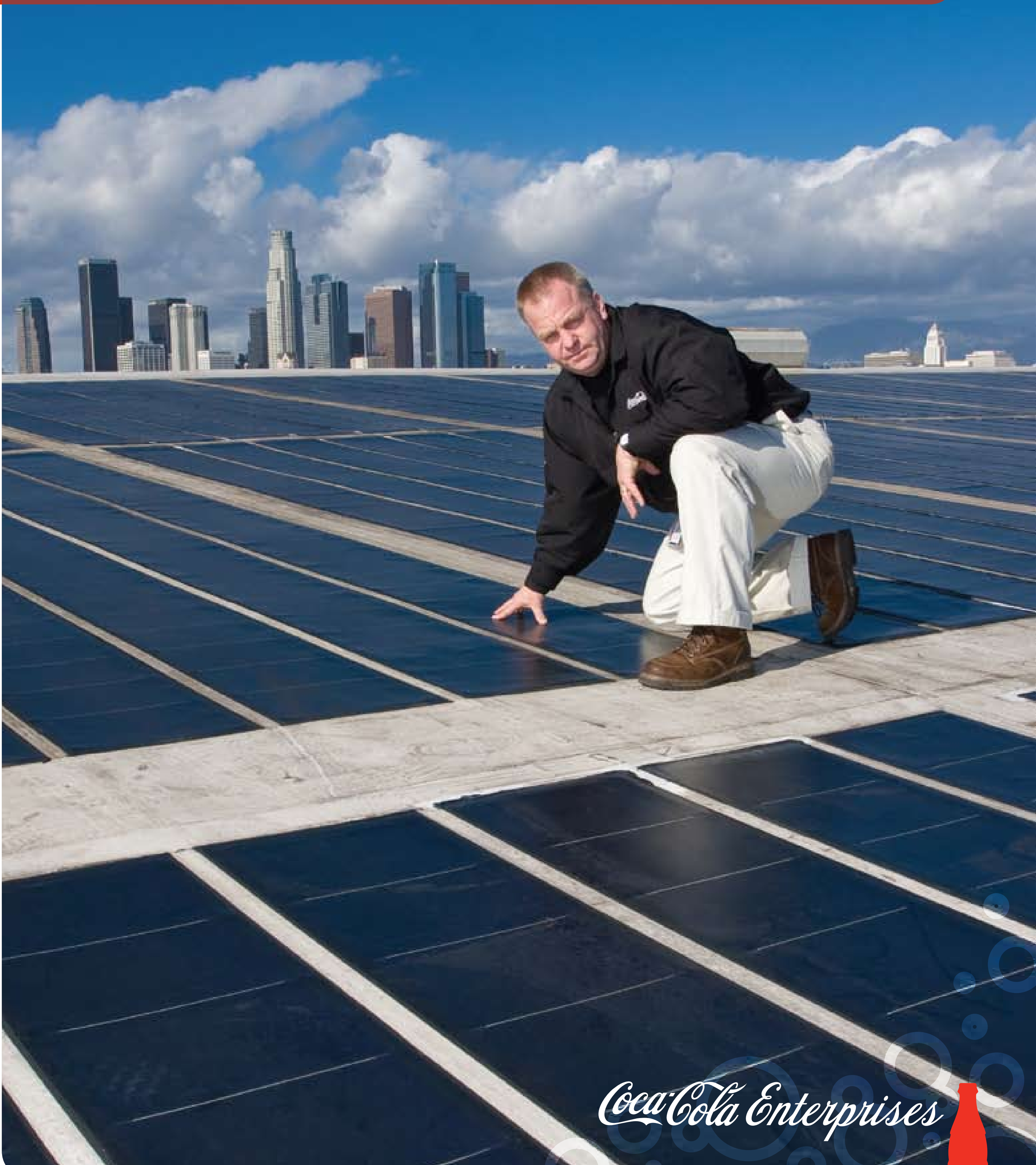
SHAPE TOMORROW...**TODAY**

COCA-COLA ENTERPRISES 2007 Corporate Responsibility and Sustainability Report



Coca-Cola Enterprises

TABLE OF CONTENTS

*COVER PHOTO: **Mark Costa**, Operations Manager, atop the solar-powered roof of our Los Angeles, California, facility. This roof produces 3,290 kilowatt hours of energy each day, which is enough energy to power the average three-bedroom house for one year.*

SCOPE OF REPORT

The third Corporate Responsibility and Sustainability (CRS) Report for Coca-Cola Enterprises covers the calendar year 2007. We have followed the G3 Guidelines of the Global Reporting Initiative, using the guidance on defining report content, and quality and associated principles.

There are no major changes in the scope, boundary, or measurement methods used in the report. Unless otherwise indicated, data in this report covers all of our operations: production, sales/distribution, and combination sales/production facilities, and offices.

Environmental data is for our production facilities only and does not yet include sales/distribution facilities or administrative offices. We believe the environmental impacts of these to be significantly less than those of manufacturing. Additionally, we do not include the production of beverages that we only distribute; for example, Evian water and glacéau products.

We are committed to continuously improving our reporting. We do not yet seek external assurance as we are consolidating data-gathering systems. We will continue to review this.

Further information can be found on our Web site at www.cokecce.com. Feedback or requests for additional information can be sent to crs@cokecce.com.

OUR FIVE STRATEGIC CRS FOCUS AREAS AND GOALS

WATER STEWARDSHIP

We are working to establish a water sustainable operation in which we use one liter of water for every liter of product we produce – what we call water neutrality.

We will:
- Reduce our plant water usage ratio by 10 percent by 2010.
- Help protect watersheds everywhere we operate.

SUSTAINABLE PACKAGING/RECYCLING

We are working to maximize our use of renewable, reusable, and recyclable resources, ultimately recycling the equivalent of 100 percent of our packaging.

We will:
- Avoid the use of 100,000 metric tons of packaging, or almost three percent of our projected usage, between 2008 and 2010.
- Recycle or recover more than 90 percent of materials at our production facilities by 2010.
- Lead the industry in package recovery.
- Increase recycled content in PET bottles to an average of 10 percent where commercially viable by 2010.

ENERGY CONSERVATION/CLIMATE CHANGE

We are working to reduce carbon emissions in our manufacturing, fleet, sales and marketing equipment, and facilities.

We will:
- Calculate our carbon footprint in every country where we operate in 2008 and set emission reduction targets.
- Reduce our absolute CO_2 manufacturing emissions by five percent compared to 2004 level by 2015.
- Ensure that all new sales and marketing equipment is on average 20 percent more energy efficient by 2010.
- Expand hybrid electric technology in our fleet.

PRODUCT PORTFOLIO/WELL-BEING

We are working to offer every consumer the right product and package in the right place, at the right moment, in the right way.

We will:
- Offer an expanded range of beverages and package sizes.
- Make information on products, nutrition, and hydration readily accessible.
- Conduct responsible sales and marketing by achieving 100 percent compliance with standards and establishing guidelines for consumer groups.
- Organize and sponsor grassroots well-being programs.

DIVERSE AND INCLUSIVE CULTURE

We are working to establish a diverse, winning, and inclusive culture.

We will:
- Continue to build infrastructure to support our desired culture.
- Bring sustainability to our diversity commitment through employee engagement.
- Hold leaders accountable.

A MESSAGE
FROM OUR CHAIRMAN AND CEO

After publishing our second CRS Report last June, we realized we were ready to enter the next phase of our journey. That summer, we held our first-ever global CRS Summit, where more than 120 senior leaders from different functional areas and geographies came together with key stakeholders and thought leaders to establish realistic, yet aspirational, goals to both measure and encourage our progress.

At the CRS Summit, we answered one simple question: What does CRS mean at CCE? To us, CRS is where our business touches the world and where the world touches our business.

During the Summit, we identified five strategic focus areas – all inextricably linked to our strategic business priorities – to guide and demonstrate our commitment to CRS:

- Water Stewardship
- Sustainable Packaging/Recycling
- Energy Conservation/Climate Change
- Product Portfolio/Well-Being
- Diverse and Inclusive Culture

For the first time, we have established targets and goals for each of these five strategic focus areas, and we are highlighting those in this publication. To validate our direction, we met with key external stakeholders including customers, industry organizations, and non-governmental organizations and also received approval from our Board of Directors.

The value of responsible and sustainable business has become even more apparent as we face economic uncertainties. An unsteady and difficult business environment creates challenges to which we must respond quickly and effectively. We believe responsible and sustainable business practices will not only help us successfully manage through these complex times, but also will ensure the long-term growth and profitability of our company.

To us, CRS is about improving our overall business performance while meeting or exceeding the expectations of our employees, customers, and stakeholders. We are focused on successfully integrating CRS into every aspect of our operations: business, communities, and environment. We have more than 140 hybrid electric trucks on the road, saving fuel and reducing emissions. With the help of Coca-Cola Recycling LLC, we have created recycling centers found in our facilities. Our operations are striving to innovate, drive efficiencies, and minimize our environmental impact.

It is our goal to be a CRS leader in the global Coca-Cola system, and one of the most important lessons we've learned is that we're more successful when we're working together. We have sought the advice of many stakeholders, including graduate students from Georgetown University McDonough School of Business. We incorporated much of their feedback into this Report and strive to foster transparency throughout this publication.

We believe we have made solid progress along our CRS journey but recognize that there is still much work to be done. As always, we welcome your comments and hope that you will take the time to give us your feedback at crs@cokecce.com.

Sincerely,

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

OUR BUSINESS
AT A GLANCE

As the world's largest bottler of Coca-Cola beverages, we serve a population of 414 million people in North America and western Europe. With 440 production, sales/distribution, and combination sales/production facilities across eight countries, we strive to minimize the environmental impact of our operations by locally distributing the beverages we produce.

Coca-Cola Enterprises is listed on the New York Stock Exchange under the symbol "CCE." The Coca-Cola Company is our largest shareowner, owning approximately 35 percent of our common stock as of December 31, 2007.

OUR FINANCIAL RESULTS

In 2007, we distributed more than two billion physical cases[1] of beverages, representing approximately 18 percent of The Coca-Cola Company's global volume. We generated revenues of US$20.9 billion, with free cash flow[2] of US$785 million.

OUR BEVERAGES

While sparkling beverages represent our heritage, today we offer a broad range of beverage categories, including still and sparkling waters, juices and fruit beverages, sports drinks, energy drinks, coffee-based beverages, and ready-to-drink teas.

We aim to be number one or a strong number two in every category in which we choose to compete. We manufacture and distribute some of the most popular beverage brands in the world, including Coca-Cola, Fanta, Sprite, Coca-Cola Zero, Diet Coke, and Coca-Cola light, as well as Minute Maid orange juice and Dasani water.

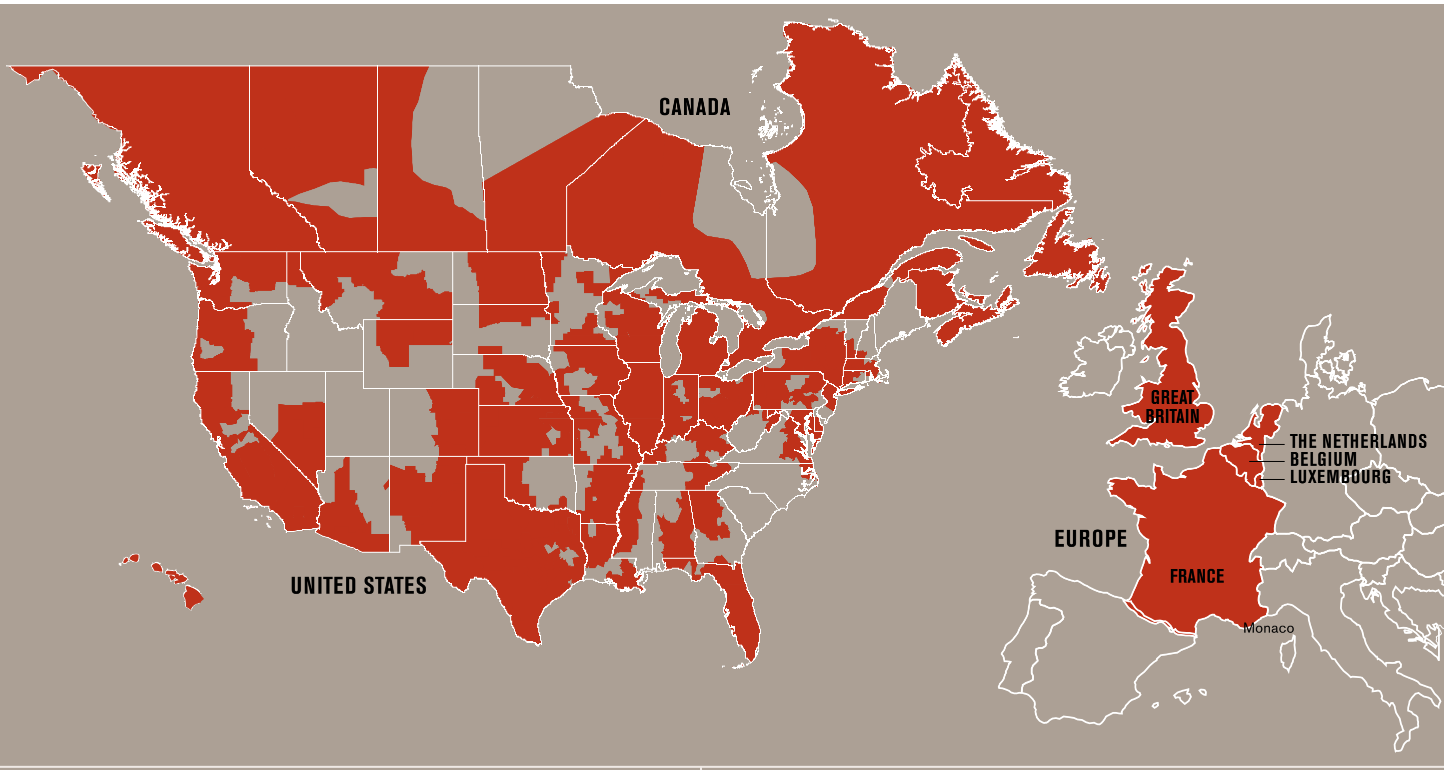
Beverages of The Coca-Cola Company account for approximately 93 percent of our volume. We also distribute other brands in certain territories, including Evian water and glacéau products.

OUR OPERATIONS

Although CCE was formed in 1986, we have grown our business over the years by acquiring existing Coca-Cola bottling companies. As a result, many of our operations have long been a part of their local communities; some trace their roots back to the first bottling franchise granted by The Coca-Cola Company in 1901.

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

OUR TERRITORY



NORTH AMERICA

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

Volume: 1.5 billion cases in 2007

Operations: 394 production, sales/distribution, and combination sales/production facilities

Employees: Approximately 62,500

EUROPE

Territory: Great Britain, continental France, the Netherlands, Belgium, Luxembourg, and Monaco

Volume: 500 million cases in 2007

Operations: 46 production, sales/distribution, and combination sales/production facilities

Employees: Approximately 10,500

OUR BUSINESS SYSTEM

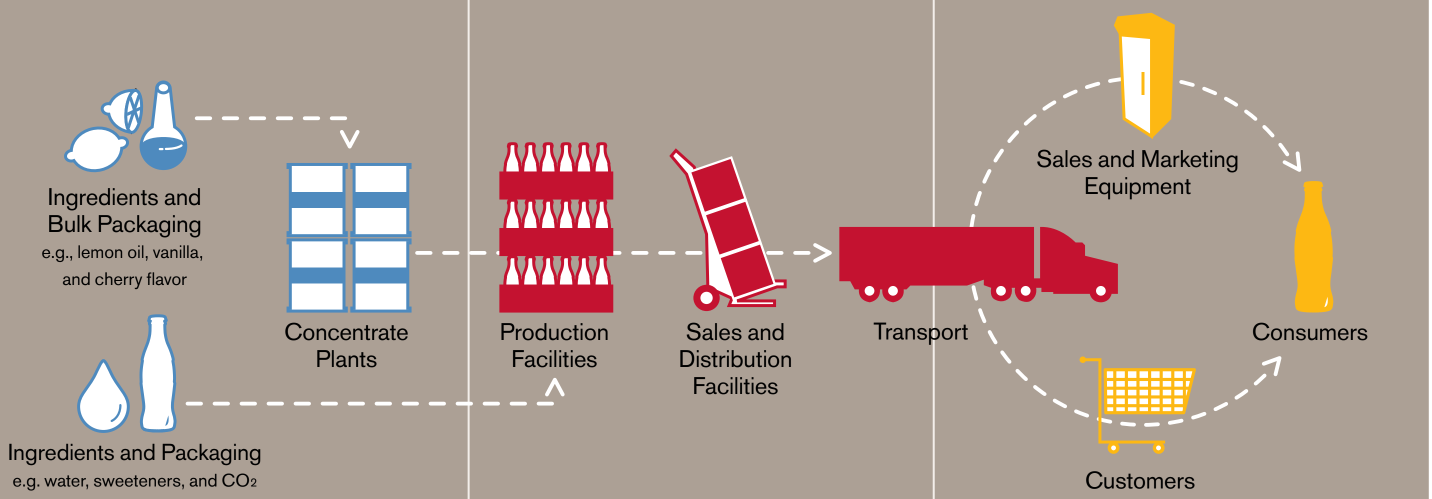
Coca-Cola Enterprises and The Coca-Cola Company are separate companies from a legal and management perspective. Coca-Cola is not just one brand made by one company. More than 300 bottling companies in more than 200 countries work with The Coca-Cola Company as part of this business system.

- The Coca-Cola system refers to The Coca-Cola Company and its bottling partners. This is the most extensive beverage distribution system in the world. The Coca-Cola Company creates and markets brands and trademarks. It manufactures syrups and concentrates, which it sells to its bottling partners.

- Coca-Cola Enterprises produces and packages finished beverages in much of North America and western Europe, then sells and distributes those and other products to retail and wholesale customers. Coca-Cola Enterprises purchases syrups and concentrates from The Coca-Cola Company and other companies to make those products.

OUR MANUFACTURING AND DISTRIBUTION PROCESS AND KEY IMPACTS

SUPPLIERS | COCA-COLA ENTERPRISES | CUSTOMERS AND CONSUMERS



SUPPLIERS	COCA-COLA ENTERPRISES	CUSTOMERS AND CONSUMERS
• **Over US$11 billion spent with 70,000 suppliers**	• **73,000 employees, almost US$3.9 billion in salaries and benefits** • **36 gigaliters of water used** • **6,560 terajoules of energy used in operations**	• **1.2 million customers sell beverages to consumers** • **2.4 million vending machines, beverage dispensers, and coolers (sales and marketing equipment)** • **Approximately 414 million customers served**

COMMUNITY

- **Additional economic impacts: Corporate taxes of US$1.4 billion paid**
- **Community investment of more than US$31.5 million**

ONLINE

- **CCE financial performance**: See our 2007 Annual Report – www.cokecce.com
- **CCE history**: www.cokecce.com
- **The Coca-Cola Company**: www.thecoca-colacompany.com

SUSTAINABILITY AT COCA-COLA ENTERPRISES

Corporate Responsibility and Sustainability (CRS) is central to delivering our business strategy and is increasingly becoming a driver of innovation and growth in a rapidly changing marketplace.

In 2007, CCE formally established CRS as a pillar of our Global Operating Framework, demonstrating our commitment to making it part of our everyday business operations. This framework outlines our strategic priorities and our vision to become the best beverage sales and customer service company. Operating responsibly and contributing to sustainable development are fundamental to achieving this vision and will help us effectively respond to customer and consumer expectations.

We have identified three strategic priorities for our business:

- Grow the value of our existing brands and expand our product portfolio
- Transform our go-to-market model to improve efficiency and effectiveness
- Attract, develop, and retain a highly talented and diverse workforce

For each of these priorities, we have developed corresponding focus areas for our CRS efforts and verified those against stakeholder expectations.

OUR STRATEGIC CRS FOCUS AREAS

We focus on five CRS areas: water stewardship; sustainable packaging/recycling; energy conservation/climate change; product portfolio/well-being; and diverse and inclusive culture. While critical to our business, these focus areas are also key concerns for our stakeholders.

In June 2007, we held our first-ever global CRS Summit, bringing together 120 senior leaders from across the company to develop forward-looking targets and a road map for each focus area. These targets were then reviewed by leading non-governmental organizations (NGOs), government agencies, academics, and other experts and have been built into our business plans. Setting targets will help us build accountability and improve performance.

INTEGRATING SUSTAINABILITY

We are also working to embed sustainability considerations into our business processes. For example, we have begun to consider carbon emissions in our evaluation of capital expenditure plans.

In North America and Europe, we have designated Corporate Responsibility and Sustainability Managers responsible for

OUR GLOBAL OPERATING FRAMEWORK

internal and external CRS engagement. These managers work with our company's subject matter experts to track progress against our targets and goals and oversee the data-gathering process for reporting purposes. They also work closely with key external stakeholders to ensure that our efforts are in line with expectations.

GOVERNANCE OF CRS

Our performance is overseen by the CRS Committee of the Board of Directors. Cal Darden, former senior vice president of United Parcel Service, chairs this committee. Other members include Curtis Welling, president and chief executive officer of AmeriCares Foundation, Inc., who joined the Committee in 2007; Gary Fayard, executive vice president and chief financial officer of The Coca-Cola Company; and our Chairman and CEO John Brock.

Our global CRS Advisory Council includes senior managers from key functions in North America and Europe. This group adopts company-wide priorities, policies, standards, and metrics and reviews our progress. The Council makes recommendations to the CEO and Executive Leadership Team. We have also formed CRS Advisory Councils in each of our Business Units in North America to help create accountability for CRS at the local level. These councils are critical to driving our CRS initiatives throughout our organization.

EXTERNAL STANDARDS

As we embed CRS into our everyday business operations, we are guided by external standards. We continue to support the United Nations Global Compact and are committed to implementing its 10 principles in the areas of human rights, labor, the environment, and anti-corruption.

We have adopted the integrated management system of the Coca-Cola business, The Coca-Cola Management System (TCCMS). This has been benchmarked against international management systems standards for quality (ISO 9001), environment (ISO 14001), and health and safety (OHSAS 18001). Our goal is for all production facilities to achieve TCCMS certification of quality, environment, health, and safety management systems by the end of 2010. All of our European facilities have achieved full TCCMS certification, and in 2007, we achieved full certification at four North American facilities.

COMPLIANCE

Everywhere we operate, we work hard to consistently meet our own policies and standards and to comply with applicable laws and regulations. Any compliance issues are managed at a country level and reported to our General Counsel; material issues are reported to the Audit and CRS committees of the Board. Compliance issues that occurred in 2007 are reported in relevant chapters of this report.

TRAINING

We conduct training on various aspects of CRS. For example, we aim to ensure that all employees complete ethics training, and sales and management functions must undergo training on competition law and industry codes. We have also retained external subject matter experts to help guide our CRS Board of Directors Committee and CRS Advisory Council on our sustainability efforts.

In 2008, representatives in each of our business units will undergo in-depth CRS training on each of our five CRS focus areas and how they relate to our business.

REPORTING

To guide our reporting, we follow the G3 Reporting Guidelines of the Global Reporting Initiative (GRI). We assess our application of the GRI reporting framework to be at level B. We also publish country reports for Great Britain, France, and the Netherlands, and one report for Belgium and Luxembourg. Our Canadian operations published an Environmental Update in 2007 and will release their first country CRS Report in late 2008.

In 2007, we received two awards in recognition of our 2006 Corporate Responsibility and Sustainability Report:

- The Golden Peacock Award for Corporate Social Responsibility Reporting
- The CorporateRegister.com Reporting Award for Creativity in Communications

ENGAGING WITH OUR STAKEHOLDERS

To be successful as a business, we must understand how our stakeholders think and respond to the issues that matter most to them. We aim to conduct open dialogue with our stakeholders to better understand their concerns and expectations.

In 2007, we strengthened our stakeholder engagement around our CRS efforts, conducting focused outreach to help us verify our key challenges and finalize the targets and goals we were setting.

Through a series of meetings with leading NGOs, government agencies, academics, and other experts in North America and Europe, we discussed our CRS challenges, how we address them, and how we report our performance. These meetings verified our five focus areas as the most significant challenges in the eyes of our stakeholders. We received valuable feedback from these meetings that helped us to better understand how we can make an impact. For example, we were urged by stakeholders to significantly increase our focus on energy conservation/climate change. As a result, we retained external experts to help us measure our carbon footprint, joined the Environmental Protection Agency's Climate Leaders program, and are continuing our work with the Carbon Trust in Great Britain.

In addition, we have begun to focus more on CRS in our day-to-day engagement with key stakeholders. Some highlights from 2007:

STAKEHOLDERS FOR CCE

OUR CUSTOMERS

Our customers expect us not only to manage sustainability-related risks, but also to lead on key issues, especially as consumer purchasing decisions are increasingly influenced by social and environmental matters.

Throughout 2007, we worked with leading retailers such as Wal-Mart and Tesco on issues of shared interest. These include energy-efficient refrigeration equipment, sustainable packaging and recycling, and transportation efficiencies.

OUR SUPPLIERS

We are also collaborating with our suppliers to reduce the environmental impacts in our supply chain and promote responsible business practices. Working alongside our suppliers, we are developing technology to reduce environmental impacts – from our hybrid electric trucks to lighter-weight packaging. Additionally, we are engaging our suppliers in our new Supplier Guiding Principles program, ensuring that

"High-performing companies have strong sustainability track records for a reason: thoughtful management. In an area where clarity and sincerity are critical, our involvement with CCE gave us the impression that the company intends to manage its social footprint as assiduously as any other vital corporate function. I was struck by CCE's willingness to openly and honestly engage with my students and to carefully listen to their feedback. They fostered a climate of mutual learning, which is a good sign that our work will positively influence CCE's operations."

– ***Professor Ed Soule***, *Georgetown University McDonough School of Business*

COMMENTARY

they understand our expectations. In Europe, we integrated environmental performance into our supplier management scorecard and plan to do the same for our North American suppliers in 2009.

OUR EMPLOYEES

Based on feedback we have received from our employees, we have learned that CRS is increasingly important to them. As a result, we are implementing an internal communications initiative in 2008 that will educate and involve our employees on our CRS focus area goals and commitments.

ENGAGEMENT ON STUDENT CAMPUSES

As sustainability takes its place in the curriculum of colleges and universities, we are often invited to discuss how we are embedding sustainability considerations into our business. In return, we benefit from the input and suggestions from faculty and students. In the United States, members of our management team have spoken at the Vanderbilt University Owen School of Management, Kellogg School of Management at Northwestern University, Purdue University, Syracuse University, Tuck School of Business at Dartmouth College, and the Net Impact Conference hosted by Vanderbilt University. We also worked with students from Georgetown University McDonough School of Business to review and critique our CRS reporting. From their feedback, we learned that we needed to present our information with more clarity and context, keeping in the spirit of transparency. We look forward to an ongoing relationship with Georgetown University to review and critique our CRS reporting in 2008 and beyond.

UPDATE

Coca-Cola Business Across the Globe

Although our operations are only in North American and western Europe, our stakeholders occasionally raise concerns about Coca-Cola business throughout the world. For example, some universities and student bodies have previously expressed concern regarding allegations about human rights in Colombia and allegations of water resource management in India. With The Coca-Cola Company, we have participated in dialogues with student groups, academic institutions, and other stakeholders regarding these concerns, and as a result, independent third parties agreed to undertake assessments of Coca-Cola facilities in both countries. In 2007, The Energy and Resource Institute concluded that Coca-Cola bottlers in India are in compliance with local government regulations and the Company's environmental and quality standards. The International Labor Organization's ongoing assessment of labor relations and workers' rights at Colombian bottling facilities will be made public once work is complete.

Another issue concerning the Coca-Cola business across the globe is the forthcoming Beijing Olympics. Sponsors, such as The Coca-Cola Company, have been asked to put public pressure on the Chinese government on issues such as the Tibet leg of the Olympic Torch Relay and the humanitarian crisis in Sudan. CCE is not a sponsor of the Olympics, nor do we have operations or business in China. The Coca-Cola Company is the longest-standing sponsor of the Olympic Movement and has stated its commitment to supporting the spirit of that movement, which provides a unique opportunity to share the Olympic values of unity, pride, optimism, and inspiration with people all over the world.

GOVERNANCE

A strong commitment to good governance and ethical business practices is fundamental to Coca-Cola Enterprises. We periodically assess our systems and structures to ensure that we maintain the highest standards.

CRS Board Committee Chairman, Cal Darden

BOARD COMMITTEES

Our Board of Directors is guided by seven committees:

- **Affiliated Transaction Committee**: Reviews and negotiates significant transactions with The Coca-Cola Company. Members have no affiliation with The Coca-Cola Company.
- **Audit Committee**: Oversees financial reporting, internal controls, internal audit function, ethics programs, and legal compliance.
- **Corporate Responsibility and Sustainability Committee**: Reviews progress in our strategic focus areas, as well as significant social, ethical, and environmental issues of concern to shareowners, the company, employees, communities we serve, and the general public.
- **Executive Committee**: Between Board meetings, exercises certain powers of the Board.
- **Finance Committee**: Reviews the annual budget and business plan, dividend policy, capital structure, and capital expenditures.
- **Governance and Nominating Committee**: Oversees corporate governance policies; recommends candidates for senior officer positions and Board nominations; reviews director fees, retainers, and potential conflicts of interest; evaluates CEO performance.
- **Human Resources and Compensation Committee**: Oversees people development, succession and retirement planning, and compensation. Approves incentives, stock options, and similar equity-based plans.

2007 GOVERNANCE HIGHLIGHTS

- Integrated Enterprise Risk Management into business planning processes.

The Board assesses its own performance, with directors evaluating the committees on which they sit as well as the performance of the Board overall. The compositions and charters of these committees are available online.

DIRECTORS

In 2007, three new directors joined our Board, further diversifying the skills and expertise represented:

- Tom Johnson, former chairman and chief executive officer of Chesapeake Corporation
- Suzanne Labarge, former vice chairman and chief risk officer of RBC Financial Group
- Curtis Welling, president and chief executive officer of AmeriCares Foundation Inc.

The membership of our Board is reviewed on a continual basis, and in early 2008, a new policy was adopted formalizing the process for the identification and review of candidates with a focus on particular areas of subject matter expertise.

A majority of our Board members are independent, as specified by listing requirements of the New York Stock Exchange. At the end of 2007, nine out of 13 directors were independent. Directors and officers of the company must also complete an annual questionnaire about their independence and describe any related-party transactions.

Our President and CEO, John Brock, was named Chairman of the Board in April 2008. The company's Board of Directors determined that it was appropriate and helpful for Mr. Brock as the leader of our company, to chair the Board. Also at that time, Orrin Ingram, president and chief executive officer of Ingram Industries, joined our Board of Directors.

Outside directors receive an annual retainer, as well as meeting fees. The financial performance of the company, stock options, and performance share units are reflected as part of this payment.

EXECUTIVE LEADERSHIP TEAM

Day-to-day management of the company is the responsibility of the Executive Leadership Team, which reports to the CEO. The Executive Leadership Team is composed of the senior leaders from all areas of the company, including Finance, Financial Services and Administration, Human Resources, Information Technology, Legal, Operations, Public Affairs and Communications, Sales, and Strategic Initiatives.

Compensation of senior managers is related both to individual performance and that of the business. We marked a significant year in 2007 as we built CRS into personal business objectives.

In 2007, the International Brotherhood of Teamsters General Fund submitted a shareowner resolution that would require shareholder approval for severance agreements with senior executives, in certain instances. The resolution did not receive a majority of votes at the 2007 Annual Shareowners' Meeting.

ENTERPRISE RISK MANAGEMENT

Social, ethical, and environmental risk is integrated into our enterprise risk management (ERM) approach. We group our key categories of risk as follows: internal controls, finance, people/organization, corporate governance, corporate responsibility and sustainability, affiliated transaction, and external/competitive risks.

In 2007, we implemented a risk oversight management routine within the Audit Committee reporting. This provides assurance that key risks are addressed at least annually within the appropriate Board committee. The executive officer responsible for a particular category reports to the Executive Leadership Team, Risk Council, and relevant Board committees.

We continued to integrate ERM into our business during 2007, incorporating it into annual planning, three-year business planning, and internal audit planning processes. ERM efforts were designed to improve the company's decision-making processes by promoting a broader,

Our 2007 Board of Directors

enterprise-wide perspective and developing a more robust scenario-planning approach.

We were not able to conduct risk workshops in Europe and North America during 2007 as planned, but are scheduled to pilot the company's first risk workshop in 2008 within the North American Supply Chain organization.

Responsibility for ERM lies with the Executive Vice President, Financial Services and Administration.

BUSINESS ETHICS

Our Code of Business Conduct clarifies our expectations of employees' and directors' behavior, particularly 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

Our Code expressly prohibits bribery and corruption of any kind.

All new employees are required to complete Code of Business Conduct training. Additionally, we launched new Records and Information Management training in the United States in 2007. Approximately 80 percent of targeted employees completed this online training, including our Chairman and CEO. In 2008, we plan to extend this program to Canada and Europe.

Our employees are asked to report potential concerns either to our management or to our toll-free Ethics and Compliance Hotline, which is run by an independent third party. All reported incidents are investigated and resolved by an appropriate level of management. We are developing a system to monitor our performance in the broader context of a new worldwide compliance strategy. This initiative began in late 2007 and will be completed during 2008.

Operational responsibility for the Code of Business Conduct lies with the General Counsel.

PUBLIC POLICY DEVELOPMENT

Increasingly, businesses are expected to support public policy development with regard to key sustainability challenges. This is a relatively new area for us, and we are exploring the ways that we can best contribute. For example, during 2007, we chaired the British Food Industry Sustainability Strategy Champions' Group on Water, which presented recommendations for water targets and strategies to the Minister for Sustainable Food and Farming.

Policymakers are kept informed about our business and issues that affect us. These include issues related to health and well-being, environment, taxation, and transportation. For example, we support comprehensive programs to raise consumer awareness about recycling and increasing recycling rates, but oppose punitive taxation that singles out any one product or industry *(see Product Portfolio/Well-Being case study on page 35)*.

We meet directly with officials and policymakers by working through industry associations such as the American Beverage Association, Refreshments Canada, and the Union of European Beverages Association. All

CASE STUDY

Joining the United Nations Global Compact

In 2007, Chairman and CEO John Brock signed the United Nations Global Compact, signifying our commitment to operate in a sustainable and responsible manner. We promote the Global Compact's 10 principles of human rights, labor standards, environmental conservation, and anti-corruption, and have implemented them into our reporting process. Please see page 48 for more information on where we have included the 10 principles throughout this publication.

such activity is subject to our Code of Business Conduct and is closely monitored.

Operational responsibility for public policy development lies with the Senior Vice President, Public Affairs and Communications.

POLITICAL CONTRIBUTIONS

In the United States, political contributions may be made by our company and our Political Action Committee, a separate legal entity funded by voluntary employee contributions.

In 2007, approximately 56 percent of eligible U.S. employees chose to make contributions totaling US$344,826. These were disbursed in a nonpartisan manner and disclosed to the Federal Election Commission and relevant state agencies. Approximately 44 percent was contributed to Democratic candidates (US$146,775); 49 percent was directed to Republican candidates (US$163,313); while the remaining seven percent (US$24,750) was given to nonpartisan candidates.

During 2007, our company did not make any corporate contributions to political entities in the United States. In Canada, political contributions are generally given through our industry association, Refreshments Canada. We do not make contributions to public officials in Europe.

ONLINE

- **For more information on Corporate Governance, please visit our Web site at**: www.cokecce.com.

MINIMIZING OUR ENVIRONMENTAL IMPACTS

We aim to minimize the environmental footprint of our business. To do so, we focus on three areas where we have the greatest impact and can therefore produce the greatest positive effect: water stewardship, sustainable packaging/recycling, and energy conservation/climate change. We are also integrating these focus areas into our business processes and decision-making.

ENVIRONMENT

In the following sections, we report on our environmental priorities. Although they are presented as three specific topics, we recognize that they are inextricably linked. The threat of climate change, for example, has major implications for water resources.

MANAGEMENT SYSTEM

We follow the environmental management system of The Coca-Cola Management System (TCCMS), which has been externally benchmarked against ISO 14001. Our 15 European production facilities have already achieved TCCMS environmental certification and ISO 14001 certification. In North America, we achieved TCCMS certification in four production facilities in 2007, exceeding our target of three. We are aiming for certification at all 64 North American production facilities by the end of 2010.

The Coca-Cola Company conducts regular environmental auditing of our production facilities, and European production facilities are audited annually as part of their ISO 14001 certification, while governmental environmental agencies periodically inspect our production facilities.

COMPLIANCE

We strive to comply with all applicable laws and regulations, holding annual compliance reviews in all production facilities. In 2007, we incurred no major fines in Europe. In North America, we incurred fines of US$3,400 as the result of 168 incidents. These included five significant spills totaling 46,907 liters. The majority of these were sugar solutions, with diesel fuel and concentrate spills accounting for the remainder. These incidents did not have significant impacts and were immediately remedied.

WORKING IN PARTNERSHIP

We are furthering our work with suppliers, customers, NGOs, and government agencies on topics of shared concern. This is helping us to increase our own understanding of the issues and how we can make a positive impact.

We also encourage our employees to become involved in areas of CRS in which they are interested. For example, in 2007, we launched the Green Steward Initiative in Canada *(see Community case study on page 46)* challenging employees to create a program in their facility that improved efforts in our three environmental focus areas. Additionally, we added environmental nonprofit organizations as part of our company's Matching Gifts Program *(see Community case study on page 46)*.

The Vice President, Infrastructure Development, is responsible for environmental performance, supported by an Environmental Affairs department in North America. The General Manager/Vice President, Supply Chain, is responsible, supported by an Environmental Management function within the Technical Stewardship team in Europe.

2007 ENVIRONMENT HIGHLIGHTS

- Achieved target of three percent improvement in water use ratio over previous year.
- Launched Coca-Cola Recycling with a mission of recovering or recycling the equivalent of 100 percent of the packaging materials used by the Coca-Cola system in North America.
- Added more than 20,000 energy-saving devices in sales and marketing equipment, reducing CO_2 by 28,000 metric tons.

WATER STEWARDSHIP

We are working to establish a water sustainable operation in which we use one liter of water for every liter of product we produce – what we call water neutrality.

We will:

- Reduce our plant water usage ratio by 10 percent by 2010.
- Help protect watersheds everywhere we operate.

Water is a finite natural resource.

We remain focused on conserving water in our operations and are one of the most efficient bottlers in the Coca-Cola system. As water comes under increasing stress, we are accelerating these efforts and are also working with NGOs and government agencies to broaden our role in replenishing water in our communities.

By 2010, we aim to improve our water use ratio by 10 percent. In addition, we will support watershed protection everywhere we operate. We are already increasing our support to local protection efforts, through the new partnership between The Coca-Cola Company and World Wildlife Fund (WWF) and their ambitious pledge to replace every drop of water used in our beverages.

UNDERSTANDING OUR WATER SOURCES

We continue to enhance our understanding of the water sources we use. Together with The Coca-Cola Company, we previously conducted detailed water risk surveys at all of our 79 production facilities and are repeating these assessments in 2008. We analyze the annual renewable freshwater supply, supply economics, and the social and competitive context of our business.

In addition, we conduct source vulnerability assessments at sites that are close to water-scarce environments or where we use mineral or groundwater. We engage specialists to map the area, consult with water suppliers about the quantity and quality of sources and risks, and develop a risk mitigation strategy. To date, we have completed three assessments and begun four additional assessments.

The majority of our facilities withdraw water from public sources. Only nine facilities – three in North America and six in Europe – derive their water from private supplies.

IMPROVING OUR WATER EFFICIENCY

In 2007, we used 1.77 liters of water to produce one liter of beverage. In addition to the water in our beverages, this includes water used for washing, rinsing, heating, and cooling in our production facilities. This represents an improvement of three percent compared to the previous year and a savings of approximately 1.85 gigaliters of water. In 2007, we used 36 gigaliters of water, of which 3.3 gigaliters was groundwater extracted by our facilities.

To reduce our water use ratio by 10 percent by 2010, we are investing US$15 million in new technology. One of our key

CASE STUDY

Promoting Rainwater Harvesting in Baltimore, Maryland

Through our partnership with River Network, the Chesapeake Bay Alliance, and the Arlington Echo Education Center, we donated 5,000 used concentrate barrels in 2007 to help local residents create their own rainwater harvesting systems. Both Maryland and Virginia have vulnerable watersheds, so it is important to assist in educating residents on the importance of capturing and using rainwater for everyday irrigation activities.

With every inch of rainfall, 1,000 square feet of roof yields 2,271 liters of water. With the help of rainwater harvesting barrels, residents can take advantage of that water by using it to irrigate their landscaping, wash vehicles, and other uses where they may have previously used tap water.

priorities is to install recycle and reclaim loops in our membrane water treatment systems. By doing so, we will make our water treatment systems more than 90 percent efficient. By the end of 2007, we had installed these new systems in three locations, saving 180 million liters of water each year.

We are also implementing additional water savings initiatives in our manufacturing processes. Our water conservation toolkit helps our production facilities benchmark their water use and identify how they can improve their performance.

Water saving initiatives:

- An additional 11 production lines now utilize container rinsers that use ionized air rather than water. This saves an estimated 66 million liters of water each year.
- An additional 16 production lines have been converted to dry lube so they no longer need water to transport beverages. This will save approximately 75 million liters each year.
- A pilot project that aims to extend the life of water used in can warmers on our production lines, potentially saving 1.9 million liters of water per line each year.
- We are piloting the use of ozone sanitation, which uses less water and fewer chemicals.
- We are reclaiming portions of filtered backwash water during our water treatment processes for reuse.

Production of some of the new products in our expanded portfolio, such as ready-to-drink teas, juices, and other still beverages, is more water-intensive than that of sparkling beverages because of their particular production processes. For example, tea must be brewed, and juices and sports drinks must be pasteurized. This may affect our overall future gains in efficiency.

RESPONSIBLE TREATMENT OF WASTEWATER

Although we reduce our water use and recycle as much as possible, we still produce some wastewater during manufacturing. We require this wastewater to be appropriately treated in accordance with applicable laws and regulations. Where municipal treatment facilities do not exist or do not fully treat wastewater, our production facilities construct on-site treatment systems that conform to stringent standards.

All of our production facilities fully meet these wastewater standards. Out of 79 production facilities, 76 discharge wastewater into municipal water treatment plants. In 2007, we discharged 20 gigaliters of wastewater into municipal treatment plants. The remaining three facilities have

WATER USE RATIO (in liters)

10%

decrease in our water use ratio

2005-2007

CASE STUDY

Protecting the Source of Chaudfontaine Spring Water in Belgium

To preserve the purity of our mineral water source at Chaudfontaine in Belgium, we are working with local authorities and industries on a major conservation initiative. Over the past five years, we have developed detailed mapping of the region and visited more than 1,000 homes and shops in the vicinity to conduct risk assessments. We ensure there are no oil leaks in basements, check the insulation, and minimize potential for spills of hazardous chemicals. The next phase of the project starts in 2008, when remedial work on 300 buildings will begin.

their own treatment plants and release treated water to regulated bodies of water.

PROTECTING OUR WATERSHEDS

Since we depend on local water supplies, we must help to manage and protect the surrounding watersheds. The Coca-Cola Company and WWF are partnering to conserve seven of the world's most critical freshwater river basins, and we are supporting the projects in our territories. These include the Rio Grande of the Chihuahuan Desert, named by WWF as one of the 10 most threatened major rivers in the world, as well as U.S. Southeast Rivers and Streams.

Still in their initial stages, these programs aim to measurably improve water quality, quantity, and management practices in the public and private sectors, sharing knowledge, strategies, and tools.

We aim to actively protect watersheds everywhere we operate. To that end, we are providing training and tools to help our production facilities engage in local partnerships and support watershed protection initiatives.

We also support efforts to raise greater awareness among employees and communities. In Baltimore, Maryland, for example, we began to work with River Network and local partners to promote rainwater harvesting *(see case study on page 17)*. In Canada, we are developing an education and awareness campaign for our employees, together with the RiverSides Stewardship Alliance. Additionally, we are working to create a community youth education program that promotes watershed protection and environmental stewardship.

CONTRIBUTING TO PUBLIC POLICY

We have also begun to engage in collective efforts involving business, regulatory agencies, and others to address water sustainability. In Great Britain, we chaired the Food Industry Sustainability Strategy Champions Group on Water. In 2007, this group presented its recommendations for water targets and strategies to the Minister for Sustainable Food and Farming. Based on this, the British Food and Drink Federation launched the Federation House Commitment to reduce the industry's water use by 20 percent by 2020, an agreement signed by more than 20 leading food and beverage companies.

In the United States, we participated in the development of the first statewide water plan with the Georgia State Advisory Committee. The plan since has been voted on and passed by state legislature. Similarly, we serve on the Arizona Mexico Commission's Board of Directors, a binational government entity that deals with water policy issues in both Arizona and Mexico.

CASE STUDY

Drought Conditions in the Southeast U.S.

In the summer of 2007, the southeastern United States faced unprecedented drought conditions, with parts of Tennessee, Alabama, and the northern half of Georgia rated as “extreme” by the National Weather Service. All of the states we serve in this area were affected in some way by these drought conditions.

Georgia Governor Sonny Perdue called for a mandatory 10 percent reduction in water use for permit holders in the affected counties. We responded immediately to the governor's call to action, fast-tracking capital improvements to both of our Georgia production facilities. We implemented water conservation initiatives, including switching from aqueous lube to dry lube on our production lines, converting from water to air rinsers, and installing waterless urinals. These initiatives reduced water use in our production facilities by 30 percent, saving 30 million liters of water. We are taking these key learnings and sharing them with facilities throughout our system.

SUSTAINABLE PACKAGING/RECYCLING

We are working to maximize our use of renewable, reusable, and recyclable resources, ultimately recycling the equivalent of 100 percent of our packaging.

We will:

- Avoid the use of 100,000 metric tons of packaging, or almost three percent of our projected usage, from 2008 through 2010.
- Recycle or recover more than 90 percent of materials at our production facilities by 2010.
- Lead the industry in packaging recovery.
- Increase recycled content in PET bottles to an average of 10 percent where commercially viable by 2010.

The primary purpose of our beverage packaging is to deliver our products safely to customers and consumers. We strive to ensure that this packaging is sustainable, but we also recognize that this is still a developing field.

While beverage packaging is already among the most recycled consumer packaging, there is still significant room for improvement. Our goal is to maximize the use of renewable, reusable, and recyclable resources with a long-term goal of recycling the equivalent of 100 percent of our packaging.

In 2007, we launched Coca-Cola Recycling LLC (CCR) *(see case study on page 20)*, a wholly owned subsidiary of our company, to help us work toward this goal in North America. We are also partnering with suppliers and customers to use less material in our packaging and to include more recycled content. Between now and 2010, we aim to avoid the use of 100,000 metric tons of packaging, or almost three percent of our total projected packaging use, and to include 10 percent average recycled content in our PET bottles where commercially viable.

We also aspire to take a leadership role in the promotion of recycling with customers, consumers, and communities. Throughout our production facilities, we aim to recover and recycle more than 90 percent of waste by 2010. In addition, we are working with The Coca-Cola Company and others to understand the broader impacts of our packaging, particularly its carbon footprint *(see Energy Conservation/Climate Change on page 23)*.

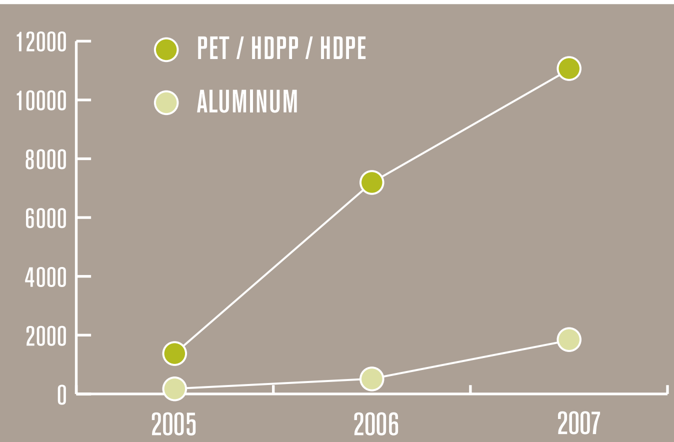
REDUCING PACKAGING

Most of our beverage packaging consists of PET, aluminum, and glass, all of which are recyclable.

Our goal is to avoid the use of 100,000 metric tons of this packaging, or almost three percent of our projected usage, by 2010. Three major initiatives enabled us to make significant progress in 2007:

- In North America, we launched the first low-profile plastic twist-off closures on all single-serve PET bottles of Dasani and sparkling beverages 24 ounces and below. These new closures are 24 percent lighter and saved 1,907 metric tons of resin in 2007. As we convert all U.S. and Canadian bottling facilities in 2008, this is estimated to provide an annual savings of 19,000 metric tons of resin *(see case study on page 21)*.
- We reduced the weight of our 12-ounce, 500 mL, and 20-ounce PET bottles for Dasani water by a further

PACKAGING MATERIAL
(in metric tons)



19,618
metric tons of PET/HDPP/HDPE saved

2,609
metric tons of aluminum saved
2005-2007

30 percent in 2007, saving an annual 8,950 metric tons of PET.

- In Great Britain, where we use more glass, we introduced UltraGlass bottles in 2007. These lighter yet stronger bottles allowed us to reduce the weight of our 330 mL bottle by 20 percent. By the end of 2008, 43 percent of all nonreturnable glass bottles will be made from UltraGlass. This will rise to 60 percent by 2010, by which time we will have avoided the use of 8,400 metric tons of glass.

As a result of these and other initiatives, we were able to avoid using 15,254 metric tons of material from our packaging, or 1.4 percent of the total materials used. However, one emerging challenge is the growing demand for smaller packaging to help portion control *(see Product Portfolio/Well-Being on page 32)*. Generally, the smaller packages require the same amount of packaging materials as their larger counterparts.

INCREASING RECYCLED CONTENT

Using recycled content in our beverage containers is another way that we can make our packaging more sustainable. The vast majority of our packaging materials are recyclable, and a significant amount includes recycled content. Aluminum cans, for example, include more than half recycled content, while glass contains up to about 45 percent.

Our PET packaging contains recycled content as well, but to date, we have not been able to achieve a similar level of recycled content as in other packages. We are working hard to change this. We aim to increase our average recycled

CASE STUDY

Coca-Cola Recycling to Recover 230,000 Metric Tons of Packaging in North America

Both aluminum and PET have high value as recyclable materials, and demand for each is increasing. Despite this, more than 50 percent of beverage containers sold in the United States end up in landfills. We established Coca-Cola Recycling LLC (CCR) to provide leadership, develop innovative recycling solutions for our business and communities, and assist in increasing recycling rates.

In our production facilities, CCR is establishing 30 centralized recycling operations to manage returned products and recover packaging materials. We are also conducting a waste minimization program that separates and markets valuable materials previously sent to waste disposal. Our facility in Washington, Pennsylvania, for example, has already achieved 98 percent resource recovery.

Since more than two-thirds of post-consumer beverage containers come from residences in the United States, CCR supports innovative programs such as RecycleBank, where residents earn rewards for diverting recyclables from landfills. By 2010, CCR aims to recover 230,000 metric tons of beverage packaging, saving energy and resources, and helping to reduce our overall carbon footprint.

COMMENTARY

"Coca-Cola Enterprises has taken a powerful step by directly investing in recycling with the establishment of Coca-Cola Recycling. The visible commitment that they have made to recovering and recycling packaging materials throughout the Coca-Cola system showcases the type of industry leadership that is critical as we work together to create a more sustainable environment."

– ***Kate Krebs***, *Executive Director, National Recycling Coalition*

PET content from 3.6 percent in 2007 to 10 percent by 2010, provided that sufficient resin is commercially viable. PET is widely recycled, but the reclaimed material is in high demand in industries such as carpeting and textiles, and there is not yet a sufficient supply of high-quality, food-grade material.

In North America, CCR is helping to address these challenges by collecting a stream of high-quality PET for recycling. This will provide feedstock to the new bottle-to-bottle recycling plant that The Coca-Cola Company is constructing in Spartanburg, South Carolina. Due to begin operation in 2008, this will be the world's largest bottle-to-bottle recycling plant and will have the capacity to produce 45,000 metric tons of food-grade recycled PET each year.

In Europe, we have set up a cross-functional team to identify ways to increase the use of recycled PET. In Great Britain, we continue to work with the Waste and Resources Action Programme and in 2007 signed the Courtauld Commitment, a major initiative that aims to reduce the amount of packaging in the marketplace.

PROMOTING RECYCLING

We are working hard to increase recycling rates in the marketplace, although the nature of these programs varies from territory to territory. In North America, we established CCR to provide leadership and innovation. In Europe, where national recycling targets exist along with collection systems in some countries, we work in partnership with industry and recovery organizations. For example, in the Netherlands, we helped create a recycling program for PET bottles that has been adopted industry-wide.

We aim to educate consumers about recycling and even create incentives for them to do so. In particular, we support the start-up of residential curbside recycling programs where they do not already exist.

We are also placing increased emphasis on recycling programs for consumers "on the go." At sports and music events, we are using innovative ways, such as our CCR trailer, to engage consumers and encourage them to return beverage containers for recycling. In addition to special events, we are also exploring recycling partnerships with university campuses and other customers.

CASE STUDY

New Low-Profile Twist-Off Closure Uses 24 Percent Less Material

By working with our suppliers of twist-off bottle caps, we were able to launch a shorter, lighter, plastic twist-off closure on most Dasani and sparkling beverage packages in 2007. These closures are 24 percent lighter than previous closures and saved 1,907 metric tons of resin in 2007 alone. We are the first company to launch such a closure on sparkling beverages and currently 74 percent of our Dasani and sparkling beverage containers have the shorter closure. We are actively pursuing ways to broaden the availability of the shorter closure on all packages.

Key activities and developments in 2007:

- In the United States, we supported the expansion of RecycleBank. This program gives credits for curbside recycling that residents can redeem with retailers. So far, the project has launched in 300,000 households and has demonstrated an average 30 percent to 50 percent increase in curbside recycling rates.
- In Canada, we led the development of Friends of the Blue Box to help maintain the successful residential multi-material recycling program. This program supports Ontario's household recycling system – known as the Blue Box – by helping to provide the most convenient, cost-effective, and successful means of diverting a broad range of paper, packaging, and container materials from landfills.

Initiatives for 2008:

- In Great Britain, we are including the new "recycle mark" call to action of the Waste and Resources Action Programme on our cans and bottles.
- In France, we are launching a recycling program in mountainous areas and ski resorts. The program provides both infrastructure and consumer communication.

Recycling at Our Facilities

In our production facilities, we aim to divert as much waste as possible. Our goal is to recover and recycle more than 90 percent of our waste in every production facility by 2010.

We already have achieved this goal in our facility in Washington, Pennsylvania, as well as 11 of our European facilities, where we are recycling more than 90 percent of waste.

Equipment Disposal

Once our sales and marketing equipment reaches the end of its useful life, we follow local waste disposal requirements with regard to its disposal. In Europe, companies are financially responsible for recovery and disposal of end-of-life equipment under the directive on waste electrical and electronic equipment. Since we already take back old equipment to reservice or recycle, this has minimal impact on our business. We generate negligible quantities of hazardous waste because such substances are typically avoided for reasons of food safety.

ENERGY CONSERVATION/CLIMATE CHANGE

We are working to reduce carbon emissions in our manufacturing, fleet, sales and marketing equipment, and facilities.

We will:

- Calculate our carbon footprint in every country where we operate in 2008 and set emission reduction targets.
- Reduce our absolute CO_2 manufacturing emissions by five percent compared to 2004 level by 2015.
- Ensure that all new sales and marketing equipment is on average 20 percent more energy efficient by 2010.
- Expand hybrid electric technology in our fleet.

In 2007, we saw an international awakening to the threat of climate change. Businesses increasingly understand the need for urgent and decisive action to reduce carbon emissions from their operations, and they are coming under increasing pressure from stakeholders to do so. Business as usual is no longer an option.

We are working hard to better understand and measure the climate impacts of our business and our value chain. In the meantime, we are taking immediate steps to improve our energy efficiency and reduce our carbon emissions.

UNDERSTANDING OUR CARBON FOOTPRINT

Our first priority is to gain an accurate picture of carbon emissions across our business. Using the Greenhouse Gas Protocol, the most widely used global standard, we are working with external experts to measure our carbon footprint in each of the countries in which we operate. We will publish this footprint in our next report and use it to identify future emissions reductions. We have already committed to reduce emissions from our manufacturing operations by five percent by 2015, and we have joined Climate Leaders, the industry-government partnership led by the U.S. Environmental Protection Agency, to help us do so.

Development of this carbon footprint will largely focus on our direct emissions: those from our manufacturing processes, facilities, fleet, and sales and marketing equipment. Since these emissions are estimated to be only a fraction of our wider footprint, we must also study our supply chain. Therefore, we are working with the Carbon Trust in Great Britain and other leading companies to develop a universally accepted standard for calculating the carbon footprint of products across their life cycles. To do so, we are working with suppliers to analyze the energy usage and emissions associated with our ingredients and packaging, as well as our own manufacturing processes. Following completion of the pilot phase in 2008, we hope to use the resulting methodology to identify how we can further reduce our carbon footprint. We will research how to communicate this information to customers and consumers.

IMPROVING OUR ENERGY EFFICIENCY

Along with measuring our footprint, we must continue to reduce our carbon emissions based on the best available information. We know that almost all our carbon emissions result from energy consumption and that manufacturing, transportation, and refrigeration are the most energy-intensive

ENERGY USE (in terajoules)

17%

decrease in energy use

2005-2007

parts of our business. Therefore, these three areas remain our focus, and we are working with The Coca-Cola Company, suppliers, and customers to implement energy-saving measures.

Our Facilities

In 2007, we used 6,560 terajoules of energy and natural gas, which is an 18 percent decrease from 2006. To help our facilities continue to enhance their energy efficiency, we developed an energy conservation toolkit in 2007 that was introduced in our North American facilities in early 2008. This toolkit will help us inventory the energy use at our facilities, benchmark performance, and identify improvement opportunities.

Our most significant energy savings initiative currently underway is our three-year program to install industrial and high-bay fluorescent lighting throughout our U.S. facilities. The previous high-intensity discharge lighting accounted for 10 percent of electrical use in production facilities and almost half in sales and distribution facilities. To date, we have converted 163 of 338 locations and have seen their lighting energy usage decrease by half, while CO_2 emissions have been reduced by 65,000 metric tons. When the program is completed in 2009, we expect it will save 137,000 metric tons of CO_2 emissions each year. We also have plans to expand this program to our Canadian facilities in 2009.

In addition, we are exploring heat recovery in our North American production facilities. By recovering heat in our production processes, we can warm the water used in production without increasing our use of natural gas. We also are developing a strategy to manage the replacement and repair of motors on our production lines for better energy efficiency. In 2008, we will pilot a program to improve the use of compressed air during the production process.

In Europe, we have begun to monitor our energy use in real time. Starting in Great Britain, we are installing innovative energy metering and targeting systems that will allow us to measure energy consumption during our production processes. We piloted this in our Edmonton facility and have seen energy savings of more than six percent in the first two years. We plan to extend these systems throughout our European territories.

CASE STUDY

Automated On-Site Warehouse in Great Britain Drives Efficiencies

In May 2007, we opened a new Automated Stock Retrieval System at our Edmonton production facility in Great Britain. The US$47 million facility eliminates the need to transport products to separate warehouses by providing on-site storage. The 35-meter high-rise warehouse is computer-operated and uses a system of cranes, elevators, and conveyors to handle more than 25,000 pallets. We expect this new system to save more than 77,000 fuel miles annually and make distribution to our customers more efficient. The facility includes additional features to maximize energy efficiency, such as sensors to ensure that lights are used only when necessary.

"The EPA applauds Coca-Cola Enterprises for joining the Climate Leaders program. We look forward to working with them to reduce their greenhouse gas emissions and protect our environment."

– ***Robert J. Meyers***, *Principal Deputy Assistant Administrator of EPA's Office of Air and Radiation*

RENEWABLE ENERGY

Since we use electricity and natural gas to power our facilities, we are exploring cost-effective ways to increase our use of renewable energy. Our Bend, Oregon, facility already sources 100 percent of its electricity from renewable sources, and we have installed solar panels on the roofs of three California facilities *(see cover photo)*. In 2007, we completed a new geothermal installation in Belgium to capture and reuse heat from the Chaudfontaine thermal spring to heat our local production facility. This is the first such project in Belgium and is expected to reduce energy consumption in our facility by eight percent to 10 percent. In Great Britain, we are seeking planning permission to erect our first wind turbine.

New Buildings

As we build new facilities, we seek to make them as energy efficient as possible. In Great Britain, our new Automated Stock Retrieval System at our Edmonton facility *(see case study on page 24)* has eliminated the need for separate warehousing and distribution. Meanwhile, our new warehouses in Toulouse, France, and Ghent, Belgium, have eliminated the need for heating through the use of better insulation. In the United States, we are working toward attaining Leadership in Energy and Environmental Design (LEED™) Certified status from the U.S. Green Building Council for our new sales center in Coachella, California. This requires meeting targets for reducing non-process water and energy use, using recycled and regional materials, and diverting 75 percent of construction waste. We plan to incorporate these requirements into our standards for the way buildings are designed, built, and operated.

Our Fleet

We continued to expand our hybrid electric fleet with the addition of 20 trucks in 2007 *(see case study below)*. These trucks have improved fuel efficiency, using almost

CASE STUDY

Developing the Largest Heavy-Duty Hybrid Fleet in North America

Through a major research and development program with Eaton Corporation, we have developed hybrid electric trucks specifically designed for use throughout our distribution system. In 2007, we expanded our fleet of hybrid electric trucks to include an additional 20 GWV 33000 trucks, currently the largest hybrid electric truck on the road. We are presently conducting research and testing a 55000 model single-axle hybrid tractor, which is up to three times larger than hybrid trucks used by other delivery companies. Both the GWV 33000 and 55000 models of hybrid electric trucks are unique to CCE. In 2007, we were named Fleet of the Year by *Beverage World*, and by the end of 2008, we will have 142 hybrid electric trucks on the road, making ours the largest heavy-duty hybrid electric delivery fleet in North America.

COMMENTARY

"The greenhouse gas emissions from the supply chains of products and services present a huge challenge for business to tackle. To help business capitalize on these opportunities, over the last 12 months the Carbon Trust has worked with the British government Department for Environment, Food and Rural Affairs, BSI British Standards, and 20 pilot partner companies, including Coca-Cola Enterprises, to develop and test a single standard to measure these emissions and help identify where reductions are possible. When published later this year, the Publicly Available Specification 2050 standard will provide companies with a rigorous, applicable, and cost-effective tool that will be another step toward a low-carbon economy, not only for the United Kingdom, but also globally."

*– **Tom Delay**, CEO, Carbon Trust*

37 percent less fuel than our average trucks and reducing emissions by nearly 32 percent. In 2008, we will further our efforts and incorporate 120 additional hybrid trucks to our fleet, making ours the largest heavy-duty hybrid electric delivery truck fleet in North America. We also have 31 additional hybrid vehicles for our sales and marketing teams.

While we are making progress with the addition of hybrid electric vehicles, these new additions represent only a fraction of our 20,214 delivery trucks and 8,303 other vehicles. Therefore, we are continuing to research ways we can improve the fuel efficiency of our traditional fleet vehicles and reduce their carbon emissions. For example, our vehicles in North America used an estimated 203 million liters of fuel in 2007, equivalent to 516,000 metric tons of CO_2 emissions.

Third-Party Fleet

In Europe, where we rely less on our own fleet, we also are working with customers and logistics firms to promote shared bulk transport and avoid empty return trucks. For example, in Great Britain, we are working with haulage firm Eddie Stobart and retailer Alliance Boots to reduce our truck road travel by an estimated 300,000 fuel miles, or 450 metric tons of CO_2, each year through such initiatives.

OUR SALES AND MARKETING EQUIPMENT

Our sales and marketing equipment consists of 2.4 million vending machines, beverage dispensers and coolers, which are a major source of indirect emissions. We estimate that in 2007 this equipment used 24 billion megajoules of energy, equivalent to 5.1 million metric tons of CO_2. These figures are estimates since the equipment is operated by our customers in varying conditions.

CASE STUDY

Energy-Efficient Sales and Marketing Equipment

The energy used by our vending machines, beverage dispensers, and coolers represents a significant amount of energy generated by our business. We have been working closely with our equipment manufacturers to leverage innovation and address the growing concern about the energy consumption of our equipment. Through the development of more energy-efficient parts, such as compressors, lighting, and our proprietary energy management system EMS-55, we have improved the efficiency of our newly procured equipment by 40 percent to 70 percent since 2003 – a savings impact felt directly by our customers. Work is underway to explore ways to retrofit our existing equipment with similar technology.

The average life span of a vending machine or cooler is nearly 12 years, so we continue to explore ways to lessen the impact our equipment has on the environment. We are piloting hydrofluorocarbon (HFC)-free coolers in Great Britain that use CO_2 as a replacement for HFC, and we will extend this pilot to North America in 2008. In the interim, we have eliminated the use of HFC as a blowing agent in the insulation of sales and marketing equipment.

Our goal is to ensure that new equipment is 20 percent more energy efficient. We worked toward this goal in 2007, helping our customers to reduce their energy use and emissions as well. We are installing various energy-saving devices in our existing sales and marketing equipment to enable our machines to be more energy efficient, including our proprietary energy management system, EMS-55. Improving energy efficiency by up to 35 percent, these devices respond to usage signals such as the cooler door opening to activate lights and adjust cooling power. By the end of 2007, we had installed more than 20,000 such devices in Europe and North America, saving an estimated 28,000 metric tons of CO_2.

In addition, we introduced a new cooler supplier to our business in North America during 2007 and worked with them to develop a light-emitting diode (LED) option within its product line. In Europe, we began to outfit coolers with LED technology and are looking at second generation LEDs for future use.

We will continue to increase the number of these energy-efficient models in the marketplace and pursue future technologies with our suppliers that further enhance our energy efficiency.

ONLINE

- **CCE Environmental Policy**: www.cokecce.com
- **TCCMS**: www.thecoca-colacompany.com
- **WWF**: www.worldwildlife.org
- **RiverNetwork**: www.rivernetwork.org
- **Waste and Resources Action Programme**: www.wrap.org.uk
- **RecycleBank**: www.recyclebank.com
- **EPA Climate Leaders**: www.epa.gov/climateleaders
- **Carbon Trust**: www.carbontrust.co.uk

OPERATING RESPONSIBLY IN THE MARKETPLACE

From business customers to consumers, people expect consistently high quality from our beverages. They also demand choice and variety, particularly with regard to no- and low-calorie beverages. In addition, they want these beverages to be labeled clearly and marketed responsibly, helping consumers to make educated choices.

MARKETPLACE

HIGH-QUALITY BEVERAGES

We aim to provide customers and consumers with consistently high-quality beverages, and it is our policy to meet or exceed regulatory and food standards. At every stage of their lifecycle, we closely monitor the quality of our beverages. We routinely test ingredients and packaging before use, and we test finished beverages in our facilities and the marketplace.

Every CCE production facility has a Hazard Analysis Critical Control Points program, the food safety methodology that identifies, manages, and monitors all critical control points in the production process. Additionally, our incident management process allows us to respond rapidly to potential quality issues, to ensure that only products of the highest quality are available in the marketplace.

The quality management system we follow is the Coca-Cola Management System (TCCMS), which is benchmarked against ISO 9001. During 2007, we achieved certification of 18 production facilities, bringing our total to 51 of 64 facilities in North America. While we did not achieve our goal of full certification, we made solid progress. Our goal for 2008 is to certify the remaining 13 facilities.

Every facility is independently audited for quality each year on behalf of The Coca-Cola Company. In addition, our facilities are open to inspection and audit by local, state, provincial, and national regulatory agencies.

Quality and product integrity are responsibilities of the Vice President of Supply Chain Operations and Quality for North America and of the General Manager and Vice President, Supply Chain for Europe.

WORKING WITH OUR SUPPLIERS

During 2007, we launched the CCE Supplier Guiding Principles (SGP). Closely aligned with those of The Coca-Cola Company, these principles detail our expectations of suppliers with regard to labor standards, workplace health and safety, business integrity, and environmental practices. In particular, child labor, forced and compulsory labor, bribery, and corruption are expressly prohibited. In 2007, 76 percent of our spending with suppliers included the SGP in contracts. All new and renewed procurement division contracts now contain the SGP.

We expect our suppliers to adhere to these standards and, along with The Coca-Cola Company, we commission independent auditors to verify compliance. Our first audits were undertaken in higher-risk areas, although they represented lower levels of spending.

Since 2003, more than 3,000 facilities in the Coca-Cola system have been assessed, and training has been provided to more than 1,000 supplier personnel. In 2008, we will work with The Coca-Cola Company to conduct two joint SGP training sessions for our suppliers and procurement teams.

We spent more than US$11 billion with more than 70,000 suppliers of goods, services, and capital projects in 2007. Of this, 93 percent was spent in our countries

2007 MARKETPLACE HIGHLIGHTS

- The addition of glacéau, FUZE, and Campbell's to our product portfolio.
- No- and low-calorie beverages grew to 47 percent of our sales volume.
- Reduced our consumer complaint rate by five percent.

of operation. Although we do not have a local sourcing policy, the nature of our business often demands that we source in our countries of operation.

Responsibility for supplier relationship management lies with the Vice President of Procurement for North America and the Vice President of Procurement for Europe.

SERVING OUR CUSTOMERS

Our customers are the 1.2 million businesses that sell our beverages to consumers. These businesses include small independent retailers to large international chains. Regardless of customer size, we aim to be their most valued supplier, providing them with high-quality products and service.

We work collaboratively with our customers, tailoring programs to their needs. As our major customers increasingly work on sustainability programs, we share our expertise and work on issues of mutual concern.

In 2007, we received the following awards:

- **Belgium**: *StoreCheck* Award
- **Canada**: CHIP Hospitality Supplier of the Year
- **France**: Carrefour Supplier of the Year
- **Great Britain**: *The Grocer* Best Branded Supplier and Coke Zero/Star Product; Wal-Mart Red Globe Award for Category Advisor/Shopper Insights
- **The Netherlands**: Golden Partner for Shops Out of Home
- **United States**: Wal-Mart Supplier of the Quarter; Hess Express Above and Beyond the Call of Duty Award

Operational responsibility for customer relationships lies with the Chief Customer Officer for North America and the Vice President, Strategy, Sales, and Marketing Innovation in Europe.

COMPETING FAIRLY

The non-alcoholic beverage market is dynamic and highly competitive. Wherever we operate, we aim to compete vigorously, yet fairly, complying with all antitrust and competition law requirements. We also conduct periodic training of sales and managerial employees.

In 2007, our sales accounted for 13 percent of total non-alcoholic beverage sales in our North American territories and nine percent in our European countries of operation.

Operational responsibility for antitrust and competition law compliance training lies with the Deputy General Counsel in the United States, with the General Counsel in Canada, and with the Vice President, General Counsel, in Europe.

LISTENING TO OUR CONSUMERS

Working together with The Coca-Cola Company, we operate consumer information centers. In 2007, these centers responded to more than 930,000 contacts by phone, email, and mail. More than 88 percent of these contacts were general inquiries about products and promotions, while quality-related contacts accounted for 12 percent.

We aim to continually reduce the number of quality-related contacts we receive. In 2007, we achieved our goal of reducing our consumer complaint rate by five percent. Currently, we are receiving fewer than three complaints per million containers sold.

Surveys undertaken in North America reveal that, among consumers who contacted our centers, 92 percent said they were satisfied with our response and 96 percent said they would repurchase our products. In 2007, the French Coca-Cola Contact Center was named the best for managing consumer contacts and complaints by French magazine *The Enterprise*. In a survey of 200 companies, our call center rated 17.5 out of 20, compared to the average 9.72.

Operational responsibility for consumer affairs lies with the Senior Vice President, Public Affairs and Communications in North America and with the General Manager, Vice President Supply Chain in Europe. Consumer information from our call centers, as with other consumer contacts, is protected for privacy purposes in accordance with local laws and regulations.

PRODUCT PORTFOLIO/WELL-BEING

We are working to offer every consumer the right product and package in the right place, at the right moment, in the right way.

We will:

- Offer an expanded range of beverages and package sizes.
- Make information on products, nutrition, and hydration readily accessible.
- Conduct responsible sales and marketing by achieving 100 percent compliance with standards and establishing guidelines for consumer groups.
- Organize and sponsor grassroots well-being programs.

When CCE first formed in 1986, we distributed only sparkling soft drinks. Today's consumers demand greater variety in their beverages, particularly in no- and low-calorie beverages and in their package sizes. Our portfolio has expanded significantly in the past 10 years to meet this, with notable additions over the past two years. We believe that all of our beverages can be part of a healthy and active lifestyle, and we want customers and consumers to be able to fulfill their beverage needs from within our portfolio.

Together with The Coca-Cola Company, we are taking a leadership role to address stakeholder concerns such as obesity and responsible business practices. We are committed to providing more nutrition information about our beverages and implementing industry guidelines for responsible marketing. In addition, we remain a strong supporter of sports and physical activity programs in schools and communities.

A WIDER CHOICE OF BEVERAGES

As a major addition to our portfolio, we introduced a variety of new beverages in 2007:

- **smartwater, vitaminwater,** and **vitaminenergy**: The glacéau range of enhanced waters that includes vitamins, electrolytes, and natural flavors
- **Vitalize, Refresh, Tea,** and **Slenderize**: The FUZE range of still beverages enhanced with vitamins, minerals, and antioxidants, without artificial colors or preservatives
- **Dasani Plus/Dasani Essentials**: Vitamin-enhanced flavored waters with zero calories
- **Diet Coke Plus/Coca-Cola light Plus**: Low-calorie sparkling beverages enhanced with vitamins and antioxidants

To further boost the range of juices we offer, we also began to distribute Campbell's V8® nutritional vegetable single-serve beverages, such as V8-V® Fusion and V8® Splash.

We continued to expand our no- and low-calorie beverages. For example, among the FUZE range of beverages, Slenderize contains 10 calories per serving and includes natural ingredients that help promote weight loss. Following the success of Coke Zero, we increased our range of other no-calorie beverages, with the addition of Coca-Cola Vanilla Zero, Coca-Cola Cherry Zero, Vault Zero, Fanta Orange Zero, and Sprite Zero to our portfolio. In early 2008, we launched POWERADE Zero, the first zero-calorie sports drink in the marketplace.

"With 54 million children attending 125,000 schools nationwide, implementation of the Guidelines is an enormously complex undertaking. The Alliance is pleased with the progress the industry is making in ensuring the health of our nation's students through implementation of our Guidelines and that they are making the commitment to provide students with lower-calorie, more nutritious options."

– ***Daniel W. Jones, M.D.**, President, American Heart Association*

These new beverages are significantly changing our business. Although regular sparkling beverages represented 53 percent of our sales in 2007, sales of our still beverages are growing much more rapidly. Light sparkling and still beverages accounted for 47 percent of our sales volume, compared with 45 percent in 2006. Additionally, the average calorie content by volume of our portfolio has decreased by two percent since 2006 and has declined 14 percent since 2002.

Smaller Package Sizes

We also offer beverages in smaller portion sizes, helping consumers manage their caloric intake. We have a range of eight-ounce and 8.5-ounce bottles, as well as 100-calorie cans in North America; and in Europe, smaller pack sizes include 0.15L cans and a new 250 mL PET bottle. Beginning in 2008, FUZE, vitaminwater, and POWERADE Zero will be offered in smaller, 12-ounce sizes for schools in the United States.

Reformulating Beverages

To meet consumer demand for more natural ingredients and lower sugar content, we also are reformulating some beverages. For example, a new formulation of Fanta, which contains 30 percent less sugar and no artificial flavors or colors, went on sale in Great Britain and is being rolled out across our European territories.

FACILITATING INFORMED CHOICE

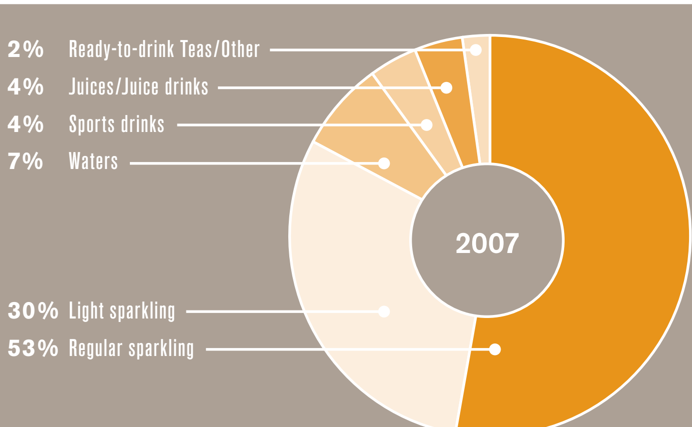
Together with The Coca-Cola Company, we debuted new front-of-pack nutritional labeling across all of our European territories in 2007 *(see case study on page 33)*. These labels clearly show the calorie content per serving, placing this in the context of a healthy diet, or Guideline Daily Amounts. Sugar, fat, saturates, and salt content are also shown in the same way.

In the United States, our enhanced nutritional labeling became broadly available on full-calorie beverages during 2007. These labels carry information for both an eight-ounce serving and the entire container. Previously, labels provided only the calories per serving size with an indication of the number of servings per package. In addition, we are piloting bilingual nutrition labels to help Spanish-speaking consumers make informed dietary choices.

RESPONSIBLE SALES AND MARKETING

We continue to work hard to implement industry guidelines regarding which beverages should be sold in schools and how

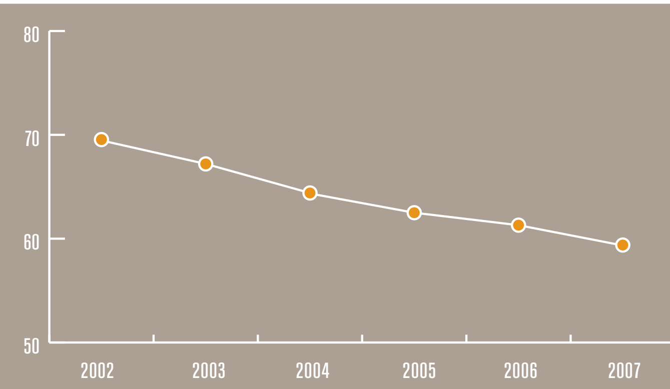
OUR WIDE RANGE OF BEVERAGES



53%
of our portfolio is regular sparkling

47%
of our portfolio is light sparkling and still

AVERAGE CALORIES PER EIGHT-OUNCE SERVING



14%

decrease in average calories per eight-ounce serving

2002-2007

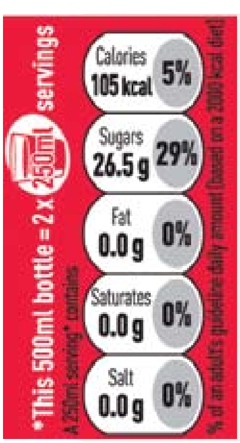
they are sold. In each of our territories, these industry guidelines are the first among the broader food and beverage industry. These commitments are voluntary and typically support major public-private partnerships to promote healthy lifestyles and reduce obesity, especially in young people. They include the following:

- In the United States, the School Beverage Guidelines support the American Beverage Association and Alliance for a Healthier Generation, a partnership between the William J. Clinton Foundation and the American Heart Association.
- In Canada, the Guidelines in Schools are commitments made by the industry association, Refreshments Canada.
- In our European territories, we signed the commitments by the Union of European Beverage Associations (UNESDA) that support the multi-stakeholder EU Platform for Action on Diet, Physical Activity, and Health.

These guidelines were developed with input from local educators, parents, and government agencies. Consequently, their focus is slightly different in each location. Under the guidelines in North America, the caloric content for all beverages sold in schools is capped and specific beverages for primary and secondary schools are defined. In Europe, we do not market sparkling beverages in elementary schools and require beverage choices for middle and secondary schools to be decided together with parents and educators.

We are working hard to implement these commitments and measure our compliance. In the United States, we have continued to make full adoption of our School Beverage Guidelines a top priority. We have added several new low-calorie options to our portfolio this year that meet the high school guidelines, and offer students a broader choice of selections. These include Campbell's juices, FUZE, and vitaminwater.

We also have enhanced the depth of our tracking and reporting processes to ensure we are fully meeting our commitment. We are using a method that shows compliance levels by school for the more than 20,000 schools we do business with throughout the country. It allows us to track the number of machines per school that have noncompliant brands, thereby allowing us to prioritize our remaining gaps. During the 2007-2008 school year, we have brought an additional 11,000 schools into compliance.



CASE STUDY

Front-of-Pack Labels in Europe Show Calories and Nutrients

The new nutritional labels on the front of our packages in Europe are part of a broader initiative by the food and drink industry. The labels list calories, sugars, fats, saturates, and salt content, putting these in the context of the Guideline Daily Amounts (GDAs). The labels were designed for use across a wide range of food and beverages, allowing consumers to make informed comparisons. In Great Britain, where GDA labels were launched, the industry conducted an advertising campaign to encourage awareness and use of the labels. By the end of 2007, 80 percent of British consumers recognized GDA labels and more than 50 percent used them.

In the United States, the Alliance for a Healthier Generation confirmed that our industry is on track to achieve 100 percent compliance by the 2009-2010 school year, with approximately 35 percent of all school contracts in compliance in 2007. Additionally, the Alliance confirmed a 41 percent reduction in the total number of calories in beverages sold in schools. Refreshments Canada is tracking its performance toward full implementation by September 2009 and plans to report progress later in 2008.

In Europe, independent auditors assessed our industry's compliance with commitments to the EU Platform for Action on Diet, Physical Activity, and Health. UNESDA reported these results in 2007, and they indicated that our industry is making good progress. For example, 94 percent of elementary schools no longer sell sparkling beverages, while almost 100 percent of advertising does not target children under 12. Nevertheless, there remains room for improvement; 66 percent of secondary schools were found to offer a full variety of beverages, and only 53 percent involved parents in selecting beverages.

Working with Our Customers

Increasingly, we are working with our customers to ensure that they offer a wide range of our beverages, including still and no- and low-calorie beverages. We also strive to ensure that these are marketed responsibly by our customers.

In Europe, we have marketing policies for food and beverage outlets that require no- and low-calorie beverages to be included in all advertisements with food. In European leisure channels, such as cinemas, we are working with customers to reduce the sizes of cups.

Media Advertising

The Coca-Cola Company is responsible for consumer marketing. Its global marketing policies have long prohibited advertising to children under the age of 12. In early 2008, The Coca-Cola Company announced that these policies will be strengthened with regard to sparkling beverages.

The Coca-Cola Company also supports external advertising initiatives in our territories. In Canada, it is a founding member of the new Canadian Children's Food and Beverage Advertising Initiative and the Long Live Kids social marketing program.

SUPPORTING HEALTHY LIFESTYLES

Maintenance of a healthy lifestyle requires more than just managing caloric intake; it also requires physical activity. Therefore, we support grassroots athletic and well-being programs everywhere we operate.

Highlights from 2007 include the following:

Great Britain: Together with the English Schools Football Association, we stage Europe's biggest school football tournament, the **Minute Maid Schools Cup**, involving 40,000 boys and girls each year. Another 7,500 children take part in the **Coke 7s**, which is an annual football tournament run in partnership with the Scottish Football Association.

France: Approximately 30,000 young people took part in our grassroots sports activities during 2007. These include 21 joint programs with regional authorities that help meet local needs. In the eastern city of Mulhouse, our

CASE STUDY

Enhanced Beverages Boost Low-Calorie Portfolio

The glacéau range of beverages is designed for people on the go:

- **vitaminwater:** Water enhanced with combinations of nutrients to deliver specific health benefits
- **smartwater:** A zero-calorie, vapor-distilled electrolyte-enhanced water
- **vitaminenergy:** An energy drink with added nutrients

These beverages are naturally flavored and are free of sodium, artificial sweeteners, and colors. The glacéau portfolio is already available in the United States and is being launched in Great Britain and Canada in 2008. We are also developing a smaller, 12-ounce package that is appropriate for sales in U.S. schools.

Addressing Bottled Water Concerns

CASE STUDY

Consumer demand has made bottled water one of the fastest-growing beverages in our territories. As consumers increasingly choose to purchase and drink bottled water, more scrutiny is being placed on its environmental impact – meaning the protection of the water source and the impacts of packaging and transportation. In 2007, several cities – including San Francisco and Miami – banned the purchase of bottled water by city governments, and Chicago passed a tax on all bottled water. While we support programs to raise consumer awareness and increase recycling rates, we oppose actions that single out any one product.

We share the same concerns on the environmental impact of bottled water and have already taken action to address them. We help to protect watersheds in areas where we operate with water-saving initiatives within our production facilities *(see Water Stewardship on page 17)*, and have reduced the amount of packaging we use in 12-ounce, 500 mL, and 20-ounce Dasani bottles by 30 percent in 2007, saving an annual 8,950 metric tons of PET *(see Sustainable Packaging/Recycling on page 19)*.

Move Your Body program offers inner-city youth opportunities to engage in adventure sports, such as hang-gliding and canoeing; while in the city of Rennes, **Night of Sport** gives young people venues to practice athletics from 10 p.m. to 3 a.m.

The Netherlands: With 150,000 participants each year, the **Mission Olympic** program is the largest youth sports activity in the Netherlands and is conducted with the Dutch Olympic Committee-National Sports Federation. Another 5,000 young people participated in **Mission Olympic-The Tour** *(see case study below)*. This new project takes the latest sports trends, such as basketball rhythm and capoeira, into schools in inner-city areas.

North America: We continued to support the **Live It!** program, as it helped more than three million middle school students get active and better educated about nutrition during the 2006-2007 school year. **The Live It!** program consists of two elements: one that focuses on increasing physical activity and another that focuses on educating students on making nutritious choices throughout the day.

ONLINE

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

Introducing Sports into Dutch Communities

Launched in 2006, Mission Olympic-The Tour introduces sports such as jump rope, basketball rhythm, and capoeira into Dutch communities. The Tour is a part of Mission Olympic, the largest and most popular sports program in the Netherlands, with 150,000 students participating each year. The goal of Mission Olympic is to introduce young people to healthy and active lifestyles, encouraging them to join one of the country's many sports clubs and to display good sportsmanship.

CASE STUDY

DEVELOPING A DIVERSE AND TALENTED WORKFORCE

Achieving our business priorities depends largely on the people of CCE. We aim to create a workplace that attracts, develops, and retains a highly talented and diverse workforce. We encourage each individual to develop professionally, helping people turn their talent into business performance.

WORKPLACE

Approximately 73,000 people are employed in production, sales/distribution, combination sales/production facilities, and offices across our business. Of those, almost 62,500 are employed in North America, with the remaining 10,500 working in our European operations. Full-time permanent employees represent almost 95 percent of our workforce.

MANAGING CHANGE

To improve efficiency and effectiveness, we continue to make significant changes to our business. Following major initiatives to refine our go-to-market model in 2007, we launched our Global Operating Framework with a vision of becoming the best beverage sales and customer service company.

We also announced a multi-year restructuring program that will reduce our workforce by approximately 3,500 people. Dedicated change management teams in North America and Europe help us manage this process to ensure that we treat employees fairly and communicate candidly. Where possible, affected employees receive alternative assignments as we pursue new business opportunities. 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. In Europe, we fulfill our information and consultation obligations.

TRAINING AND DEVELOPMENT

To attract and retain the talent that we need, we invest in the professional development of our people. In particular, we are working to develop world-class capabilities in the areas of revenue growth management, sales and customer service, and supply chain.

As our go-to-market model continues to evolve, we also provide transition training, helping employees adjust to new expectations. In 2007, we conducted training to support the Customer Excellence initiative in North America. More than 30,000 employees from drivers to sales center managers received training about why the company was changing, who was impacted, and the expectations of the new model. Additionally, we trained approximately 200 sales managers and representatives on new selling tools and techniques and ways to hire new talent so that they can better serve the needs of customers and consumers.

We also provide a wide range of on- and off-the-job learning opportunities to help our employees develop technical and leadership skills. In early 2008, we began to roll out our new interactive e-learning program, Leadership Compass, beginning in North America. One of our first global training programs, this e-learning course allows frontline managers to learn at their own pace.

To date, we have not aggregated global data on training, but our new Learning Management System will allow us to track training initiatives consistently across our business.

2007 WORKPLACE HIGHLIGHTS

- Established European Diversity Council.
- Spent more than US$150 million with minority- or women-owned business enterprises.
- Members of the Executive Leadership Team are now accountable for diversity as part of their performance objectives.
- Introduced employee-based business networks at our corporate offices.

Performance Management

We aim for all employees to receive regular performance reviews and have rolled out a standardized performance management program across our business. In 2007, 58 percent of employees in North America and 100 percent of European employees received a performance appraisal. The difference is attributed to the fact that in the United States, employees covered by collective bargaining agreements do not receive performance appraisals unless they are specifically covered by the agreement.

ENGAGING OUR EMPLOYEES

As we transform our organization, we strive to communicate openly with our employees about what we are doing, why, and how it affects them. We also seek their feedback and respond to any concerns they might have.

Raising Grievances and Concerns

Our employees may raise concerns or grievances through a number of different channels. Our open door philosophy encourages employees to raise concerns with any level of management, including the CEO. Grievance and arbitration processes are available to all employees covered under collective bargaining agreements and to those who are not. An independently run 24-hour Ethics and Compliance Hotline allows employees to report concerns anonymously, while in the United States, our Ombuds Office and Solutions program offers confidential advice, support, and a vehicle for conflict resolution through mediation and arbitration. These channels are widely publicized throughout the company and through annual mailings to employees' homes.

Significant issues and their resolution must be reported to senior management and the Audit Committee of the Board of Directors. In 2007, no significant economic, environmental, or social issues were raised.

HEALTH AND SAFETY

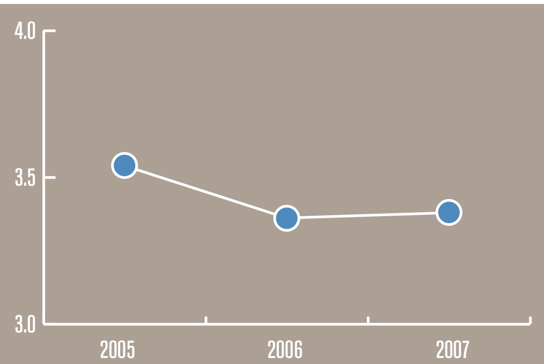
We continued to standardize our approach to safety across our business during 2007. We earned certification of our Safety Management System under The Coca-Cola Management System (TCCMS) *(see Marketplace on page 29)* at four U.S. facilities – exceeding our goal of three. We gained TCCMS certification and OHSAS 18001 certification at our Chaudfontaine production facility in Belgium so that all European production facilities are now certified. We aim to achieve certification of all production facilities in North America by 2010.

We are continuing to build consistency across our safety programs, training materials, and expectations. In 2007, we launched Safety Matters, a new awareness program that addresses potential hazards at work and home. Safety committees throughout our North American business are sent comprehensive toolkits each month, allowing them to conduct assessments and educate employees on a priority topic, such as electrical safety, machine guarding, or defensive driving. Managers are responsible for implementing these toolkits during their regularly scheduled monthly meetings. In 2008, we will launch new programs on back injury prevention and defensive driving, as well as programs targeting employees in sales and production. The program will be piloted in European facilities.

Additionally, we aim to build accountability at all levels. We have formal manager-worker safety committees in all production facilities and sales and distribution centers, as well as written health and safety programs and policies. Safety performance is among the measures included in business and individual performance assessments. Our collective bargaining agreements typically reflect a joint commitment to workplace safety, and employee groups and unions are usually involved in developing safety initiatives.

LOST-TIME INCIDENT RATE

(number of claims per 100 full-time equivalent employees)



4%

decrease in lost-time incident rate

2005-2007

During 2007, our lost-time incident rate increased slightly but showed a decline from 2005. As we standardize our approach to safety, this is the first year we are able to report performance company-wide. In the future, we will report other metrics as appropriate. In 2007, there were no significant breaches of health and safety regulations and no significant penalties.

Protecting Employee Health

In addition to occupational health, we also conduct programs to promote healthy lifestyles. For the high-risk diseases – cancer, coronary heart failure, congenital heart disease, diabetes, obesity, and asthma – we offer education, prevention, counseling, and treatment. Weight loss, stress management, and smoking cessation programs are also available, and a healthy lifestyle component was added to our safety committees in North America during 2007.

Our company healthcare plans offer coverage for employees and their dependents. Information is available on the intranet, and an annual health assessment is offered to all employees covered by the plan.

FAIR WORKPLACE

As a participant in the United Nations Global Compact, we have committed to uphold internationally recognized labor and human rights standards, such as the UN Universal Declaration of Human Rights Statement and the ILO Codes.

Wherever we operate, we aim to comply with all applicable employment and labor laws. We expressly prohibit child labor and forced or compulsory labor in our operations and those of our suppliers. When we offer employment, it is contingent upon a satisfactory background check that includes verifying the age of applicants. We do not believe there is significant risk given the countries in which we operate.

Labor Relations

We respect and protect our employees' right to freedom of association and whether or not to join unions and engage in collective bargaining. In 2007, 36 percent of our employees were covered by local labor agreements.

We are committed to good faith bargaining and dialogue on the reasons for major organizational changes and their likely impacts. We follow local legal requirements on the level of bargaining required and consult or inform employee representatives, unions, and our European Works Council as soon as we are legally and practically able to do so. Our policy of ongoing and open social dialogue allows time for their input before decisions are made on projects involving social change.

REWARDING OUR EMPLOYEES

We strive to pay competitive wages and benefits to all employees. Characteristics such as gender or race are irrelevant to our compensation practices.

In 2007, our employees earned US$3.9 billion in salaries and benefits. In addition, our employees are eligible for such benefits as tuition assistance for job-related courses, a share purchase program, and the CCE Johnston Legacy Scholarship Program in North America *(see case study below)*.

Retirement Plans

CCE offers defined benefit and contribution retirement plans to employees based on eligibility rules and geographic location. We aim to fund all our plans within the guidelines of each jurisdiction in which we operate. Defined benefit plans are funded by our general assets, asset-holding trusts, and insurance contracts.

In 2007, the total value of pension and other post-retirement liabilities was estimated at US$3.7 billion. Of that, US$521 million is covered by general resources. In separate funds, assets have been set aside to cover the remaining US$3.2 billion. Approximately 80 percent of our employees participate in retirement plans.

Accountability for each of the sections in this chapter lies with the Senior Vice President, Human Resources.

CASE STUDY

Coca-Cola Enterprises Johnston Legacy Scholarship Program

Each year, Coca-Cola Enterprises provides US$1 million in college scholarships to deserving children of its employees in North America. Created in 2002, the program was named for the company's former CEO, Summerfield K. Johnston, Jr., the grandson of the first licensed Coca-Cola bottler in the United States. Thus far, the program has afforded 500 students the opportunity to further their education.

DIVERSE AND INCLUSIVE CULTURE

We are working to establish a diverse, winning, and inclusive culture.

We will:

- Continue to build infrastructure to support our desired culture.
- Bring sustainability to our diversity commitment through employee engagement.
- Hold leaders accountable.

Our success is inextricably linked to our diversity. This goes beyond such visible differences as gender or ethnicity. Instead, it is about fostering a culture of inclusion, where differences in background, experience, and viewpoint are valued. We believe that this stimulates innovation, helping us respond more effectively to our changing marketplace.

Attracting, retaining, and developing a highly talented and diverse workforce is a strategic priority for our business. Additionally, our commitment goes beyond our own workforce and workplace to encompass the way we interact with customers, suppliers, prospective employees, and local communities.

We continue to focus on three key areas: building a solid foundation; building a diverse and inclusive culture through education and engagement; and measuring our progress.

BUILDING THE FOUNDATIONS

We work hard to make diversity and inclusiveness an integral part of our business. To date, we have a North American Diversity Advisory Council, as well as action teams in certain countries. Policies promoting equal opportunity and prohibiting harassment, bullying, and retaliation have been implemented in every country.

We now are standardizing our process, ensuring that we have a comprehensive approach at every level of our business. Given regional differences, we have established a European Diversity Advisory Council in parallel to our North American Diversity Advisory Council, and we are working to set up a Global Diversity Advisory Council. We also will establish diversity councils in every North American Business Unit by 2009. The blueprint and charter were developed in 2007, and the first council was established in our Southeast Business Unit.

Establishing Employee Business Networks

As part of our overall effort to build a diverse and inclusive culture, we established employee business networks in 2007 to give employees a forum to connect with others whom have similar interests and backgrounds. Our Diversity Advisory Council hosted an information session that attracted more than 100 CCE employees eager to join a business network. From this session, seven interest groups were established, including Enterprising Women – which was the first group to be sanctioned as a business network in early 2008.

Enterprising Women's vision is to engage and inspire the women of CCE to enhance positive business performance through education, mentoring, and communication. The president of our North American Business Unit serves as the executive sponsor of the Enterprising Women group and presents the recommendations of the group to the Executive Leadership Team.

BUILDING AN INCLUSIVE CULTURE

In 2007, we introduced employee-based business networks at our corporate offices. Employees were encouraged to help develop and manage these networks, and seven interest groups were formed: African American; Women; Gay, Lesbian, Bisexual, and Transgender; Employees Transitioning Into Management Roles; Hispanic/Latino; Over 40s; and Working Parents.

Of our seven networks, three were officially sanctioned in early 2008, including Enterprising Women, African American, and Hispanic/Latino. These will promote professional development, foster opportunities for informal mentoring, and act as a voice on issues relevant to the respective networks. We anticipate the remaining four groups to be officially launched by the end of 2008. We also are on track to develop a formal mentoring program for employees that will launch in 2009. In addition, our European Diversity Council will host its first women's forum in 2009 and has adopted gender as a key focus area.

We are also enhancing our approach to diversity and inclusion education and will launch new training in 2009. Additionally, diversity and inclusion are embedded in our frontline leadership training.

TRACKING OUR PROGRESS

The final part of our road map is to create the means to measure our performance. In 2008, we introduced a Diversity and Inclusion Scorecard for monitoring our progress in representation and education in both North America and Europe. Managers will be trained, developed, and rewarded on this basis. Additionally, members of our Executive Leadership Team are now accountable for diversity as part of their performance objectives.

At the end of 2007, 15 percent of our Board of Directors were female, while 23 percent were minorities. The representation of women among our senior management has improved by two percent in both North America and Europe. In the United States, minority representation

LEADERSHIP DIVERSITY AT CCE – 2007

	Female	Age over 40	Ethnicity
Board of Directors	**15%**	**100%**	**23% minorities**
Senior management – U.S.	**19%**	**79%**	**15% minorities**
Senior management – Europe	**10%**	**87%**	**95% European**

among our senior management improved by five percent during the year. We do not measure ethnic representation globally since it is illegal in some of our territories to collect such information.

Recruitment and Retention

In our recruitment procedures, we strive to reach a wide variety of potential employees. Positions are advertised in a diverse range of media in every country, while interviews are panel-based and use objective criteria to ensure fairness. We also build recruiting partnerships, such as with the National Society of Hispanic MBAs, the National Black MBA Society, and the National Association of Black Accountants in the United States.

Turnover among our employees seems to be affected not by gender, age, or ethnicity/nationality, but rather by position. For example, there is higher turnover among our sales force than in manufacturing. Overall, voluntary company turnover was 18 percent in 2007.

DIVERSITY IN THE MARKETPLACE

We aim to promote diversity in the marketplace by using Minority- and Women-Owned Business Enterprises (M/WBE) where possible. In 2007, we spent more than US$153 million with M/WBEs in the United States, which is a nine percent increase from 2006 and our highest amount spent to date. We did business with more than 175 certified M/WBE companies in 31 out of the 46 U.S. states where we operate. We also conducted a Second Tier Training session for more than 35 of our prime suppliers. As a result of the session, we increased our Second Tier spend by more than 100 percent over 2006.

We also increased focus and discipline for supplier certifications, and continued to use national advocacy organizations as certifying agencies. We will continue to utilize our key M/WBE suppliers and have a goal to spend US$150 million with M/WBEs in 2008.

CASE STUDY

Recruitment and Retention of Persons with Disabilities in France

Integrating people with disabilities into our workforce is a key focus of our diversity efforts in France. We are working to promote awareness and understanding among our employees, improve our recruitment practices, and build outreach to prospective employees.

During 2007, we invited job seekers with disabilities to visit 11 of our production, sales/distribution, combination sales/production facilities, and offices to interview our employees about working at CCE. This also allowed employees to learn more about working with colleagues with disabilities. In total, 175 job seekers and employees participated.

We use both traditional and specialized channels to reach job seekers with disabilities and have established a persons' with disability-oriented partnership with employment agency Manpower.

WORKING IN PARTNERSHIP

We also support organizations and initiatives that promote diversity and inclusion in our communities. In France, for example, in early 2007 we were one of the first signatories of the Diversity Charter, an industry initiative that requires signatories to prevent all types of discrimination, including discrimination based on ethnicity, gender, or age. Our employment practices in deprived inner-city areas are part of a new campaign launched by French President Nicolas Sarkozy in early 2008. Our Passport for Work program, which helps unemployed teenagers, was praised by the Ministry of Education for its support of diversity and is being extended into schools.

In Great Britain, we continue to strengthen our work on age diversity, joining Engage, a network group facilitated by Help the Aged, to share best practices. In 2007, we gained Age Positive Employer Champion status for the second consecutive year for our commitment to treating employees of all ages fairly. We were also named among the top 100 employers for lesbian, gay, and bisexual people in Britain by the campaigning and lobbying group Stonewall.

ONLINE

- **CCE Supplier Diversity**: www.cokecce.com
- **CCE Career Opportunities**: www.cokecce.com
- **Equal Opportunity Policy and Statement**: www.cokecce.com
- **Help the Aged**: www.helptheaged.org

SUPPORTING OUR LOCAL COMMUNITIES

We aim to build positive relationships, bring economic benefit, and help to improve the quality of life in the communities where we operate.

COMMUNITY

CREATING ECONOMIC VALUE

By conducting our day-to-day business activities, we bring economic benefits to the communities we serve. We create employment – approximately 73,000 employees earned salaries and benefits of US$3.9 billion in 2007.

Additionally, we support thousands of suppliers. In 2007, 93 percent of the US$11 billion we spent on ingredients, goods, and services flowed to suppliers in the countries where we operate. Of this, US$150 million was channeled into supporting Minority- and Women-Owned Business Enterprises.

We paid more than US$1.4 billion in corporate taxes to national, provincial, state, and local governments. Further tax receipts were generated from employee income, sales, customs duties, municipal charges, packaging recovery fees, rates, and levies.

In 2007, we approved an investment of US$450 million to be spent between 2007 and 2010 in facility infrastructure. In addition to investment, we generated indirect benefits such as knowledge transfer, innovation, technology, and encouragement to other potential investors. Voluntary contributions to community investment programs are also provided.

ENGAGING WITH LOCAL COMMUNITIES

Establishing and maintaining trust with our local communities is something we do not take for granted. Through meetings with local community leaders and organizations, we listen to and address their needs and concerns. In particular, when we are making major changes to our business, such as building new facilities, we reach out to local organizations and incorporate their views into our plans.

As part of our Operation Grass Roots Enterprise program in North America, we identify a Champion in each of our facilities to represent the company with local stakeholders. We have also adopted similar programs in our European operations.

2007 COMMUNITY HIGHLIGHTS

- Contributed US$31.5 million to community investment programs.
- Further developed our local community relations plans to include our five CRS focus areas.
- Made our community investment more strategic by adding environmental nonprofit organizations to our Matching Gifts Program in the United States.

CASE STUDY

Employees Establish Community-Focused Running Club

Combining their passion for building a team-driven, inclusive culture and promoting a healthy and active lifestyle, the employees at our Los Angeles, California, facility established the LA Running Club *(pictured on page 44)*. The members of the Club train together after work and participate in local charitable races each month, allowing them to pursue a healthy lifestyle and give back to the communities they serve.

In 2007, the Club joined with Homeboy Industries, a local nonprofit organization that provides free resources to at-risk individuals, to participate in the Hollywood Dreamz 5/10K race. By participating in this race, the Club assisted with raising money for Homeboy Industries, so that they may continue to provide services, such as job training and counseling, to those who need it the most.

Los Angeles Running Team

CASE STUDY

Canada's Green Steward Initiative

In a new program to involve employees and improve our efficiency and effectiveness, our Canadian operations had the opportunity to make a positive impact on the environment with the Green Steward Initiative in 2007. Employees were asked to implement initiatives that would improve water conservation, sustainable packaging/recycling, or energy efficiency within their facilities. The winning entries varied from establishing recycling zones throughout the facility to installing a plastic baler to recover and recycle the stretch film that is used to wrap product pallets for delivery. Winners received cash donations for local conservation groups of their choice.

In 2007, we further developed local community relations plans for our facilities to include proactive engagement with stakeholders in our five CRS focus areas. Employees are also encouraged to volunteer in their local communities, hold facility open house days, conduct facility tours, and lend our facilities for local activities.

COMMUNITY INVESTMENT PROGRAMS

In 2007, we invested US$31.5 million locally through charitable, in-kind, and monetary contributions, programs, and sponsorships. These contributions do not account for employee volunteerism, fundraising, management time, or business expertise provided, although these are also significant contributions.

While programs are determined locally according to community need, there are four strategic themes that we support:

- Youth development and education
- Well-being
- Environmental conservation – with a particular focus on water stewardship, sustainable packaging/recycling, and energy conservation/climate change
- Community and economic development

We work with civic groups, nonprofit organizations, and government agencies to identify programs that meet local needs and aspirations. They must be programs to which we can make a meaningful contribution based on our core competencies.

Youth Development and Education

We aim to create opportunities for young people, especially those from disadvantaged backgrounds, through our support of education and youth development. We support programs which promote leadership, life-skills, scholarships, literacy, and self-esteem.

Our key programs include the following:

- **United States:** Our longstanding **C5 Youth Foundation** (formerly known as Camp Coca-Cola) offers disadvantaged children a five-year leadership and volunteerism program. The **Valued Youth** program encourages secondary students at risk to tutor younger students, aiming to reduce student dropout rates. Through **The Coca-Cola Scholars Foundation**, we also provide scholarships to 250 students each year.

CASE STUDY

Making Community Investment More Strategic

In 2007, we made our community investments more strategic. In addition to contributions to education and the arts, the Coca-Cola Enterprises' Matching Gifts Program in the United States was expanded to include environmental nonprofit organizations. The Matching Gifts Program matches an employee's eligible donation to a nonprofit organization on a one-for-one basis, essentially doubling the employee's contribution.

Providing Emergency Relief during California Wildfires

CASE STUDY

In late 2007, fires in southern California destroyed 1,800 homes, displacing 500,000 people, and leaving 10 dead. Our local operations worked with the American Red Cross and other support service organizations to provide relief.

CCE drivers delivered nearly 6,000 cases of water and other beverages for people evacuated to stadiums, schools, and Red Cross shelters. We also provided beverages for volunteers and rescue services, sometimes delivering to the frontlines.

A number of our employees and their families were among those displaced, and we helped meet their immediate needs.

- **Great Britain:** More than 12,000 students from 750 schools visited the **Education Centers** at our British facilities in 2007. Run by qualified teachers, each of our three centers has a fully equipped interactive classroom and supports the British government's business education curriculum. In 2007, the program received its second Big Tick mark of excellence from Business in the Community.
- **France:** Through our **Passport for Work** program, we help unemployed teenagers in inner-city areas find jobs. Participants gain an insight into the world of business and commerce and have opportunities to practice job interviews. In 2007, 450 teens took part, and we plan to expand the program to reach 2,500 young people in 2008. The program has also been endorsed by the Minister of Education, and a classroom component will be taught in schools during 2008.

Well-Being

In every country where we operate, we support sports and physical activity programs *(see Product Portfolio/ Well-Being on pages 34-35)*. We sponsor leagues for baseball, football, soccer, hockey, golf, and other athletic programs that encourage youth to develop healthy habits of physical activity. For example, in Great Britain, more than 2,600 schools and 40,000 secondary school pupils take part in our Minute Maid Schools Cup soccer tournament each year. Endorsed by the Government Department for Children, Families and Schools and the Department for Culture, Media, and Sport, the program supports the government strategy of encouraging learning through sports and physical education. A positive development has been the participation of 1,000 girls' teams during 2007. A 2007 survey found that 70 percent of participants rated their confidence as high or average, while 84 percent believed that sports was correlated with a healthier attitude toward life and healthier body image.

Environmental Conservation

In parallel with our own environmental initiatives, we work with our local communities to support public education and conservation. For example, we support organizations such as Keep America Beautiful and its local affiliates by participating in clean-ups and litter control programs.

We place special emphasis on our priority topics:

- Watershed protection *(see Water Stewardship section)*
- Energy conservation and climate change *(see Energy Conservation/Climate Change section)*
- Recycling *(see Sustainable Packaging/Recycling section)*

ONLINE

- **Coca-Cola Scholars Foundation**: www.coca-colascholars.org
- **C5 Youth Foundation**: www.c5yf.org
- **Valued Youth**: www.thecoca-colacompany.com
- **Education Centers**: www.cokecce.co.uk
- **Passport for Work**: www.coca-cola-entreprise.fr

UNITED NATIONS GLOBAL COMPACT

THE GLOBAL COMPACT
WE SUPPORT

UN Global Compact Principle	GRI Indicator
Human Rights	
Principle 1 – Businesses should support and respect the protection of internationally proclaimed human rights	EC5, LA4, LA6-9, LA13-14, HR1-9, SO5, PR1-2, PR8
Principle 2 – Businesses should make sure that they are not complicit in human rights abuses	HR1-9, SO5
Labor	
Principle 3 – Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	LA4-5, HR1-3, HR5, SO5
Principle 4 – Businesses should uphold the elimination of all forms of forced and compulsory labor	HR1-3, HR7, SO5
Principle 5 – Businesses should uphold the effective abolition of child labor	HR1-3, HR6, SO5
Principle 6 – Businesses should uphold the elimination of discrimination in respect of employment and occupation	EC7, LA2, LA13-14, HR1-4, SO5
Environment	
Principle 7 – Businesses should support a precautionary approach to environmental challenges	EC2, EN18, EN26, EN30, SO5
Principle 8 – Businesses should undertake initiatives to promote greater environmental responsibility	EN1-30, SO5, PR3-4
Principle 9 – Businesses should encourage the development and diffusion of environmentally friendly technologies	EN2, EN5-7, EN10, EN18, EN26-27, EN30, SO5
Anti-Corruption	
Principle 10 – Businesses should work against corruption in all its forms, including extortion and bribery	SO2-6

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GRI INDEX

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