

# Second Quarter 2010 Results

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Coca-Cola West Company, Limited (2579)

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> [Reference] OTC market share Performance trend/Financial data Coca-Cola System in Japan

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#### Summary

	Sales volume : Sales volume, especially vending channel, declined due to the economic headwinds.
	2Q:-3.4% vs. plan, -3.4% vs. last year
2Q/1H	1H∶−3.5% vs. plan, −3.6% vs. last year
Results	Financial results : Net revenues was down due to decreasing sales. Operating income was ahead of the target due to cost-reduction.
	2Q : OP income +1.4 billion yen vs. plan
	1H : OP income +2.5 billion yen vs. plan
	•There is no revision of forecast of consolidated financial results during this quarter.
2H	Sales volume : 97.7 million physical cases (+3.0% vs. last year)
Plan	➢ Revenues : 196.5 billion yen (+3.9 billion yen vs. last year)
	> Operating income : 8.3 billion yen (+4.7 billion yen vs. last year)

## I. 2Q (Apr-Jun) Results

## **Progress of the management issues**



#### 2Q Results - Sales volume

	20 2010	vs. p	lan	vs. last	year *
(thousand cases, %)	actual	change	%	change	%
Sales volume	45,200	-1,603	-3.4	-1,581	-3.4

\*Changing quantity equivalent in some products, we adjust sales volume as far as 2009.

#### Monthly Sales Volume (Yoy)



Weather	(compare	to	last	year)	
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	April			Мау				June	
	Fukuoka	Osaka	Hiroshima	Fukuoka	Osaka	Hiroshima	Fukuoka	Osaka	Hiroshima
Precipitation (mm)	+100.0	+44.5	+151.1	+59.5	+83.5	+164.0	-16.0	+101.0	+36.0
Average Temparature (°C)	-1.8	-1.9	-2.1	-0.7	-0.9	-1.3	-0.1	-0.1	+0.0
Daylight hours (hrs)	-70.1	-60.7	-104.4	-6.6	+36.0	-16.9	-23.4	-9.8	-28.2

## 2Q Results - Sales volume by Brand

	(thousand cases, %)	2Q 2010	VS. I	olan	VS.	ly*
	(Indusanu cases, %)	actual	change	%	change	%
	Coca-Cola	3,576	+16	+0.5	+67	+1.9
	Coca-Cola Zero	1,678	+42	+2.5	+102	+6.5
B	Fanta	2,190	-383	-14.9	-414	-15.9
G	Georgia	9,435	-526	-5.3	-320	-3.3
6	Sokenbicha	3,182	-343	-9.7	-476	-13.0
	Aquarius	4,894	-68	-1.4	-96	-1.9
	subtotal	24,955	-1,262	-4.8	-1,136	-4.4
+	Mineral water	3,363	+499	+17.4	+582	+20.9
2	Ayataka	1,087	-156	-12.5	+731	+205.8
Oth	ner	15,796	-685	-4.2	-1,758	-10.0
	Total	45,200	-1,603	-3.4	-1,581	-3.4

\*Changing quantity equivalent in some products, we adjust sales volume as far as 2009.

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#### **Coca-Cola** Coca-Cola Zero Fanta

- Taking advantage of low calorie boom, competitors launched new products.
- Sales of Coca-Cola and Coca-Cola Zero continue positive trend, but Fanta was down in spite of launching a new zero flavor.

#### Sokenbicha / Ayataka

- NST market shrank because consumer trend shifted from NST to sparkling, mineral water.
- Sales of Ayataka substantially increased as a result of putting it into vending machine in a proactive way.

#### Georgia

- Coffee market slightly shrank.
- Sales of Georgia declined in result of declining vending channel sales.

#### Aquarius

- Sports market shrank, shifting to low calorie sparkling.
- Aquarius gained share influenced on 2010 FIFA World Cup activations.

#### I LOHAS

- Mineral water market slightly grew.
- We launched its 1,020ml PET bottle. It contributed to grow sales of I LOHAS.

#### Leapfrog Project ···CCW & CCJC Joint Project

We expand our business domain for our sustainable growth.

# Go into "Chilled drink" market which has been expanding



# We sell "OLO OLO" at only vending channel in order to build brand value.

We plan to install 1,000 units in Osaka and Kobe by the end of July.



### 2Q Results - Sales volume by Channel

		20 2010	vs. p	lan	vs. ly	/*1	
	(thousand cases, %)	actual	change	%	change	%	
	Supermarket <sup>**2</sup>	12,616	-583	-4.4	-378	-2.9	
	CVS	4,483	-168	-3.6	-42	-0.9	
Chain	store	17,099	-751	-4.2	-420	-2.4	
Vendii	ng	14,689	-314	-2.1	-975	-6.2	
Retail		3,381	+45	+1.3	-213	-5.9	
Food	service	4,579	+92	+2.1	+45	+1.0	
Other		5,451	-676	-11.0	-19	-0.3	product far as 2 *2 Superma
	Total	45,200	-1,603	-3.4	-1,581	-3.4	discoun

\*1 Changing quantity equivalent in some products, we adjust sales volume as far as 2009.

2 Supermarket includes drug store, discount store and home center

#### Chain store

- Sales in April and May were not good by affected unfavorable weather and declining of number of customers at supermarket. Sales in June were over compare to the plan and previous year sales.
- •We gained market share at CVS channel.

#### Vending

• Although sales continues to be impacted by a weak economy, it has recovered since May.

#### Retail / Food service

• Sales were positive trend in 2Q.

#### Channel strategy – Supermarket market share

Market share has recovered since May due to installation of racks.



## Channel strategy – Supermarket small PET bottle sales

Installation of racks contributed to profitability at supermarket channel.





#### **Channel strategy – VPM situation**

Out-door vending machine VPM-up activation with 81,000 units has started from May. The VPM tends to be improved.

#### Effect of the activation

A: Low-price vending machines B: Regular-price vending machines



## 2Q Results – P/L

	20 2010	20 2010	vs. p	lan			vs. last	year
	actual	Plan	change	change %		2Q 2009 <sup>*</sup>	change	%
Sales volume	45,200	46,803	-1,603	-3.4		46,781	-1,581	-3.4
Revenues	91,549	94,500	-2,950	-3.1		97,235	-5,685	-5.8
Gross profit	40,818	41,600	-781	-1.9		43,588	-2,770	-6.4
Operating income	2,172	700	+1,472			2,395	-223	-9.3
Recurring income	2,363	700	+1,663	_		2,669	-306	-11.5
Net income	1,563	500	+1,063	_		1,245	+318	+25.6

(thousand cases, million yen, %)

\*Changing quantity equivalent in some products, we adjust sales volume as far as 2009.

## 2Q Results – P/L change factors (vs. plan)

	2Q 2010	2Q 2010	ahanga	(000	O million yen)
	plan	actual	change	Main factors for increase/ decrease	change
Revenues	945	915	-29	<ul> <li>Decrease of sales volume</li> </ul>	-32.0
nevenues	945	915	-29	<ul> <li>Sales to other bottlers</li> </ul>	+2.5
Gross	416	408	-7	<ul> <li>Decrease of sales volume</li> </ul>	-6.8
profit	410	400	-1	<ul> <li>Sales to other bottlers</li> </ul>	-1.0
				Increase/decrease of SG&A	
				Personnel cost	-2.6
				<ul> <li>Transportation cost</li> </ul>	+3.0
Operating	7	21	+14	<ul> <li>Sales promotion &amp; ad cost</li> </ul>	+7.1
income	1	21	T 14	<ul> <li>Sales commission</li> </ul>	+3.2
				<ul> <li>Sales equipment cost</li> </ul>	+2.8
				<ul> <li>Depreciation</li> </ul>	+1.7
				•Business consignment expenses	+3.7
Recurring income	7	23	+16	<ul> <li>Loss on retirement of noncurrent assets</li> </ul>	+1.4
Net income	5	15	+10	<ul> <li>Income taxes</li> </ul>	-6.4

## 2Q Results - Operating income change factors (vs. plan)



## 2Q Results - P/L change factors (vs. ly)

ſ	2Q 2009	20 2010	ahanga	(00	00 million yen)
	actual	actual	change	Main factors for increase/decrease	change
				<ul> <li>Decrease of sales volume</li> </ul>	-52.1
Revenus	972	915	-56	Sales to other bottlers	-13.7
				<ul> <li>Impact on a new consolidated company</li> </ul>	+9.0
•				Decrease of sales volume	-28.8
Gross profit	435	408	-27	Sales to other bottlers	-3.1
pron				<ul> <li>Impact on a new consolidated company</li> </ul>	+4.2
				Increase/decrease of SG&A	
				Personnel cost	+2.3
				<ul> <li>Transportation cost</li> </ul>	+6.8
Operating income	23	21	-2	<ul> <li>Sales promotion &amp; ad cost</li> </ul>	+6.9
				•Sales commission	+1.3
				Depreciation	+4.6
				<ul> <li>Business consignment expenses</li> </ul>	+1.5
Recurring income	26	23	-3		
N . 1 .	4.0			Extraordinary losses	+9.1
Net income	12	15	+3	• Income taxes	-2.7

## **2Q** Results – Operating income change factors (vs. ly)



## II. 1H (Jan-Jun) Results

#### **1H Results – Sales volume**

	1H 2010	vs. p	lan	vs. last year <sup>%1</sup>	
(thousand cases, %)	actual	change	%	change	%
Sales volume	81,725	-3,005	-3.5	-3,072	-3.6

(thousand cases, %)

\*1 Changing quantity equivalent in some products, we adjust sales volume as far as 2009.

#### Channel

(thousand cases, %)

		1H 2010	vs.p	an	vs.last ye	ear <sup>%1</sup>
-		actual	change	%	change	%
	Supermarket <sup>**2</sup>	20,856	-900	-4.1	-644	-3.0
	CVS	8,880	-198	-2.2	+51	+0.6
Chain store		29,736	-1,098	-3.6	-593	-2.0
Ve	nding	27,508	-434	-1.6	-2,074	-7.0
Re	tail	5,890	-21	-0.4	-363	-5.8
Food service		8,530	+105	+1.2	+54	+0.6
Other		10,061	-1,557	-13.4	-96	-0.9
	Total	81,725	-3,005	-3.5	-3,072	-3.6

\*2 Supermarket includes drug store, discount store and home center

Brand	

		1H 2010	vs.p	olan	vs.last year <sup>%1</sup>	
		actual	change	%	change	%
	Coca-Cola	6,154	+200	+3.4	+119	+2.0
	Coca-Cola Zero	2,801	+222	+8.6	+233	+9.1
В	Fanta	3,716	-602	-13.9	-513	-12.1
i g	Georgia	19,218	-719	-3.6	-1,007	-5.0
6	Sokenbicha	5,445	-643	-10.6	-618	-10.2
	Aquarius	7,427	-183	-2.4	-154	-2.0
	sub-total	44,761	-1,724	-3.7	-1,940	-4.2
+	Mineral water	5,202	+457	+9.6	+797	+18.1
2	Ayataka	1,803	-357	-16.5	+1,315	+269.6
Oth	ner	29,959	-1,380	-4.4	-3,244	-9.8
	Total	81,725	-3,005	-3.5	-3,072	-3.6

## **1H Results – P/L**

	1H 2010	1H 2010	1H 2010 vs. plan			vs. last year	
	actual	plan	change	%	1H 2009 <sup>*</sup>	change	%
Sales volume	81,725	84,730	-3,005	-3.5	84,797	-3,072	-3.6
Revenues	169,182	172,800	-3,617	-2.1	177,188	-8,005	-4.5
Gross profit	76,326	77,600	-1,273	-1.6	78,965	-2,638	-3.3
Operating income	1,280	-1,300	+2,580	_	-1,346	+2,627	-
Recurring income	1,438	-1,700	+3,138	_	-1,114	+2,552	_
Net income	810	-1,000	+1,810	_	-1,708	+2,519	_

(thousand cases, million yen, %)

\*Changing quantity equivalent in some products, we adjust sales volume as far as 2009.

## 1H Results – P/L change factors (vs. plan)

	1H 2010	1H 2010	ohongo	(000	) million yen)
	plan	actual	change	Main factors for increase/ decrease	change
Revenues	1,728	1,691	-36	<ul> <li>Decrease of sales volume</li> </ul>	-40.1
nevenues	1,720	1,091	-30	<ul> <li>Sales to other bottlers</li> </ul>	+3.6
Gross profit	776	763	-12	<ul> <li>Decrease of sales volume</li> </ul>	-12.3
				Increase/decrease of SG&A	
				Personnel cost	-2.7
	-13		+25	<ul> <li>Transportation cost</li> </ul>	+7.4
Operating		12		<ul> <li>Sales promotion &amp; ad cost</li> </ul>	+10.7
income		12		<ul> <li>Sales commission</li> </ul>	+3.4
				<ul> <li>Sales equipment cost</li> </ul>	+5.5
				Depreciation	+2.4
				•Business consignment expenses	+6.0
Recurring income	-17	14	+31	<ul> <li>Loss on retirement of noncurrent assets</li> </ul>	+4.2
Net income	-10	8	+18	<ul> <li>Income taxes</li> </ul>	-13.5

#### 1H Results - Operating income change factors (vs. plan)



## **1H Results – P/L change factors (vs. ly)**

	1H 2009	1H 2010	ahanga	(00	00 million yen)
	actual	actual	change	Main factors for increase/decrease	change
				<ul> <li>Decrease of sales volume</li> </ul>	-86.9
Revenues	1,771	1,691	-80	Sales to other bottlers	-10.2
				<ul> <li>Impact on a new consolidated company</li> </ul>	+17.1
0				<ul> <li>Decrease of sales volume</li> </ul>	-33.7
Gross profit	789	763	-26	Sales to other bottlers	-0.9
prom				<ul> <li>Impact on a new consolidated company</li> </ul>	+8.2
				Increase/decrease of SG&A	
	-13	12		Personnel cost	+15.5
				<ul> <li>Transportation cost</li> </ul>	+10.4
Operating			1.26	<ul> <li>Sales promotion &amp; ad cost</li> </ul>	+4.8
income			+26	<ul> <li>Sales commission</li> </ul>	+2.0
				<ul> <li>Sales equipment cost</li> </ul>	+3.3
				Depreciation	+8.6
				<ul> <li>Business consignment expenses</li> </ul>	+2.2
Recurring income	-11	14	+25		
Not income	47	0		•Extraordinary losses	+17.8
Net income	-17	8	+25	• Income taxes	-18.9

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## **1H Results – Operating income change factors (vs. ly)**

Although sales decreased, operating income increased 2.5 billion yen yoy due to cost-reduction such as SCM related cost, sales structure reform.



## III. 2H (Jul-Dec) Business Plan

Channel
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(thousand cases, %)

		(thousand cases, %)			
		2H 2010 vs. las		st year	
		plan	change	%	
	Coca-Cola	7,051	+223	+3.3	
	Coca-Cola Zero	3,149	+313	+11.1	
B	Fanta	4,863	+37	+0.8	
I G	Georgia	21,304	+697	+3.4	
6	Sokenbicha	7,323	+16	+0.2	
	Aquarius	10,556	+115	+1.1	
	subtotal	54,245	+1,401	+2.7	
+	Mineral water	5,880	-197	-3.2	
2	Ayataka	2,786	+974	+53.8	
Other		34,860	+678	+2.0	
Total		97,770	+2,856	+3.0	

Brand

		2H 2010	vs. last year		
		plan	change	%	
	Supermarket <sup>*</sup>	26,694	+572	+2.2	
	CVS	10,282	+272	+2.7	
Chain store		36,976	+844	+2.3	
Ve	nding	31,710	+968	+3.1	
Retail		6,609	-602	-8.3	
Food service		9,925	+511	+5.4	
Other		12,550	+1,135	+9.9	
Total		97,770	+2,856	+3.0	

\* Supermarket includes drug store, discount store and home center

## Brand strategy (BIG 6)



## Brand strategy (BIG 6)



#### Sokenbicha



- With meal program
- ► Renewal of "Kurosae"





#### With meal program

JOURRIS REUT



## Brand strategy (+2)



#### Increase market share and sales with profits



## Channel strategy (Chain store: improve profitability)

► Get various opportunities to increase Point Of Purchase



## Channel strategy (Vending: Improve VMP)

Attractive vending machines for consumers at out-door location

- •Wide variety of products for summer: `Volume`, `Package`, `Price`
- •Start shifting the line-up for Autumn



#### Channel strategy (Vending: Improve VMP)



## **SCM** (Cost reduction / efficiency)



#### **Forecast of consolidated financial results**

(thousand cases, million yen, %)

	2H 2010 2H 2009		Yoy	
	plan	actual	change	%
Sales volume	97,770	94,914	+2,856	+3.0
Revenues	196,500	192,510	+3,989	+2.1
Gross profit	89,400	84,492	+4,907	+5.8
Operating income	8,300	3,589	+4,710	+131.2
Recurring income	8,300	3,199	+5,100	+159.5
Net income	4,600	-5,886	+10,486	-178.1

We do not revise the initial target released on Feb 3, 2010.


# Toward mid-term business plan

# ▶ Basic idea

We create three-year-management plan (2011-2013) which stays focused on long-term target.

▶<u>Schedule</u>



# [ Reference ]

# **OTC Market share (exclude VM)**



(%, points)

\* The numbers outside the graph are vs. last year

# 2Q (Apr-Jun) - By brand/by channel Volume/Revenues/GP



# 1H (Jan-Jun) - By brand/by channel Volume/Revenues/GP



(thousand case, %)

		2010				
		2Q	VS.	plan	vs. last year*	
		actual	change	%	change	%
Bottle		528	+11	+2.1	+9	+1.8
	~ 1,000ml	9,813	-668	-6.4	-361	-3.5
PET	1,001ml ~	9,015	-71	-0.8	-90	-1.0
	subtotal	18,828	-739	-3.8	-452	-2.3
Can (include bottle can)		14,164	-776	-5.2	-905	-6.0
Other		2,072	+393	+23.4	+399	+23.9
Syrup, powder		9,608	-493	-4.9	-633	-6.2
	Total	45,200	-1,603	-3.4	-1,581	-3.4

(thousand case, %)

		2010				
		1H	VS.	plan	vs. last	year*
		actual	change	%	change	%
Bottle		941	+15	+1.6	+14	+1.5
	~ 1,000ml	17,461	-1,046	-5.6	-238	-1.3
PET	1,001ml ~	14,812	-328	-2.2	-287	-1.9
	subtotal	32,274	-1,373	-4.1	-525	-1.6
Can (i	nclude bottle can)	26,614	-1,147	-4.1	-2,041	-7.1
	Other	3,654	+698	+23.6	+783	+27.3
Syrup, powder		18,243	-1,198	-6.2	-1,304	-6.7
	Total	81,725	-3,005	-3.5	-3,072	-3.6

(thousand cases, %)						
■Chain store	2Q 2010	VS.	plan	vs. last	year <sup>*</sup>	
	actual	change	%	change	%	
Large PET ( 1.5~2.0L )	8,191	-220	-2.6	-35	-0.4	
Small PET ( $\sim$ 1.0L)	4,831	-526	-9.8	-110	-2.2	
Can	3,677	-66	-1.8	-280	-7.1	
Other	401	+60	+17.8	+4	+1.1	
Total	17,099	-751	-4.2	-420	-2.4	
				(th	ousand cases, %)	
Vending	2Q 2010	VS.	plan	vs. last	year <sup>*</sup>	
	actual	change	%	change	%	
Large PET (1.5~2.0L)	120	+71	+145.4	-10	-7.9	
Small PET ( $\sim$ 1.0L)	3,653	-107	-2.8	-171	-4.5	
Can	8,846	-569	-6.0	-647	-6.8	
Syrup, powder	1,720	+60	+3.6	-92	-5.1	
Other	351	+231	+191.5	-54	-13.3	
Total	14,689	-314	-2.1	-975	-6.2	
(thousand cases, %)						
Retail / Food service	2Q 2010	VS.	plan	vs. last		
	actual	change	%	change	%	
Large PET ( 1.5~2.0L)	702	+77	+12.4	-45	-6.0	

	102	T11	T I Z.4	-45	-0.0
Small PET ( $\sim$ 1.0L)	1,223	+12	+1.0	-44	-3.5
Can	941	-98	-9.4	-117	-11.0
Syrup, powder	4,560	+141	+3.2	+45	+1.0
Other	535	+4	+0.7	-6	-1.2
Total	7,960	+137	+1.8	-168	-2.1

				(th	ousand cases, %)
■Chain store	1H 2010	VS.	plan	vs. last	vear*
	actual	change	%	change	%
Large PET ( 1.5~2.0L )	13,584	-408	-2.9	-117	-0.9
Small PET ( $\sim$ 1.0L)	8,783	-723	-7.6	-19	-0.2
Can	6,822	-55	-0.8	-386	-5.4
Other	548	+88	+19.0	-71	-11.4
Total	29,736	-1,098	-3.6	-593	-2.0
(thousand cases, %)					
■Vending	1H 2010	VS.	plan	vs. last	year <sup>*</sup>
	actual	change	%	change	%
Large PET ( 1.5~2.0L )	137	+65	+89.3	-42	-23.6
Small PET ( $\sim$ 1.0L)	6,383	-311	-4.7	-286	-4.3
Can	16,936	-723	-4.1	-1,248	-6.9
Syrup, powder	3,476	+112	+3.3	-268	-7.2
Other	576	+424	+278.8	-230	-28.5
Total	27,508	-434	-1.6	-2,074	-7.0
				(th	ousand cases, %)
■Retail / Food service	1H 2010	VS.	plan	vs. last	vear <sup>*</sup>
	actual	change	%	change	%
Large PET ( 1.5~2.0L )	1,087	+13	+1.2	-127	-10.4
Small PET ( $\sim$ 1.0L)	2,119	+34	+1.6	-62	-2.9
Can	1,770	-158	-8.2	-149	-7.8
Syrup, powder	8,497	+189	+2.3	+48	+0.6
Other	946	+6	+0.6	-18	-1.9
Total	14,420	+84	+0.6	-309	-2.1

# Sales volume per vending machine

# Sales conditions by location type (VPM vs. last year)

	Yoy (%)						
Туре	Jan	Feb	Mar	Apr	May	Jun	Total
Office	-8.8	-8.9	-5.6	-11.4	-6.9	-5.7	-7.9
Factory	-7.3	-2.6	+1.9	-4.8	-2.6	-2.2	-3.0
Large scale retail store	-8.8	-10.6	-11.5	-12.5	-5.1	-9.8	-9.6
Trafic	-7.1	-8.8	-8.2	-12.7	-2.3	-5.2	-7.5
Schools	-6.7	-5.1	-4.7	-16.1	-0.9	-9.5	-7.4
Amusement facility	-7.5	-11.8	-11.7	-14.5	+0.0	-11.6	-9.6
Pachinko	-4.1	-6.9	-4.3	-3.9	-5.7	-8.3	-5.5
Sports facility	-8.1	-12.2	-10.1	-13.5	-3.2	-11.8	-9.7
Hospital	-8.4	-7.9	-5.5	-10.8	-4.3	-5.2	-6.8
Other (in-door)	-9.3	-9.3	-5.7	-11.2	-4.2	-5.6	-7.4
Out-door	-14.2	-18.4	-15.4	-16.9	-7.3	-7.2	-12.9
Total	-9.6	-11.5	-9.2	-12.2	-5.3	-7.0	-9.1

		2010		
		vs. last year		t year
		2H plan	change	%
Bottle		1,107	+10	+0.9
	~ 1,000ml	22,166	+852	+4.0
PET	1,001ml ~	19,034	+431	+2.3
	subtotal	41,200	+1,283	+3.2
Can	(include bottle can)	30,781	+653	+2.2
Other		3,271	+199	+6.5
Syrup, powder		21,411	+712	+3.4
	Total	97,770	+2,856	+3.0

(thousand case, %)

# 2H plan (Jul-Dec) - Sales volume by channel/package

(thousand cases, %)					
■Chain store	2H 2010	vs. last	year		
	plan	change	%		
Large PET (1.5~2.0L)	17,688	+523	+3.0		
Small PET ( $\sim$ 1.0L)	11,084	+580	+5.5		
Can	7,626	-90	-1.2		
Other	577	-169	-22.6		
Total	36,976	+844	+2.3		

(thousand cases, %)

■Vending	2H 2010	vs. last	year
	plan	change	%
Large PET (1.5~2.0L)	96	-47	-32.7
Small PET ( $\sim$ 1.0L)	8,267	+495	+6.4
Can	19,741	+1,034	+5.5
Syrup, powder	3,361	-122	-3.5
Other	244	-392	-61.7
Total	31,710	+968	+3.1

thousand cases, %)	
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Retail / Food service	2H 2010	vs. last	year		
	plan	change	%		
Large PET (1.5~2.0L)	1,246	-44	-3.4		
Small PET (~1.0L)	2,536	-236	-8.5		
Can	1,953	-103	-5.0		
Syrup, powder	9,718	+344	+3.7		
Other	1,081	-52	-4.6		
Total	16,534	-91	-0.5		

# **Performance trend**



# **Financial Data**



# Coca-Cola System in Japan



# **Coca-Cola Related Companies and Their Roles**

# 1. Coca-Cola West Co., Ltd. (CCW)

In 2006, CCWJ and Kinki CCBC merged the management of both companies by establishing a joint holding company CCWH. In 2009, CCWH, CCWJ, Kinki CCBC and Mikasa CCBC merged and the trade name changed to Coca-Cola West Co., Ltd.

## 2. The Coca-Cola Company (TCCC)

Established 1919 in Atlanta, Georgia. Carries the rights to grant a license to manufacture and sell Coca-Cola products to the bottlers. TCCC (or its subsidiary) makes franchise agreements with the bottlers.

### 3. Coca-Cola (Japan) Co., Ltd. (CCJC)

Established 1957 in Tokyo, as "Nihon Inryo Kogyo K.K.," a wholly-owned subsidiary of The Coca-Cola Company. The company name was changed in 1958 to Coca-Cola (Japan) Company, Limited. CCJC is responsible for marketing planning as well as manufacturing and distribution of concentrate in Japan.

# 4. Coca-Cola Tokyo Research & Development Co., Ltd. (CCTR&D)

Established in January 1993 as a wholly-owned subsidiary of The Coca-Cola Company. Since January 1995, carries out product development and technical support to respond to the needs of the Asian region.

# 5. Coca-Cola bottlers (CCBCs)

There are 12 bottlers in Japan, which are responsible for selling Coca-Cola products in the respective territories.

### 6. Coca-Cola Business Service Co., Ltd. (CCBSC)

Established through joint investment by TCCC and its bottling partners in Japan, and the company began operations on January 1, 2007. It is charged with providing business consulting services to the Coca-Cola system in Japan, as well as developing and generally maintaining the information systems to support such work. The company has procured raw materials since Jan 2009.

## 7. Coca-Cola Customer Marketing Company (CCCMC)

Established through joint investment by Coca-Cola (Japan) Co., Ltd. and all of its bottling partners in Japan, and the company began operations on January 1, 2007. It is charged with holding business negotiations with major retailer outlets, such as nationwide convenience stores and supermarket chains, as well as developing proposals for sales promotions and storefront activities.

## 8. FV Corporation Co., Ltd. (FVC)

Jointly established in May 2001 by CCBCs and CCJC. FVC carries out sales negotiations with national chain vending operators, and deals with non-KO products as well as KO products.

# Glossary

# 1. Channel (Business Unit)

# Vending:

Retail sale business to distribute products through vending machines to consumers

### Chain store:

Wholesale business for supermarket chains

#### **Convenience Store:**

Wholesale business for convenience store chains

#### **Retail:**

Wholesale business for grocery stores, liquor shops, and other over-the-counter outlets

### Food Service:

Syrup sale business for fast food restaurants, movie theaters, sports arenas, "family restaurants," and theme parks

# 2. Vending

### **Regular vending machine:**

A vending machine offered free of charge to a customer who supervises its operation and uses it to sell products purchased from us.

#### Full service vending machine:

A vending machine installed and managed directly by us (product supply, collection of proceeds etc.).

Fees are paid to the location proprietors.

### **Out-market vending machine:**

An outdoor machine whose users are relatively unspecific

### Out-market vending machine:

An outdoor machine whose users are relatively unspecific

In-market vending machine:

An indoor machine whose users are relatively specific

# VPM

Sales Volume Per Vending Machine

## **VPPM**

Sales Volume and Profit Per Vending Machine

# 3. Chain Store

### National chain:

National chain supermarket that CCCMC are responsible for negotiating

#### **Regional chain:**

Chain supermarket that owns its stores in the two or more bottlers' territories

### Local chain:

Chain supermarket that owns its stores in the single bottler's territory

# 4. Other

### Trade marketing

Trade marketing is a specific function that uses shopper and retail knowledge to develop in-store strategies that ultimately result in higher brand equity and an increase in the quantity and value of shopper purchases. The plans, performance forecasts, and strategies appearing in this material are based on the judgment of the management in view of data obtained as of the date this material was released. Please note that these forecasts may differ materially from actual performance due to risks and uncertain factors such as those listed below.

- Intensification of market price competition
- Change in economic trends affecting business climate
- Major fluctuations in capital markets
- Uncertain factors other than those above