



# GMI EXECUTIVE PAY SCORECARD<sup>SM</sup>

Data & analysis provided by GMI-The Independent Leader in Corporate Governance and ESG&A

12 Mar 2012

## Coca-Cola Enterprises, Inc.


CCE NYSE

Beverages - Non-Alcoholic

Market Capitalization USD:

\$8,214.60 mm

**CONCERN LEVEL: LOW**

- 1 The CEO's total remuneration is within the typical market range for the relevant industry and market cap.
- 2 The ratio between the CEO's pay and the median pay of the other named executive officers is 3X or less.
- 3 The CEO's annual cash incentives rose or fell in line with annual performance.
- 4 The CEO received no more than one annual cash bonus this fiscal year.
- 5 The CEO's equity remuneration reflected the company's share price movement over the last five years.
- 6 The company only pays long-term incentives to the CEO for above median performance against a peer group.
- 7 The company's dilution from equity incentives is 10 percent or less.
- 8 Unvested equity lapses when the CEO's employment is terminated. 
- 9 The CEO's potential cash severance payment is capped at two times annual cash remuneration.
- 10 The accrued benefits of the CEO's post-retirement income are within the typical market range for the relevant market cap bracket.

**CEO: John F. Brock**

**Age: 63**

**CEO Since: 2006**

	2009	2010	2011
Base Salary		\$1,192,308	\$1,200,000
Discretionary Bonus		\$0	\$0
Annual Cash Incentive		\$3,500,000	\$2,031,480
Benefits and Perquisites		\$323,432	\$366,911
<b>TOTAL ANNUAL COMPENSATION</b>		<b>\$5,015,740</b>	<b>\$3,598,391</b>
Increase in Post-Retirement Benefits		\$3,734,736	\$0
Stock Option Awards		\$2,800,158	\$2,799,762
Stock Awards		\$11,298,420	\$4,199,490
<b>TOTAL COMPENSATION</b>		<b>\$22,849,054</b>	<b>\$10,597,643</b>
Median of Other Named Executive Officers Total Compensation		\$3,963,478	\$2,239,282
Value Realized on Exercise of Stock Option		\$6,237,630	\$5,741,370
Value Realized on Vesting of Stock		\$5,332,128	\$11,838,520
<b>TOTAL REALIZED EQUITY COMPENSATION</b>		<b>\$11,569,758</b>	<b>\$17,579,890</b>

Proxy Date: 5 Mar 2012

Annual Meeting Date: 24 Apr 2012

Equity Reserves: 10.92%

Stock Option Run Rate: 0.41%

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# Coca-Cola Enterprises, Inc.

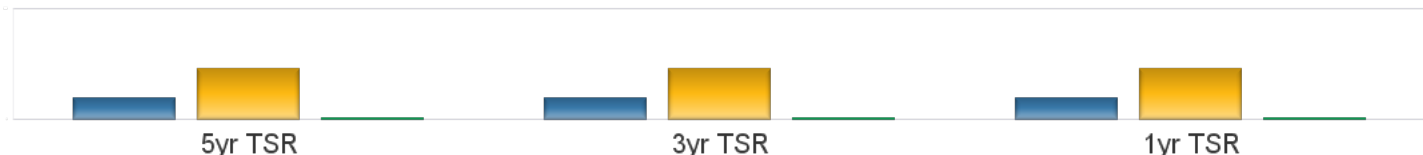
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## Performance Comparison

■ vs S&P500   ■ vs Industry   ■ CCE



## Peer Comparisons (TRBC) = Non-Cyclical Consumer Goods / Services

### Total Summary CEO Compensation

Ticker	Company Name	2009	2010	2011	Market Cap
<b>CCE</b>	<b>Coca-Cola Enterprises, Inc.</b>		<b>\$22,849,054</b>	<b>\$10,597,643</b>	<b>\$8,214,598,450</b>
NWL	Newell Rubbermaid Inc.	\$8,416,539	\$11,904,601		\$3,674,316,480
EL	Estee Lauder Companies Inc. (The)	\$6,060,811	\$14,372,042		\$17,037,102,155
RAH	Ralcorp Holdings, Inc.	\$1,486,410	\$6,498,356	\$1,503,201	\$4,229,315,178
SWY	Safeway Inc.	\$10,901,895	\$10,994,903		\$5,820,500,000
SLE	Sara Lee Corporation	\$15,231,519	\$12,969,363		\$9,658,041,808
SYU	Sysco Corporation	\$5,183,110	\$5,933,638		\$15,278,491,015

To insure consistency, peer comparisons are based on a combination of TRBC Industry and Sector classifications and company market caps.

Missing peer pay figures for 2011 are due to differences in company filing schedules.

### Pay Peer Group

The Committee considered market data comprised from 173 companies in the 2010 Towers Watson General Industry Executive Compensation Database with annual revenues from \$10 to \$40 billion, which companies are listed in Appendix B to this proxy statement. See peer group listing on page 58 of the proxy.

### Performance Peer Group

NA

## COMPENSATION COMMITTEE MEMBERS

Director	Membership	Age	Gender	Tenure	Independence
Thomas H. Johnson	Chairman	62	Male	5	Outside
Curtis R. Wellina	Member	62	Male	5	Outside
L. Phillip Humann	Member	66	Male	20	Outside Related
Orrin H. Ingram	Member	51	Male	4	Outside
Veronique Morali	Member	53	Female	2	Outside

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