

# From Global Brands to Local Flavors

Our global brands win consumers' trust with their quality and taste. We further deepen our relationships with consumers through our local brands that appeal to their unique cultural norms, tastes and aspirations.

In Russia, we established our relationship with consumers 50 years ago when we introduced them to Pepsi. At the start of 2009, we added to our success in Russia with the launch of Lay's red-caviar-flavored chips, which presented a uniquely Russian flavor that's a traditional symbol of the New Year holidays.

In the vibrant markets east of the Middle East, we brought enjoyment, freshness and nutrition to family tea time with Aliva, a new biscuit that combines wheat and lentils with the authentic local savory or sweet flavors that families in India prefer. We also introduced Nimbooz lemon drink, our own version of India's homemade Nimbu Pani, allowing consumers of all ages to enjoy the goodness of lemon juice with no fizz, no artificial flavors and the trustworthiness of our local brand.

Much of this innovation stems from the work of our local research teams, which draw on their social, cultural and nutritional knowledge to extend product lines and create new ones.

PepsiCo also created platforms for future innovation of more nutritious, locally relevant products. In 2009, we established a joint venture with Calbee Foods, Japan's leading snack company, and we acquired Amacoco, Brazil's largest coconut water company.

## Russia

Russians got their first taste of Pepsi-Cola in 1959, and it would become the first Western consumer product produced and sold in the USSR. In 2009, PepsiCo announced that it will invest \$1 billion in Russia over three years to expand manufacturing and distribution capacity there and introduce agricultural technology to ensure the highest crop yields and quality standards. This investment is expected to create 2,000 jobs.



## Dubai

In 2009, PepsiCo and Dubai Refreshments Company celebrated 50 years of distributing beverages in Dubai and the Northern Emirates. As the economy of Dubai has grown, distribution of PepsiCo beverages has increased dramatically.

