




2013 European Compliance & Ethics Institute – London

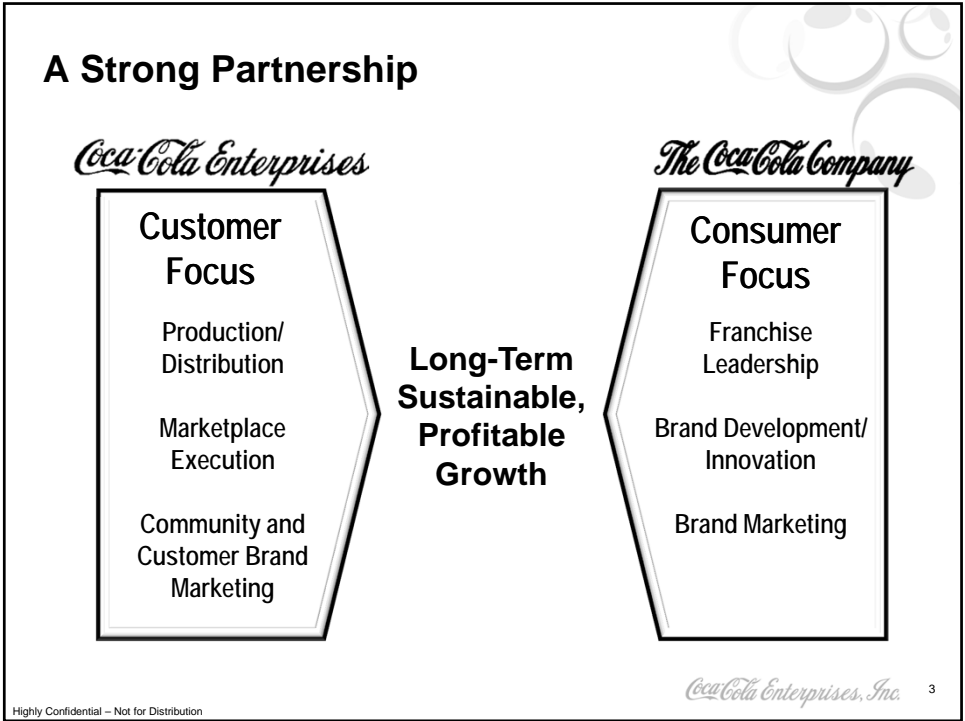
Coca-Cola Enterprises, Inc.
Janice Piacente
Chief Compliance and Risk Officer
8 April 2013

The Coca-Cola System



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CCE Today

- ❑ \$8 billion revenue
- ❑ Celebrating over 125 years
- ❑ 90+ years in Europe
- ❑ 40+ brands
- ❑ 13,000 employees
- ❑ 17 manufacturing facilities
- ❑ 165 million consumers

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Leading Brands

Coca-Cola™



Sparkling Flavors and Energy



Stills



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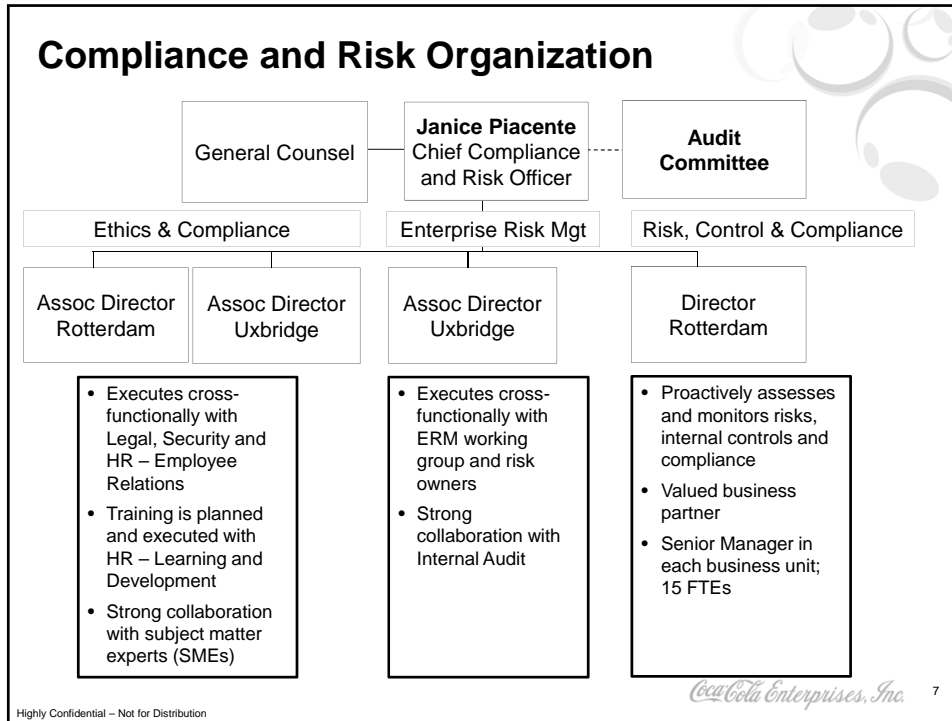
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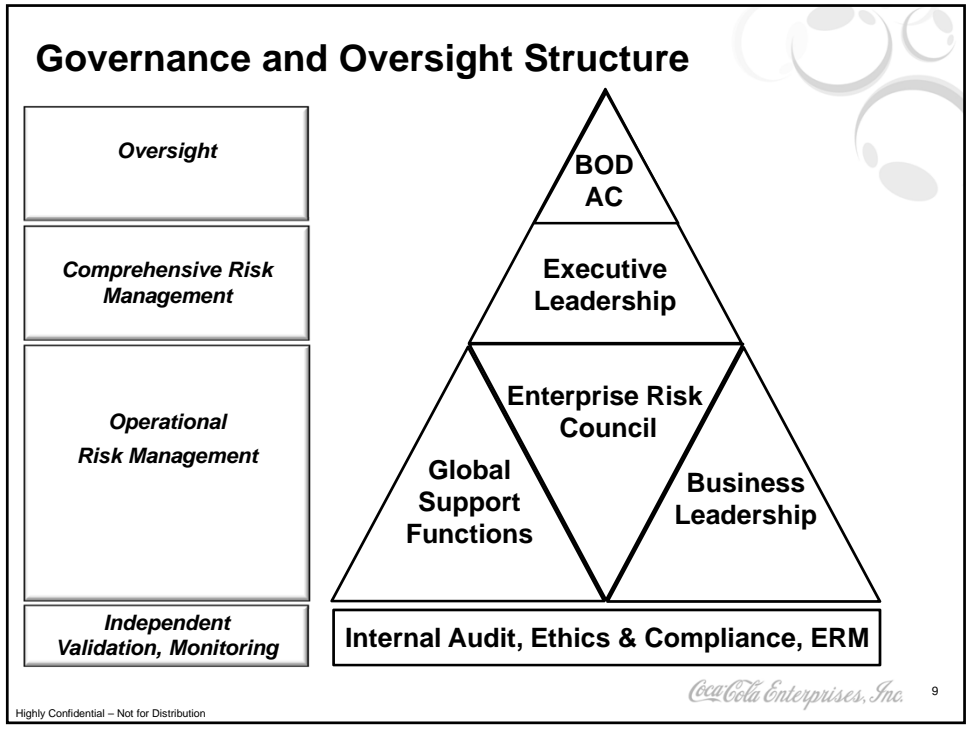
CCE's Approach to Risk Management

To create a holistic, integrated, forward-looking and process-oriented approach that aligns strategy, processes, people, technology and knowledge.

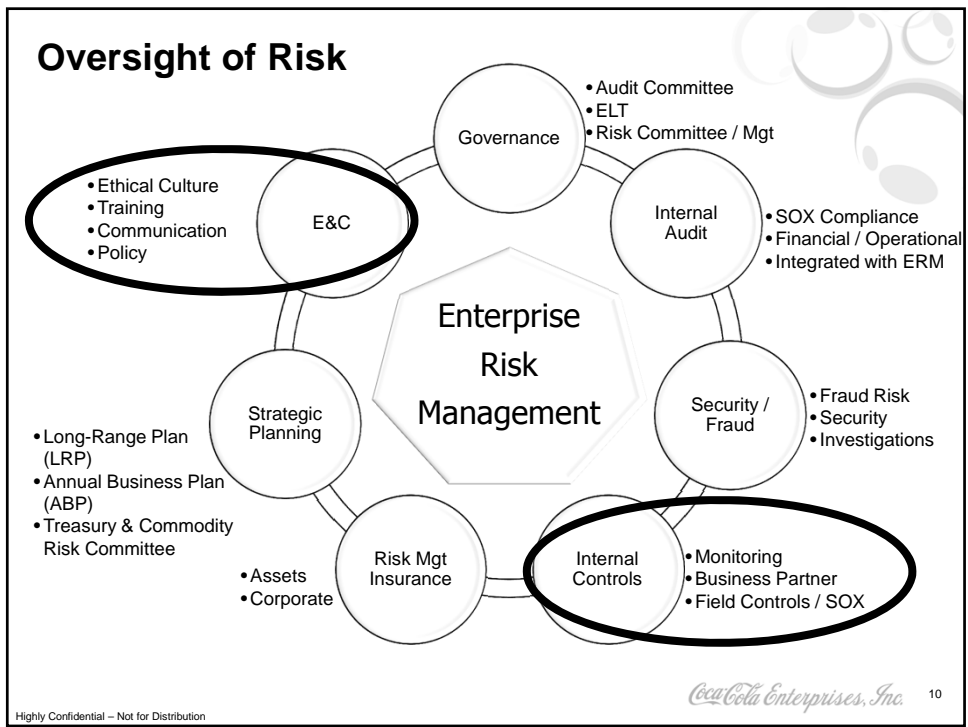
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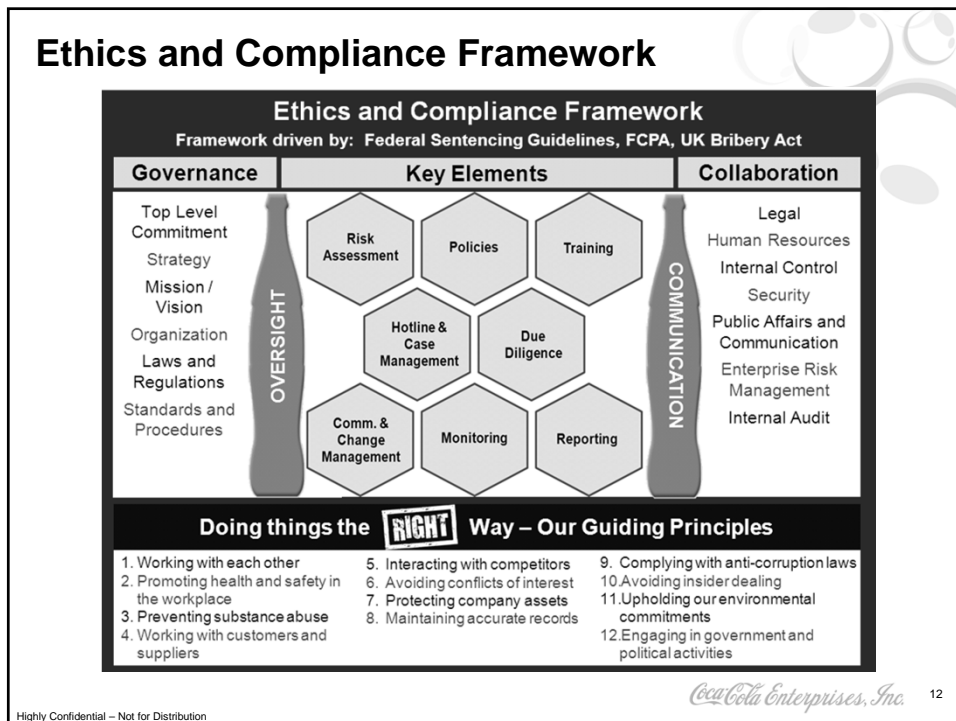


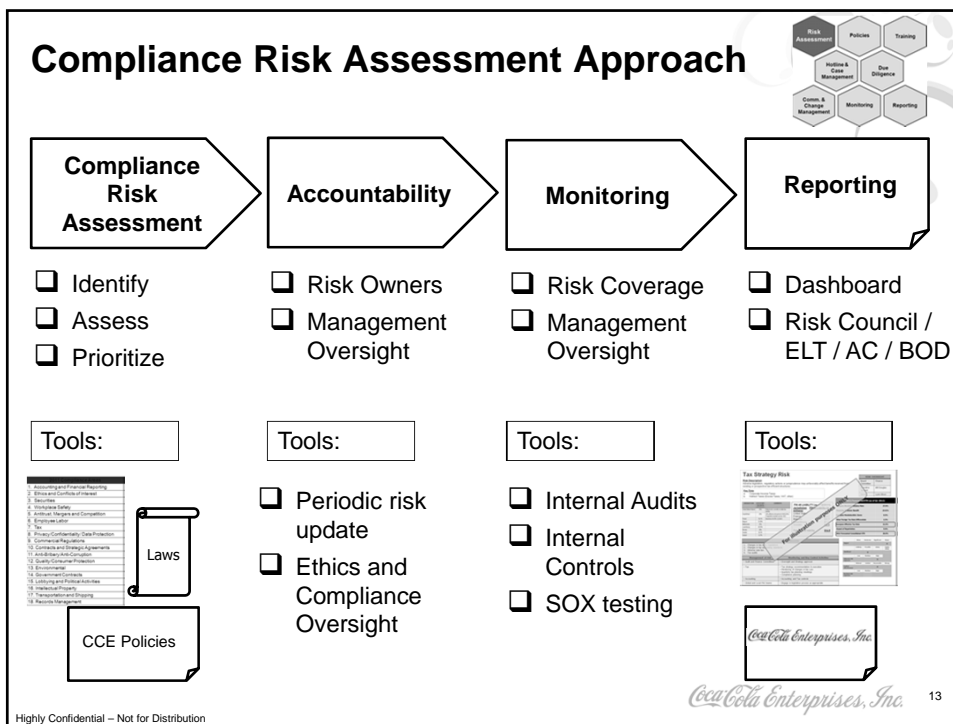


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Ethics and Compliance Risk Register

| ERM: Ethics / Compliance RISK REGISTER | |
|--|--|
| Advocacy and Political Activities | – Corporate political activities (i.e., contributions and lobbying) |
| Commercial Regulations | – Business laws relating to sales and commercial transactions (other than competition law) |
| Competition Law | – Any law, regulations or policy relating to competition |
| Contracts | – Requirements around private and public agreements and tenders |
| Corruption | – Bribery, facilitation payments – Excessive gifts or hospitality – Conflict of interest |
| Data protection & privacy | – Corporate confidentiality – Filing personal data (HR, Proc, S&M) |
| Environmental | – Environmental laws and regulations – Water or air pollution and energy use – Waste water treatment |
| Fin. Reporting & Disclosure | – Required financial and related disclosures or filing |
| Health & Safety | – Occupational health – Work place safety |
| Intellectual Property | – IP laws; artistic and commercial creations of mind and trademarks, trade secrets, patents and licences |
| Labour | – Employment laws and regulations – Behaviour issues/trends – Corporate strategic plans |
| Insider Trading | – SEC insider trading rules and regulations |
| Tax Reporting & Disclosure | – Company filings, employee withholding, property, VAT |
| Third party | – Due Diligence; knowing who we deal with – UK Bribery Act compliance |
| Transport Logistics | – Laws and regulations related to transporting our products within and across international borders |
| Records Management | – Filing, retention and management of any business information |
| Product Quality | – Food safety requirements – KO standards – Labelling, packaging, traceable |

Compliance Risks Linked to COBC



Code of Business Conduct
Core 12 Guiding Principles

| | | Advocacy and Political Activity | Commercial Regulations | Competition law | Contracts | Corruption | Data Protection & Privacy | Environmental | Financial Reporting & Disclosure | Health and Safety | Intellectual Property | Labour | Insider Trading | Tax Reporting & Disclosure | Third Party | Transport Logistics | Records Management | Product Quality |
|----|---|---------------------------------|------------------------|-----------------|-----------|------------|---------------------------|---------------|----------------------------------|-------------------|-----------------------|--------|-----------------|----------------------------|-------------|---------------------|--------------------|-----------------|
| 1 | Working with each other | | | | | X | | | | | | X | | | X | | | |
| 2 | Promoting health and safety in the workplace | | | | | | | | | X | | X | | | | X | | X |
| 3 | Preventing substance abuse | | | | | | | | | X | | X | | | | | | |
| 4 | Working with customers and suppliers | | X | X | X | X | X | | | | | | | | X | X | | X |
| 5 | Interacting with competitors | X | X | X | | | | | | | | | | | | | | |
| 6 | Avoiding conflicts of interest | | | | | X | | | | | | | | | X | | | |
| 7 | Protecting Company assets | | | | | | | | X | | X | X | | | | X | X | |
| 8 | Maintaining accurate records | | | | | | | | X | | | | | X | | | | |
| 9 | Complying with anti-corruption laws | X | | | X | X | | | | | | | | | X | | | |
| 10 | Avoiding insider dealing | | | | | | | | | | | | X | | | | | |
| 11 | Upholding our environmental commitments | | | | | | | X | | | | | | | | | | |
| 12 | Engaging in government and political activities | X | | | X | | | | | | | | | | | | | |

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Compliance Risk Dashboard Reporting

Corruption Risk (last update Q1, 2013)

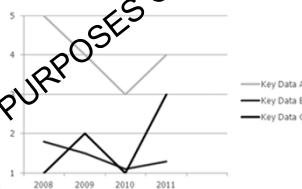
Risk Description:

any law, regulation, or organizational policy that addresses and prohibits acts of corruption, including bribery, facilitation payments, conflicts of interest and money laundering by a Company or its employees.

| RISK OVERSIGHT | |
|-------------------|-------|
| Board Committee | Audit |
| Executive Sponsor | |
| Risk owner | ... |

| Key laws and regulations | | Key policies | |
|----------------------------------|--|---|--|
| 1. Federal Sentencing Guidelines | | 1. COBC | |
| 2. Foreign Corrupt Practices Act | | 2. Anti-Corruption Policy | |
| 3. UK Bribery Act | | 3. Gift, Entertainment and Hospitality Policy | |
| | | 4. Special Events Guidelines | |

| CCE activities where risk is prevalent | Training available | Percentage of completing | Monitoring and Control Activities |
|--|--------------------|--------------------------|-----------------------------------|
| | | | |
| | | | |
| | | | |
| | | | |

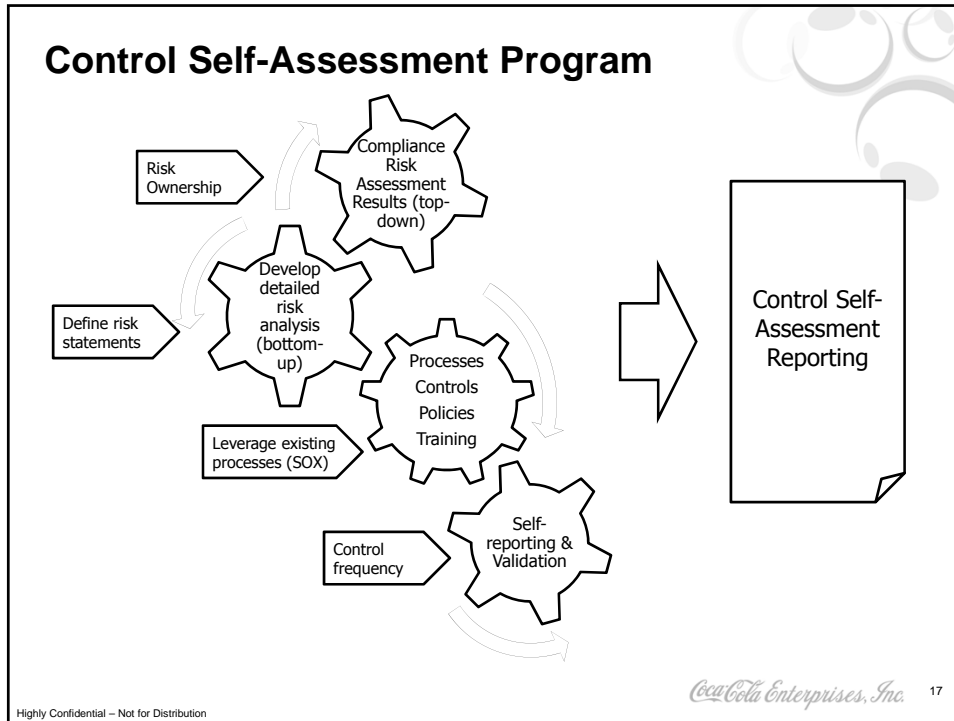


| | Minor | Moderate | Significant | Major |
|------------------------|----------|----------|-------------|---------------|
| Impact | | | | X |
| | Unlikely | Possible | Likely | Highly Likely |
| Likelihood | | X | | |
| | Low | Medium | High | |
| Inherent risk exposure | | | X | |
| | Minimal | Limited | Reasonable | Strong |
| Control effectiveness | | | X | |
| | Low | Medium | High | |
| Residual risk exposure | | | | |

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- ### Keys to Success
- “Tone from the Top”
 - Executive management support
 - Culture of strong collaboration
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Contact Information

Janice Piacente
Chief Compliance and Risk Officer
janicepiacente@cokecce.com
office: +44 (0) 1895 844 055
mobile: +44 (0) 7976 976 902

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