

Exhibit 4 Selected Competitor Financial Data (in millions)

COCA-COLA COMPANY AND SUBSIDIARIES			
Year Ended December 31	2010	2009	2008
Net operating revenues	\$35,119	\$30,990	\$31,944
Cost of goods sold	12,693	11,088	11,374
Selling, general and administrative expenses	13,158	11,358	11,774
Other operating charges	819	313	350
Operating income	8,449	8,231	8,446
Net income after taxes	11,809	6,824	5,807
Total current assets	21,579	17,551	12,176
Total assets	72,921	48,671	40,519
Total current liabilities	18,508	13,721	12,988
Total long-term debt and other liabilities	23,096	9,604	7,059
Total equity	31,317	25,346	20,472
PEPSICO, INC.			
Fiscal Years Ended December 25, 26 and 27	2010	2009	2008
Net operating revenues	\$57,838	\$43,232	\$43,251
Cost of goods sold	26,575	20,099	20,351
Selling, general, and administrative expenses	22,814	15,026	15,877
Amortization of intangible assets	117	63	64
Operating profit	8,332	8,044	6,959
Net income after taxes	6,320	5,946	5,142
Total current assets	17,569	12,571	10,806
Total assets	68,153	39,848	35,994
Total current liabilities	15,892	8,756	8,787
Total long-term debt and other liabilities	30,785	13,650	14,625
Total equity	21,476	17,442	12,582

Note: Much of the difference between operating income and net income in 2010 is attributable to a gain from reclassifying the value of the company's previous investment in a business it acquired during the year. The acquisition is also reflected by the large increase in total assets in 2010.

Sources: Coca-Cola Company 2009 and 2010 Report 10-K; PepsiCo, Inc. 2009 and 2010 Annual Reports.

salty, sweet, and grain-based snacks, carbonated soft drinks, noncarbonated beverages, and other foods in approximately 200 countries. Some of the company's key brands include Pepsi, Pepsi One, Diet Pepsi, Mug, Mountain Dew, Sierra Mist, Frito-Lay, Doritos, Cheetos, Tostitos, Sunchips, SoBe and SoBe Lifewater, Propel, Quaker, and Tropicana. Pepsi also holds the trademarks for many valuable products, including Lipton, Starbucks, Dole, and Ocean Spray.⁵³

Pepsi's goal is to be the world's best consumer products company in convenient foods and beverages. The company seeks to accomplish its goal by producing "financial rewards to investors as we provide opportunities for growth and enrichment to our employees, our business partners and the communities

in which we operate." An important part of Pepsi's mission statement is its socially responsible approach, concentrating on improving all aspects of the world in which it operates—the environment, societies, and economies.⁵⁴ The company puts its vision into action through meeting consumer needs, environmental stewardship initiatives, societal benefits, employee support and organizational programs, and operations that increase shareholder value.⁵⁵

As is the case for Coca-Cola, Pepsi's strategies maintain an international focus and include improvements in product development and marketing. The company has recently made significant changes to packaging, redesigning Pepsi brand products, Sierra Mist, and others. Additionally, Pepsi introduced a new

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advertising campaign that put a modern twist on the "Pepsi Generation" campaign used in the 1960s. The campaign combined footage from the old advertisements with current images to express the new tagline, "Every Generation Refreshes the World."⁵⁶ By focusing on social responsibility and diversifying its brand and product portfolio, Pepsi has become one of the most successful global food and beverage companies in history (for selected financial data on the PepsiCo, Inc., see Exhibit 4).

Possible Future Actions

Moving into 2011, Larry Young had many decisions to make. While he was pleased by the performance of many

of the company's individual brands, Young knew the firm had to cut costs in order to improve profit margins. However, DPS could not afford to make any cuts that would damage its strong brands or alienate consumers. Furthermore, DPS's rivals, Coke and PepsiCo, were experiencing much higher performance levels than DPS and were not going to stand still. How can DPS continue to grow at levels that will satisfy shareholders? To what extent should acquisitions, joint ventures, licensing agreements, and/or internal growth tactics be pursued? Should DPS diversify into other product markets? What other growth options are available to the company? Should any products or brands be divested? Young had a great deal to think about.

NOTES

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