim the lighting, as well as more energy-efficient lighting technology. We expect this initiative to deliver future energy savings.

Monitoring and Targeting

The greatest contribution to energy efficiency in Europe comes from our innovative energy monitoring and targeting systems. At our Sidcup, Great Britain, facility, we have been able to reduce our energy consumption by 10 percent, saving US$320,000 in 2008. These savings have derived from a number of initiatives, in particular the installation of 150 utility meters and data loggers to allow real-time analysis of energy usage and also new energy-efficient lighting in specific parts of the facility. We are now progressively implementing this level of monitoring throughout our European production facilities.

We also piloted a number of other energy-saving initiatives during 2008:

- Heat recovery – We are recovering heat from boilers in our College Park, Georgia, facility and using it to preheat water used in our production processes. This allows us to reduce our use of natural gas.
- Daylight technology – We are working with lighting supplier Orion to test innovative light pipes in our Milwaukee, Wisconsin; Downey, California; and Coachella, California, facilities. This award-winning technology collects and focuses daylight using highly reflective, geometrically arranged materials and consumes no electricity *(see case study below)*.
- Motor replacement – We audited motors on our production lines and are developing a motor replacement and repair program to improve energy efficiency.

Energy Saving Apollo® Light Pipes

Together with Orion Energy Systems, we are piloting the use of Apollo Light Pipes in three of our U.S. facilities. Orion's Apollo Light Pipes harvest daylight and direct it to the work area of a facility using no electricity. When integrated with a facility's lighting system and ambient light sensors, and when illumination levels from the light pipe reach a desired point, electric lights will automatically shut off, all or in part, until needed again.

In early 2009, CCE earned the Orion Energy Systems Environmental Stewardship Award to acknowledge our commitment to reducing energy consumption.

Henry Santillan, Warehouse Supervisor in Downey, California

In 2009, we will explore other technologies, such as fuel cell combined heat and power as well as a pilot program to improve the use of compressed air during production processes.

Renewable Energy

We continue to explore cost-effective ways to increase our use of renewable energy. In Belgium, for example, we installed a geothermal system at our Chaudfontaine mineral water facility. By capturing and reusing the mineral water's natural heat, we expect to reduce our facility's energy consumption by up to 11 percent *(see case study on page 18)*.

Other on-site initiatives include our three facilities in California that use solar panels to generate electricity, and we are continuing to research the possibility of wind energy in Great Britain.

Green Buildings

In addition to our production processes, we are designing new facilities to be more energy efficient. As we construct our new Coachella, California, facility, we have integrated the U.S. Green Building Council's requirements for Leadership in Energy and Environmental Design (LEED™), and the building is currently pending certification. We have also incorporated these requirements into our standards for design, construction, and management of buildings *(see case study below)*.

OUR FLEET

In 2008, we significantly expanded our hybrid electric fleet. By adding 120 delivery vehicles — including the first such trucks in Canada — we now own the largest fleet of hybrid heavy-duty vehicles in North America with a total of 142 trucks on the road. Continuing our partnership with Eaton Corporation and Kenworth, we launched our new hybrid electric tractor in early 2009. This tractor is the largest hybrid electric vehicle in North America.

By converting braking energy into supplementary electrical power, these vehicles use approximately 30 percent less fuel, reducing CO_2 emissions by almost one-third. In 2009, we plan to deploy an incremental 186 hybrid electric tractors and trucks across North America, and are piloting similar hybrid technology in Belgium. This will bring our total number of hybrid trucks to 328. In 2008, our commitment to hybrid technology gained the first Southeast Diesel Collaborative Award by the U.S. Environmental Protection Agency Region 4. We were also named Fleet of the Year and Eco-Company of the Year by *Beverage World* magazine.

In 2009, we will pilot four fully electric vehicles in the United States. These vehicles run on 100 percent electricity and produce zero emissions. We will also triple our fleet of light-duty hybrid automobiles to include approximately 300 vehicles, and we are exploring other technology, such as fuel cells for forklifts.

However, our hybrid electric technology currently accounts for only a fraction of our 20,000 delivery vehicles, so we continue to reduce the impacts of our conventional fleet.

Artist rendering of our Coachella, California, facility

Working toward LEED™ Certification

In early 2009, we broke ground on our first Leadership in Energy and Environmental Design (LEED) facility in Coachella, California. LEED is a third-party certification program and the nationally accepted benchmark for the design, construction, and operation of high-performance green buildings.

The Coachella facility has pledged to successfully meet LEED targets for reducing non-process water and energy use, using recycled and regional materials, and diverting 75 percent of construction water. These targets will be achieved by utilizing ENERGY STAR, innovative light pipes, cool roofing, native plant landscaping, water conservation methods, and comprehensive recycling. The facility is currently pending LEED certification.

For example, new diesel vehicles that we put on the road today are up to 50 percent more efficient than older, traditional diesel vehicles. We support the SmartWay Transport Partnership, an innovative collaboration between the U.S. EPA and the freight industry that aims to cut CO_2 emissions by up to 66 million metric tons per year.

In Europe, our beverages are primarily delivered to our customers by third parties, so we work in partnership with customers and logistics firms to improve the sustainability of our transport. We are working together on enhancing the efficiency of deliveries, sharing bulk transport, avoiding empty return trucks, and exploring alternative means of transportation, such as rail.

OUR SALES AND MARKETING EQUIPMENT

The 2.4 million vending machines, beverage dispensers, and coolers that deliver chilled beverages to consumers are operated by our customers at their place of business. As a result, we have little control over the operating conditions of this equipment. However, with these emissions accounting for an estimated 4.6 million metric tons, sales and marketing equipment represents a major focus of our emissions reduction strategy.

We are committed to significantly improving the energy efficiency of our sales and marketing equipment over time. Our new equipment is now 50 percent more efficient than coolers and vending machines purchased in 2000. In North America, we have determined that through our projected purchases of new equipment and adjustments made to the current fleet of equipment in the marketplace, we will reduce the energy consumption of our sales and marketing equipment estate by around 40 percent.

Energy Management Devices

The EMS-55 energy management device is a major part of our commitment to reducing the climate impacts of our refrigeration equipment. These proprietary devices activate lights and adjust cooling power based on usage signals and improve energy efficiency by up to 35 percent. More than 55,000 of these devices were installed in our equipment by the end of 2008, which is equal to about two percent of our total equipment inventory. We are now installing EMS-55 devices in all new coolers in Europe and North America that hold more than 250 liters of product.

Low-Energy Light Emitting Diode (LED) Lighting

We are working with suppliers to expand our use of LED lighting in sales and marketing equipment. This low-energy lighting generates less heat and reduces energy consumption. In North America, we are pursuing LED options with more suppliers, while in Europe we are testing second-generation LED lighting. Our goal is to progressively apply it to all new equipment where technically and economically viable.

HFC-Free Refrigeration

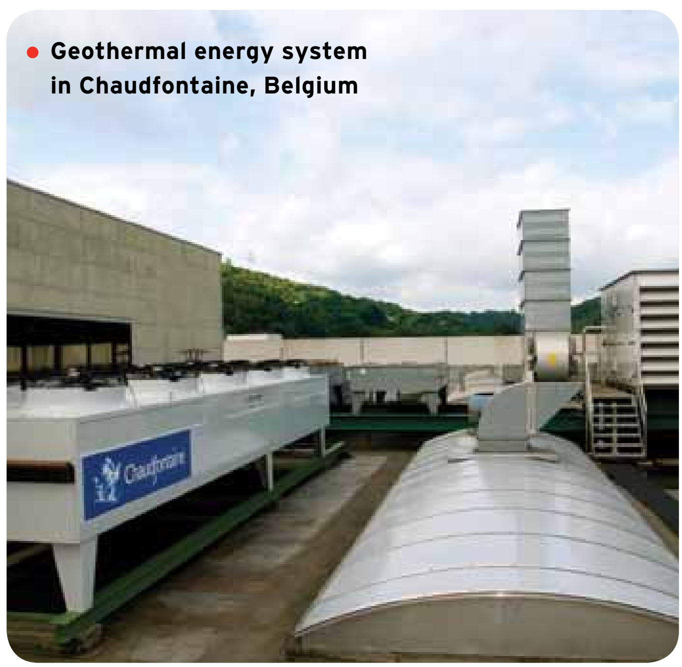
Still widely used in commercial and domestic refrigeration, hydrofluorocarbons (HFCs) can have significant global warming impact. We have already eliminated HFCs from the insulation in our equipment, and we are working to eliminate them from our equipment completely. We are piloting alternative refrigerant gases, such as CO_2, which has less of an environmental impact than HFCs. In Europe, we are also

Innovative Geothermal Energy System in Belgium

Rising to the surface at 37 degrees Celsius, Chaudfontaine is a naturally hot mineral water spring in Belgium. During 2008, our local production facility unveiled a system that captures and reuses this valuable thermal energy. A series of ventilators cools the pipe that brings the hot water to the surface and redistributes the hot air to heat the facility.

As a result, the water at Chaudfontaine now requires significantly less cooling before being bottled at 15 degrees Celsius, saving energy.

● **Geothermal energy system in Chaudfontaine, Belgium**



"Coca-Cola...has made an important contribution to our work to create the product carbon footprinting standard. Coca-Cola's help in streamlining the process and sharing international insights was critical. When we launched the idea around the carbon footprinting of products it was always our aim to have major brands, like Coca-Cola, using the process as a means to further reduce the carbon in their supply chains. We are delighted they are committed to doing just that."

Tom Delay, CEO, Carbon Trust

testing hydrocarbon-based refrigeration. While the commercial availability and economic viability of such technology still poses a challenge, our goal is to have 1,400 CO_2 coolers in place in time for the Vancouver 2010 Olympic Winter Games.

Working with Customers

Increasingly, we are engaging with customers to identify energy-saving opportunities. These opportunities may involve new technology such as energy management devices, or simple changes such as switching off the lights. In 2008, we worked with Wal-Mart to reduce the energy consumption of vending machines in employee break rooms. By switching off the lights and timing the cooling function to coincide with store hours, we were able to help our customers find opportunities for additional energy savings. In 2009, we will work with our customers to develop a more accurate understanding of the carbon footprint of our sales and marketing equipment when operated on their premises.

ONLINE

- **Carbon Disclosure Project:** www.cdproject.net
- **Carbon Trust:** www.carbontrust.com
- **EPA Climate Leaders:** www.epa.gov/stateply

Employee Spotlight

The concept of a geothermal energy system began with a suggestion from Pierre Lecloux, Maintenance Manager at our Chaudfontaine facility. Because of his innovative idea, we have reduced energy consumption at this facility by 42 percent. This new installation is expected to deliver up to 11 percent reduction in energy consumption, saving up to 5,500 metric tons of CO_2 each year.

Read more about the Chaudfontaine Geothermal Energy System in the case study on page 18.

Pierre Lecloux in front of our geothermal energy system

Employees retrofit a recycled syrup barrel for a local rainwater harvesting project

WATER STEWARDSHIP

GOAL: Establish a water-sustainable operation in which we minimize our water use and have a water-neutral impact on the local communities in which we operate, by safely returning the amount of water equivalent to what we use in our beverages and their production to these local communities and their environment.

WHAT DID WE ACCOMPLISH IN WATER STEWARDSHIP?

- Reduced water use ratio to 1.73 liters, an improvement of two percent from 2007
- Saved 301 million liters of water through efficiency initiatives
- Launched pilot study of embedded water footprint

Photo: Air rinsers on our production lines

Fresh water is a finite resource, yet the demands placed on it continue to grow. Globally, more than one billion people do not have access to adequate water, and this number is expected to double in the next 20 years due to the effects of climate change. Even in North America and Europe, water scarcity is a real and growing issue.

Without access to water, our business cannot succeed. Therefore, we are actively working to ensure that this vital resource is managed sustainably. Already one of the most water-efficient bottlers in the Coca-Cola system, we have committed to a further eight percent improvement by 2012. We invested more than US$3.8 million in capital projects in 2008, part of a planned three-year US$25 million investment program.

We are expanding our focus, addressing water not only in our own operations, but also in our communities. We are increasing our collaboration with non-governmental organizations (NGOs), government agencies, and communities to protect watersheds wherever we operate.

In early 2009, we took our commitment to water stewardship to a new level by endorsing the CEO Water Mandate of the United Nations Global Compact. By doing so, we pledge to improve water use in our own operations and our supply chain. In recognition of the growing role of business in the governance of water, we also commit to working with governments and authorities to promote sustainable water management.

THE GLOBAL COMPACT
WE SUPPORT

These efforts benefit our business by safeguarding our most important ingredient, our license to operate, and our future business growth. Improved water efficiency can also generate cost savings, while watershed protection initiatives help us build and strengthen important relationships with our stakeholders.

UNDERSTANDING OUR WATER SOURCES

At the heart of our approach is the need to manage water at the local level. Water-related risks vary significantly from territory to territory. In 2008, we completed water-risk surveys for each of our 79 production facilities. Part of a global program by The Coca-Cola Company conducted every three years, we studied three key areas: the annual renewable freshwater supply; supply economics; and the social, political, and competitive context in which we operate.

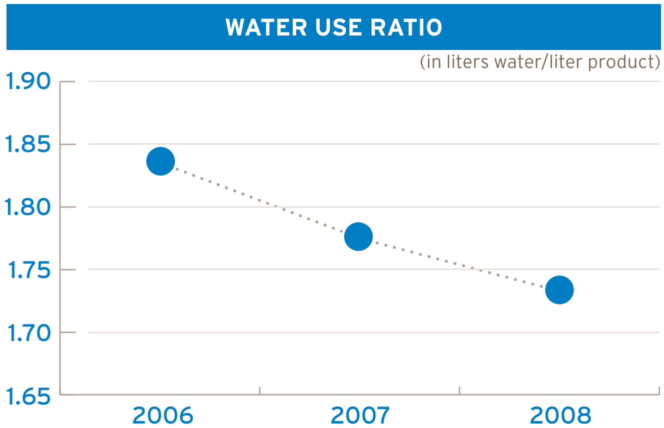
In areas of water scarcity or at sites where we withdraw mineral or groundwater, we undertake highly detailed assessments of the vulnerability of our water sources. These facility-specific assessments involve watershed mapping, consultation with water suppliers, and development of a risk-mitigation strategy. In 2008, we conducted assessments at our facilities in Cleveland, Tennessee, and Montgomery, Alabama, and we began the process in El Paso, Texas, in early 2009. Since these facilities are within river basins conserved by our partnership with The Coca-Cola Company and the World Wildlife Fund (WWF), we invited the WWF to act as observers. We are working toward conducting such assessments at all production facilities.

We withdraw water primarily from public sources. Only three facilities in North America and six in Europe derive water from private supplies. Groundwater comprises less than 10 percent of our water withdrawal. Based on information available, we believe that our water withdrawal has negligible impact on local water sources.

IMPROVING OUR WATER EFFICIENCY

As a beverage manufacturer, most of the water we use ends up in our products. Although we cannot reduce the water content of our beverages, we continue to reduce the water we use for cleaning and other manufacturing processes.

In 2008, we used an average of 1.73 liters of water to produce one liter of beverage, a two percent improvement over the



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percent decrease in water use ratio 2006–2008

previous year. This compares favorably with others in the Coca-Cola system and the non-alcoholic beverage industry as a whole, according to a study conducted by the Beverage Industry Environmental Roundtable. Since 2005, we have improved our efficiency by almost 12 percent, and we were recognized by American Rivers for our facility conservation initiatives in 2008.

Nevertheless, as a beverage manufacturer, we remain a significant user of water, using 35 billion liters of water in 2008. As water comes under increasing stress, we are intensifying efforts to improve the efficiency with which we use this critical resource.

When we began to look at what it would take to achieve our overall water-neutral impact goal – which we have defined as using one liter of water to produce one liter of beverage – we discovered that we would reach a water/energy trade-off at efficiencies of 1.3 liters of water for one liter of product. If we were to continue to reduce our water use ratio down to 1:1, the concentrated wastewater would require more energy to process before it could be returned to the watershed. Therefore, we have revised our goal and now intend to reach an average efficiency of 1.3 across our business and to achieve a water-neutral impact through replenishment efforts in our local watersheds.

Water Conservation Measures

The most significant contribution to our water savings comes from retrofitting our water treatment systems with recycle and reclaim loops. These systems help to divert reclaimed water from our water treatment process and redirect it for reuse elsewhere in our facilities, such as cooling towers, boilers, or washing floors. In 2008, we installed an additional four systems, saving 180 million liters of water each year. We now have a total of nine systems in our facilities and, over time, we intend to install recycle and reclaim loops in all eligible production facilities.

Other major water-saving initiatives:

- Dry lube – 75 additional production lines were converted to dry lubrication technology during 2008, bringing our total to 93. Instead of soapy water, this system uses a silicon-based lubricant to move containers along production lines. This technology will save 85 million liters of water annually.
- Air rinsers – Eight additional production lines were converted to use ionized air rather than water to rinse beverage containers, bringing our total to 26. This will save an additional 30 million liters of water annually.
- Can warmers – Nine production lines were converted to extend the life of water used in can warmers, replacing it as needed rather than at set intervals. This will save six million liters of water annually. We are now piloting the process on polyethylene terephthalate (PET) bottle lines.

In addition, we continue to explore more efficient clean-in-place technologies. For example, we are piloting the use of electrolyzed water in our Marietta, Georgia, facility, which could help save both water and energy. We are also continuing our ozone sanitation pilot program, which uses less water and fewer chemicals to clean our production lines.

Some of our facilities are also implementing facility-specific initiatives. Our Clamart, France, facility is installing innovative technology for washing returnable glass bottles. This new equipment will no longer require hot, caustic water for sanitizing bottles, which will save an estimated 42 million liters of water each year.

To identify further opportunities for efficiencies, our production facilities use our water conservation toolkit – a computer-based program which allows facilities to collect data, benchmark their water use, and identify ways to improve their performance. We continue to provide ongoing water-efficiency training to managers of our facilities and management teams.

RESPONSIBLE WASTEWATER TREATMENT

All wastewater that we release back to the natural environment must be appropriately treated and capable of supporting aquatic life. In 2008, we continued to fully meet this standard as 76 of our production facilities diverted approximately 15 billion liters of wastewater into municipal water treatment plants.

Three European facilities have their own treatment plants and release treated water to regulated bodies of water. As we improve our water efficiency, we are recycling and reusing water that was previously discarded. Consequently, we reduced the amount of wastewater we released by almost seven percent in 2008.

We are also exploring alternative ways to treat wastewater, such as the reed bed technology we are piloting in our Grigny, France, facility. This natural biological treatment system uses plants to absorb nutrients and reduce pollutants.

COLLECTIVE ACTION

To magnify our efforts, we work with peer industries, sharing best practices and benchmarking our progress. In Great Britain, we were a founding member of the Federation House Commitment, a food and beverage industry pledge to reduce its water use by 20 percent by 2020. Launched in early 2008, "20 by 20" has been signed by 21 leading food and drink manufacturers.

EMBEDDED WATER USE

Under the CEO Water Mandate, we have committed to addressing water sustainability in our supply chain. Because the issue of embedded water use – the total amount of water used in the production of products – is still in its infancy, there is no universally accepted standard for calculating these impacts.

As a first step, we are working to better understand our embedded water footprint throughout our supply chain, especially as it relates to agriculture. In 2008, we launched a pilot study on embedded water footprint accounting and impact assessment together with the University of Twente in the Netherlands, the pioneers of water footprint methodology.

PROTECTING OUR WATERSHEDS

The sustainability of our business depends on the conservation and sustainable management of local watersheds. Our goal is to support watershed protection in every community where we operate.

Revitalizing Critical River Basins

Through The Coca-Cola Company's partnership with the WWF, we actively participate in efforts to revitalize the U.S. Southeast Rivers and Streams and Rio Grande, which the WWF named as two of the world's most critical freshwater river basins. For example, we helped achieve a milestone in restoring the Rio Grande in 2008, by securing the first voluntary suspension and transfer of surface water rights. Previously, the surface flows at the Rio Grande's Elephant Butte were used for irrigating farmland; now they will help sustain more than 300 acres of wetland and floodplain vegetation.

In the southeast U.S., we are working closely with the Alabama Clean Water Partnership and Auburn University on rainwater harvesting programs that recycle our 55-gallon syrup barrels for use as rain barrels throughout

Employee Spotlight

As part of the Green Steward Program in Canada, Sean McGeachan, Production Supervisor at our Richmond, British Columbia, facility, identified a way to reduce the amount of water used in the cleaning process of our fountain packaging. Previously, water sprayers were running constantly during the cleaning process; however, by installing solenoids to control the flow of water to the water sprayers, water is now running only when the equipment is in use. Through this initiative, the Richmond facility is now saving nearly one million liters of water each year.

Through the Green Steward Program, Sean had the opportunity to make a monetary donation on behalf of CCE to the Living Oceans Society, which is Canada's largest NGO focusing exclusively on marine conservation issues.

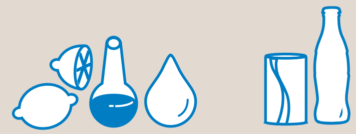
• Sean McGeachan with Kim Wright from Living Oceans Society

EMBEDDED WATER FOOTPRINT

As we begin to better understand our water footprint, we continue to work closely with stakeholders to determine exactly how we can positively impact or create water-neutral operations in our local communities.

Level 3: Embedded Water Footprint

Our "embedded water footprint" covers the water that we use in both our operations and our supply chain to produce the ingredients and packaging that we use for our products. Our goal is to **MEASURE and REDUCE** this over time.

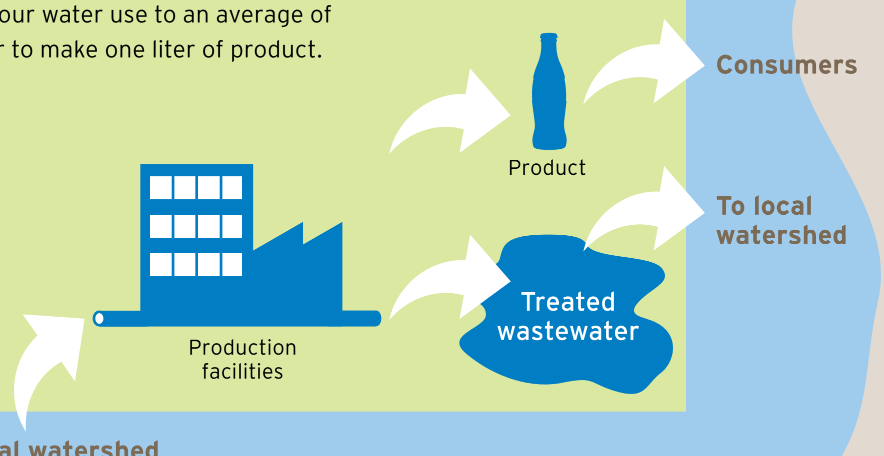


Level 2: Local Community/Watershed Footprint

The water we use in our facilities comes from local watersheds. Our goal is to **REPLENISH** the water that we use from the local watershed to ensure we do not take out more than we give back – a water-neutral impact. This is especially important in areas of water scarcity.

Level 1: Operational Water Footprint

Within our facilities, we are focusing on increasing our efficiencies through aggressive conservation activities and innovative technologies as identified in our water toolkit, to **MINIMIZE** our water use to an average of only 1.3 liters of water to make one liter of product.



Alabama, designing rain gardens and bioretention sites for stormwater and stream restoration.

Developing Local Partnerships
Across our business, our facilities are developing partnerships and programs that contribute to watershed protection in their communities.

In Canada, the Coca-Cola system has made a four-year, US$1 million commitment to WWF-Canada to develop freshwater expertise and a nationwide freshwater strategy. Within the Skeena watershed in British Columbia, we will work with the First Nations communities, forestry companies, and other parties to undertake conservation planning.

Other initiatives include:

- We constructed our first two rain gardens in 2008 in Kentucky and Illinois. By filtering storm-water runoff from concrete areas such as parking lots, these gardens help prevent pollution downstream while recharging the aquifer. As these rain gardens are some of the first in their communities, these projects also serve to raise community awareness *(see case study below)*.
- We are also scaling up our support of rainwater harvesting in our communities. Following the success of our partnership with River Network, local NGOs, and authorities in Baltimore, Maryland, we expanded this project to provide concentrate barrels to community organizations across North America in 2008. These barrels are used by local residents to collect rainwater to use instead of tap water for washing cars or irrigating landscapes *(see photo on page 20)*.
- In Chaudfontaine, Belgium, we are protecting the slate and limestone aquifer that filters the water and ensures its mineral balance. As part of a five-year study of pollution risks, we have been working with community partners to define the protection area and identify risks. A project has been implemented to carry out 300 suggested local protection measures between 2008 and 2014.

Public Policy Advocacy
In North America, we supported the passage of the Great Lakes-St. Lawrence River Basin Water Resources Compact in 2008. This groundbreaking legislation was created to protect the Great Lakes, one of the world's largest sources of fresh water. We also help policymakers promote sustainable water management, participating in Sustainable Atlanta, Georgia's working group on water.

ONLINE

- **U.N. Global Compact CEO Water Mandate:** www.unglobalcompact.org
- **World Wildlife Fund:** www.worldwildlife.org
- **University of Twente Water Footprint Study:** www.waterfootprint.org

Rain Gardens

Most U.S. cities are designed so that rainfall is directed into storm sewers, often accumulating pollutants as it flows across parking lots and other impervious surfaces. Redirecting this runoff can significantly reduce pollution that would otherwise end up in streams and water bodies. In 2008, we constructed our first rain gardens to help absorb and filter this runoff. In Kentucky, the rain garden we constructed at our facility was the first in the city of Lexington. The city plans to build 2,010 such rain gardens by 2010. In Illinois, we partnered with the Village of Niles to build a rain garden in a sensitive watershed on the North Branch of the Chicago River. By using native plants, we expect these rain gardens to quickly become self-sustaining, without need of watering or fertilization.

Rain garden at our Lexington, Kentucky, facility

Our Target 100 zero waste initiative in our Bellevue, Washington, facility

SUSTAINABLE PACKAGING/RECYCLING

GOAL: Reduce the impact of our packaging; maximize our use of renewable, reusable, and recyclable resources; and recover the equivalent of 100 percent of our packaging.

WHAT DID WE ACCOMPLISH IN SUSTAINABLE PACKAGING/ RECYCLING?

- Avoided use of approximately 31,000 metric tons of packaging materials, or 2.7 percent of total used
- Recovered and recycled approximately 125,000 metric tons of packaging
- Reached 90 percent waste recycling at an additional 14 facilities

Photo: Coca-Cola Recycling Education Vehicle

Our beverage packaging is designed to deliver high-quality products safely to customers and consumers. Even though our containers are made almost entirely from materials that can be recycled and reused, thousands of tons of aluminum, plastic, and glass end up in landfills each year.

We invested US$8 million in packaging and recycling initiatives in 2008, as part of a planned three-year US$149 million investment. With recycling rates averaging only 40 percent across our territories, we are taking a leadership role to increase recycling. We are working with NGOs, suppliers, customers, and consumers to increase recycling and eliminate waste. Our long-term goal is to recycle and recover the equivalent of 100 percent of our packaging. In our own facilities, we have committed to recycle at least 90 percent of our solid waste by the end of 2010.

We established Coca-Cola Recycling LLC (CCR) in 2007 to help us work toward our recycling goals. The first such organization in the non-alcoholic beverage industry, CCR directly engages hundreds of thousands of consumers in North America, providing them with opportunities to recycle and educating them about the positive impact recycling can have on their communities. Additionally, CCR has implemented facility recycling programs such as Target 100 and the Centralized Recycling Inititiave, to help our facilities reduce waste.

As a result of these recycling initiatives and other activities, Coca-Cola Recycling has recovered and recycled almost 125,000 metric tons of packaging in 2008, which is more than halfway to achieving our goal of recovering more than 200,000 metric tons of packaging materials by 2010. Two new polyethylene terephthalate (PET) bottle-to-bottle recycling facilities opened in our territories in 2008, helping us to gain access to recycled PET materials. Located in the United States and Great Britain, these facilities will significantly help in providing the dependable and cost-effective stream of food-grade recycled PET that we need. These new facilities will allow us to purchase recycled material locally and incorporate it into new bottles, closing the recycling loop.

Increasing recycling provides significant business benefits. We cut our costs when we reduce waste; and we generate additional revenue when we recycle valuable materials. By integrating recycling programs and consumer education into our activities, we strengthen our relationships with customers and consumers, and demonstrate our commitment to the communities where we do business.

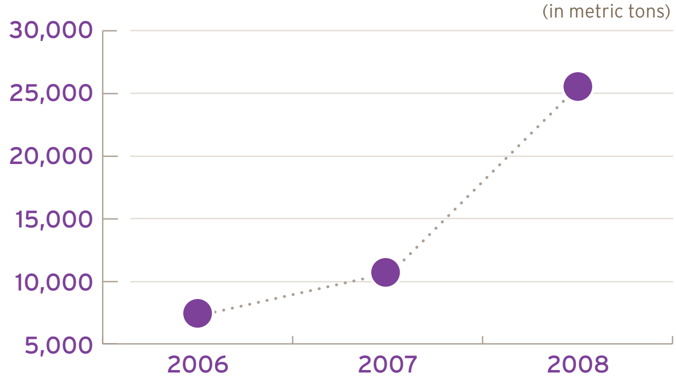
REDUCING PACKAGING

We continue to work with packaging suppliers and others to minimize the packaging we use, pioneering new technology in our industry. Reducing the weight of our packaging not only helps us to avoid using valuable virgin materials, but also helps reduce carbon emissions over the entire lifecycle of a beverage container – from the manufacturing process to transportation of the packaging. In addition to reporting progress in terms of materials avoided, we are also studying the carbon fooprint of our packaging *(see case study on page 15)*.

Our goal is to avoid the use of 100,000 metric tons of packaging materials between 2007 and 2010, approximately three percent of our projected usage. We made good progress in 2008 through various initiatives, eliminating approximately 31,000 metric tons of materials, or about 2.7 percent of our total packaging use, during the year.

- Closures – After launching the first low-profile plastic twist-off closure on sparkling beverages in 2007, we extended its use throughout our U.S. and Canadian bottling facilities. The closure is now used on all single-serve PET bottles of Dasani and sparkling beverages 24 ounces and below. These new closures are 24 percent lighter and reduced our use of resin by 13,000 metric tons in 2008. We are also testing a low-profile closure for larger bottles in North America and Europe that will avoid the use of 7,600 metric tons of resin annually.

AMOUNT OF PET/HDPP/HDPE SAVED



43,256

metric tons of PET/HDPP/HDPE saved 2006–2008

- Cans – In a groundbreaking project, we worked with the British recycling agency, the Waste and Resources Action Programme (WRAP), and European can suppliers to make aluminum cans five percent lighter. This is the first time the body of the can has been lightweighted in Europe, as previous weight reductions were made only to the base. The innovative can specification has set a new standard across Europe, with major beverage brands and brewers adopting the lighter can. The new design is expected to avoid an annual 15,000 metric tons of aluminum.
- PET bottles – In the United States, we continue to reduce the weight of our Dasani water bottles, avoiding the use of more than 10,500 metric tons of PET each year. In Europe, we identified opportunities to further lightweight our 500mL PET bottle in partnership with WRAP. By reducing the bottle's weight by two grams, we will save more than 700 metric tons of PET each year.
- Glass bottles – We reduced the weight of our iconic 330mL glass contour bottle in Great Britain by 20 percent, saving more than 3,500 metric tons of glass.

In 2009, the Coca-Cola system unveiled a packaging innovation – a plastic bottle that is made partially from plants. The "PlantBottle™" is fully recyclable, requires less petroleum, and reduces carbon emissions. This new material is made through an innovative process that turns sugar cane and molasses, a by-product of sugar production, into a key component for PET plastic.

Manufacturing the new plastic bottle is more environmentally efficient as well. A lifecycle analysis conducted by Imperial College of London indicates the PlantBottle, with 30 percent plant-based material, reduces carbon emissions by up to 25 percent, compared with petroleum-based PET. In addition, the PlantBottle can be processed through existing manufacturing and recycling facilities without contaminating traditional PET, thus can be used, recycled, and reused again and again. The PlantBottle will be piloted with Dasani and sparkling brands in select North American markets later this year and with vitaminwater in select markets in 2010. These bottles will be identified through on-package messaging and in-store point-of-sale displays.

Secondary Packaging

We have begun reducing the weight of our secondary packaging by eliminating the side walls on corrugated cardboard trays that carry multipacks of our products. This results in a reduction of the material in each tray by up to 40 percent. Additionally, we have partnered with The Coca-Cola Company and the University of Washington to launch the first compostable paper cups for soft drinks. Made from renewable resources, the cup will help the university meet Seattle's requirement that all food-service packaging be compostable by 2010.

Collective Action

We support industry initiatives to reduce packaging in the marketplace. In Great Britain, we are members of the Courtauld Commitment, a partnership between WRAP and food manufacturers and retailers to reduce packaging and food waste. In 2008, WRAP announced that the grocery sector had halted packaging growth and was on track to decrease packaging and food waste by 2010.

INCREASING RECYCLED CONTENT

The PET, aluminum, and glass used in our packaging are recyclable, and we are working to increase the amount of recycled content in our packages. Recycled aluminum accounts for more than half of the content of our cans, while our glass bottles contain up to 45 percent recycled content. The average recycled content in our PET bottles is approximately four percent, but varies significantly from region to region. We are working diligently to overcome the challenges associated with increasing this recycled content across our system.

Our goal is to raise the recycled content of our PET bottles to 10 percent in North America and to 25 percent in Europe, where we have a higher baseline. However, we can reach our goals only if recycled content is economically and commercially viable. Currently, most recycled PET is being channeled into industries such as carpeting and textiles – not into new beverage containers, which require the highest food-grade material. Therefore, we are tackling the issues of quality, cost, and reliability associated with sourcing recycled PET as we move to grow our recycled content.

As part of a joint venture of The Coca-Cola Company and New United Resource Recovery Corporation (NURRC), the world's largest bottle-to-bottle recycling facility opened in 2008 in Spartanburg, South Carolina. This puts our business system in a unique position, by having equity positions in businesses at each point in the supply chain – recovery, recycling, and reuse. We now have the opportunity to close the recycling loop within our system and gain access to post-consumer food-grade PET that can be used in many applications, including PET bottles for our beverages.

PROMOTING RECYCLING

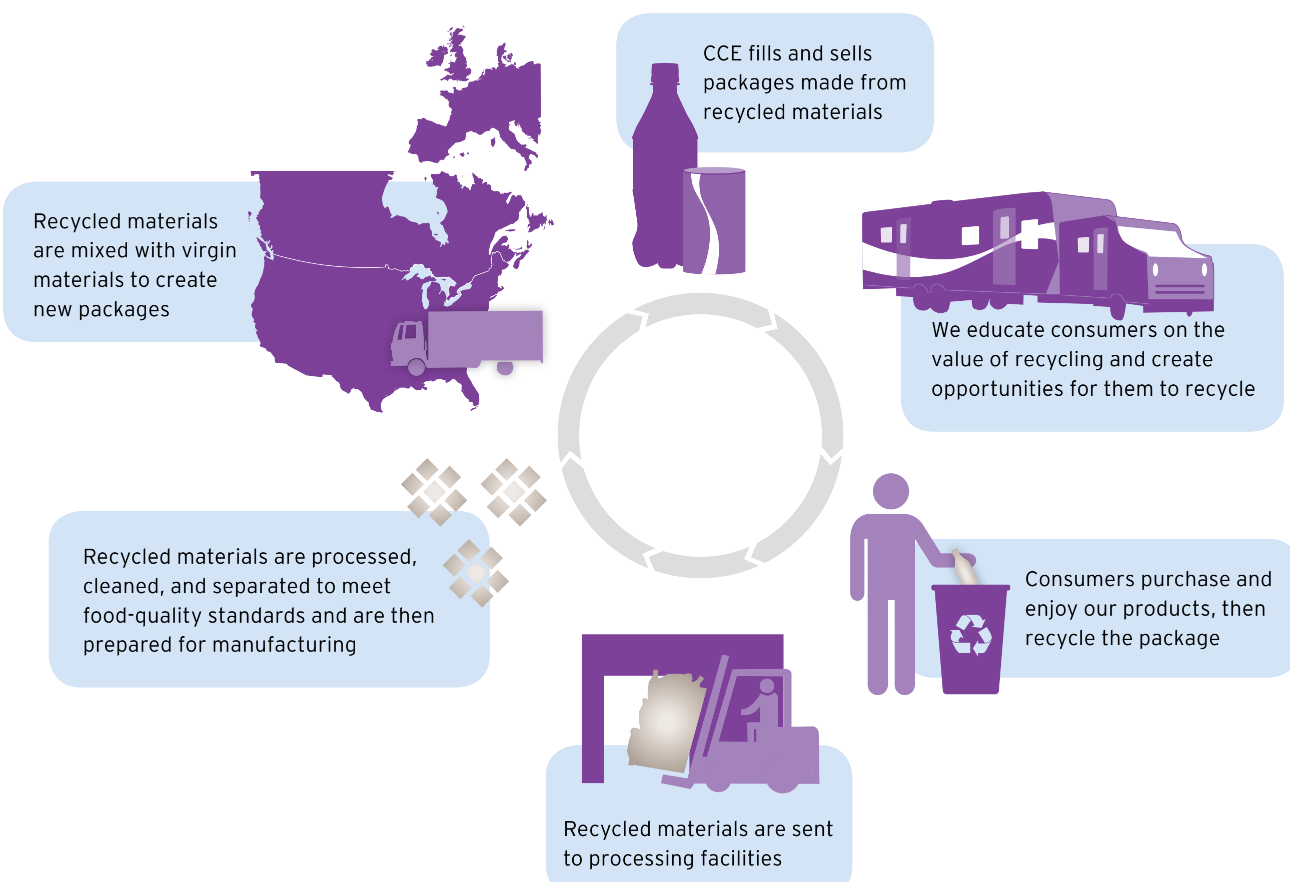
Our long-term goal is to recover the equivalent of 100 percent of our beverage packaging – yet with recycling rates across our territories at around 40 percent, achieving our goal will require a change in mind-set and behavior among consumers.

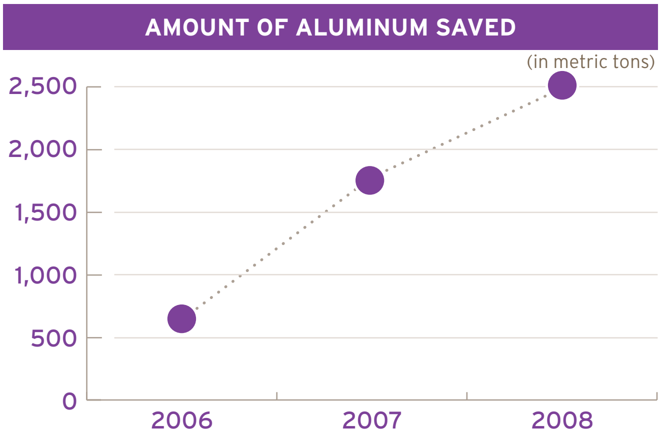
Recycling on the Go

A major focus of our recycling efforts is to help consumers recycle beverage containers when they are away from home. Without a convenient way for people to recycle them, empty containers can often end up in the trash or as litter. In every country where we operate, we are developing on-the-go recycling programs that are designed to collect and recycle packaging in high-profile locations where our beverages are consumed. In North America, Coca-Cola Recycling (CCR) offers us a unique and innovative platform to engage consumers directly, educating them about recycling and providing them with easy access to recycling infrastructure, such as

CLOSING THE LOOP ON OUR PACKAGING LIFECYCLE

We are committed to recycling the equivalent of 100 percent of the materials that we put into the marketplace by 2020. This is how we are closing the recycling loop:





4,908

metric tons of aluminum saved 2006–2008

bins. During 2008, the CCR Recycling Education Vehicle conducted recycling activities at 115 major events in 21 states, including NASCAR races, the Republican and Democratic National Conventions, and the NCAA Men's Final Four™, among others. CCR also conducted activities on 19 college campuses, as well as at a growing number of customer premises. In 2008, more than 40,000 people took part in our recycling-themed activities, which included games, quizzes, and rewards, while millions more were exposed to our recycling messages.

In Great Britain, we launched our Recycle Zone program, which is helping to make recycling on-the-go part of everyday life. Working with customers, the government recycling agency WRAP, and British recycling charity Recoup, we have set up 20 Recycle Zones in high-traffic areas, such as theme parks, public transportation hubs, hospitals, and shopping malls. We provide recycling bins, help establish back-end recycling infrastructure, work with waste management contractors, and support consumer activation. Our goal is to create 80 Recycle Zones by 2011, placing them in a wide range of locations, from airports to workplaces. We are implementing similar programs for customers in France, Belgium, and the Netherlands.

Curbside Recycling

The greatest opportunity to increase recycling occurs in homes, where the majority of products are consumed. CCR is actively working with municipalities, recyclers, and others to support the establishment of residential curbside recycling programs, where they do not exist. In a partnership with the American Beverage Association and The Climate Group, we are working to improve recycling rates through the "Full Circle Plan." This plan supports community programs that make recycling easier for consumers, and it is currently piloting in Knoxville, Tennessee and Hartford, Connecticut.

Official Recycler of the U.S. National Political Conventions

With both U.S. national political conventions striving to be the "greenest" conventions in history, Coca-Cola Recycling was named the Official Recycling Provider for the U.S. Democratic and Republican National Conventions, held in Denver, Colorado, and Minneapolis, Minnesota, respectively. The role of the Official Recycling Provider entailed developing, supporting, and managing a system to support recycling efforts at all official convention venues.

During the conventions, Coca-Cola Recycling recovered and recycled all paper products, plastic bottles, and aluminum cans and provided biodegradable bags, liners, and recycling bins for material recovery.

Recycling signage at the Republican National Convention

"With a target of increasing the national recycling rate to 40 percent by 2010, programs such as the Recycling Zone are vital to the United Kingdom hitting its targets."

Joan Ruddock,
Former Minister of State for Waste and Recycling,
United Kingdom

In-House Recycling

We are also changing mind-sets within our own operations. We have a number of locally driven recycling initiatives at our facilities, including a program that challenges all of our production facilities to recover and recycle more than 90 percent of their waste by 2010. By the end of 2008, 26 of our 79 production facilities had achieved that goal, including all of our European production facilities. These European facilities are now striving toward a more aggressive goal to reach an average recycling rate of 98 percent.

In North America this initiative is called Target 100. Coca-Cola Recycling assisted an additional 10 North American production facilities in achieving the goal of recycling more than 90 percent of their waste. By showing our operations the value of materials they previously discarded as trash, we recycled more than 5,600 metric tons of material, diverting it from landfills. In these operations, we moved from paying waste disposal costs to creating a new revenue stream.

In early 2009, one of our flagship Target 100 facilities, Bellevue, Washington, earned the 2009 Recycler of the Year Award from the Washington State Recycling Association for the facility's outstanding Target 100 implementation. The Bellevue facility produces 68 metric tons of potential waste per month of which an average of 96 percent is recycled through the Target 100 initiative.

Another facility recycling program we have in place is the Centralized Recycling Initiative (CRI). This program is designed to recover and utilize recyclable materials from our sales/distribution facilities, through the establishment of a central collection point at a nearby production facility. As part of CRI, sales/distribution facilities collect and return recyclable materials to the central collection facility for processing. The result is improved recovery rates and cost savings related to third-party processing. Coca-Cola Recycling has expanded the CRI by establishing 16 central collection centers in 2008, bringing our total to 23. We recovered and recycled approximately 1,600 metric tons of PET and aluminum through the CRI program in 2008. We have plans to expand the program to an additional five facilities in 2009.

ONLINE

- **WRAP:** www.wrap.org.uk
- **NURRC:** www.urrc.net/new/pages/nurrc.html
- **Full Circle Plan:** www.ameribev.org/environment/full-circle

Employee Spotlight

As a Facility Manager, Kevin LaFrance was charged with finding ways to make his facility more efficient and effective, all while cutting costs from his bottom line. When Kevin looked over his budget and found that he was spending thousands of dollars in waste-hauling costs, he knew there had to be a better way.

From here, the Target 100 facility recycling initiative was born. Through this initiative, Kevin's team began recycling materials such as aluminum, PET, wood pallets, and shrink wrap. After making this process part of their everyday operations, Kevin found that his facility had reduced their waste-hauling costs significantly and was actually generating incremental revenue from selling their recyclable materials.

Kevin LaFrance, founder of the Target 100 initiative

A recent addition to our portfolio, vitaminwater

PRODUCT PORTFOLIO/ WELL-BEING

GOAL: Provide refreshing beverages for every lifestyle and occasion, while helping consumers make informed beverage choices.

WHAT DID WE ACCOMPLISH WITH OUR PRODUCT PORTFOLIO/ WELL-BEING?

- Introduced first zero-calorie sports drink, POWERADE Zero
- Reduced average calorie content of our portfolio by three percent since 2006
- Worked with the beverage industry to reduce beverage calories in U.S. schools by 58 percent since 2007
- Introduced first naturally sweetened zero-calorie beverage, using Truvia

Photo: New 16oz twin pack

From distributing only sparkling soft drinks 20 years ago, we have broadened our portfolio significantly. Today, we also offer a wide range of still, flavored, and enhanced waters; juice and juice drinks; sports drinks; energy drinks; coffee-based beverages; and ready-to-drink teas. This transformation of our business reflects the changing needs of the consumers we serve. People are living longer, are leading more hectic lifestyles, and have an increased interest in well-being. They want more choice, more information, and more convenience.

In addition to broadening our range of beverages, we are enhancing the nutritional information we provide, helping consumers to make choices that are right for them. In particular, we work with parents and educators to ensure that we are providing young people with beverages and serving sizes that are appropriate for their ages.

A WIDER CHOICE OF BEVERAGES

As we extend our portfolio, we have introduced a variety of new products and package sizes in 2008:

Water

We continue to expand the glacéau brand of waters, enhanced with vitamins, electrolytes, and natural flavors. After its launch in the United States, we launched smartwater, vitaminwater, and vitaminenergy in Canada and Great Britain in 2008. We are rolling out the brand to our mainland European territories, as well as introducing new flavors and package sizes, including the low-calorie vitaminwater10, in 2009.

In North America, we offer Dasani, our purified water brand, and launched Dasani essence, a line of unsweetened and no-calorie waters that are lightly flavored, in 2009. In Europe, we offer natural mineral waters, including Chaudfontaine, Malvern, and Abbey Well – a new addition to our portfolio in 2008.

Juices and Juice Drinks

The FUZE range of all-natural juice and tea drinks is enhanced with vitamins, minerals, and antioxidants. Each FUZE beverage has a specific function; for example, Slenderize contains 10 calories per serving and has natural ingredients that help promote weight loss.

In 2008, we extended our range of Campbell's V8® single-serve 100 percent vegetable juices to include V8-Fusion 100 percent vegetable and fruit juices as well as V8® Splash juice drinks.

Lower-Calorie Beverages

In addition to the growing number of zero-calorie sparkling beverages, we expanded our portfolio in 2008 to include POWERADE Zero, the first sports drink in the marketplace with zero calories.

With the addition of these new beverages, we are changing the shape of our business. Regular sparkling beverages, including energy drinks, make up 56 percent of our business, with light sparkling and still beverages accounting for 44 percent of our beverage portfolio in 2008 *(see chart on page 34)*.

As a result, the average calorie content by volume of our portfolio continues to decrease. In 2008, we reduced the average calorie content per 8oz serving to 59 calories, which is a three percent decrease since 2006.

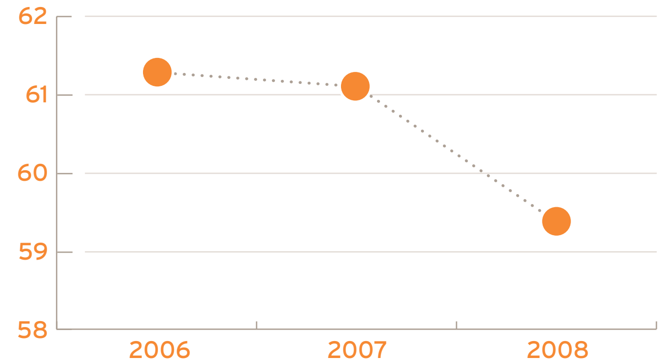
Smaller Package Sizes

To help consumers manage their caloric intake, we are offering more of our beverages in smaller portion sizes. In the United States, we launched a new 12oz package for products, such as FUZE, glacéau, POWERADE, and Campbell's single-serve juice beverages; and Minute Maid juice is now available in smaller 10oz packages. We are also increasing availability of the smaller 8oz cans for sparkling beverages, and will launch 100-calorie bottles in Canada in 2009.

3

percent decrease in average calories per 8oz serving 2006–2008

AVERAGE CALORIES PER 8OZ SERVING



Natural Ingredients

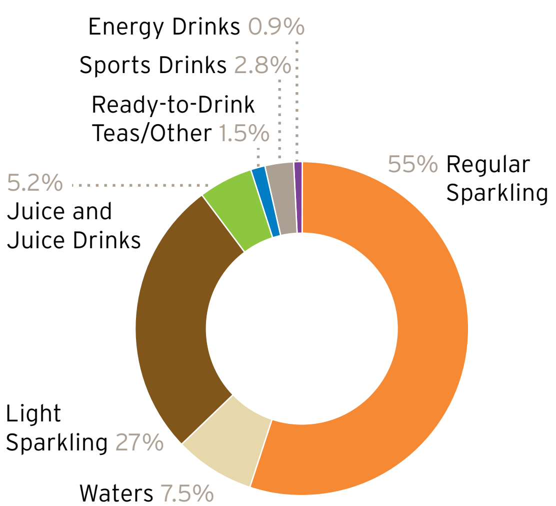
We are responding to increased consumer demand for more natural ingredients, fewer additives, and lower sugar content. For example, our glacéau and FUZE brands are naturally flavored and free of artificial colors and preservatives.

New developments in 2008 included the following:

- In the United States, we launched Sprite Green, a sparkling beverage made with the natural, zero-calorie sweetener Truvia.
- In Europe, we rolled out a new formulation of Fanta that contains 30 percent less sugar and has no artificial flavors or colors.
- We are also reformulating Fanta Orange and Apple with all natural flavors in the United States.

Additionally in 2008, we launched a campaign in Europe to highlight that our flagship brand Coca-Cola does not contain added preservatives or artificial flavors.

OUR WIDE RANGE OF BEVERAGES



FACILITATING INFORMED CHOICE

To help people make smarter beverage choices, we continue to enhance the information we provide about our beverages, their ingredients, and nutritional content.

In Europe, we have rolled out front-of-pack labels on more than 95 percent of applicable packages, based on the Guideline Daily Amounts. These clearly show the calorie content of the beverage – both per serving and as part of a guideline daily caloric intake. Sugar, fat, saturates, and salt content are shown in the same way on the reverse of packages. In 2009, we will launch similar labels in North America.

In addition to informing our consumers, we need to educate our employees. In 2009, we will launch Fit for the Future Academy, a program designed to teach our employees about our beverages, healthy diets, and active lifestyles.

RESPONSIBLE SALES AND MARKETING

Parents and educators are understandably concerned about the diets and caloric intake of today's children, especially in light of rising levels of obesity. We are working to ensure that our sales and marketing practices address these concerns appropriately.

In all of our territories, we have championed landmark industry policies on responsible sales and marketing. These have been the first such guidelines in the food and beverage industry in North America and Europe, and they support broad health partnerships. In the United States, the American Beverage Association guidelines support the Alliance for a Healthier Generation, a partnership between the William J. Clinton Foundation and the American Heart Association. In Europe, the commitments of our beverage industry association, Union of European Beverages Associations (UNESDA), support the European Union's Platform for Action on Diet, Physical Activity, and Health, a major public-private partnership to combat obesity. Since these guidelines were developed with input from local educators, parents, and government agencies, they vary in focus. In the United States and Canada, the guidelines limit the caloric content of all beverages sold in schools; they also specify appropriate beverages for elementary and secondary schools. In Europe, sparkling soft drinks are not marketed in elementary schools, while in middle and secondary schools, parents and educators help identify suitable beverage choices.

We are working hard to implement these guidelines. We have trained our sales force, revised contracts with schools, reformulated products and vending machines, developed tracking mechanisms, and conducted monthly management reviews to ensure success. In the United States, the beverage industry has reduced beverage calories in schools by 58 percent since 2007.

Our goal is to achieve 100 percent compliance with these guidelines by the 2009–2010 school year in every country where we operate:

- In the United States, 90 percent of schools with whom we conduct business were in compliance, more than double the number a year earlier.
- In Canada, we reached 75 percent compliance with Refreshments Canada's Guidelines in Schools.
- In Europe, 94 percent of the total European beverage industry is no longer marketing sparkling soft drinks in elementary schools.

Media Advertising

Our partner, The Coca-Cola Company, is largely responsible for consumer marketing. During 2008, the company strengthened its longstanding policies about marketing to children. The Coca-Cola Company also supports industry advertising initiatives in each country where we operate.

SUPPORTING HEALTHY LIFESTYLES

Our support of healthy lifestyles goes beyond the beverages we produce and the way we market them. We also promote active lifestyles, supporting sports and fitness programs at a grassroots level everywhere we operate.

In 2008, we helped launch a major new initiative to get young Canadians up and moving. The SOGO Active program, launched with Canada's national authority on active lifestyles and The Coca-Cola Company, uses a network of community-based organizations to make sports and fitness activities more accessible to young people *(see case study below)*.

We support a wide range of sports and fitness programs. These include the Minute Maid Schools Cup in Great Britain, which, with 40,000 boys and girls participating each year, is the largest school soccer tournament in Europe. In the Netherlands, 150,000 young people take part in our Mission Olympic program, the biggest youth sports activity in the country. We adopt a localized approach in France, offering activities that are targeted toward particular communities, such as the Rennes by Night program, where playing fields and swimming pools are open until 3 a.m. to encourage participation among inner-city teenagers.

ONLINE

- **Truvia:** www.truvia.com
- **American Beverage Association:** www.ameribev.org
- **Alliance for a Healthier Generation:** www.healthiergeneration.org
- **UNESDA:** www.unesda.org
- **Refreshments Canada:** www.refreshments.ca

New US$5 Million Campaign to Get Young Canadians Moving

SOGO Active is a new nationwide movement to encourage young Canadians to become more active. The community-based initiative launched with ParticipACTION, Canada's national authority on active lifestyles, and The Coca-Cola Company. The initiative helps teens to become more active through setting goals and tracking progress. A national advisory committee of youth and community organizations guides the program's development, while at the local level, sports venues and instructors sign up as hosts, helping to make physical activity as simple and accessible as possible. A panel of health and wellness experts will also select SOGO Active participants to participate in the Vancouver 2010 Olympic Torch Relay.

SOGO participants prepare for the 2010 Vancouver Olympic Torch Relay

Employees participate in a community improvement project

DIVERSE AND INCLUSIVE CULTURE

GOAL: Create a culture where diversity is valued, every employee is a respected member of the team, and our workforce is a reflection of the communities in which we operate.

WHAT DID WE ACCOMPLISH TO CREATE A DIVERSE AND INCLUSIVE CULTURE?

- Officially sanctioned four employee-based business networks
- Established a Diversity Council in Canada to complement existing Diversity Councils in the United States and Europe
- Supplier diversity spending reached US$200 million

Photo: CCE leadership team

Attracting, developing, and retaining a highly talented and diverse workforce is one of our three strategic business priorities. To achieve this, we have committed to creating an inclusive culture: one that welcomes, values, and celebrates a workforce comprising different ages, ethnicities, races, cultures, genders, and sexual orientations.

Having a diverse workforce and an inclusive culture allows us to recruit from a broad pool of talent, foster new ways of thinking, and respond effectively in a marketplace where demographics are changing fast. We place significant importance on creating working environments where employees can develop professionally, and where their well-being and talents are nurtured, and teamwork toward better business performance is encouraged.

We are working to build a diverse and inclusive culture by putting in place business structures that encourage diversity to flourish, recruiting and retaining employees from all walks of life, and ensuring that our workforce reflects the communities in which we operate.

OUR WORKFORCE

We employ 72,000 people in production, sales/distribution, combination sales/production facilities, and offices across our business. Of those, almost 61,000 are employed in North America, with the remaining 11,000 working in our European operations. Full-time permanent employees represent almost 95 percent of our workforce.

Due to the nature of our business, our workforce numbers and composition are constantly changing. In 2008, we continued our change-management initiative throughout our business to improve efficiency and effectiveness. We have managed this process through dedicated business transformation teams in North America and Europe to ensure that we treat employees fairly and communicate candidly. Where possible, we give affected employees alternative assignments; however, when this is not possible, we offer job retraining, placement services, and severance pay in line with years of service or as negotiated in collective bargaining agreements. We adhere to bargaining obligations with local unions on issues affecting represented employees, and in Europe, we fulfill our information and consultation obligations.

BUILDING THE FOUNDATION

Our immediate priorities are to build foundations and structures that allow for a diverse workforce throughout our business, to engage employees in our efforts, and to develop ways to build accountability and measure progress. As we work to integrate diversity and inclusiveness into our day-to-day business, we have learned that these concepts have different meanings in different cultural contexts. We try to be sensitive to this, balancing global commitments with locally-appropriate programs. Additionally, we have implemented policies promoting equal opportunity and prohibiting bullying and retaliation.

Diversity Councils

We have Diversity Councils in North America and Europe that guide our business on diversity and inclusiveness. In 2008, we expanded upon that structure and established a Diversity Council in Canada. In the United States, we are piloting a Diversity Council at the business unit level, and we have plans to launch Diversity Councils in all business units and countries in 2009. These Councils will help to drive the local implementation of a common agenda, linked to the North American and European Diversity Councils' strategic plans.

Diversity Networks

A series of employee-based business networks at our corporate office are also helping to create a more inclusive culture. During 2008, four such networks were officially sanctioned by our company: Enterprising Women; Gay, Lesbian, Bisexual, and Transgender (GLBT); Hispanic/Latino; and African-American.

DIVERSITY IN OUR LEADERSHIP	Female	Age over 40	Minorities
Board of Directors	**17%**	**100%**	**25%**
Senior Management – U.S.	**21%**	**78%**	**14%**
Senior Management – Europe	**11%**	**90%**	*

**It is illegal to collect ethnicity-related information in Europe.*

These networks are sponsored by our Executive Leadership Team and are designed to benefit our employees, our business, and our local communities. They will help us recruit, retain, and mentor employees, while promoting greater awareness and understanding among our broader workforce. Network members will also help us engage with their broader communities, so that we will meet the needs of our increasingly diverse consumers and customers.

The activities of these networks are now gaining momentum. For example, our Enterprising Women network was officially sanctioned in February 2008, with an initial membership of 150 employees. In just a year's time, this network has grown to nearly 400 employees.

We expect these networks to grow and an additional three interest groups to be sanctioned in 2009: Asian-American, Over 40s, and Working Parents. Additionally, we are researching ways to expand these networks into our business units and countries.

Tracking Our Progress

We continue to develop the ways in which we measure progress on diversity and build accountability for results. As a first step, diversity was included in the performance objectives of each member of our Executive Leadership Team. In Europe, we have instituted diversity and inclusion objectives for the top 50 leaders, which will be increased to 270 senior managers in 2009.

TALENT MANAGEMENT

We want to increase the representation of all minorities within our workforce and particularly at a managerial level. We are implementing new recruitment and interviewing policies and new ways of reaching out to the communities in which we operate. We recognize that retaining the best talent requires much more. We aim to ensure that our employees receive good training, career development, and benefits beyond those required by law, and that our policies create a fair, healthy, and safe workplace that encourages good performance.

European Gender Diversity

In Europe, we embrace the global goal to build a workforce that reflects the communities we serve. From internal benchmarking, it became clear that we are underrepresented with respect to gender, and as a result, this became one of our key focus areas. One of our first initiatives was to conduct a survey to help us pinpoint the issues that make the most difference to the development and retention of women in management. The survey highlighted four areas of concern: mobility, career pathing, time management, and support. To address these and other issues, we are utilizing our European Diversity Council and business unit Diversity Councils. As a result, we are working on improved recruiting methods, flexible working arrangements, mentoring, and coaching.

Employees at our Nottingham, Great Britain, facility

Recruitment

To attract a diverse range of prospective employees, we are recruiting through an ever-widening range of media and other channels. In 2009, we launched the University Talent Program, a formal recruitment and internship program at select higher education institutions. We will continue to work in partnership with organizations such as the National Society of Hispanic MBAs, the National Black MBA Association, and the National Association of Black Accountants.

In France, we are members of a program to recruit from underprivileged urban communities. These connections are also helping us to build partnerships and outreach, and ensuring that we maintain diversity throughout our recruitment process. Our diversity work in France has been applauded by President Nicolas Sarkozy.

Training and Development

Ensuring that we have a winning culture requires investment in our people so that they can grow and develop professionally within CCE. We provide a variety of training courses, either to give employees new business skills or to build awareness of CRS-related issues, such as diversity and inclusivity, and health and safety. In 2008, we logged 458,000 hours of training, which is an average of 6.5 hours of training per employee.

In 2009, we will drive training for diversity and inclusion by incorporating it into our standard training program. We will focus on making this an integral part of frontline leadership training, as these leaders manage almost half of our workforce. As we transform our business, we support employees as their roles change. We completed our Customer Excellence training initiative during 2008. This two-year North American program involved training 40,000 employees – from drivers to sales center managers – on the reasons for change, the impacts, and the results.

EMPLOYEE ENGAGEMENT

An engaged and motivated workforce is central to creating a winning and inclusive culture. In North America, our first employee engagement survey established an important baseline for our company. We have begun to address our results, focusing on leadership, development and training, and Corporate Responsibility and Sustainability. In Europe, we conducted our third employee engagement survey and, as a result, we are developing plans to improve gender diversity *(see case study on page 38)*. In 2009, we will complete our first global employee engagement survey and will use the results to benchmark and measure our progress.

Performance Management

To help develop our employees to their full potential, we provide regular performance reviews as part of our Global Performance Management program. In 2008, all eligible employees received a performance appraisal. Employees covered by collective bargaining agreements do not receive performance appraisals unless specifically covered by the agreement. Approximately 33 percent of our employees are covered by collective bargaining agreements.

Raising Grievances and Concerns

We offer employees a range of channels to raise concerns or grievances. These channels are widely publicized throughout

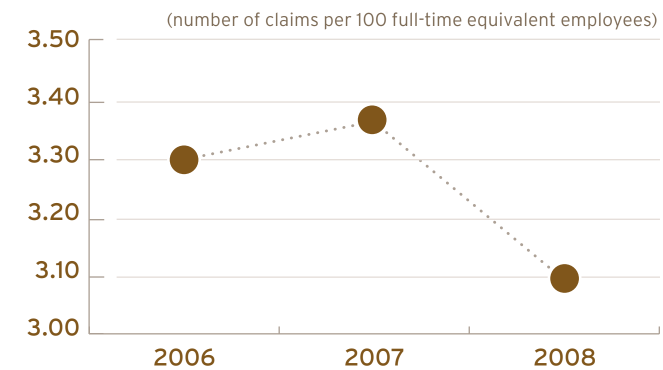
Employee Spotlight

Community Relations and Business Development Manager Ish Arabelos was recognized as Business Advocate of the Year by two leading Hispanic organizations: the Texas Association of Mexican American Chambers of Commerce and the U.S. Hispanic Chamber of Commerce, Region III. These annual awards are given for an individual's commitment and dedication to the U.S. Hispanic business community.

In his role at CCE, Ish focuses on enhancing community relations, with a specific focus on the Hispanic market. This has enabled Ish to cultivate relationships in the Fort Worth, Texas, community and leverage new business opportunities.

Ish Arabelos accepting the Business Advocate of the Year Award from the U.S. Hispanic Chamber of Commerce, Region III

LOST-TIME INCIDENT RATE



8

percent decrease in lost-time incident rate 2006–2008

the company and through annual mailings to employees' homes, and include the following:

- An open-door policy that encourages consultation with any level of management, including the CEO
- Grievance and arbitration processes
- Our 24-hour Ethics and Compliance Hotline run by an independent third party that allows anonymous reporting

In the United States, we also have an Ombuds Office and a Solutions dispute resolution program. These offer confidential advice, support, and a vehicle for conflict resolution through mediation and arbitration. In 2008, our Solutions program received 63 employee requests for assistance in resolving workplace conflicts. Of cases concluded, 82 percent were resolved to the employee's satisfaction. Our Solutions program was recognized in 2008 by Harvard Law School.

Significant issues and their resolution must be reported to senior management and the Audit Board of Directors Committee. In 2008, no significant economic, environmental, or social issues were raised.

Retention

Our voluntary turnover continued to improve for the third year running. In 2008, this turnover stood at 15.7 percent, compared to 18 percent in 2007, due to improved orientation and training programs for employees and for the frontline leaders. Turnover among our employees is more related to job function than it is any indicator of diversity. Typical of our industry, we experience higher turnover among frontline sales than in other job positions. We have implemented a new employee orientation program and standard training programs for our frontline roles that are designed to facilitate a consistent initial experience.

Workplace Policies

We have implemented policies and systems that aim to meet and go beyond legislation to make CCE a rewarding, fair, and safe place to work for all our employees:

- Health and safety – Our health and safety policy is implemented throughout the business by local managers. We have formal safety committees in all production facilities and sales and distribution centers. Our lost-time incident rate in 2008 was 3.1 claims per 100 full-time equivalent employees, compared to 3.4 claims in 2007. Our safety committees also provide information on safety tips as well as on healthy lifestyles, and provide programs to support weight loss, stress management, and smoking cessation. In the United States, we offer a company healthcare plan for employees and their dependents and an annual health assessment for all employees covered under this plan. In Canada and Europe, we offer a variety of healthcare options for our employees to supplement government-provided healthcare.
- Financial benefits – In 2008, we paid US$4.8 billion in salaries and benefits to our employees. We aim to pay competitive salaries to which matters of gender, race, and other indicators of diversity are immaterial. Additional benefits include a share purchase program, tuition assistance for job-related courses, and a scholarship program for children of North American employees *(see case study on page 41)*.
- Retirement plans – We offer defined benefit and contribution retirement plans to employees based on eligibility rules and geographic location. These are funded by our general assets, asset-holding trusts, and insurance contracts.

REFLECTING OUR COMMUNITIES

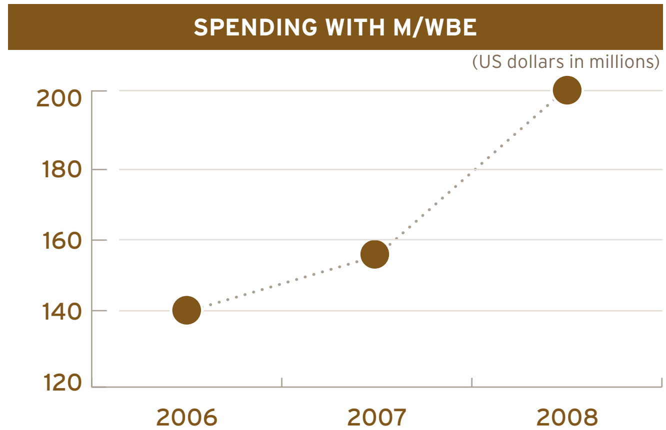
It is fundamental that our workforce reflects that of the communities which we serve, so that we can better understand the needs and concerns of our employees and the demands of our marketplace.

Recognition for Our Work

Our work on building a diverse and inclusive culture is already being recognized by different groups within the broader community. Last year, we earned a score of 100

30

percent increase in spending with Minority- and Women-Owned Business Enterprises 2006–2008



percent in the 2009 Corporate Equality Index, the leading benchmarking tool for gauging workplace equality for Gay, Lesbian, Bisexual, and Transgender (GLBT) employees in the United States. Conducted by the Human Rights Campaign Foundation, America's largest civil rights organization working to achieve equality for GLBT people, the index assesses company policies, training, and benefits, as well as support to business networks and communities. The average rating across the entire index was 83 percent, with the average for food, beverage, and grocery companies at 74 percent.

Achieving this ranking marks a significant improvement when compared to our previous score, and resulted in being named among the "Best Places to Work for GLBT Equality." In addition, Stonewall, the gay rights campaigning organization, ranked CCE in its list of top United Kingdom employers as a good place to work for GLBT employees.

Beyond Our Operations

Our commitment to diversity extends beyond our own operations; we believe we can use our influence positively to create equal opportunities for all in our broader marketplace. For example, we strongly support Minority- and Women-Owned Business Enterprises and spent US$200 million with first and second tier suppliers of this nature in 2008. This is 30 percent more than 2007, and our highest spend to date.

ONLINE

- **Corporate Equality Index:** www.hrc.org

Coca-Cola Enterprises Johnston Legacy Scholarship Program

Since 2002, Coca-Cola Enterprises has awarded 500 college scholarships to children of its employees in North America. The Coca-Cola Enterprises Johnston Legacy Scholarship program, named for the company's former CEO Summerfield K. Johnston, Jr., awards 10 four-year scholarships worth up to US$20,000 and 90 one-time scholarships worth US$5,000 each year.

Employee Jorge Llamas with his daughter, Dinora, a CCE Johnston Legacy Scholarship recipient

STAKEHOLDER RELATIONSHIPS

For our CRS efforts to be successful, they must respond to the needs of our stakeholders. We listen to policymakers, non-governmental organizations (NGOs), customers, consumers, employees, and communities to better understand what they expect of us.

Photo: Atlanta, Georgia, Mayor Shirley Franklin/U.S. House of Representatives Majority Leader Steny Hoyer (D-MD)

In 2008, we broadened our external engagement in CRS-related issues, conducting our first structured CRS Engagement Roundtable during the U.S. Democratic National Convention in Denver, Colorado. At a time of major change – politically, economically, and with environmental issues coming to the forefront – we wanted to inform some of our key stakeholders about how we are contributing to the challenges facing our local communities and to listen to their feedback.

More than 60 representatives from federal, state, and local governments, including Atlanta, Georgia, Mayor Shirley Franklin and U.S. House of Representatives Majority Leader Steny Hoyer, as well as NGOs, academics, and the media, discussed growing environmental challenges and the role of the private sector in developing solutions. Delegates agreed that businesses like ours can do more to help policymakers to address issues such as climate change, water scarcity, and recycling. We shared our approach to these issues and were able to showcase a few of our initiatives, such as Coca-Cola Recycling, hybrid electric trucks, and energy-efficient sales and marketing equipment. In 2009, we plan to continue our more strategic approach to engaging our stakeholders, and to hold three engagement sessions – one each in the United States, Canada, and Europe.

We continued to meet with NGOs, government agencies, key customers, and academics to discuss how we can work together to maximize our sustainability efforts. In addition, our senior management continues to tell our CRS story and promote dialogue with key stakeholders. For example, our Chairman and CEO John Brock was a joint keynote speaker at the Net Impact annual conference, a global non-profit student organization focused on environmental sustainability, along with Carter Roberts, CEO of the World Wildlife Fund (WWF), and Marc Gunther of *Fortune Magazine*, speaking on the importance of businesses and NGOs working together.

OUR STAKEHOLDERS

Coca-Cola Enterprises

Employee engagement surveys, focus groups
Employees

Supplier Guiding Principles program
Suppliers

Consumer research, response, satisfaction surveys, focus groups
Consumers

Dedicated customer management teams
Customers

The Coca-Cola Company
Top-to-Top Coca-Cola bottler meetings

Investors, shareowners, and analysts
Annual Report, quarterly conference calls, shareowner meetings

Local communities and civic organizations
Community engagement programs

Governments and regulatory authorities
Briefings, meetings, regulatory filings

Non-governmental organizations
Organization and board memberships

OUR STAKEHOLDERS

As our stakeholders grow increasingly concerned about issues such as climate change and water, CRS is becoming a new way for us to collaborate with them.

Employees

We engage in dialogue with our employees in a number of ways. We publish regular employee newsletters and have an intranet that allows us to inform and elicit feedback from our employees on a variety of subjects, including our five CRS strategic focus areas. In some cases, particularly in regard to business restructuring, we are engaging with employees through unions – over one-third of our employees are covered by local labor agreements, and we respect and protect their right to freedom of association. We have a policy of ongoing and open dialogue to allow their input to be considered before major organizational changes are made.

We have learned through our employee engagement survey and recent data from Towers Perrin, a global firm specializing in human capital and risk management, that CRS is among the biggest drivers of employee engagement at CCE. We engage our employees on CRS-related issues in a variety of ways. During 2008, we launched a companywide internal engagement program called CRS in Action. In Europe, we conducted a week of activities including seminars, daily bulletins themed around our five CRS strategic focus areas, and community engagement projects. We also developed an internal CRS website that provides a forum for ideas and discussions, as well as a variety of CRS-related resources. We plan to execute CRS in Action throughout our territory in 2009, encouraging our employees to become a part of CRS — at home and at work.

Customers

More than 1.2 million customers help us sell our beverages to consumers. Whether they are small independent retailers or large international chains, we aim to be their most valued supplier by offering high-quality beverages and superior customer service.

As our customers respond to growing consumer interest in sustainability issues, we are making CRS another way in which we work collaboratively with them. We are working together on environmental issues, including energy-efficient/HFC-free refrigeration equipment, sustainable packaging and recycling, and transportation efficiencies. We are piloting on-the-go recycling programs with customers in the United States and Europe to help increase recycling rates, and are helping our customers raise awareness among their employees with programs such as the Sam's Club Sustainability Tour *(see case study below)*. We are also beginning to build CRS into our annual business planning process with our customers.

Suppliers

The impacts of our supply chain stretch well beyond those of our own operations; we have approximately 70,000 suppliers, with whom we spent more than US$11 billion in 2008, 93 percent of which was spent in our countries of operation. As a result, a large proportion of our environmental impacts are embedded in our supply chain. We are beginning to work closely with suppliers on environmental issues such as the introduction of hybrid electric tractors, lightweighting

Sam's Club Eco Tour

In 2008, we launched a joint initiative with Sam's Club, a U.S. discount retailer, to educate and increase awareness of sustainability issues amongst employees and its customers. CCE developed a customized hybrid vehicle and trailer, and visited 240 Sam's Clubs in the United States and six in Canada.

We conducted meetings with employees and established educational displays in stores, profiling a range of environmental technologies that can be used at home, giving information on local recycling locations and other environmental advice. Where possible, the tour engaged local "green" organizations and helped support Sam's Club personal sustainability plan programs. The tour raised awareness of environmental initiatives and we have plans to continue the tour in 2009.

CCE's Eco Tour hybrid vehicle in front of a local Sam's Club projects, and product carbon footprinting work. In 2009, we will pilot a water footprint methodology to study the use of water in our supply chain.

To ensure that environmental impacts are considered throughout the supply chain, we have implemented Supplier Guiding Principles (SGP), which detail standards for environmental practices as well as labor, workplace health and safety, and business integrity; they also prohibit child forced and compulsory labor, bribery, and corruption. In 2008, 82 percent of our spending with suppliers included SGP in the contract. We worked on a consultative basis with suppliers, conducting joint training workshops with The Coca-Cola Company for procurement teams and suppliers, as well as independent performance assessments. In 2008, we expanded our program and assessed suppliers of all major indirect material commodities. Violations so far have largely been minor health and safety issues, which have been addressed with a follow-up audit.

Consumers

Although The Coca-Cola Company is primarily responsible for consumer engagement, we work with them to respond to changing consumer expectations. More than 910,170 consumers contacted our consumer response centers by phone, email, or mail during 2008. General inquiries accounted for 87 percent of these contacts, while quality-related contacts represented 13 percent. We aim to continually reduce complaints, though we averaged 2.65 complaints per million units sold during 2008, six percent more than the previous year.

We also help to raise consumer awareness of sustainability issues through a variety of outlets. Coca-Cola Recycling's marketplace recycling programs give us a new platform to engage consumers directly through recycling activation at special events like NASCAR races and the NCAA Final Four. We are partnering with the WWF-Canada to inspire and engage Canadians to live more sustainably. As a first step, the 2008 Coca-Cola holiday advertising campaign raised awareness about climate change and polar bear conservation, encouraging people to get involved.

CEO of the WWF Carter Roberts, John Brock and journalist Marc Gunther at the 2008 Net Impact Conference

Communities

We believe we benefit every community that we serve. Through our core business activities, we bring jobs, and other economic benefits, including the support of community investment programs.

We generate direct economic benefits to the communities in which we operate:

- Generating employment – We paid salaries and benefits of US$4.8 billion in 2008.
- Taxes – We paid more than US$1.4 billion in taxes to national, provincial, state, and local governments. Additional taxes were generated by employee income, sales, customs duties, municipal charges, packaging recovery fees, rates, and levies.

We operate most successfully when we are a valued, contributing member of our local communities. We work hard to establish relationships with local community leaders and organizations, keeping them informed about our business, consulting them on new developments, and responding to their needs and concerns. Through our Operation Grass Roots Enterprise program, we are placing a new emphasis on local relationships that correlate to our five CRS strategic focus areas, specifically encouraging our employees to become more familiar with their local environmental organizations.

In 2008, we contributed US$43.6 million to communities through charitable, in-kind, and monetary contributions, programs, and sponsorships. To make meaningful and long-term contributions, we work in partnership with civic groups, non-profit organizations, and government agencies to identify local needs and opportunities for us to contribute, particularly in our five CRS strategic focus areas.

NGOs and Public-Private Partnerships

We work in cooperation with a growing number of NGOs and other expert organizations on our CRS efforts. Issues such as climate change are complex and fast-changing, and we rely on these partners to guide us, as well as challenge us, as we venture into new areas. In return, we bring our business expertise, resources, and commitment.

"Reviewing the CCE CRS Report provides an opportunity for our students to understand how a Fortune 100 Company manages sustainability, the competitive opportunities it presents, and the risks of not taking it seriously."

Professor Ed Soule, Georgetown University

Key stakeholders include the World Resources Institute, World Wildlife Fund, Carbon Trust, Carbon Disclosure Project, U.S. Environmental Protection Agency Climate Leaders, Waste and Resources Action Programme, Water Footprint Network, International Business Leaders Forum, and Georgetown University, to name just a few. For the second year, our CRS Report has been reviewed in draft form by MBA students at Georgetown University's McDonough School of Business, who have provided feedback that has been incorporated into our reporting *(see case study below)*. In addition, we work collaboratively in industry forums, such as the Beverage Industry Environmental Roundtable, to promote benchmarking and best practices.

We continue to support the United Nations Global Compact (UNGC) and are committed to implementing its 10 principles in the areas of human rights, labor, the environment, and anti-corruption.

Public Policymakers

There is a growing role for the private sector in helping policymakers address issues of shared concern, such as climate change, water stewardship, recycling, and other sustainability issues.

We support solutions that are not only environmentally sustainable, but also economically sustainable. We oppose proposals that single out individual products or industries, such as bans on bottled water or sparkling beverage taxes. When these types of issues potentially affect us, we work hard to find constructive, equitable, and sustainable alternatives. We meet directly with officials and policymakers by working through industry associations such as the American Beverage Associations, Refreshments Canada, and the Union of European Beverages Associations . All such activity is subject to our Code of Business Conduct and is closely monitored.

POLITICAL CONTRIBUTIONS

In the United States, political contributions may be made by our company and our Political Action Committee. This separate legal entity is funded by voluntary employee contributions. During 2008, approximately 53 percent of eligible U.S. employees chose to make contributions totaling US$435,813. Contributions are distributed in a non-partisan manner and disclosed to the Federal Election Commission and relevant state agencies. In addition, our company provided US$40,000 in corporate contributions to political entities. In Canada, such contributions are made through our industry association, Refreshments Canada; in Europe, we do not make contributions to public officials.

Reviewing Our Report at Georgetown University

For the second consecutive year, MBA graduate students at Georgetown University's McDonough School of Business in Washington, D.C., had the opportunity to review and critique our 2008 CRS Report while it was in draft form.

As the centerpiece of Professor Ed Soule's spring curriculum, the students studied our CRS efforts – both from 2007 and 2008 – and then broke into working groups to review our draft Report and offer feedback. From their review, we learned that we needed to present more historical and contextual information about our environmental efforts to help stakeholders better understand the commitments that we have made.

Students at Georgetown University learn more about CCE's CRS journey

We are measuring and recording data to help us track and improve our CRS performance. In the table below, we list our key indicators and summarize our 2008 performance, comparing it to our 2007 performance and our future 2020 goals or intermediate targets, where these exist. These tables also cross-reference where our data relates to the Global Reporting Initiative's (GRI) sustainability reporting guidelines and the principles of the U.N. Global Compact (UNGC). A full GRI Index, including profile, disclosures, disclosure of management approach, is available on our corporate website; we have assessed our report to be at GRI Application Level B. This report also serves as our annual Communication on Progress (COP) for the UNGC; we provide further links to specific programs and outcomes in support of the UNGC principles on our corporate website.

TOPIC	GOAL/TARGET	DATA	2007	2008	GRI	UNGC
ENVIRONMENTAL DATA	Reduce the overall footprint of our business operations by 15% by 2020, as compared to our 2007 baseline	Overall CO_2 emissions (direct and indirect)	Not calculated	6.1 million metric tons	EN16, EN17 - p13-15	7, 8, 9
		Energy use in operations (facilities)	6,560 terajoules	6,520 terajoules	EN3, EN4 - p16	
		Fuel use in fleet	203[1] million liters	206[1] million liters	EN3, EN29	
		Energy saved through conservation and efficiency improvements	Total not calculated but initiatives described in Report	Total not calculated but initiatives described in Report	EN5 - p16-19	
		CO_2e emissions reduced	Total not calculated but initiatives described in Report	Total not calculated but initiatives described in Report	EN18 - p16-19	
		Energy used by SME	24 billion megajoules	26 billion megajoules	EN5,6,7 (partly)	
	Reduce to 1.3 liters water to produce 1 liter product by 2020	Water use ratio	1.77 per liter of beverage	1.73 liters per liter of beverage	EN26 - p21-23	7, 8, 9
		Total water use	36 billion liters	35 billion liters	EN8 - p22	
		Water discharged to municipal treatment plants	20 billion[2] liters	15 billion[2] liters	EN21 - p23	
	Avoid use of 100,000 MT of packaging (3% total packaging use) by 2010	Packaging materials avoided	15,254 metric tons	31,000 metric tons	EN26 - p27-28	7, 8, 9
		Avoided packaging as proportion of total used	1.4% of packaging used	2.7% of packaging used	EN1 (partly) - p27-28	
	Include 10% average recycled content in PET bottles where commercially viable, 25% in EU	Recycled PET content	3.6% of packaging used	4% of packaging used	EN2 - p28-29	
	Recover 230,000 metric tons beverage packaging by 2010	Packaging recovered	Not calculated	125,000[3] metric tons	EN27 (partly) - p27, 29-31	
	Recover and recycle more than 90% of waste in all facilities by 2010	Facilities recycling more than 90% of production waste	12 facilities	26 facilities	EN22 (partly), EN26 - p31	
	Expenditures: Environmental protection expenditures and investments		Not calculated	US$34.8 million	EN30 - p13, 21, 27	7, 9
	Certification: Environmental management system[4]		19 facilities certified	17 facilities certified	p9	7, 8
	Compliance: Spills		168[5] incidents	156 incidents	EN23	N/A
	Compliance: Fines		US$3,400[6]	US$5,350[6]	EN28	N/A
ECONOMIC DATA	**Financials:** Total revenues		US$20.9 billion	US$21.8 billion	EC1 - p5	N/A
	Financials: Free cash flow		US$785 million	US$655 million		
	Economic Value: Salaries and benefits		US$3.9 billion[7]	US$4.8 billion	EC1 - p44-45	N/A
	Economic Value: Corporate taxes paid[8]		US$1.4 billion	US$1.4 billion		
	Economic Value: Community investment contributions		US$31.5 million[9]	US$43.6 million	EC1 - p44	1
	Economic Value: Payments to suppliers		US$11 billion	US$11 billion	EC1 - p43-44	N/A
	Economic Value: Spend on locally based suppliers		93% of total spend	93% of total spend	EC6 - p43	1
	Economic Value: Defined benefit plan obligation		US$3.7 billion	Description only	EC3 - p40	1

TOPIC	GOAL/TARGET	DATA	2007	2008	GRI	UNGC
SOCIAL DATA	Continue to expand range of beverages	Regular sparkling beverages compared to other beverages in our portfolio	53:47 ratio of sales volume	56:44 ratio of sales volume	PR1 (partly) - p3	N/A
		Average calorie content per 8oz serving	61 calories	59 calories		
	Launch front of pack nutritional labeling	Nutritional labels on front of packs	Launched in Europe	> 95% of applicable packages in Europe	PR3 - p34	
	Full compliance with industry school beverage guidelines by 2010	Compliance with industry school/beverage guidelines	U.S. - 35% CAN - not calculated EU - See footnote[10]	U.S. - 90% CAN - 75% EU - See footnote[10]	PR6, PR7 - p34-35	
	Create a culture where diversity is valued, every employee is a respected member of the team, and our workforce is a reflection of the communities in which we operate.	Women in Senior Management (% of senior managers)	U.S.- 19% EU - 10%	U.S. - 21% EU - 11%	LA13 - p 38	1, 6
		Over 40s in Senior Management (% of senior managers)	U.S. - 79% EU - 87%	U.S. - 78% EU - 90%		
		Minorities in Senior Management (% of senior managers)	U.S. - 15%[11]	U.S. - 14%[11]		
		Supplier spend with Minority- and Women-Owned Business Enterprises	>US$153 million	US$200 million	EC9 - p41	
	Employment: Total workforce		73,000 employees NA - 62,500 EU - 10,500	72,000 employees NA - 61,000 EU - 11,000	LA1 - p37	1
	Employment: Full-time permanent employees		95%	95%		
	Employment: Benefits provided to full-time employees		Described in Report	Described in Report	LA3 - p 40	
	Employment: Voluntary turnover		18% of employees	15.7% of employees	LA2 - p40	
	Health and Safety: Health and safety management system (TCCMS)[12]		19 facilities certified	22 facilities certified	LA6 (partly) - p40	1
	Health and Safety: Lost-time incident rate		3.4 claims/100 full-time employees	3.1 claims/100 full-time employees	LA7 (partly) - p40	
	Health and Safety: Preventive health programs		Described in Report	Described in Report	LA8 - p40	
	Training and Development: Training and development		Not calculated	6.5 hours per year per employee	LA10 - p39	6
	Training and Development: Employees receiving performance appraisals		NA - 58% EU - 100%	All eligible employees	LA12 - p39	
	Human Rights: Employees covered by collective bargaining		36%	>33%	LA4, HR5 (partly) - p43	1, 2, 3, 4, 5, 6, 10
	Human Rights: Supplier spend that includes Supplier Guiding Principles		76% of spend	82% of spend	HR1 - p43-44	
	Human Rights: Suppliers that have undergone screening on human rights		Not reported	21 (all major indirect material commodities)	HR2, HR6, HR7 (partly) - p44	
	Product Quality: Quality management system (TCCMS)[13]		18 facilities certified	10 facilities certified	PR1 - p9	N/A
	Product Quality: Food safety management system (ISO 22000)		N/A	6 facilities certified		
	Product Quality: Consumer complaints		<3 per miilion containers sold	2.65 per miilion containers sold	PR5 - p44	N/A
	Public Policy: Political contributions		U.S. - US$344,826 from PAC Canada - via industry association Europe - None	U.S. - US$40,000 corporate; $435,813 from PAC Canada - via industry association Europe - None	S06 - p45	
	Ethics and Compliance: Code of Business Conduct		Described in Report	Described in Report	SO2, SO3, SO4 (partly) - p9	10

[1] Approximate values only
[2] Approximate values only
[3] This is North America data only; in Europe we work with industry organizations and cannot isolate our own contributions
[4] Facilities with either ISO14001 or TCCMS certification
[5] Mostly sugar solutions; some diesel fuel and beverage concentrates. No major environmental impact
[6] No major fines in Europe
[7] North American data only
[8] Corporate tax payments made to national, state, and local governments; does not include taxes generated by employee income, sales, customs duties, municipal charges, packaging recovery fees, rates, and levies.
[9] North American data only
[10] In Europe, compliance is measured for the industry as a whole, not by company. Most recent audits (2007) found 94 of the European beverage industry no longer markets sparkling beverages in elementary schools.
[11] We do not collect this data in Europe
[12] Facilities with either OHSAS18001 or TCCMS
[13] Facilities with either ISO9001 or TCCMS

Coca-Cola Enterprises

COMMITMENT 2020 GOALS

ENERGY CONSERVATION/ CLIMATE CHANGE

Reduce the overall carbon footprint of our business operations by 15 percent by 2020, as compared to our 2007 baseline.

WATER STEWARDSHIP

Establish a water-sustainable operation in which we minimize our water use and have a water-neutral impact on the local communities in which we operate, by safely returning the amount of water equivalent to what we use in our beverages and their production to these local communities and their environment.

SUSTAINABLE PACKAGING/RECYCLING

Reduce the impact of our packaging; maximize our use of renewable, reusable, and recyclable resources; and recover the equivalent of 100 percent of our packaging.

PRODUCT PORTFOLIO/WELL-BEING

Provide refreshing beverages for every lifestyle and occasion, while helping consumers make informed beverage choices.

DIVERSE AND INCLUSIVE CULTURE

Create a culture where diversity is valued, every employee is a respected member of the team, and our workforce is a reflection of the communities in which we operate.