

COTT CORPORATION
CORPORATE GOVERNANCE GUIDELINES

INTRODUCTION

The Board of Directors of the Cott Corporation (the “Corporation”) is committed to fulfilling its statutory mandate to supervise the management of the business and affairs of the Corporation with the highest standards of ethical conduct and in the best interests of the Corporation. The Board of Directors, acting on the recommendation of its Corporate Governance Committee, has adopted these corporate governance guidelines to promote the effective functioning of the Board of Directors and its committees, to promote the interests of shareowners, and to establish a common set of expectations as to how the Board of Directors, its various committees, individual directors and management should perform their functions. These guidelines are intended to provide a flexible framework within which the Board may carry out these functions.

GUIDELINES

Board Responsibilities

The business and affairs of the Corporation are managed by or under the supervision of the Board of Directors in accordance with all applicable laws and regulatory requirements. The responsibility of the Board of Directors is to provide direction and oversight.

In performing their duties, the primary responsibility of the directors is to exercise their business judgment in what they reasonably believe to be the best interests of the Corporation and to perform their duties of care and loyalty. In discharging that obligation, directors should be entitled to rely on the honesty and the integrity of the Corporation’s senior executives and outside advisors and auditors that have been retained by the Board, its committees or management, as the case may be, to the fullest extent permitted by law. The directors also should be entitled to have the Corporation purchase reasonable directors’ and officers’ liability insurance on their behalf, and to the benefits of indemnification to the fullest extent permitted by applicable law and to exculpation as provided by applicable law. Each member of the Board has the power to hire independent legal, financial or other advisors as he or she may deem necessary or appropriate, without consulting or obtaining the approval of any officer of the Corporation in advance, so long as the lead independent director or independent chairman, as the case may be, is notified in each instance.

In particular, the Board of Directors assumes responsibility for the matters set out in its mandate, a copy of which is attached hereto as Schedule “A”.

Board Size

It is the current view of the Board of Directors that the Board should consist of no less than 10 and no more than 15 members to facilitate its effective functioning. The Board will annually assess, after consideration of any advice or input of the Corporate Governance Committee, the appropriate number of directors.

Chairman of the Board and Lead Independent Director

The Board of Directors believes that so long as the role of Chairman is filled by a director who is not independent, there should be a “lead independent director” appointed by the Board of Directors from its independent members.

Selection of Directors

The Corporate Governance Committee will be responsible for identifying and proposing to the Board of Directors individuals qualified to become members of the Board, and, in so doing, shall adhere to the following criteria:

- Each director should be an individual of the highest character and integrity;
- Each director should have sufficient experience to enable the director to make a meaningful contribution to the Board and to the Corporation;
- Each director should have sufficient time available to devote to the affairs of the Corporation in order to carry out the responsibilities as a director; and
- The Board shall be comprised of a majority of independent directors and each director who is nominated as an independent director shall meet all of the criteria for independent directors established by the New York Stock Exchange and applicable Canadian securities laws.

In addition, the Corporate Governance Committee will consider applicable laws, rules and regulations pertaining to a director’s residence and qualification requirements and any agreements to which the Corporation is a party relating to a third party’s right to have nominated for election as a director a person or persons of such third party’s choice.

The Corporate Governance Committee will be responsible for initially assessing whether a candidate would be independent and advising the Board of Directors of that assessment. The Corporate Governance Committee will also be responsible for assessing from time to time, and shall conduct enquiries in that regard on no less than an annual basis, the independence of each member of the Board of Directors, and shall make recommendations to the Board of Directors in respect of the constitution of the Board and its committees resulting therefrom.

In its evaluation of a potential member to the Board, the Corporate Governance Committee will give consideration to (i) what skills and competencies the Board should possess, (ii) what skills and competencies each director currently possesses and (iii) what skills and competencies the potential nominee will bring.

The Board of Directors, taking into consideration the recommendations of the Corporate Governance Committee, will be responsible for selecting the nominees for election to the Board of Directors, for appointing directors to fill vacancies, and determining whether a nominee or appointee is independent.

Directors are elected for a term of one year. The Board does not believe that it should establish term limits or a mandatory retirement age on its directors. Such limits may cause the loss of

experience and expertise important to the optimal operation of the Board. The annual self-evaluation process referred to below will be an important determinant for Board tenure.

There is no pre-determined limit on the number of boards of directors on which a Director may sit, but directors are expected to ensure that they have sufficient time to dedicate to their responsibilities to the Corporation.

Committee Membership

Directors are expected to sit on Board committees. Each of the Audit Committee, the Human Resources and Compensation Committee and the Corporate Governance Committee will be composed of no fewer than three members, each of whom will satisfy the membership criteria set out in the relevant committee charter and in accordance with the Corporation's by-laws and applicable laws and regulations. Members and chairs of committees will be appointed by the Board of Directors upon the recommendation of the Corporate Governance Committee. A director may serve on more than one committee and committee membership may be rotated periodically as necessary or advisable.

Evaluating Board and Committee Performance

The Board of Directors and each committee will conduct an annual self-evaluation as provided in its respective charter.

Board and Committee Meetings

The Board and each committee should meet as provided in its respective charter and in accordance with the Corporation's by-laws.

An agenda for each meeting of the Board of Directors and each committee meeting will be provided to each director and each member of the relevant committee. Any director or member of a committee may suggest the inclusion of subjects on the agenda of meetings of the Board of Directors or a committee.

Each director and each member of a committee is free to raise at a meeting of the Board of Directors or a committee meeting, respectively, subjects that are not on the agenda for that meeting.

Materials provided to the directors for meetings of the Board of Directors and committee meetings should provide the information needed, and should be distributed sufficiently in advance, for the directors and members of the committee, respectively, to engage in informed discussion and make an informed judgment.

To ensure free and open discussion and communication among directors, the non-management directors will meet in executive session (with no members of management present, including the Chief Executive Officer) after every regularly scheduled meeting of the Board of Directors and otherwise as those directors determine. The independent directors will meet in executive session (with no other directors present) at least quarterly, immediately following each meeting of the non-management directors, and otherwise as those directors determine. The lead independent

director or independent chairman of the Board, as the case may be, will preside at these executive sessions.

Unless the Chair of a committee otherwise determines, the agenda, materials and minutes for each committee meeting will be available on request to all directors, and all directors will be free to attend any committee meeting. At any time in a meeting of a committee, directors that are not members may be asked to leave the meeting to ensure free and open discussion and communication among members of the committee. Directors who are not members of a committee will not be compensated for attending meetings of that committee.

Director Compensation

The form and amount of director compensation will be determined by the Board of Directors upon the recommendation of the Human Resources and Compensation Committee from time to time.

Expectations of Directors

The Board of Directors has developed a number of specific expectations of directors to promote the discharge by the directors of their responsibilities and to promote the efficient conduct of the Board of Directors.

Commitment and Attendance. All directors should strive to attend all meetings of the Board of Directors and the committees of which they are members. Attendance by telephone or video conference may be used when necessary to facilitate a director's attendance.

Participation in Meetings. Each director should be sufficiently familiar with the business of the Corporation, including its financial statements and capital structure, and the risks and the competition it faces, to ensure active and effective participation in the deliberations of the Board of Directors and of each committee on which he or she serves.

Loyalty and Ethics. In their roles as directors, all directors owe a duty of loyalty to the Corporation. This duty of loyalty mandates that the best interests of the Corporation take precedence over any other interest possessed by a director. Directors should conduct themselves in accordance with the Corporation's Code of Business Conduct and Ethics.

Contact with Management. All directors should be free to contact the Chief Executive Officer and other members of the Corporation's Executive Council at any time to discuss any aspect of the Corporation's business. The Board of Directors expects that there will be frequent opportunities for directors to meet with the Chief Executive Officer and other members of management in meetings of the Board of Directors and committees, or in other formal or informal settings.

Succession Planning. The Board should make an annual review of management succession planning. The entire Board will work with the Human Resources and Compensation Committee to nominate and evaluate potential successors to the CEO. The CEO should at all times make available his or her recommendations and evaluations of

potential successors, along with a review of any development plans recommended for such individuals.

Confidentiality. The proceedings and deliberations of the Board of Directors and its committees are confidential. Except as otherwise required by applicable law, each director will maintain the confidentiality of information received in connection with his or her service as a director.

Share Ownership. Directors are expected to maintain the level of share ownership in the Corporation prescribed by the Board of Directors from time to time.

Orientation and Continuing Education

Management, working with the Corporate Governance Committee, will provide an orientation and education program for new directors to familiarize them with the Corporation and its business, including its strategic plans, its significant financial, accounting and risk management issues, its policies and its executive officers. All new directors will participate in this program, which should be completed within four months of a director first joining the Board of Directors. In addition, management will schedule periodic presentations for the Board of Directors to ensure they are aware of major business trends and industry and corporate governance practices.

Rev: March, 2006

SCHEDULE “A”

COTT CORPORATION (the “Corporation”)

MANDATE OF THE BOARD OF DIRECTORS

Purpose:

The purpose of this mandate is to set out the responsibilities of the Board of Directors of the Corporation. The Board of Directors is committed to fulfilling its statutory mandate to supervise the management of the business and affairs of the Corporation with the highest standards of ethical conduct and in the best interests of the Corporation. The Board approves the strategic direction of the Corporation and oversees the performance of the Corporation’s business and management. The management of the Corporation is responsible for presenting strategic plans to the Board for review and approval and for implementing the Corporation’s strategic direction.

This mandate should be read in conjunction with the Corporate Governance Guidelines of the Corporation which set out additional responsibilities of the Board of Directors and contain guidelines pertaining to, *inter alia*, board size, selection, expectations, committees and meetings.

Responsibilities:

1. To the extent feasible, the Board of Directors shall satisfy itself as to the integrity of the Chief Executive Officer and other senior officers and that the Chief Executive Officer and other senior officers create a culture of integrity throughout the Corporation.
2. Review and approve the annual operating plan (including the capital budget), strategic plan (which takes into account, among other things, the opportunities and risks facing the Corporation’s business) and business objectives of the Corporation that are submitted by management and monitor the implementation by management of the strategic plan. During at least one meeting each year, the Board of Directors will review the Corporation’s long-term strategic plans and the principal issues that the Corporation expects to face in the future.
3. Identify and review the principal business risks of the Corporation’s business and oversee, with the assistance of the Audit Committee, the implementation and monitoring of appropriate risk management systems and the monitoring of risks.
4. Ensure, with the assistance of the Corporate Governance Committee, the effective functioning of the Board of Directors and its committees in compliance with the corporate governance requirements of the Toronto Stock Exchange, the New York Stock Exchange and applicable legislation, and that such compliance is reviewed periodically by the Corporate Governance Committee.
5. Develop the Corporation’s approach to corporate governance. The Corporate Governance Committee shall develop a set of corporate governance principles and guidelines that are specifically applicable to the Corporation.

6. Satisfy itself that internal controls and management information systems for the Corporation are in place, are evaluated as part of the internal auditing process and reviewed periodically on the initiative of the Audit Committee.
7. Assess the performance of the Corporation's executive officers, including monitoring the establishment of appropriate systems for succession planning as set forth in the Corporate Governance Guidelines of the Corporation (including appointing, training and monitoring senior management) and for periodically monitoring the compensation levels of such executive officers based on determinations and recommendations made by the Human Resources and Compensation Committee.
8. Ensure that the Corporation has in place a policy for effective communication with shareowners, other stakeholders and the public generally.
9. Review and, where appropriate approve, the recommendations made by the various committees of the Board of Directors, including, without limitation, to: select nominees for election to the Board; appoint directors to fill vacancies on the Board; appoint and replace members of the various committees of the Board and the lead director of each such committee; and, establish the form and amount of director compensation.

The Board of Directors has delegated to the Chief Executive Officer, working with the other executive officers of the Corporation and its affiliates, the authority and responsibility for managing the business of the Corporation in a manner consistent with the standards of the Corporation.

The Chief Executive Officer shall seek the advice and, in appropriate situations, the approval of the Board with respect to extraordinary actions to be undertaken by the Corporation, including those that would make a significant change in the financial structure or control of the Corporation, the acquisition or disposition of any significant business, the entry of the Corporation into a major new line of business or transactions involving related parties.

Measures for Receiving Shareowner Feedback:

The Corporation shall provide a mechanism for receiving feedback from shareowners regarding its publicly disseminated materials and otherwise. Persons designated to receive such information shall be required to provide a summary of the feedback to the Board of Directors on a semi-annual basis or at such other more frequent intervals as they see fit. Specific procedures for permitting shareowner feedback and communication with the Board will be prescribed by the Corporation's communications policy.

Expectations of Directors:

The Board of Directors shall develop and update, in conjunction with the Corporate Governance Committee, specific expectations of directors and such expectations shall be set out in the Corporate Governance Guidelines of the Corporation.

Annual Evaluation:

At least annually, the Board of Directors through the Corporate Governance Committee shall, in a manner it determines to be appropriate:

- Conduct a review and evaluation of the performance of the Board and its members, its committees and their members, including the compliance of the Board with this mandate and of the committees with their respective charters.
- Review and assess the adequacy of this mandate on an annual basis.

March, 2006