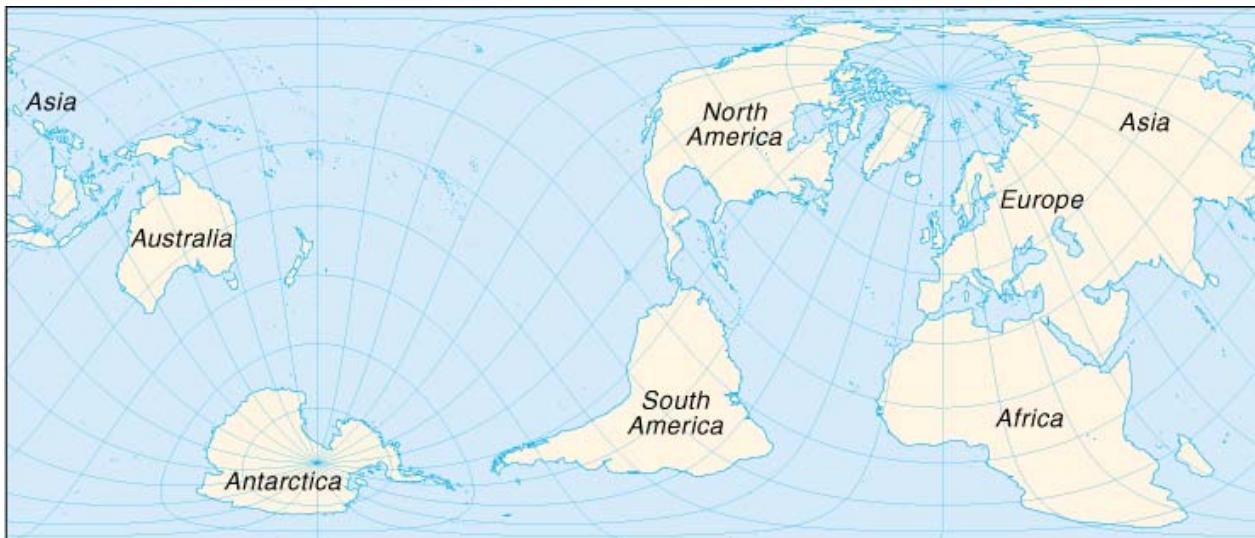

The 2005-2010 World Outlook for Beverage Manufacturing



by

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Dr. Philip M. Parker is the Eli Lilly Chaired Professor of Innovation, Business and Society at INSEAD where he has taught courses on global competitive strategy since 1988. He has also taught courses at MIT, Stanford University, Harvard University, UCLA, UCSD, and the Hong Kong University of Science and Technology. Professor Parker is the author of six books on the economic convergence of nations. These books introduce the notion of "physioeconomics" which foresees a lack of global convergence in economic behaviors due to physiological and physiographic forces. His latest book is "*Physioeconomics: the basis for long-run economic growth*" (MIT Press 2000). He has also published numerous articles in academic journals, including, the *Rand Journal of Economics*, *Marketing Science*, the *Journal of International Business Studies*, *Technological Forecasting and Social Change*, the *International Journal of Forecasting*, the *European Management Journal*, the *European Journal of Operational Research*, the *Journal of Marketing*, the *International Journal of Research in Marketing*, and the *Journal of Marketing Research*. He is also on the editorial boards of several academic journals.

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About this Series

This series was created for international firms who rely on foreign markets for a substantial portion of their business or who might be threatened by international competition. The estimates given in this report were created using a methodology developed by and implemented under the direct supervision of Professor Philip M. Parker, the Eli Lilly Chaired Professor of Innovation, Business and Society, at INSEAD. The methodology relies on historical figures across countries. Reported figures should be seen as estimates of past and future levels of latent demand.

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About ICON Group Ltd.

ICON Group Ltd.'s primary mission is to assist managers with their international information needs. U.S.-owned and operated, ICON Group has field offices in Paris, Hong Kong and Lomé, Togo (West Africa). Created in 1994, ICON Group has published hundreds of multi-client databases, and global/regional market data, industry and country publications.

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1 INTRODUCTION

1.1 OVERVIEW

This study covers the world outlook for beverage manufacturing across more than 200 countries. For each year reported, estimates are given for the *latent demand*, or *potential industry earnings (P.I.E.)*, for the country in question (in millions of U.S. dollars), the percent share the country is of the region and of the globe. These comparative benchmarks allow the reader to quickly gauge a country vis-à-vis others. Using econometric models which project fundamental economic dynamics within each country and across countries, latent demand estimates are created. This report does not discuss the specific players in the market serving the latent demand, nor specific details at the product level. The study also does not consider short-term cyclicalities that might affect realized sales. The study, therefore, is strategic in nature, taking an aggregate and long-run view, irrespective of the players or products involved.

This study does not report actual sales data (which are simply unavailable, in a comparable or consistent manner in virtually all of the 230 countries of the world). This study gives, however, my estimates for the worldwide latent demand, or the P.I.E. for beverage manufacturing. It also shows how the P.I.E. is divided across the world's regional and national markets. For each country, I also show my estimates of how the P.I.E. grows over time (positive or negative growth). In order to make these estimates, a multi-stage methodology was employed that is often taught in courses on international strategic planning at graduate schools of business.

1.2 WHAT IS LATENT DEMAND AND THE P.I.E.?

The concept of *latent demand* is rather subtle. The term *latent* typically refers to something that is dormant, not observable or not yet realized. *Demand* is the notion of an economic quantity that a target population or market requires under different assumptions of price, quality, and distribution, among other factors. Latent demand, therefore, is commonly defined by economists as the industry earnings of a market when that market becomes accessible and attractive to serve by competing firms. It is a measure, therefore, of *potential industry earnings (P.I.E.)* or total revenues (not profit) if a market is served in an efficient manner. It is typically expressed as the total revenues potentially extracted by firms. The "market" is defined at a given level in the value chain. There can be latent demand at the retail level, at the wholesale level, the manufacturing level, and the raw materials level (the P.I.E. of higher levels of the value chain being always smaller than the P.I.E. of levels at lower levels of the same value chain, assuming all levels maintain minimum profitability).

The latent demand for beverage manufacturing is not actual or historic sales. Nor is latent demand future sales. In fact, latent demand can be lower either lower or higher than actual sales if a market is inefficient (i.e. not representative of relatively competitive levels). Inefficiencies arise from a number of factors, including the lack of international openness, cultural barriers to consumption, regulations, and cartel-like behavior on the part of firms. In general, however, latent demand is typically larger than actual sales in a country market.

For reasons discussed later, this report does not consider the notion of "unit quantities", only total latent revenues (i.e. a calculation of price times quantity is never made, though one is implied). The units used in this report are U.S. dollars not adjusted for inflation (i.e. the figures incorporate inflationary trends) and not adjusted for future dynamics in exchange rates (i.e. the figures reflect average exchange rates over recent history). If inflation rates or exchange rates vary in a substantial way compared to recent experience, actually sales can also exceed latent demand (when expressed in U.S. dollars, not adjusted for inflation). On the other hand, latent demand can be typically higher than actual sales as there are often distribution inefficiencies that reduce actual sales below the level of latent demand.

As mentioned in the introduction, this study is strategic in nature, taking an aggregate and long-run view, irrespective of the players or products involved. If fact, all the current products or services on the market can cease to exist in their present form (i.e. at a brand-, R&D specification, or corporate-image level) and all the players can be replaced by other firms (i.e. via exits, entries, mergers, bankruptcies, etc.), and there will still be an international latent

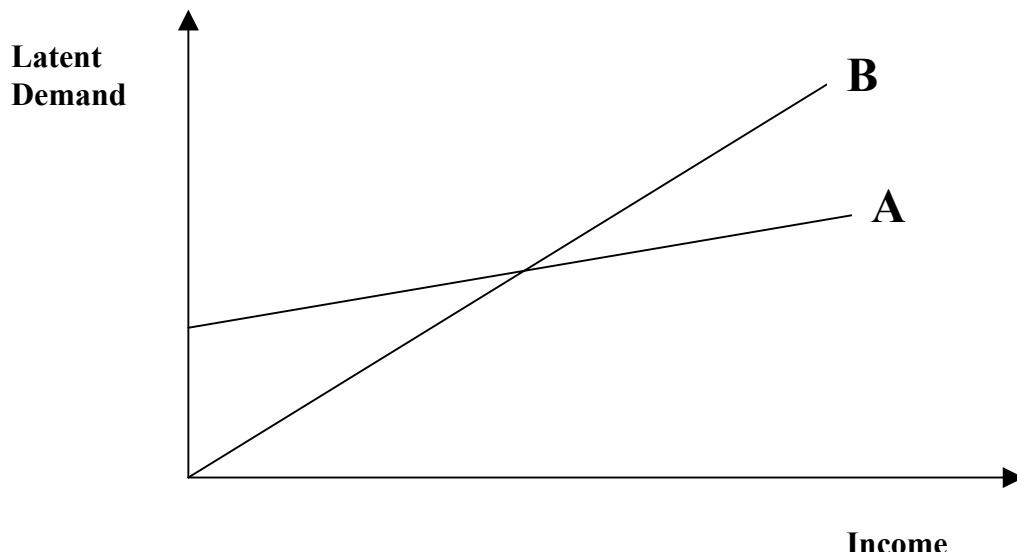
demand for beverage manufacturing at the aggregate level. Product and service offering details, and the actual identity of the players involved, while important for certain issues, are relatively unimportant for estimates of latent demand.

1.3 THE METHODOLOGY

In order to estimate the latent demand for beverage manufacturing on a worldwide basis, I used a multi-stage approach. Before applying the approach, one needs a basic theory from which such estimates are created. In this case, I heavily rely on the use of certain basic economic assumptions. In particular, there is an assumption governing the shape and type of aggregate latent demand functions. Latent demand functions relate the income of a country, city, state, household, or individual to realized consumption. Latent demand (often realized as consumption when an industry is efficient), at any level of the value chain, takes place if an equilibrium in realized. For firms to serve a market, they must perceive a latent demand and be able to serve that demand at a minimal return. The single most important variable determining consumption, assuming latent demand exists, is income (or other financial resources at higher levels of the value chain). Other factors that can pivot or shape demand curves include external or exogenous shocks (i.e. business cycles), and/or changes in utility for the product in question.

Ignoring, for the moment, exogenous shocks and variations in utility across countries, the aggregate relation between income and consumption has been a central theme in economics. The figure below concisely summarizes one aspect of problem. In the 1930s, John Meynard Keynes conjectured that as incomes rise, the average propensity to consume would fall. The average propensity to consume is the level of consumption divided by the level of income, or the slope of the line from the origin to the consumption function. He estimated this relationship empirically and found it to be true in the short-run (mostly based on cross-sectional data). The higher the income, the lower the average propensity to consume. This type of consumption function is labeled "A" in the figure below (note the rather flat slope of the curve). In the 1940s, another macroeconomist, Simon Kuznets, estimated long-run consumption functions which indicated that the marginal propensity to consume was rather constant (using time series data across countries). This type of consumption function is show as "B" in the figure below (note the higher slope and zero-zero intercept).¹ The average propensity to consume is constant.

¹ For a general overview of this subject area, see *Principles of Macroeconomics* by N. Gregory Mankiw, South-Western College Publishing; ISBN: 0030340594; 2nd edition (February 2002).



Is it declining or is it constant? A number of other economists, notably Franco Modigliani and Milton Friedman, in the 1950s (and Irving Fisher earlier), explained why the two functions were different using various assumptions on intertemporal budget constraints, savings, and wealth. The shorter the time horizon, the more consumption can depend on wealth (earned in previous years) and business cycles. In the long-run, however, the propensity to consume is more constant. Similarly, in the long run, households, industries or countries with no income eventually have no consumption (wealth is depleted). While the debate surrounding beliefs about how income and consumption are related and interesting, in this study a very particular school of thought is adopted. In particular, we are considering the latent demand for beverage manufacturing across some 230 countries. The smallest have fewer than 10,000 inhabitants. I assume that all of these counties fall along a "long-run" aggregate consumption function. This long-run function applies despite some of these countries having wealth, current income dominates the latent demand for beverage manufacturing. So, latent demand in the long-run has a zero intercept. However, I allow firms to have different propensities to consume (including being on consumption functions with differing slopes, which can account for differences in industrial organization, and end-user preferences).

Given this overriding philosophy, I will now describe the methodology used to create the latent demand estimates for beverage manufacturing. Since ICON Group has asked me to apply this methodology to a large number of categories, the rather academic discussion below is general and can be applied to a wide variety of categories, not just beverage manufacturing.

1.3.1 Step 1. Product Definition and Data Collection

Any study of latent demand across countries requires that some standard be established to define "efficiently served". Having implemented various alternatives and matched these with market outcomes, I have found that the optimal approach is to assume that certain key countries are more likely to be at or near efficiency than others. These countries are given greater weight than others in the estimation of latent demand compared to other countries for which no known data are available. Of the many alternatives, I have found the assumption that the world's highest aggregate income and highest income-per-capita markets reflect the best standards for "efficiency". High aggregate income alone is not sufficient (i.e. China has high aggregate income, but low income per capita and can not be assumed to be efficient). Aggregate income can be operationalized in a number of ways, including gross domestic product (for industrial categories), or total disposable income (for household categories; population times average income per capita, or number of households times average household income per capita). Brunei, Nauru, Kuwait, and Lichtenstein are examples of countries with high income per capita, but not assumed to be efficient, given low

aggregate level of income (or gross domestic product); these countries have, however, high incomes per capita but may not benefit from the efficiencies derived from economies of scale associated with large economies. Only countries with high income per capita and large aggregate income are assumed efficient. This greatly restricts the pool of countries to those in the OECD (Organization for Economic Cooperation and Development), like the United States, or the United Kingdom (which were earlier than other large OECD economies to liberalize their markets).

The selection of countries is further reduced by the fact that not all countries in the OECD report industry revenues at the category level. Countries that typically have ample data at the aggregate level that meet the efficiency criteria include the United States, the United Kingdom and in some cases France and Germany.

Latent demand is therefore estimated using data collected for relatively efficient markets from independent data sources (e.g. Euromonitor, Mintel, Thomson Financial Services, the U.S. Industrial Outlook, the World Resources Institute, the Organization for Economic Cooperation and Development, various agencies from the United Nations, industry trade associations, the International Monetary Fund, and the World Bank). Depending on original data sources used, the definition of "beverage manufacturing" is established. In the case of this report, the data were reported at the aggregate level, with no further breakdown or definition. In other words, any potential product or service that might be incorporated within beverage manufacturing falls under this category. Public sources rarely report data at the disaggregated level in order to protect private information from individual firms that might dominate a specific product-market. These sources will therefore aggregate across components of a category and report only the aggregate to the public. While private data are certainly available, this report only relies on public data at the aggregate level without reliance on the summation of various category components. In other words, this report does not aggregate a number of components to arrive at the "whole". Rather, it starts with the "whole", and estimates the whole for all countries and the world at large (without needing to know the specific parts that went into the whole in the first place).

Given this caveat, this study covers "beverage manufacturing" as defined by the North American Industrial Classification system or NAICs (pronounced "nakes"). For a complete definition of beverage manufacturing, please refer to the Web site at: <http://www.census.gov/epcd/naics02/def/NDEF312.HTM#N312>, maintained by the U.S. Census Bureau. The NAICs code for beverage manufacturing is 3121. It is for this definition of beverage manufacturing that the aggregate latent demand estimates are derived.

1.3.2 Step 2. Filtering and Smoothing

Based on the aggregate view of beverage manufacturing as defined above, data were then collected for as many similar countries as possible for that same definition, at the same level of the value chain. This generates a convenience sample of countries from which comparable figures are available. If the series in question do not reflect the same accounting period, then adjustments are made. In order to eliminate short-term effects of business cycles, the series are smoothed using an 2 year moving average weighting scheme (longer weighting schemes do not substantially change the results). If data are available for a country, but these reflect short-run aberrations due to exogenous shocks (such as would be the case of beef sales in a country stricken with foot and mouth disease), these observations were dropped or "filtered" from the analysis.

1.3.3 Step 3. Filling in Missing Values

In some cases, data are available for countries on a sporadic basis. In other cases, data from a country may be available for only one year. From a Bayesian perspective, these observations should be given greatest weight in estimating missing years. Assuming that other factors are held constant, the missing years are extrapolated using changes and growth in aggregate national income. Based on the overriding philosophy of a long-run consumption

function (defined earlier), countries which have missing data for any given year, are estimated based on historical dynamics of aggregate income for that country.²

1.3.4 Step 4. Varying Parameter, Non-linear Estimation

Given the data available from the first three steps, the latent demand in additional countries is estimated using a “varying-parameter cross-sectionally pooled time series model”.³ Simply stated, the effect of income on latent demand is assumed to be constant across countries unless there is empirical evidence to suggest that this effect varies (i.e. . the slope of the income effect is not necessarily same for all countries). This assumption applies across countries along the aggregate consumption function, but also over time (i.e. not all countries are perceived to have the same income growth prospects over time and this effect can vary from country to country as well). Another way of looking at this is to say that latent demand for beverage manufacturing is more likely to be similar across countries that have similar characteristics in terms of economic development (i.e. African countries will have similar latent demand structures controlling for the income variation across the pool of African countries).

This approach is useful across countries for which some notion of non-linearity exists in the aggregate cross-country consumption function. For some categories, however, the reader must realize that the numbers will reflect a country’s contribution to global latent demand and may never be realized in the form of local sales. For certain country-category combinations this will result in what at first glance will be odd results. For example, the latent demand for the category “space vehicles” will exist for “Togo” even though they have no space program. The assumption is that if the economies in these countries did not exist, the world aggregate for these categories would be lower. The share attributed to these countries is based on a proportion of their income (however small) being used to consume the category in question (i.e. perhaps via resellers).

1.3.5 Step 5. Fixed-Parameter Linear Estimation

Nonlinearities are assumed in cases where filtered data exist along the aggregate consumption function. Because the world consists of more than 200 countries, there will always be those countries, especially toward the bottom of the consumption function, where non-linear estimation is simply not possible. For these countries, equilibrium latent demand is assumed to be perfectly parametric and not a function of wealth (i.e. a country’s stock of income), but a function of current income (a country’s flow of income). In the long run, if a country has no current income, the latent demand for beverage manufacturing is assumed to approach zero. The assumption is that wealth stocks fall rapidly to zero if flow income falls to zero (i.e. countries which earn low levels of income will not use their savings, in the long run, to demand beverage manufacturing). In a graphical sense, for low income countries, latent demand approaches zero in a parametric linear fashion with a zero-zero intercept. In this stage of the estimation procedure, low-income countries are assumed to have a latent demand proportional to their income, based on the country closest to it on the aggregate consumption function.

² This report was prepared from a variety of sources including excerpts from documents and official reports or databases published by the World Bank, the U.S. Department of Commerce, the U.S. State Department, various national agencies, the International Monetary Fund, the Central Intelligence Agency, various agencies from the United Nations (e.g. ILO, ITU, UNDP, etc.), and non-governmental sources, including ICON Group Ltd., Euromonitor, the World Resources Institute, Mintel, the U.S. Industrial Outlook, and various public sources cited in the trade press.

³ The interested reader can find longer discussions of this type of modeling in *Studies in Global Econometrics (Advanced Studies in Theoretical and Applied Econometrics V. 30)*, by Henri Theil, et al., Kluwer Academic Publishers; ISBN: 0792336607; (June 1996), and in *Principles of Econometrics*, by Henri Theil John Wiley & Sons; ISBN: 0471858455; (December 1971), and in *Econometric Models and Economic Forecasts* by Robert S. Pindyck, Daniel L. Rubinfeld McGraw Hill Text; ISBN: 0070500983; 3rd edition (December 1991).

1.3.6 Step 6. Aggregation and Benchmarking

Based on the models described above, latent demand figures are estimated for all countries of the world, including for the smallest economies. These are then aggregated to get world totals and regional totals. To make the numbers more meaningful, regional and global demand averages are presented. Figures are rounded, so minor inconsistencies may exist across tables.

1.3.7 Step 7. Latent Demand Density: Allocating Across Cities

With the advent of a “borderless world”, cities become a more important criteria in prioritizing markets, as opposed to regions, continents, or countries. This report also covers the world’s top 2000 cities. The purpose is to understand the density of demand within a country and the extent to which a city might be used as a point of distribution within its region. From an economic perspective, however, a city does not represent a population within rigid geographical boundaries. To an economist or strategic planner, a city represents an area of dominant influence over markets in adjacent areas. This influence varies from one industry to another, but also from one period of time to another.

Similar to country-level data, the reader needs to realize that latent demand allocated to a city may or may not represent real sales. For many items, latent demand is clearly observable in sales, as in the case for food or housing items. Consider, again, the category “satellite launch vehicles.” Clearly, there are no launch pads in most cities of the world. However, the core benefit of the vehicles (e.g. telecommunications, etc.) is “consumed” by residents or industries within the world’s cities. Without certain cities, in other words, the world market for satellite launch vehicles would be lower for the world in general. One needs to allocate, therefore, a portion of the worldwide economic demand for launch vehicles to regions, countries and cities. This report takes the broader definition and considers, therefore, a city as a part of the global market. I allocate latent demand across areas of dominant influence based on the relative economic importance of cities within its home country, within its region and across the world total. Not all cities are estimated within each country as demand may be allocated to adjacent areas of influence. Since some cities have higher economic wealth than others within the same country, a city’s population is not generally used to allocate latent demand. Rather, the level of economic activity of the city vis-à-vis others.

2 SUMMARY OF FINDINGS

Based on the methodology described above, the latent demand for beverage manufacturing is estimated to be \$303.2 billion in 2005. The distribution of the world latent demand (or potential industry earnings), however, is not evenly distributed across regions. Asia & Oceana is the largest market with \$100.7 billion or 33.22 percent, followed by Europe with \$76.5 billion or 25.24 percent, and then North America & the Caribbean with \$77.1 billion or 25.43 percent of the world market. In essence, if firms target these top 3 regions, they cover come 83.89 percent of the global latent demand for beverage manufacturing.

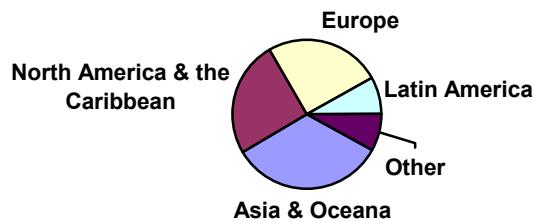
2.1 THE WORLDWIDE MARKET POTENTIAL

Worldwide Market Potential for Beverage Manufacturing (US \$ mln): 2005

Region	Latent Demand US \$ mln	% of Globe
Asia & Oceana	100,739	33.2
North America & the Caribbean	77,097	25.4
Europe	76,524	25.2
Latin America	24,672	8.1
Middle East	12,319	4.1
Africa	11,875	3.9
Total	303,226	100.0

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Worldwide Market Potential for Beverage Manufacturing (US \$ mln): 2005



Year	World Market US \$ mln
2000	300,737.38
2001	298,942.76
2002	297,252.85
2003	295,666.31
2004	295,481.88
2005	303,225.82
2006	312,564.45
2007	322,236.50
2008	332,255.34
2009	342,634.91
2010	353,389.81

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3 AFRICA

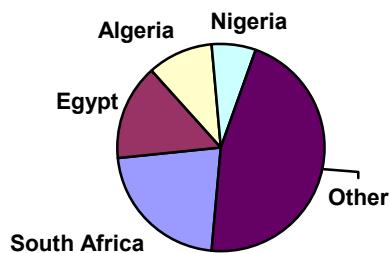
3.1 EXECUTIVE SUMMARY

Market Potential for Beverage Manufacturing in Africa (US \$ mln): 2005

Country	Latent Demand US \$ mln	% of Africa
South Africa	2,617.26	22.04%
Egypt	1,769.15	14.90%
Algeria	1,224.79	10.31%
Nigeria	831.90	7.01%
Morocco	736.72	6.20%
Tunisia	449.81	3.79%
Libya	327.56	2.76%
Kenya	319.31	2.69%
Ethiopia	276.68	2.33%
Ghana	265.27	2.23%
Sudan	258.20	2.17%
Congo (formerly Zaire)	200.68	1.69%
Zimbabwe	191.14	1.61%
Uganda	188.57	1.59%
Cameroon	185.68	1.56%
Ivory coast	182.83	1.54%
Tanzania	179.95	1.52%
Mozambique	136.01	1.15%
Senegal	114.99	0.97%
Mauritius	89.17	0.75%
Madagascar	88.01	0.74%
Burkina Faso	85.95	0.72%
Botswana	74.85	0.63%
Angola	72.31	0.61%
Guinea	71.63	0.60%
Other	936.33	7.89%
Total	11,874.74	100.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Market Potential for Beverage Manufacturing in Africa (US \$ mln): 2005



The Market for Beverage Manufacturing in Africa: 2000 - 2010

Year	US \$ mln	% of Globe
2000	11,876.61	3.95
2001	11,792.26	3.94
2002	11,711.33	3.94
2003	11,633.92	3.93
2004	11,608.11	3.93
2005	11,874.74	3.92
2006	12,200.05	3.90
2007	12,537.34	3.89
2008	12,886.95	3.88
2009	13,249.22	3.87
2010	13,624.51	3.86

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.2 ALGERIA

Beverage Manufacturing (US \$ mln): Algeria 2000 - 2010

Year	Algeria	% of Region	% of Globe
2000	1,253.94	10.56%	0.42%
2001	1,235.73	10.48%	0.41%
2002	1,217.79	10.40%	0.41%
2003	1,200.10	10.32%	0.41%
2004	1,190.07	10.25%	0.40%
2005	1,224.79	10.31%	0.40%
2006	1,268.25	10.40%	0.41%
2007	1,313.25	10.47%	0.41%
2008	1,359.84	10.55%	0.41%
2009	1,408.09	10.63%	0.41%
2010	1,458.05	10.70%	0.41%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Algeria: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Algiers	147	442.95	36.17	3.73	0.15
Oran	262	184.88	15.09	1.56	0.06
Constantine	365	129.62	10.58	1.09	0.04
Annaba	474	89.94	7.34	0.76	0.03
Batna	704	53.49	4.37	0.45	0.02
Blida	721	50.26	4.10	0.42	0.02
Setif	726	49.97	4.08	0.42	0.02
Sidi-Bel-Abbes	773	44.97	3.67	0.38	0.01
Ech-Cheliff	841	38.21	3.12	0.32	0.01
Skikda	842	37.92	3.10	0.32	0.01
Tlemcen	845	37.33	3.05	0.31	0.01
Bejaia	891	33.80	2.76	0.28	0.01
Bechar	929	31.45	2.57	0.26	0.01
Total		1224.79	100.00	10.31	0.40

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.3 ANGOLA

Year	Beverage Manufacturing (US \$ mln): Angola 2000 - 2010		
	Angola	% of Region	% of Globe
2000	73.92	0.62%	0.02%
2001	72.88	0.62%	0.02%
2002	71.86	0.61%	0.02%
2003	70.85	0.61%	0.02%
2004	70.28	0.61%	0.02%
2005	72.31	0.61%	0.02%
2006	74.84	0.61%	0.02%
2007	77.45	0.62%	0.02%
2008	80.16	0.62%	0.02%
2009	82.97	0.63%	0.02%
2010	85.87	0.63%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Angola: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Luanda	682	56.75	78.48	0.48	0.02
Lubango	1,686	4.08	5.65	0.03	0.00
Namibe	1,704	3.89	5.38	0.03	0.00
Huambo	1,797	2.41	3.34	0.02	0.00
Lobito	1,805	2.33	3.23	0.02	0.00
Benguela	1,869	1.59	2.21	0.01	0.00
Malanje	1,897	1.24	1.72	0.01	0.00
Total		72.31	100.00	0.61	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.4 BENIN

Year	Beverage Manufacturing (US \$ mln): Benin 2000 - 2010		
	Benin	% of Region	% of Globe
2000	48.40	0.41%	0.02%
2001	47.69	0.40%	0.02%
2002	47.00	0.40%	0.02%
2003	46.32	0.40%	0.02%
2004	45.93	0.40%	0.02%
2005	47.27	0.40%	0.02%
2006	48.95	0.40%	0.02%
2007	50.69	0.40%	0.02%
2008	52.49	0.41%	0.02%
2009	54.35	0.41%	0.02%
2010	56.28	0.41%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Benin: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Cotonou	1,002	26.58	56.24	0.22	0.01
Porto-Novo	1,373	11.35	24.02	0.10	0.00
Parakou	1,725	3.60	7.62	0.03	0.00
Abomey	1,766	2.95	6.24	0.02	0.00
Natitingou	1,770	2.78	5.89	0.02	0.00
Total		47.27	100.00	0.40	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.5 BOTSWANA

Year	Beverage Manufacturing (US \$ mln): Botswana 2000 - 2010		
	Botswana	% of Region	% of Globe
2000	77.78	0.65%	0.03%
2001	76.27	0.65%	0.03%
2002	74.80	0.64%	0.03%
2003	73.35	0.63%	0.02%
2004	72.47	0.62%	0.02%
2005	74.85	0.63%	0.02%
2006	77.88	0.64%	0.02%
2007	81.04	0.65%	0.03%
2008	84.32	0.65%	0.03%
2009	87.73	0.66%	0.03%
2010	91.28	0.67%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Botswana: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Gaborone	1,327	12.74	17.02	0.11	0.00
Mahalapye	1,366	11.60	15.49	0.10	0.00
Serowe	1,408	10.68	14.26	0.09	0.00
Tutume	1,430	9.76	13.04	0.08	0.00
Bobonong	1,571	6.20	8.28	0.05	0.00
Francistown	1,594	5.63	7.52	0.05	0.00
Selebi-Phikwe	1,613	5.28	7.06	0.04	0.00
Lobatse	1,762	2.98	3.99	0.03	0.00
Molepolole	1,798	2.41	3.22	0.02	0.00
Kanye	1,810	2.30	3.07	0.02	0.00
Mochudi	1,831	2.07	2.76	0.02	0.00
Maun	1,857	1.72	2.30	0.01	0.00
Ramotswa	1,879	1.49	1.99	0.01	0.00
Total		74.85	100.00	0.63	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.6 BURKINA FASO

Year	Beverage Manufacturing (US \$ mln): Burkina Faso 2000 - 2010		
	Burkina Faso	% of Region	% of Globe
2000	88.00	0.74%	0.03%
2001	86.72	0.74%	0.03%
2002	85.46	0.73%	0.03%
2003	84.22	0.72%	0.03%
2004	83.51	0.72%	0.03%
2005	85.95	0.72%	0.03%
2006	89.00	0.73%	0.03%
2007	92.16	0.74%	0.03%
2008	95.43	0.74%	0.03%
2009	98.81	0.75%	0.03%
2010	102.32	0.75%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Burkina Faso: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Ouagadougou	761	46.05	53.58	0.39	0.02
Bobo-Dioulasso	1,038	24.07	28.00	0.20	0.01
Koudougou	1,606	5.42	6.30	0.05	0.00
Ouahigouya	1,687	4.06	4.73	0.03	0.00
Banfora	1,721	3.65	4.24	0.03	0.00
Kaya	1,776	2.71	3.15	0.02	0.00
Total		85.95	100.00	0.72	0.03

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.7 BURUNDI

Year	Beverage Manufacturing (US \$ mln): Burundi 2000 - 2010		
	Burundi	% of Region	% of Globe
2000	30.28	0.25%	0.01%
2001	30.32	0.26%	0.01%
2002	30.35	0.26%	0.01%
2003	30.39	0.26%	0.01%
2004	30.50	0.26%	0.01%
2005	31.02	0.26%	0.01%
2006	31.63	0.26%	0.01%
2007	32.25	0.26%	0.01%
2008	32.87	0.26%	0.01%
2009	33.51	0.25%	0.01%
2010	34.17	0.25%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Burundi: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Bujumbura	1,069	22.00	70.91	0.19	0.01
Gitega	1,514	7.66	24.68	0.06	0.00
Bururi	1,976	0.64	2.08	0.01	0.00
Rumonge	2,006	0.40	1.30	0.00	0.00
Ngozi	2,025	0.32	1.04	0.00	0.00
Total		31.02	100.00	0.26	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.8 CAMEROON

Year	Beverage Manufacturing (US \$ mln): Cameroon 2000 - 2010		
	Cameroon	% of Region	% of Globe
2000	188.41	1.59%	0.06%
2001	186.23	1.58%	0.06%
2002	184.07	1.57%	0.06%
2003	181.93	1.56%	0.06%
2004	180.81	1.56%	0.06%
2005	185.68	1.56%	0.06%
2006	191.71	1.57%	0.06%
2007	197.94	1.58%	0.06%
2008	204.37	1.59%	0.06%
2009	211.01	1.59%	0.06%
2010	217.86	1.60%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Cameroon: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Douala	495	86.38	46.52	0.73	0.03
Yaounde	693	55.06	29.65	0.46	0.02
Nkongsamba	1,477	8.66	4.66	0.07	0.00
Maroua	1,490	8.20	4.41	0.07	0.00
Garoua	1,504	7.89	4.25	0.07	0.00
Bafoussam	1,586	5.88	3.17	0.05	0.00
Kumba	1,678	4.18	2.25	0.04	0.00
Bamenda	1,718	3.71	2.00	0.03	0.00
Foumban	1,748	3.17	1.71	0.03	0.00
Limbe	1,788	2.55	1.37	0.02	0.00
Total		185.68	100.00	1.56	0.06

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.9 CAPE VERDE

Year	Beverage Manufacturing (US \$ mln): Cape Verde 2000 - 2010		
	Cape Verde	% of Region	% of Globe
2000	5.01	0.04%	0.00%
2001	4.91	0.04%	0.00%
2002	4.82	0.04%	0.00%
2003	4.73	0.04%	0.00%
2004	4.67	0.04%	0.00%
2005	4.82	0.04%	0.00%
2006	5.02	0.04%	0.00%
2007	5.22	0.04%	0.00%
2008	5.43	0.04%	0.00%
2009	5.65	0.04%	0.00%
2010	5.88	0.04%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Cape Verde: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Praia	1,781	2.65	54.95	0.02	0.00
Mindelo	1,841	1.96	40.66	0.02	0.00
Ribeira Grande	2,056	0.11	2.20	0.00	0.00
Sal Rei	2,063	0.05	1.10	0.00	0.00
Santa Maria	2,064	0.05	1.10	0.00	0.00
Total		4.82	100.00	0.04	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.10 CENTRAL AFRICAN REPUBLIC

Year	Beverage Manufacturing (US \$ mln): Central African Republic 2000 - 2010		
	Central African Republic	% of Region	% of Globe
2000	43.42	0.37%	0.01%
2001	43.11	0.37%	0.01%
2002	42.80	0.37%	0.01%
2003	42.49	0.37%	0.01%
2004	42.37	0.37%	0.01%
2005	43.37	0.37%	0.01%
2006	44.59	0.37%	0.01%
2007	45.83	0.37%	0.01%
2008	47.12	0.37%	0.01%
2009	48.43	0.37%	0.01%
2010	49.79	0.37%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Central African Republic: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Bangui	954	29.80	68.70	0.25	0.01
Berberati	1,633	4.99	11.51	0.04	0.00
Bouar	1,771	2.75	6.33	0.02	0.00
Bambari	1,786	2.60	5.98	0.02	0.00
Bangassou	1,852	1.80	4.14	0.02	0.00
Mbaiki	1,885	1.45	3.34	0.01	0.00
Total		43.37	100.00	0.37	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.11 CHAD

Year	Beverage Manufacturing (US \$ mln): Chad 2000 - 2010		
	Chad	% of Region	% of Globe
2000	58.23	0.49%	0.02%
2001	57.67	0.49%	0.02%
2002	57.12	0.49%	0.02%
2003	56.57	0.49%	0.02%
2004	56.30	0.49%	0.02%
2005	57.73	0.49%	0.02%
2006	59.49	0.49%	0.02%
2007	61.31	0.49%	0.02%
2008	63.18	0.49%	0.02%
2009	65.10	0.49%	0.02%
2010	67.09	0.49%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Chad: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
N'Djamena	965	28.90	50.05	0.24	0.01
Sarh	1,540	7.00	12.12	0.06	0.00
Moundou	1,638	4.91	8.50	0.04	0.00
Abéché	1,692	4.01	6.94	0.03	0.00
Bongor	1,703	3.89	6.74	0.03	0.00
Doba	1,723	3.61	6.26	0.03	0.00
Lai	1,744	3.27	5.67	0.03	0.00
Koumra	1,909	1.13	1.96	0.01	0.00
Kelo	1,921	1.02	1.76	0.01	0.00
Total		57.73	100.00	0.49	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.12 COMOROS

Year	Beverage Manufacturing (US \$ mln): Comoros 2000 - 2010		
	Comoros	% of Region	% of Globe
2000	2.81	0.02%	0.00%
2001	2.83	0.02%	0.00%
2002	2.85	0.02%	0.00%
2003	2.88	0.02%	0.00%
2004	2.90	0.02%	0.00%
2005	2.94	0.02%	0.00%
2006	2.97	0.02%	0.00%
2007	3.01	0.02%	0.00%
2008	3.05	0.02%	0.00%
2009	3.09	0.02%	0.00%
2010	3.13	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Comoros: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Moroni	1,888	1.43	48.84	0.01	0.00
Mutsamudu	1,935	0.89	30.23	0.01	0.00
Fomboni	2,004	0.41	13.95	0.00	0.00
Mitsamiouli	2,038	0.20	6.98	0.00	0.00
Total		2.94	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.13 CONGO (FORMERLY ZAIRE)

Year	Beverage Manufacturing (US \$ mln): Congo (formerly Zaire) 2000 - 2010		
	Congo (formerly Zaire)	% of Region	% of Globe
2000	150.26	1.27%	0.05%
2001	164.26	1.39%	0.05%
2002	179.57	1.53%	0.06%
2003	196.31	1.69%	0.07%
2004	210.38	1.81%	0.07%
2005	200.68	1.69%	0.07%
2006	187.73	1.54%	0.06%
2007	175.62	1.40%	0.05%
2008	164.29	1.27%	0.05%
2009	153.69	1.16%	0.04%
2010	143.77	1.06%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Congo (formerly Zaire): Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Kinshasa	441	100.34	50.00	0.84	0.03
Lubumbashi	1,095	20.53	10.23	0.17	0.01
Mbuji-Mayi	1,222	15.99	7.97	0.13	0.01
Kananga	1,394	11.00	5.48	0.09	0.00
Kisangani	1,407	10.70	5.33	0.09	0.00
Likasi	1,530	7.33	3.65	0.06	0.00
Kalemie	1,560	6.50	3.24	0.05	0.00
Bukavu	1,561	6.46	3.22	0.05	0.00
Kamina	1,576	6.05	3.01	0.05	0.00
Kikwit	1,599	5.56	2.77	0.05	0.00
Matadi	1,604	5.48	2.73	0.05	0.00
Mbandaka	1,649	4.73	2.35	0.04	0.00
Total		200.68	100.00	1.69	0.07

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.14 IVORY COAST

Year	Beverage Manufacturing (US \$ mln): Ivory coast 2000 - 2010		
	Ivory coast	% of Region	% of Globe
2000	172.83	1.46%	0.06%
2001	174.88	1.48%	0.06%
2002	176.97	1.51%	0.06%
2003	179.07	1.54%	0.06%
2004	181.14	1.56%	0.06%
2005	182.83	1.54%	0.06%
2006	184.47	1.51%	0.06%
2007	186.13	1.48%	0.06%
2008	187.80	1.46%	0.06%
2009	189.49	1.43%	0.06%
2010	191.19	1.40%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Cote d'Ivoire: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Abidjan	350	136.39	74.60	1.15	0.04
Bouake	1,216	16.22	8.87	0.14	0.01
Yamoussoukro	1,470	8.85	4.84	0.07	0.00
Daloa	1,584	5.90	3.23	0.05	0.00
Port-Bouet	1,665	4.42	2.42	0.04	0.00
Man	1,690	4.05	2.22	0.03	0.00
Korhogo	1,701	3.91	2.14	0.03	0.00
Gagnoa	1,751	3.10	1.69	0.03	0.00
Total		182.83	100.00	1.54	0.06

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.15 DJIBOUTI

Year	Beverage Manufacturing (US \$ mln): Djibouti 2000 - 2010		
	Djibouti	% of Region	% of Globe
2000	3.97	0.03%	0.00%
2001	3.97	0.03%	0.00%
2002	3.97	0.03%	0.00%
2003	3.97	0.03%	0.00%
2004	3.98	0.03%	0.00%
2005	4.05	0.03%	0.00%
2006	4.13	0.03%	0.00%
2007	4.22	0.03%	0.00%
2008	4.31	0.03%	0.00%
2009	4.39	0.03%	0.00%
2010	4.48	0.03%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Djibouti: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Djibouti	1,777	2.70	66.67	0.02	0.00
Dikhil	2,003	0.41	10.11	0.00	0.00
Tadjourah	2,024	0.33	8.05	0.00	0.00
Ali-Sabiah	2,026	0.32	7.82	0.00	0.00
Obock	2,027	0.30	7.36	0.00	0.00
Total		4.05	100.00	0.03	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.16 EGYPT

Year	Beverage Manufacturing (US \$ mln): Egypt 2000 - 2010		
	Egypt	% of Region	% of Globe
2000	1,811.25	15.25%	0.60%
2001	1,784.95	15.14%	0.60%
2002	1,759.03	15.02%	0.59%
2003	1,733.48	14.90%	0.59%
2004	1,718.99	14.81%	0.58%
2005	1,769.15	14.90%	0.58%
2006	1,831.92	15.02%	0.59%
2007	1,896.91	15.13%	0.59%
2008	1,964.22	15.24%	0.59%
2009	2,033.91	15.35%	0.59%
2010	2,106.07	15.46%	0.60%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Egypt: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Cairo	56	1,053.92	59.57	8.88	0.35
Alexandria	196	279.48	15.80	2.35	0.09
Giza	297	160.10	9.05	1.35	0.05
Al-Mahallah al Kubra	850	36.89	2.09	0.31	0.01
Port Said	854	36.60	2.07	0.31	0.01
Tanta	866	35.83	2.03	0.30	0.01
Al-Mansurah	883	34.30	1.94	0.29	0.01
Helwan	893	33.73	1.91	0.28	0.01
Asyut	980	27.88	1.58	0.23	0.01
Zagazig	1,006	26.25	1.48	0.22	0.01
Suez	1,020	25.39	1.44	0.21	0.01
Aswan	1,136	18.78	1.06	0.16	0.01
Total		1769.15	100.00	14.90	0.58

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.17 EQUATORIAL GUINEA

Year	Beverage Manufacturing (US \$ mln): Equatorial Guinea 2000 - 2010		
	Equatorial Guinea	% of Region	% of Globe
2000	8.06	0.07%	0.00%
2001	7.68	0.07%	0.00%
2002	7.32	0.06%	0.00%
2003	6.97	0.06%	0.00%
2004	6.74	0.06%	0.00%
2005	7.11	0.06%	0.00%
2006	7.61	0.06%	0.00%
2007	8.15	0.06%	0.00%
2008	8.72	0.07%	0.00%
2009	9.34	0.07%	0.00%
2010	10.00	0.07%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Equatorial Guinea: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Malabo	1,739	3.36	47.24	0.03	0.00
Bata	1,867	1.62	22.83	0.01	0.00
Luba	1,898	1.23	17.32	0.01	0.00
Mbini	1,932	0.90	12.60	0.01	0.00
Total		7.11	100.00	0.06	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.18 ETHIOPIA

Year	Beverage Manufacturing (US \$ mln): Ethiopia 2000 - 2010		
	Ethiopia	% of Region	% of Globe
2000	270.82	2.28%	0.09%
2001	270.89	2.30%	0.09%
2002	270.97	2.31%	0.09%
2003	271.04	2.33%	0.09%
2004	271.79	2.34%	0.09%
2005	276.68	2.33%	0.09%
2006	282.34	2.31%	0.09%
2007	288.13	2.30%	0.09%
2008	294.03	2.28%	0.09%
2009	300.05	2.26%	0.09%
2010	306.19	2.25%	0.09%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Ethiopia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Addis Ababa	274	171.92	62.14	1.45	0.06
Asmara	885	34.04	12.30	0.29	0.01
Dire Dawa	1,378	11.27	4.07	0.09	0.00
Gondar	1,449	9.31	3.37	0.08	0.00
Dessye	1,473	8.74	3.16	0.07	0.00
Nazret	1,474	8.74	3.16	0.07	0.00
Jimma	1,529	7.36	2.66	0.06	0.00
Harar	1,532	7.24	2.62	0.06	0.00
Mekelle	1,539	7.13	2.58	0.06	0.00
Bahr Dar	1,567	6.32	2.29	0.05	0.00
Debre Markos	1,656	4.60	1.66	0.04	0.00
Total		276.68	100.00	2.33	0.09

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.19 GABON

Year	Beverage Manufacturing (US \$ mln): Gabon 2000 - 2010		
	Gabon	% of Region	% of Globe
2000	52.35	0.44%	0.02%
2001	52.58	0.45%	0.02%
2002	52.80	0.45%	0.02%
2003	53.03	0.46%	0.02%
2004	53.33	0.46%	0.02%
2005	54.13	0.46%	0.02%
2006	55.03	0.45%	0.02%
2007	55.93	0.45%	0.02%
2008	56.85	0.44%	0.02%
2009	57.79	0.44%	0.02%
2010	58.74	0.43%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Gabon: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Libreville	908	32.52	60.07	0.27	0.01
Port Gentil	1,247	15.15	27.99	0.13	0.00
Lambarene	1,808	2.31	4.27	0.02	0.00
Mouila	1,883	1.48	2.73	0.01	0.00
Tchibanga	1,891	1.39	2.56	0.01	0.00
Oyem	1,896	1.29	2.39	0.01	0.00
Total		54.13	100.00	0.46	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.20 GHANA

Year	Beverage Manufacturing (US \$ mln): Ghana 2000 - 2010		
	Ghana	% of Region	% of Globe
2000	263.60	2.22%	0.09%
2001	262.35	2.22%	0.09%
2002	261.12	2.23%	0.09%
2003	259.89	2.23%	0.09%
2004	259.64	2.24%	0.09%
2005	265.27	2.23%	0.09%
2006	272.03	2.23%	0.09%
2007	278.96	2.23%	0.09%
2008	286.07	2.22%	0.09%
2009	293.36	2.21%	0.09%
2010	300.84	2.21%	0.09%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Ghana: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Accra	359	130.78	49.30	1.10	0.04
Kumasi	705	53.05	20.00	0.45	0.02
Tamale	1,090	20.81	7.84	0.18	0.01
Tema	1,252	15.02	5.66	0.13	0.00
Sekondi-Takoradi	1,274	14.33	5.40	0.12	0.00
Cape Coast	1,494	8.13	3.06	0.07	0.00
Koforidua	1,495	8.13	3.06	0.07	0.00
Sunyani	1,609	5.37	2.03	0.05	0.00
Ho	1,618	5.24	1.97	0.04	0.00
Bolgatanga	1,666	4.41	1.66	0.04	0.00
Total		265.27	100.00	2.23	0.09

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.21 GUINEA

Year	Beverage Manufacturing (US \$ mln): Guinea 2000 - 2010		
	Guinea	% of Region	% of Globe
2000	73.33	0.62%	0.02%
2001	72.26	0.61%	0.02%
2002	71.22	0.61%	0.02%
2003	70.18	0.60%	0.02%
2004	69.59	0.60%	0.02%
2005	71.63	0.60%	0.02%
2006	74.17	0.61%	0.02%
2007	76.80	0.61%	0.02%
2008	79.52	0.62%	0.02%
2009	82.34	0.62%	0.02%
2010	85.27	0.63%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Guinea: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Conakry	678	57.25	79.93	0.48	0.02
Kankan	1,534	7.23	10.09	0.06	0.00
Labe	1,614	5.28	7.37	0.04	0.00
Nzerekore	1,847	1.87	2.61	0.02	0.00
Total		71.63	100.00	0.60	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.22 GUINEA-BISSAU

Year	Beverage Manufacturing (US \$ mln): Guinea-Bissau 2000 - 2010		
	Guinea-Bissau	% of Region	% of Globe
2000	8.49	0.07%	0.00%
2001	8.26	0.07%	0.00%
2002	8.04	0.07%	0.00%
2003	7.82	0.07%	0.00%
2004	7.68	0.07%	0.00%
2005	7.98	0.07%	0.00%
2006	8.37	0.07%	0.00%
2007	8.77	0.07%	0.00%
2008	9.20	0.07%	0.00%
2009	9.64	0.07%	0.00%
2010	10.11	0.07%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Guinea-Bissau: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Bissau	1,577	6.04	75.76	0.05	0.00
Bafata	1,979	0.63	7.88	0.01	0.00
Gabu	2,013	0.39	4.85	0.00	0.00
Cantchungo	2,032	0.24	3.03	0.00	0.00
Mansoa	2,033	0.24	3.03	0.00	0.00
Catio	2,034	0.24	3.03	0.00	0.00
Farim	2,039	0.19	2.42	0.00	0.00
Total		7.98	100.00	0.07	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.23 KENYA

Year	Beverage Manufacturing (US \$ mln): Kenya 2000 - 2010		
	Kenya	% of Region	% of Globe
2000	305.08	2.57%	0.10%
2001	307.62	2.61%	0.10%
2002	310.18	2.65%	0.10%
2003	312.77	2.69%	0.11%
2004	315.54	2.72%	0.11%
2005	319.31	2.69%	0.11%
2006	323.30	2.65%	0.10%
2007	327.33	2.61%	0.10%
2008	331.42	2.57%	0.10%
2009	335.56	2.53%	0.10%
2010	339.74	2.49%	0.10%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

City	Kenya: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Nairobi	270	177.33	55.53	1.49	0.06
Mombasa	601	68.42	21.43	0.58	0.02
Kisumu	998	26.82	8.40	0.23	0.01
Nakuru	1,208	16.38	5.13	0.14	0.01
Eldoret	1,436	9.64	3.02	0.08	0.00
Thika	1,556	6.59	2.06	0.06	0.00
Nyeri	1,591	5.78	1.81	0.05	0.00
Nanyuki	1,799	2.41	0.75	0.02	0.00
Kitale	1,814	2.25	0.70	0.02	0.00
Malindi	1,845	1.93	0.60	0.02	0.00
Kericho	1,855	1.77	0.55	0.01	0.00
Total		319.31	100.00	2.69	0.11

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

3.24 LESOTHO

Year	Beverage Manufacturing (US \$ mln): Lesotho 2000 - 2010		
	Lesotho	% of Region	% of Globe
2000	35.59	0.30%	0.01%
2001	35.51	0.30%	0.01%
2002	35.43	0.30%	0.01%
2003	35.35	0.30%	0.01%
2004	35.38	0.30%	0.01%
2005	36.08	0.30%	0.01%
2006	36.91	0.30%	0.01%
2007	37.76	0.30%	0.01%
2008	38.63	0.30%	0.01%
2009	39.52	0.30%	0.01%
2010	40.43	0.30%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Lesotho: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Maseru	936	30.73	85.16	0.26	0.01
Teyateyaneng	1,813	2.26	6.25	0.02	0.00
Leribe	1,862	1.69	4.69	0.01	0.00
Mafeteng	1,890	1.41	3.91	0.01	0.00
Total		36.08	100.00	0.30	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.25 LIBERIA

Year	Beverage Manufacturing (US \$ mln): Liberia 2000 - 2010		
	Liberia	% of Region	% of Globe
2000	29.79	0.25%	0.01%
2001	27.98	0.24%	0.01%
2002	26.28	0.22%	0.01%
2003	24.68	0.21%	0.01%
2004	23.60	0.20%	0.01%
2005	25.17	0.21%	0.01%
2006	27.32	0.22%	0.01%
2007	29.66	0.24%	0.01%
2008	32.19	0.25%	0.01%
2009	34.94	0.26%	0.01%
2010	37.93	0.28%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Liberia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Monrovia	1,112	19.74	78.41	0.17	0.01
Harbel	1,754	3.07	12.18	0.03	0.00
Buchanan	1,911	1.11	4.43	0.01	0.00
Tubmanburg	1,971	0.70	2.77	0.01	0.00
Harper	1,988	0.56	2.21	0.00	0.00
Total		25.17	100.00	0.21	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.26 LIBYA

Year	Beverage Manufacturing (US \$ mln): Libya 2000 - 2010		
	Libya	% of Region	% of Globe
2000	342.88	2.89%	0.11%
2001	335.42	2.84%	0.11%
2002	328.13	2.80%	0.11%
2003	320.99	2.76%	0.11%
2004	316.55	2.73%	0.11%
2005	327.56	2.76%	0.11%
2006	341.64	2.80%	0.11%
2007	356.32	2.84%	0.11%
2008	371.63	2.88%	0.11%
2009	387.61	2.93%	0.11%
2010	404.27	2.97%	0.11%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Libya: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Tripoli	283	166.69	50.89	1.40	0.05
Benghazi	492	86.65	26.45	0.73	0.03
Misurata	1,042	23.70	7.24	0.20	0.01
Az Zawiyah	1,202	16.51	5.04	0.14	0.01
Al-Bayda	1,570	6.22	1.90	0.05	0.00
Ajdabiya	1,578	6.02	1.84	0.05	0.00
Darnah	1,588	5.83	1.78	0.05	0.00
Sebha	1,593	5.63	1.72	0.05	0.00
Tubruq	1,605	5.44	1.66	0.05	0.00
Al-Marj	1,641	4.86	1.48	0.04	0.00
Total		327.56	100.00	2.76	0.11

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.27 MADAGASCAR

Year	Beverage Manufacturing (US \$ mln): Madagascar 2000 - 2010		
	Madagascar	% of Region	% of Globe
2000	89.84	0.76%	0.03%
2001	88.62	0.75%	0.03%
2002	87.42	0.75%	0.03%
2003	86.24	0.74%	0.03%
2004	85.58	0.74%	0.03%
2005	88.01	0.74%	0.03%
2006	91.05	0.75%	0.03%
2007	94.19	0.75%	0.03%
2008	97.44	0.76%	0.03%
2009	100.79	0.76%	0.03%
2010	104.27	0.77%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Madagascar: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Antananarivo	731	49.30	56.02	0.42	0.02
Toamasina	1,432	9.75	11.08	0.08	0.00
Mahajanga	1,510	7.78	8.84	0.07	0.00
Fianarantsoa	1,511	7.78	8.84	0.07	0.00
Antsirabe	1,601	5.54	6.29	0.05	0.00
Toliara	1,683	4.14	4.70	0.03	0.00
Antsiranana	1,717	3.72	4.22	0.03	0.00
Total		88.01	100.00	0.74	0.03

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.28 MALAWI

Year	Beverage Manufacturing (US \$ mln): Malawi 2000 - 2010		
	Malawi	% of Region	% of Globe
2000	66.25	0.56%	0.02%
2001	65.94	0.56%	0.02%
2002	65.63	0.56%	0.02%
2003	65.32	0.56%	0.02%
2004	65.26	0.56%	0.02%
2005	66.67	0.56%	0.02%
2006	68.37	0.56%	0.02%
2007	70.11	0.56%	0.02%
2008	71.90	0.56%	0.02%
2009	73.73	0.56%	0.02%
2010	75.61	0.55%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Malawi: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Blantyre	899	32.97	49.45	0.28	0.01
Lilongwe	1,166	18.00	26.99	0.15	0.01
Mzuzu	1,447	9.41	14.11	0.08	0.00
Zomba	1,669	4.34	6.50	0.04	0.00
Karonga	1,914	1.06	1.60	0.01	0.00
Nkhotakota	1,931	0.90	1.35	0.01	0.00
Total		66.67	100.00	0.56	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.29 MALI

Year	Beverage Manufacturing (US \$ mln): Mali 2000 - 2010		
	Mali	% of Region	% of Globe
2000	66.47	0.56%	0.02%
2001	65.57	0.56%	0.02%
2002	64.68	0.55%	0.02%
2003	63.80	0.55%	0.02%
2004	63.32	0.55%	0.02%
2005	65.12	0.55%	0.02%
2006	67.36	0.55%	0.02%
2007	69.68	0.56%	0.02%
2008	72.09	0.56%	0.02%
2009	74.57	0.56%	0.02%
2010	77.14	0.57%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Mali: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Bamako	758	46.33	71.15	0.39	0.02
Segou	1,652	4.66	7.16	0.04	0.00
Mopti	1,708	3.87	5.95	0.03	0.00
Sikasso	1,738	3.37	5.18	0.03	0.00
Kayes	1,747	3.23	4.96	0.03	0.00
Gao	1,815	2.22	3.41	0.02	0.00
Timbuktu	1,887	1.43	2.20	0.01	0.00
Total		65.12	100.00	0.55	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.30 MAURITANIA

Year	Beverage Manufacturing (US \$ mln): Mauritania 2000 - 2010		
	Mauritania	% of Region	% of Globe
2000	39.60	0.33%	0.01%
2001	39.02	0.33%	0.01%
2002	38.46	0.33%	0.01%
2003	37.90	0.33%	0.01%
2004	37.58	0.32%	0.01%
2005	38.68	0.33%	0.01%
2006	40.05	0.33%	0.01%
2007	41.47	0.33%	0.01%
2008	42.94	0.33%	0.01%
2009	44.47	0.34%	0.01%
2010	46.04	0.34%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Mauritania: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Nouakchott	918	32.07	82.92	0.27	0.01
Nouadhibou	1,889	1.41	3.65	0.01	0.00
Kaedi	1,892	1.35	3.48	0.01	0.00
Zouerate	1,912	1.09	2.82	0.01	0.00
Rosso	1,916	1.03	2.65	0.01	0.00
Atar	1,917	1.03	2.65	0.01	0.00
Kiffa	1,967	0.71	1.82	0.01	0.00
Total		38.68	100.00	0.33	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.31 MAURITIUS

Year	Beverage Manufacturing (US \$ mln): Mauritius 2000 - 2010		
	Mauritius	% of Region	% of Globe
2000	94.73	0.80%	0.03%
2001	92.22	0.78%	0.03%
2002	89.77	0.77%	0.03%
2003	87.39	0.75%	0.03%
2004	85.87	0.74%	0.03%
2005	89.17	0.75%	0.03%
2006	93.45	0.77%	0.03%
2007	97.94	0.78%	0.03%
2008	102.64	0.80%	0.03%
2009	107.56	0.81%	0.03%
2010	112.72	0.83%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Mauritius: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Port Louis	957	29.72	33.33	0.25	0.01
Beau Bassin	1,108	19.89	22.30	0.17	0.01
Curepipe	1,285	13.90	15.59	0.12	0.00
Quatre Bornes	1,286	13.90	15.59	0.12	0.00
Vacoas-Phoenix	1,357	11.76	13.19	0.10	0.00
Total		89.17	100.00	0.75	0.03

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.32 MOROCCO

Year	Beverage Manufacturing (US \$ mln): Morocco 2000 - 2010		
	Morocco	% of Region	% of Globe
2000	708.16	5.96%	0.24%
2001	712.63	6.04%	0.24%
2002	717.12	6.12%	0.24%
2003	721.64	6.20%	0.24%
2004	726.93	6.26%	0.25%
2005	736.72	6.20%	0.24%
2006	747.39	6.13%	0.24%
2007	758.21	6.05%	0.24%
2008	769.19	5.97%	0.23%
2009	780.33	5.89%	0.23%
2010	791.63	5.81%	0.22%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Morocco: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Casablanca	266	181.57	24.65	1.53	0.06
Marrakech	478	89.10	12.09	0.75	0.03
Rabat	540	80.47	10.92	0.68	0.03
Fez	666	58.33	7.92	0.49	0.02
Oujda	690	55.96	7.60	0.47	0.02
Kenitra	708	52.08	7.07	0.44	0.02
Tetouan	723	50.02	6.79	0.42	0.02
Safi	730	49.58	6.73	0.42	0.02
Meknes	784	44.02	5.97	0.37	0.01
Agadir	787	43.77	5.94	0.37	0.01
Tangier	923	31.82	4.32	0.27	0.01
Total		736.72	100.00	6.20	0.24

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.33 MOZAMBIQUE

Year	Beverage Manufacturing (US \$ mln): Mozambique 2000 - 2010		
	Mozambique	% of Region	% of Globe
2000	136.77	1.15%	0.05%
2001	135.59	1.15%	0.05%
2002	134.42	1.15%	0.05%
2003	133.25	1.15%	0.05%
2004	132.73	1.14%	0.04%
2005	136.01	1.15%	0.04%
2006	140.01	1.15%	0.04%
2007	144.14	1.15%	0.04%
2008	148.39	1.15%	0.04%
2009	152.77	1.15%	0.04%
2010	157.27	1.15%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Mozambique: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Maputo	521	82.73	60.83	0.70	0.03
Beira	1,058	22.58	16.60	0.19	0.01
Nampula	1,244	15.23	11.20	0.13	0.01
Nacala	1,505	7.89	5.80	0.07	0.00
Machaze	1,731	3.56	2.62	0.03	0.00
Mandie	1,837	2.01	1.48	0.02	0.00
Chibuto	1,838	2.01	1.48	0.02	0.00
Total		136.01	100.00	1.15	0.04

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.34 NAMIBIA

Year	Beverage Manufacturing (US \$ mln): Namibia 2000 - 2010		
	Namibia	% of Region	% of Globe
2000	54.64	0.46%	0.02%
2001	54.11	0.46%	0.02%
2002	53.59	0.46%	0.02%
2003	53.07	0.46%	0.02%
2004	52.83	0.46%	0.02%
2005	54.17	0.46%	0.02%
2006	55.82	0.46%	0.02%
2007	57.52	0.46%	0.02%
2008	59.28	0.46%	0.02%
2009	61.08	0.46%	0.02%
2010	62.94	0.46%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Namibia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Windhoek	840	38.22	70.55	0.32	0.01
Tsumeb	1,670	4.32	7.98	0.04	0.00
Keetmanshoop	1,720	3.66	6.75	0.03	0.00
Otjiwarongo	1,760	2.99	5.52	0.03	0.00
Luderitz	1,780	2.66	4.91	0.02	0.00
Swakopmund	1,806	2.33	4.29	0.02	0.00
Total		54.17	100.00	0.46	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.35 NIGER

Year	Beverage Manufacturing (US \$ mln): Niger 2000 - 2010		
	Niger	% of Region	% of Globe
2000	71.18	0.60%	0.02%
2001	70.67	0.60%	0.02%
2002	70.17	0.60%	0.02%
2003	69.66	0.60%	0.02%
2004	69.47	0.60%	0.02%
2005	71.10	0.60%	0.02%
2006	73.09	0.60%	0.02%
2007	75.14	0.60%	0.02%
2008	77.24	0.60%	0.02%
2009	79.40	0.60%	0.02%
2010	81.62	0.60%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Niger: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Niamey	783	44.08	61.99	0.37	0.01
Zinder	1,452	9.19	12.93	0.08	0.00
Maradi	1,536	7.20	10.12	0.06	0.00
Tahoua	1,654	4.65	6.54	0.04	0.00
Agadez	1,761	2.99	4.21	0.03	0.00
Birmi N'Konni	1,854	1.77	2.49	0.01	0.00
Filingue	1,901	1.22	1.71	0.01	0.00
Total		71.10	100.00	0.60	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.36 NIGERIA

Year	Beverage Manufacturing (US \$ mln): Nigeria 2000 - 2010		
	Nigeria	% of Region	% of Globe
2000	832.86	7.01%	0.28%
2001	826.87	7.01%	0.28%
2002	820.93	7.01%	0.28%
2003	815.04	7.01%	0.28%
2004	812.74	7.00%	0.28%
2005	831.90	7.01%	0.27%
2006	855.18	7.01%	0.27%
2007	879.10	7.01%	0.27%
2008	903.70	7.01%	0.27%
2009	928.99	7.01%	0.27%
2010	954.98	7.01%	0.27%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Nigeria: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Lagos	330	142.00	17.07	1.20	0.05
Ibadan	354	133.85	16.09	1.13	0.04
Ogbomosho	603	68.23	8.20	0.57	0.02
Kano	640	63.01	7.57	0.53	0.02
Oshogbo	777	44.65	5.37	0.38	0.01
Ilorin	778	44.54	5.35	0.38	0.01
Abeokuta	824	39.98	4.81	0.34	0.01
Port Harcourt	839	38.24	4.60	0.32	0.01
Ilesha	870	35.42	4.26	0.30	0.01
Zaria	871	35.42	4.26	0.30	0.01
Onitsha	876	34.77	4.18	0.29	0.01
Kaduna	919	32.05	3.85	0.27	0.01
Enugu	959	29.55	3.55	0.25	0.01
Aba	978	27.92	3.36	0.24	0.01
Benin City	1,076	21.51	2.59	0.18	0.01
Others		40.74	4.90	0.34	0.01
Total		831.90	100.00	7.01	0.27

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.37 REPUBLIC OF CONGO

Year	Beverage Manufacturing (US \$ mln): Republic of Congo 2000 - 2010		
	Republic of Congo	% of Region	% of Globe
2000	22.20	0.19%	0.01%
2001	22.01	0.19%	0.01%
2002	21.82	0.19%	0.01%
2003	21.63	0.19%	0.01%
2004	21.54	0.19%	0.01%
2005	22.07	0.19%	0.01%
2006	22.72	0.19%	0.01%
2007	23.39	0.19%	0.01%
2008	24.08	0.19%	0.01%
2009	24.79	0.19%	0.01%
2010	25.53	0.19%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Republic of Congo: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Brazzaville	1,318	12.87	58.32	0.11	0.00
Pointe-Noire	1,563	6.44	29.16	0.05	0.00
Nkayi	1,939	0.82	3.72	0.01	0.00
Loubomo	1,948	0.80	3.62	0.01	0.00
Ngamaba-Mfilou	1,993	0.54	2.45	0.00	0.00
Loandjili	2,023	0.35	1.57	0.00	0.00
Mossendjo	2,030	0.26	1.17	0.00	0.00
Total		22.07	100.00	0.19	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.38 REUNION

Year	Beverage Manufacturing (US \$ mln): Reunion 2000 - 2010		
	Reunion	% of Region	% of Globe
2000	24.35	0.21%	0.01%
2001	24.14	0.20%	0.01%
2002	23.93	0.20%	0.01%
2003	23.72	0.20%	0.01%
2004	23.63	0.20%	0.01%
2005	24.21	0.20%	0.01%
2006	24.92	0.20%	0.01%
2007	25.66	0.20%	0.01%
2008	26.42	0.20%	0.01%
2009	27.19	0.21%	0.01%
2010	28.00	0.21%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Reunion: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Saint-Denis	1,503	7.90	32.61	0.07	0.00
Saint-Paul	1,650	4.70	19.41	0.04	0.00
Saint-Pierre	1,709	3.85	15.90	0.03	0.00
Le Tampon	1,750	3.13	12.94	0.03	0.00
Saint-Louis	1,796	2.41	9.97	0.02	0.00
Le Port	1,816	2.22	9.16	0.02	0.00
Total		24.21	100.00	0.20	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.39 RWANDA

Year	Beverage Manufacturing (US \$ mln): Rwanda 2000 - 2010		
	Rwanda	% of Region	% of Globe
2000	47.68	0.40%	0.02%
2001	46.80	0.40%	0.02%
2002	45.94	0.39%	0.02%
2003	45.09	0.39%	0.02%
2004	44.58	0.38%	0.02%
2005	46.02	0.39%	0.02%
2006	47.84	0.39%	0.02%
2007	49.72	0.40%	0.02%
2008	51.69	0.40%	0.02%
2009	53.73	0.41%	0.02%
2010	55.85	0.41%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Rwanda: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Kigali	917	32.11	69.78	0.27	0.01
Butare	1,658	4.50	9.78	0.04	0.00
Ruhengeri	1,745	3.27	7.11	0.03	0.00
Gisenyi	1,793	2.45	5.33	0.02	0.00
Nyabisindu	1,834	2.05	4.44	0.02	0.00
Cyangugu	1,866	1.64	3.56	0.01	0.00
Total		46.02	100.00	0.39	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.40 SAO TOME E PRINCIPE

Year	Beverage Manufacturing (US \$ mln): Sao Tome E Principe 2000 - 2010		
	Sao Tome E Principe	% of Region	% of Globe
2000	1.25	0.01%	0.00%
2001	1.25	0.01%	0.00%
2002	1.24	0.01%	0.00%
2003	1.24	0.01%	0.00%
2004	1.24	0.01%	0.00%
2005	1.26	0.01%	0.00%
2006	1.29	0.01%	0.00%
2007	1.33	0.01%	0.00%
2008	1.36	0.01%	0.00%
2009	1.40	0.01%	0.00%
2010	1.43	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Sao Tome E Principe: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Sao Tome	1,899	1.23	97.22	0.01	0.00
Santo Antonio	2,065	0.04	2.78	0.00	0.00
Total		1.26	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.41 SENEGAL

Year	Beverage Manufacturing (US \$ mln): Senegal 2000 - 2010		
	Senegal	% of Region	% of Globe
2000	118.96	1.00%	0.04%
2001	116.83	0.99%	0.04%
2002	114.73	0.98%	0.04%
2003	112.68	0.97%	0.04%
2004	111.45	0.96%	0.04%
2005	114.99	0.97%	0.04%
2006	119.47	0.98%	0.04%
2007	124.13	0.99%	0.04%
2008	128.97	1.00%	0.04%
2009	134.00	1.01%	0.04%
2010	139.22	1.02%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Senegal: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Dakar	524	82.38	71.64	0.69	0.03
Thies	1,450	9.30	8.09	0.08	0.00
Kaolack	1,506	7.87	6.84	0.07	0.00
Zinguinchor	1,565	6.38	5.55	0.05	0.00
Saint-Louis	1,590	5.78	5.03	0.05	0.00
Diourbel	1,743	3.28	2.85	0.03	0.00
Total		114.99	100.00	0.97	0.04

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.42 SIERRA LEONE

Year	Beverage Manufacturing (US \$ mln): Sierra Leone 2000 - 2010		
	Sierra Leone	% of Region	% of Globe
2000	19.49	0.16%	0.01%
2001	19.28	0.16%	0.01%
2002	19.08	0.16%	0.01%
2003	18.87	0.16%	0.01%
2004	18.77	0.16%	0.01%
2005	19.26	0.16%	0.01%
2006	19.87	0.16%	0.01%
2007	20.50	0.16%	0.01%
2008	21.14	0.16%	0.01%
2009	21.81	0.16%	0.01%
2010	22.49	0.17%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Sierra Leone: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Freetown	1,190	16.99	88.18	0.14	0.01
Bo	1,927	0.94	4.88	0.01	0.00
Kenema	1,998	0.47	2.44	0.00	0.00
Makeni	2,001	0.43	2.25	0.00	0.00
Port Loko	2,036	0.22	1.13	0.00	0.00
Bonthe	2,037	0.22	1.13	0.00	0.00
Total		19.26	100.00	0.16	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.43 SOMALIA

Year	Beverage Manufacturing (US \$ mln): Somalia 2000 - 2010		
	Somalia	% of Region	% of Globe
2000	29.71	0.25%	0.01%
2001	29.72	0.25%	0.01%
2002	29.72	0.25%	0.01%
2003	29.73	0.26%	0.01%
2004	29.81	0.26%	0.01%
2005	30.35	0.26%	0.01%
2006	30.97	0.25%	0.01%
2007	31.61	0.25%	0.01%
2008	32.25	0.25%	0.01%
2009	32.91	0.25%	0.01%
2010	33.59	0.25%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Somalia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Mogadishu	1,316	12.95	42.66	0.11	0.00
Hargeysa	1,623	5.18	17.06	0.04	0.00
Burao	1,705	3.88	12.80	0.03	0.00
Baidoa	1,706	3.88	12.80	0.03	0.00
Kismaayo	1,787	2.59	8.53	0.02	0.00
Berbera	1,930	0.91	2.99	0.01	0.00
Marka	1,952	0.78	2.56	0.01	0.00
Giohar	2,046	0.18	0.60	0.00	0.00
Total		30.35	100.00	0.26	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.44 SOUTH AFRICA

Year	Beverage Manufacturing (US \$ mln): South Africa 2000 - 2010		
	South Africa	% of Region	% of Globe
2000	2,600.71	21.90%	0.86%
2001	2,588.45	21.95%	0.87%
2002	2,576.26	22.00%	0.87%
2003	2,564.12	22.04%	0.87%
2004	2,561.66	22.07%	0.87%
2005	2,617.26	22.04%	0.86%
2006	2,683.95	22.00%	0.86%
2007	2,752.34	21.95%	0.85%
2008	2,822.47	21.90%	0.85%
2009	2,894.38	21.85%	0.84%
2010	2,968.13	21.79%	0.84%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	South Africa: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Johannesburg	80	823.34	31.46	6.93	0.27
Cape Town	101	687.19	26.26	5.79	0.23
Pretoria	107	651.73	24.90	5.49	0.21
Durban	267	181.41	6.93	1.53	0.06
Roodepoort	668	57.84	2.21	0.49	0.02
Germiston	744	47.66	1.82	0.40	0.02
Boksburg	768	45.21	1.73	0.38	0.01
Umlazi	896	33.25	1.27	0.28	0.01
Bloemfontein	1,019	25.42	0.97	0.21	0.01
Pietermaritzburg	1,027	24.75	0.95	0.21	0.01
Port Elizabeth	1,050	23.06	0.88	0.19	0.01
East London	1,207	16.39	0.63	0.14	0.01
Total		2617.26	100.00	22.04	0.86

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.45 SUDAN

Year	Beverage Manufacturing (US \$ mln): Sudan 2000 - 2010		
	Sudan	% of Region	% of Globe
2000	272.27	2.29%	0.09%
2001	265.70	2.25%	0.09%
2002	259.29	2.21%	0.09%
2003	253.03	2.17%	0.09%
2004	249.07	2.15%	0.08%
2005	258.20	2.17%	0.09%
2006	269.94	2.21%	0.09%
2007	282.22	2.25%	0.09%
2008	295.05	2.29%	0.09%
2009	308.47	2.33%	0.09%
2010	322.50	2.37%	0.09%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Sudan: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Omdurman	555	77.18	29.89	0.65	0.03
Khartoum	589	69.32	26.85	0.58	0.02
Port Sudan	928	31.60	12.24	0.27	0.01
Wadi Medani	1,092	20.68	8.01	0.17	0.01
Al Obeid	1,100	20.39	7.90	0.17	0.01
Atbara	1,253	15.00	5.81	0.13	0.00
Kassala	1,266	14.56	5.64	0.12	0.00
Kosti	1,446	9.47	3.67	0.08	0.00
Total		258.20	100.00	2.17	0.09

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.46 SWAZILAND

Year	Beverage Manufacturing (US \$ mln): Swaziland 2000 - 2010		
	Swaziland	% of Region	% of Globe
2000	30.64	0.26%	0.01%
2001	30.59	0.26%	0.01%
2002	30.54	0.26%	0.01%
2003	30.48	0.26%	0.01%
2004	30.52	0.26%	0.01%
2005	31.12	0.26%	0.01%
2006	31.82	0.26%	0.01%
2007	32.53	0.26%	0.01%
2008	33.26	0.26%	0.01%
2009	34.01	0.26%	0.01%
2010	34.78	0.26%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Swaziland: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Mbabane	1,264	14.62	46.99	0.12	0.00
Manzini	1,549	6.75	21.69	0.06	0.00
Big Bend	1,716	3.75	12.05	0.03	0.00
Mhlume	1,784	2.62	8.43	0.02	0.00
Nhlangano	1,877	1.50	4.82	0.01	0.00
Pigg's Peak	1,910	1.12	3.61	0.01	0.00
Siteki	1,958	0.75	2.41	0.01	0.00
Total		31.12	100.00	0.26	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.47 TANZANIA

Year	Beverage Manufacturing (US \$ mln): Tanzania 2000 - 2010		
	Tanzania	% of Region	% of Globe
2000	184.79	1.56%	0.06%
2001	181.92	1.54%	0.06%
2002	179.10	1.53%	0.06%
2003	176.33	1.52%	0.06%
2004	174.73	1.51%	0.06%
2005	179.95	1.52%	0.06%
2006	186.52	1.53%	0.06%
2007	193.32	1.54%	0.06%
2008	200.38	1.55%	0.06%
2009	207.69	1.57%	0.06%
2010	215.26	1.58%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Tanzania: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Dar es Salaam	425	103.43	57.47	0.87	0.03
Mwanza	1,256	14.93	8.30	0.13	0.00
Zanzibar	1,259	14.79	8.22	0.12	0.00
Tanga	1,288	13.85	7.70	0.12	0.00
Mbeya	1,416	10.36	5.75	0.09	0.00
Tabora	1,458	9.01	5.01	0.08	0.00
Arusha	1,528	7.40	4.11	0.06	0.00
Dodoma	1,572	6.19	3.44	0.05	0.00
Total		179.95	100.00	1.52	0.06

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.48 THE GAMBIA

Beverage Manufacturing (US \$ mln): The Gambia 2000 - 2010

Year	The Gambia	% of Region	% of Globe
2000	10.98	0.09%	0.00%
2001	10.82	0.09%	0.00%
2002	10.67	0.09%	0.00%
2003	10.52	0.09%	0.00%
2004	10.44	0.09%	0.00%
2005	10.74	0.09%	0.00%
2006	11.11	0.09%	0.00%
2007	11.50	0.09%	0.00%
2008	11.91	0.09%	0.00%
2009	12.32	0.09%	0.00%
2010	12.75	0.09%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

The Gambia: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Serrekunda	1,626	5.12	47.69	0.04	0.00
Banjul	1,820	2.19	20.37	0.02	0.00
Brikama	1,923	0.99	9.26	0.01	0.00
Bakau	1,926	0.94	8.80	0.01	0.00
Farefenni	1,996	0.50	4.63	0.00	0.00
Sukuta	2,020	0.35	3.24	0.00	0.00
Gunjur	2,021	0.35	3.24	0.00	0.00
Georgetown	2,052	0.15	1.39	0.00	0.00
Basse Santa Su	2,053	0.15	1.39	0.00	0.00
Total		10.74	100.00	0.09	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.49 TOGO

Year	Beverage Manufacturing (US \$ mln): Togo 2000 - 2010		
	Togo	% of Region	% of Globe
2000	51.86	0.44%	0.02%
2001	51.51	0.44%	0.02%
2002	51.17	0.44%	0.02%
2003	50.83	0.44%	0.02%
2004	50.70	0.44%	0.02%
2005	51.88	0.44%	0.02%
2006	53.31	0.44%	0.02%
2007	54.77	0.44%	0.02%
2008	56.28	0.44%	0.02%
2009	57.82	0.44%	0.02%
2010	59.41	0.44%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Togo: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Lome	884	34.27	66.06	0.29	0.01
Sokodé	1,659	4.49	8.66	0.04	0.00
Palimé	1,758	3.00	5.78	0.03	0.00
Atakpamé	1,790	2.53	4.87	0.02	0.00
Bassari	1,832	2.06	3.97	0.02	0.00
Tsévié	1,870	1.59	3.07	0.01	0.00
Anécho	1,894	1.31	2.53	0.01	0.00
Mango	1,902	1.22	2.35	0.01	0.00
Bafilo	1,928	0.94	1.81	0.01	0.00
Tabligbo	1,999	0.47	0.90	0.00	0.00
Total		51.88	100.00	0.44	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.50 TUNISIA

Year	Beverage Manufacturing (US \$ mln): Tunisia 2000 - 2010		
	Tunisia	% of Region	% of Globe
2000	460.51	3.88%	0.15%
2001	453.82	3.85%	0.15%
2002	447.23	3.82%	0.15%
2003	440.74	3.79%	0.15%
2004	437.05	3.77%	0.15%
2005	449.81	3.79%	0.15%
2006	465.77	3.82%	0.15%
2007	482.29	3.85%	0.15%
2008	499.40	3.88%	0.15%
2009	517.12	3.90%	0.15%
2010	535.47	3.93%	0.15%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Tunisia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Tunis	268	180.71	40.17	1.52	0.06
Sfax	583	70.23	15.61	0.59	0.02
Ariana	950	29.97	6.66	0.25	0.01
Bizerte	968	28.76	6.39	0.24	0.01
Djerba	982	27.85	6.19	0.23	0.01
Gabes	983	27.85	6.19	0.23	0.01
Sousse	1,018	25.43	5.65	0.21	0.01
Kairouan	1,071	21.79	4.85	0.18	0.01
La Goulette	1,138	18.77	4.17	0.16	0.01
Gafsa	1,151	18.46	4.10	0.16	0.01
Total		449.81	100.00	3.79	0.15

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.51 UGANDA

Year	Beverage Manufacturing (US \$ mln): Uganda 2000 - 2010		
	Uganda	% of Region	% of Globe
2000	195.94	1.65%	0.07%
2001	192.15	1.63%	0.06%
2002	188.43	1.61%	0.06%
2003	184.79	1.59%	0.06%
2004	182.56	1.57%	0.06%
2005	188.57	1.59%	0.06%
2006	196.21	1.61%	0.06%
2007	204.15	1.63%	0.06%
2008	212.41	1.65%	0.06%
2009	221.01	1.67%	0.06%
2010	229.96	1.69%	0.07%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Uganda: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Kampala	355	133.37	70.72	1.12	0.04
Jinja	1,238	15.40	8.17	0.13	0.01
Masaka	1,483	8.43	4.47	0.07	0.00
Mbale	1,493	8.14	4.31	0.07	0.00
Mbarara	1,553	6.68	3.54	0.06	0.00
Entebbe	1,575	6.10	3.24	0.05	0.00
Gulu	1,619	5.23	2.77	0.04	0.00
Tororo	1,620	5.23	2.77	0.04	0.00
Total		188.57	100.00	1.59	0.06

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.52 WESTERN SAHARA

Year	Beverage Manufacturing (US \$ mln): Western Sahara 2000 - 2010		
	Western Sahara	% of Region	% of Globe
2000	0.49	0.00%	0.00%
2001	0.49	0.00%	0.00%
2002	0.50	0.00%	0.00%
2003	0.50	0.00%	0.00%
2004	0.51	0.00%	0.00%
2005	0.51	0.00%	0.00%
2006	0.52	0.00%	0.00%
2007	0.52	0.00%	0.00%
2008	0.53	0.00%	0.00%
2009	0.53	0.00%	0.00%
2010	0.54	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Western Sahara: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Laayoune	2,015	0.37	72.31	0.00	0.00
Semara	2,061	0.07	13.85	0.00	0.00
Dakhla	2,062	0.07	13.85	0.00	0.00
Total		0.51	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.53 ZAMBIA

Year	Beverage Manufacturing (US \$ mln): Zambia 2000 - 2010		
	Zambia	% of Region	% of Globe
2000	61.11	0.51%	0.02%
2001	60.52	0.51%	0.02%
2002	59.94	0.51%	0.02%
2003	59.36	0.51%	0.02%
2004	59.08	0.51%	0.02%
2005	60.59	0.51%	0.02%
2006	62.43	0.51%	0.02%
2007	64.33	0.51%	0.02%
2008	66.30	0.51%	0.02%
2009	68.32	0.52%	0.02%
2010	70.40	0.52%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Zambia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Lusaka	1,139	18.70	30.87	0.16	0.01
Kitwe	1,424	10.15	16.75	0.09	0.00
Ndola	1,443	9.52	15.72	0.08	0.00
Kabwe	1,672	4.30	7.10	0.04	0.00
Mufulira	1,673	4.28	7.06	0.04	0.00
Chingola	1,681	4.17	6.88	0.04	0.00
Luanshya	1,730	3.57	5.89	0.03	0.00
Livingstone	1,825	2.11	3.48	0.02	0.00
Kalulushi	1,835	2.02	3.34	0.02	0.00
Chililabombwe	1,856	1.76	2.91	0.01	0.00
Total		60.59	100.00	0.51	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

3.54 ZIMBABWE

Year	Beverage Manufacturing (US \$ mln): Zimbabwe 2000 - 2010		
	Zimbabwe	% of Region	% of Globe
2000	165.16	1.39%	0.05%
2001	172.18	1.46%	0.06%
2002	179.49	1.53%	0.06%
2003	187.12	1.61%	0.06%
2004	193.55	1.67%	0.07%
2005	191.14	1.61%	0.06%
2006	187.31	1.54%	0.06%
2007	183.56	1.46%	0.06%
2008	179.89	1.40%	0.05%
2009	176.29	1.33%	0.05%
2010	172.76	1.27%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Zimbabwe: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Harare	560	76.48	40.01	0.64	0.03
Bulawayo	740	48.18	25.21	0.41	0.02
Chitungwiza	1,054	22.69	11.87	0.19	0.01
Gweru	1,466	8.87	4.64	0.07	0.00
Mutare	1,507	7.86	4.11	0.07	0.00
Kwekwe	1,608	5.39	2.82	0.05	0.00
Kadoma	1,630	5.05	2.64	0.04	0.00
Hwange	1,667	4.38	2.29	0.04	0.00
Masvingo	1,734	3.48	1.82	0.03	0.00
Zvishavane	1,755	3.03	1.59	0.03	0.00
Chegutu	1,756	3.03	1.59	0.03	0.00
Chinhoyi	1,778	2.70	1.41	0.02	0.00
Total		191.14	100.00	1.61	0.06

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4 ASIA & OCEANA

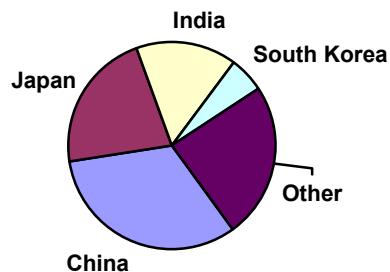
4.1 EXECUTIVE SUMMARY

Market Potential for Beverage Manufacturing in Asia & Oceana (US \$ mln): 2005

Country	Latent Demand US \$ mln	% of Asia & Oceana
China	32,703.24	32.46%
Japan	22,156.30	21.99%
India	15,834.37	15.72%
South Korea	5,583.43	5.54%
Indonesia	4,679.73	4.65%
Australia	3,188.39	3.16%
Thailand	2,946.60	2.92%
Taiwan	2,782.26	2.76%
Philippines	2,205.26	2.19%
Malaysia	1,630.42	1.62%
Bangladesh	1,456.12	1.45%
Hong Kong	1,328.09	1.32%
Vietnam	1,108.59	1.10%
Singapore	806.04	0.80%
New Zealand	480.89	0.48%
Burma	456.03	0.45%
Sri Lanka	450.40	0.45%
Nepal	239.85	0.24%
North Korea	151.47	0.15%
Cambodia	114.76	0.11%
Papua New Guinea	86.49	0.09%
Laos	64.15	0.06%
Macau	55.19	0.05%
Brunei	41.85	0.04%
Fiji	39.60	0.04%
Other	149.78	0.15%
Total	100,739.30	100.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Market Potential for Beverage Manufacturing in Asia & Oceana (US \$ mln): 2005



The Market for Beverage Manufacturing in Asia & Oceana: 2000 - 2010

Year	US \$ mln	% of Globe
2000	104,180.54	34.64
2001	102,306.46	34.22
2002	100,484.47	33.80
2003	98,713.14	33.39
2004	97,667.05	33.05
2005	100,739.30	33.22
2006	104,636.61	33.48
2007	108,703.94	33.73
2008	112,949.22	33.99
2009	117,380.76	34.26
2010	122,007.24	34.52

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.2 AMERICAN SAMOA**Beverage Manufacturing (US \$ mln): American Samoa 2000 - 2010**

Year	American Samoa	% of Region	% of Globe
2000	3.32	0.00%	0.00%
2001	3.35	0.00%	0.00%
2002	3.39	0.00%	0.00%
2003	3.42	0.00%	0.00%
2004	3.46	0.00%	0.00%
2005	3.49	0.00%	0.00%
2006	3.53	0.00%	0.00%
2007	3.57	0.00%	0.00%
2008	3.61	0.00%	0.00%
2009	3.64	0.00%	0.00%
2010	3.68	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

American Samoa: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Pago Pago	1,907	1.16	33.33	0.00	0.00
Leone	1,953	0.78	22.22	0.00	0.00
Fagatogo	1,954	0.78	22.22	0.00	0.00
Utulei	2,011	0.39	11.11	0.00	0.00
Vaitogi	2,012	0.39	11.11	0.00	0.00
Total		3.49	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.3 AUSTRALIA

Year	Beverage Manufacturing (US \$ mln): Australia 2000 - 2010		
	Australia	% of Region	% of Globe
2000	3,249.74	3.12%	1.08%
2001	3,207.29	3.13%	1.07%
2002	3,165.40	3.15%	1.06%
2003	3,124.05	3.16%	1.06%
2004	3,101.38	3.18%	1.05%
2005	3,188.39	3.16%	1.05%
2006	3,296.73	3.15%	1.05%
2007	3,408.76	3.14%	1.06%
2008	3,524.59	3.12%	1.06%
2009	3,644.36	3.10%	1.06%
2010	3,768.19	3.09%	1.07%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Australia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Sydney	65	934.75	29.32	0.93	0.31
Melbourne	67	921.98	28.92	0.92	0.30
Brisbane	122	582.20	18.26	0.58	0.19
Perth	190	293.78	9.21	0.29	0.10
Adelaide	314	149.81	4.70	0.15	0.05
Canberra	440	100.53	3.15	0.10	0.03
Newcastle	747	47.57	1.49	0.05	0.02
Gold Coast	750	47.37	1.49	0.05	0.02
Hobart	900	32.94	1.03	0.03	0.01
Wollongong	1,048	23.26	0.73	0.02	0.01
Townsville	1,086	21.04	0.66	0.02	0.01
Darwin	1,173	17.66	0.55	0.02	0.01
Geelong	1,237	15.51	0.49	0.02	0.01
Total		3188.39	100.00	3.16	1.05

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.4 BANGLADESH

Beverage Manufacturing (US \$ mln): Bangladesh 2000 - 2010

Year	Bangladesh	% of Region	% of Globe
2000	1,497.42	1.44%	0.50%
2001	1,473.50	1.44%	0.49%
2002	1,449.96	1.44%	0.49%
2003	1,426.80	1.45%	0.48%
2004	1,413.30	1.45%	0.48%
2005	1,456.12	1.45%	0.48%
2006	1,509.97	1.44%	0.48%
2007	1,565.81	1.44%	0.49%
2008	1,623.71	1.44%	0.49%
2009	1,683.76	1.43%	0.49%
2010	1,746.02	1.43%	0.49%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Bangladesh: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Dhaka	114	608.47	41.79	0.60	0.20
Chittagong	210	252.03	17.31	0.25	0.08
Khulna	284	166.13	11.41	0.16	0.05
Narayanganj	587	69.69	4.79	0.07	0.02
Rajshahi	617	65.32	4.49	0.06	0.02
Mymensingh	735	49.12	3.37	0.05	0.02
Comilla	751	47.32	3.25	0.05	0.02
Barisal	779	44.49	3.06	0.04	0.01
Sylhet	793	43.21	2.97	0.04	0.01
Rangpur	831	39.35	2.70	0.04	0.01
Jessore	838	38.32	2.63	0.04	0.01
Saidpur	907	32.66	2.24	0.03	0.01
Total		1456.12	100.00	1.45	0.48

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.5 BHUTAN

Year	Beverage Manufacturing (US \$ mln): Bhutan 2000 - 2010		
	Bhutan	% of Region	% of Globe
2000	17.20	0.02%	0.01%
2001	16.87	0.02%	0.01%
2002	16.54	0.02%	0.01%
2003	16.22	0.02%	0.01%
2004	16.03	0.02%	0.01%
2005	16.55	0.02%	0.01%
2006	17.22	0.02%	0.01%
2007	17.92	0.02%	0.01%
2008	18.65	0.02%	0.01%
2009	19.40	0.02%	0.01%
2010	20.19	0.02%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Bhutan: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Thimphu	1,676	4.19	25.32	0.00	0.00
Taga Dzong	1,694	3.98	24.05	0.00	0.00
Punakha	1,772	2.72	16.46	0.00	0.00
Bumthang	1,809	2.31	13.92	0.00	0.00
Phuntsholing	1,826	2.10	12.66	0.00	0.00
Paro	1,977	0.63	3.80	0.00	0.00
Tongsa Dzong	1,978	0.63	3.80	0.00	0.00
Total		16.55	100.00	0.02	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.6 BRUNEI

Year	Beverage Manufacturing (US \$ mln): Brunei 2000 - 2010		
	Brunei	% of Region	% of Globe
2000	41.58	0.04%	0.01%
2001	41.39	0.04%	0.01%
2002	41.19	0.04%	0.01%
2003	41.00	0.04%	0.01%
2004	40.96	0.04%	0.01%
2005	41.85	0.04%	0.01%
2006	42.91	0.04%	0.01%
2007	44.01	0.04%	0.01%
2008	45.13	0.04%	0.01%
2009	46.28	0.04%	0.01%
2010	47.46	0.04%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Brunei: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Bandar Seri Begawan	1,052	22.91	54.74	0.02	0.01
Seria	1,409	10.57	25.26	0.01	0.00
Kuala Belait	1,485	8.37	20.00	0.01	0.00
Total		41.85	100.00	0.04	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.7 BURMA

Year	Beverage Manufacturing (US \$ mln): Burma 2000 - 2010		
	Burma	% of Region	% of Globe
2000	466.19	0.45%	0.16%
2001	459.65	0.45%	0.15%
2002	453.20	0.45%	0.15%
2003	446.84	0.45%	0.15%
2004	443.26	0.45%	0.15%
2005	456.03	0.45%	0.15%
2006	471.98	0.45%	0.15%
2007	488.49	0.45%	0.15%
2008	505.58	0.45%	0.15%
2009	523.27	0.45%	0.15%
2010	541.57	0.44%	0.15%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Burma: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Yangon	191	292.87	64.22	0.29	0.10
Mandalay	637	63.48	13.92	0.06	0.02
Moulmein	1,008	26.20	5.75	0.03	0.01
Pegu	1,168	17.86	3.92	0.02	0.01
Bassein	1,188	17.15	3.76	0.02	0.01
Taunggye	1,319	12.86	2.82	0.01	0.00
Sittwe	1,320	12.86	2.82	0.01	0.00
Monywa	1,326	12.74	2.79	0.01	0.00
Total		456.03	100.00	0.45	0.15

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.8 CAMBODIA

Year	Beverage Manufacturing (US \$ mln): Cambodia 2000 - 2010		
	Cambodia	% of Region	% of Globe
2000	115.75	0.11%	0.04%
2001	114.63	0.11%	0.04%
2002	113.53	0.11%	0.04%
2003	112.43	0.11%	0.04%
2004	111.91	0.11%	0.04%
2005	114.76	0.11%	0.04%
2006	118.25	0.11%	0.04%
2007	121.86	0.11%	0.04%
2008	125.57	0.11%	0.04%
2009	129.40	0.11%	0.04%
2010	133.34	0.11%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Cambodia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Bhnom Penh	477	89.37	77.88	0.09	0.03
Kompong Cham	1,021	25.38	22.12	0.03	0.01
Total		114.76	100.00	0.11	0.04

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.9 CHINA

Year	Beverage Manufacturing (US \$ mln): China 2000 - 2010		
	China	% of Region	% of Globe
2000	34,996.07	33.59%	11.64%
2001	33,985.52	33.22%	11.37%
2002	33,004.15	32.85%	11.10%
2003	32,051.12	32.47%	10.84%
2004	31,434.32	32.19%	10.64%
2005	32,703.24	32.46%	10.79%
2006	34,354.11	32.83%	10.99%
2007	36,088.32	33.20%	11.20%
2008	37,910.07	33.56%	11.41%
2009	39,823.79	33.93%	11.62%
2010	41,834.11	34.29%	11.84%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	China: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Shanghai	5	4,682.70	14.32	4.65	1.54
Beijing	6	3,902.51	11.93	3.87	1.29
Chongqing	9	3,302.68	10.10	3.28	1.09
Guangzhou	11	3,012.81	9.21	2.99	0.99
Chengdu	13	2,772.75	8.48	2.75	0.91
Tianjin	18	2,398.69	7.33	2.38	0.79
Harbin	30	1,582.32	4.84	1.57	0.52
Nanjing	31	1,569.13	4.80	1.56	0.52
Wuhan	32	1,562.23	4.78	1.55	0.52
Jinan	36	1,449.37	4.43	1.44	0.48
Shenyang	38	1,330.36	4.07	1.32	0.44
Changchun	40	1,271.44	3.89	1.26	0.42
Xi'an	43	1,259.49	3.85	1.25	0.42
Dalian	48	1,198.44	3.66	1.19	0.40
Shenzhen	77	831.84	2.54	0.83	0.27
Others		576.49	1.76	0.57	0.19
Total		32703.24	100.00	32.46	10.79

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.10 FIJI

Beverage Manufacturing (US \$ mln): Fiji 2000 - 2010

Year	Fiji	% of Region	% of Globe
2000	33.21	0.03%	0.01%
2001	34.97	0.03%	0.01%
2002	36.82	0.04%	0.01%
2003	38.77	0.04%	0.01%
2004	40.40	0.04%	0.01%
2005	39.60	0.04%	0.01%
2006	38.44	0.04%	0.01%
2007	37.30	0.03%	0.01%
2008	36.20	0.03%	0.01%
2009	35.13	0.03%	0.01%
2010	34.09	0.03%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Fiji: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Suva	863	36.00	90.91	0.04	0.01
Nadi	1,726	3.60	9.09	0.00	0.00
Total		39.60	100.00	0.04	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.11 FRENCH POLYNESIA

Beverage Manufacturing (US \$ mln): French Polynesia 2000 - 2010

Year	French Polynesia	% of Region	% of Globe
2000	18.14	0.02%	0.01%
2001	18.10	0.02%	0.01%
2002	18.06	0.02%	0.01%
2003	18.02	0.02%	0.01%
2004	18.04	0.02%	0.01%
2005	18.40	0.02%	0.01%
2006	18.82	0.02%	0.01%
2007	19.25	0.02%	0.01%
2008	19.69	0.02%	0.01%
2009	20.15	0.02%	0.01%
2010	20.61	0.02%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

French Polynesia: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Papeete	1,439	9.60	52.17	0.01	0.00
Mahina	1,693	4.00	21.74	0.00	0.00
Papara	1,801	2.40	13.04	0.00	0.00
Mataiea	1,904	1.20	6.52	0.00	0.00
Afareaitu	1,947	0.80	4.35	0.00	0.00
Teahupoo	2,007	0.40	2.17	0.00	0.00
Total		18.40	100.00	0.02	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.12 GUAM

Beverage Manufacturing (US \$ mln): Guam 2000 - 2010

Year	Guam	% of Region	% of Globe
2000	21.24	0.02%	0.01%
2001	21.46	0.02%	0.01%
2002	21.68	0.02%	0.01%
2003	21.90	0.02%	0.01%
2004	22.13	0.02%	0.01%
2005	22.36	0.02%	0.01%
2006	22.60	0.02%	0.01%
2007	22.83	0.02%	0.01%
2008	23.07	0.02%	0.01%
2009	23.32	0.02%	0.01%
2010	23.56	0.02%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Guam: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Dededo	1,386	11.14	49.80	0.01	0.00
Tamuning	1,587	5.85	26.17	0.01	0.00
Santa Rita	1,682	4.16	18.61	0.00	0.00
Talofofo	1,945	0.81	3.63	0.00	0.00
Agana	2,008	0.40	1.79	0.00	0.00
Total		22.36	100.00	0.02	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.13 HONG KONG

Year	Beverage Manufacturing (US \$ mln): Hong Kong 2000 - 2010		
	Hong Kong	% of Region	% of Globe
2000	1,463.22	1.40%	0.49%
2001	1,407.30	1.38%	0.47%
2002	1,353.52	1.35%	0.46%
2003	1,301.79	1.32%	0.44%
2004	1,267.49	1.30%	0.43%
2005	1,328.09	1.32%	0.44%
2006	1,408.41	1.35%	0.45%
2007	1,493.59	1.37%	0.46%
2008	1,583.93	1.40%	0.48%
2009	1,679.72	1.43%	0.49%
2010	1,781.31	1.46%	0.50%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Hong Kong: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Hong Kong	39	1,328.09	100.00	1.32	0.44
Total		1328.09	100.00	1.32	0.44

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.14 INDIA

Beverage Manufacturing (US \$ mln): India 2000 - 2010

Year	India	% of Region	% of Globe
2000	16,453.22	15.79%	5.47%
2001	16,134.81	15.77%	5.40%
2002	15,822.55	15.75%	5.32%
2003	15,516.34	15.72%	5.25%
2004	15,329.85	15.70%	5.19%
2005	15,834.37	15.72%	5.22%
2006	16,475.35	15.75%	5.27%
2007	17,142.28	15.77%	5.32%
2008	17,836.20	15.79%	5.37%
2009	18,558.22	15.81%	5.42%
2010	19,309.46	15.83%	5.46%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

India: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Maharashtra State	16	2,731.06	17.25	2.71	0.90
Uttar Pradesh State	25	1,875.42	11.84	1.86	0.62
West Bengal State	41	1,265.38	7.99	1.26	0.42
Andhra Pradesh State	46	1,215.46	7.68	1.21	0.40
Tamil Nadu State	52	1,091.75	6.89	1.08	0.36
Gujarat State	59	987.08	6.23	0.98	0.33
Madhya Pradesh State	60	984.98	6.22	0.98	0.32
Karnataka State	68	894.37	5.65	0.89	0.29
Bihar State	69	892.38	5.64	0.89	0.29
Rajasthan State	97	697.91	4.41	0.69	0.23
Punjab State	98	693.60	4.38	0.69	0.23
Haryana State	133	498.15	3.15	0.49	0.16
Kerala State	142	464.24	2.93	0.46	0.15
Orissa State	162	395.20	2.50	0.39	0.13
Union Territories	169	365.05	2.31	0.36	0.12
Others		782.33	4.94	0.78	0.26
Total		15834.37	100.00	15.72	5.22

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.15 INDONESIA

Year	Beverage Manufacturing (US \$ mln): Indonesia 2000 - 2010		
	Indonesia	% of Region	% of Globe
2000	4,776.88	4.59%	1.59%
2001	4,712.15	4.61%	1.58%
2002	4,648.31	4.63%	1.56%
2003	4,585.33	4.65%	1.55%
2004	4,550.36	4.66%	1.54%
2005	4,679.73	4.65%	1.54%
2006	4,841.09	4.63%	1.55%
2007	5,008.01	4.61%	1.55%
2008	5,180.69	4.59%	1.56%
2009	5,359.33	4.57%	1.56%
2010	5,544.12	4.54%	1.57%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Indonesia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Jawa Barat	74	847.33	18.11	0.84	0.28
DKI jakarta	91	745.99	15.94	0.74	0.25
Jawa Timur	94	716.68	15.31	0.71	0.24
Jawa Tengah	138	483.81	10.34	0.48	0.16
Sumatra Utara	206	263.17	5.62	0.26	0.09
Riau	235	214.51	4.58	0.21	0.07
Kalimentan Timur	281	167.52	3.58	0.17	0.06
Sumatra Selatan	293	161.93	3.46	0.16	0.05
Daerah Istimerwa Aceh	340	138.76	2.97	0.14	0.05
Sulawesi Selatan	414	110.00	2.35	0.11	0.04
Sumatra Barat	488	87.20	1.86	0.09	0.03
Lampung	503	85.58	1.83	0.08	0.03
Kalimantan Barat	515	83.39	1.78	0.08	0.03
Bali	535	80.70	1.72	0.08	0.03
Irian Jaya	562	76.34	1.63	0.08	0.03
Others		416.82	8.91	0.41	0.14
Total		4679.73	100.00	4.65	1.54

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.16 JAPAN

Beverage Manufacturing (US \$ mln): Japan 2000 - 2010

Year	Japan	% of Region	% of Globe
2000	21,459.36	20.60%	7.14%
2001	21,540.46	21.05%	7.21%
2002	21,621.88	21.52%	7.27%
2003	21,703.60	21.99%	7.34%
2004	21,821.57	22.34%	7.39%
2005	22,156.30	21.99%	7.31%
2006	22,532.52	21.53%	7.21%
2007	22,915.13	21.08%	7.11%
2008	23,304.24	20.63%	7.01%
2009	23,699.95	20.19%	6.92%
2010	24,102.39	19.75%	6.82%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Japan: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Tokyo (23-wards)	7	3,711.34	16.75	3.68	1.22
Yokohama	33	1,503.66	6.79	1.49	0.50
Nagoya	73	860.16	3.88	0.85	0.28
Osaka	81	819.94	3.70	0.81	0.27
Sapporo	119	590.32	2.66	0.59	0.19
Kawasaki	130	533.95	2.41	0.53	0.18
Kyoto	135	487.09	2.20	0.48	0.16
Kobe	143	462.06	2.09	0.46	0.15
Fukuoka	151	436.82	1.97	0.43	0.14
Hiroshima	154	416.18	1.88	0.41	0.14
Chiba	176	352.19	1.59	0.35	0.12
Sendai	177	350.90	1.58	0.35	0.12
Kitakyushu	195	286.83	1.29	0.28	0.09
Sakai	202	273.26	1.23	0.27	0.09
Sagamihara	215	238.30	1.08	0.24	0.08
Others		10,833.30	48.89	10.75	3.57
Total		22156.30	100.00	21.99	7.31

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.17 KIRIBATI

Beverage Manufacturing (US \$ mln): Kiribati 2000 - 2010

Year	Kiribati	% of Region	% of Globe
2000	0.51	0.00%	0.00%
2001	0.52	0.00%	0.00%
2002	0.52	0.00%	0.00%
2003	0.52	0.00%	0.00%
2004	0.53	0.00%	0.00%
2005	0.53	0.00%	0.00%
2006	0.54	0.00%	0.00%
2007	0.55	0.00%	0.00%
2008	0.56	0.00%	0.00%
2009	0.57	0.00%	0.00%
2010	0.58	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Kiribati: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Tarawa	1,994	0.53	100.00	0.00	0.00
Total		0.53	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.18 LAOS

Beverage Manufacturing (US \$ mln): Laos 2000 - 2010

Year	Laos	% of Region	% of Globe
2000	64.70	0.06%	0.02%
2001	64.08	0.06%	0.02%
2002	63.46	0.06%	0.02%
2003	62.85	0.06%	0.02%
2004	62.56	0.06%	0.02%
2005	64.15	0.06%	0.02%
2006	66.10	0.06%	0.02%
2007	68.12	0.06%	0.02%
2008	70.20	0.06%	0.02%
2009	72.34	0.06%	0.02%
2010	74.54	0.06%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Laos: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Vientiane	780	44.46	69.30	0.04	0.01
Savannakhet	1,579	6.01	9.38	0.01	0.00
Pakse	1,611	5.31	8.27	0.01	0.00
Luang Prabang	1,622	5.19	8.09	0.01	0.00
Sayaboury	1,865	1.65	2.57	0.00	0.00
Khammouane	1,873	1.53	2.39	0.00	0.00
Total		64.15	100.00	0.06	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.19 MACAU

Year	Beverage Manufacturing (US \$ mln): Macau 2000 - 2010		
	Macau	% of Region	% of Globe
2000	54.03	0.05%	0.02%
2001	54.04	0.05%	0.02%
2002	54.05	0.05%	0.02%
2003	54.07	0.05%	0.02%
2004	54.22	0.06%	0.02%
2005	55.19	0.05%	0.02%
2006	56.32	0.05%	0.02%
2007	57.48	0.05%	0.02%
2008	58.66	0.05%	0.02%
2009	59.86	0.05%	0.02%
2010	61.08	0.05%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Macau: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Macau	710	51.95	94.12	0.05	0.02
Taipa	1,791	2.50	4.52	0.00	0.00
Coloane	1,959	0.75	1.36	0.00	0.00
Total		55.19	100.00	0.05	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.20 MALAYSIA

Year	Beverage Manufacturing (US \$ mln): Malaysia 2000 - 2010		
	Malaysia	% of Region	% of Globe
2000	1,760.10	1.69%	0.59%
2001	1,704.31	1.67%	0.57%
2002	1,650.28	1.64%	0.56%
2003	1,597.97	1.62%	0.54%
2004	1,563.80	1.60%	0.53%
2005	1,630.42	1.62%	0.54%
2006	1,717.61	1.64%	0.55%
2007	1,809.47	1.66%	0.56%
2008	1,906.24	1.69%	0.57%
2009	2,008.19	1.71%	0.59%
2010	2,115.59	1.73%	0.60%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Malaysia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Kuala Lumpur	172	360.07	22.08	0.36	0.12
Ipoh	391	120.32	7.38	0.12	0.04
Johor Bahru	426	103.34	6.34	0.10	0.03
Melaka	463	93.08	5.71	0.09	0.03
Petaling Jaya	541	80.14	4.92	0.08	0.03
Tawai	556	76.97	4.72	0.08	0.03
Kelang	559	76.63	4.70	0.08	0.03
Kuala Terengganu	577	71.90	4.41	0.07	0.02
Sandakan	581	70.26	4.31	0.07	0.02
Kota Baharu	592	69.09	4.24	0.07	0.02
George Town	593	68.98	4.23	0.07	0.02
Kota Kinabalu	616	65.56	4.02	0.07	0.02
Kuantan	644	62.37	3.83	0.06	0.02
Taiping	672	57.60	3.53	0.06	0.02
Seremban	675	57.41	3.52	0.06	0.02
Others		196.68	12.06	0.20	0.06
Total		1630.42	100.00	1.62	0.54

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.21 MALDIVES

Year	Beverage Manufacturing (US \$ mln): Maldives 2000 - 2010		
	Maldives	% of Region	% of Globe
2000	4.58	0.00%	0.00%
2001	4.46	0.00%	0.00%
2002	4.34	0.00%	0.00%
2003	4.22	0.00%	0.00%
2004	4.15	0.00%	0.00%
2005	4.31	0.00%	0.00%
2006	4.52	0.00%	0.00%
2007	4.74	0.00%	0.00%
2008	4.97	0.00%	0.00%
2009	5.21	0.00%	0.00%
2010	5.46	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Maldives: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Male	1,671	4.31	100.00	0.00	0.00
Total		4.31	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.22 MONGOLIA

Year	Beverage Manufacturing (US \$ mln): Mongolia 2000 - 2010		
	Mongolia	% of Region	% of Globe
2000	30.57	0.03%	0.01%
2001	31.04	0.03%	0.01%
2002	31.52	0.03%	0.01%
2003	32.01	0.03%	0.01%
2004	32.47	0.03%	0.01%
2005	32.68	0.03%	0.01%
2006	32.86	0.03%	0.01%
2007	33.04	0.03%	0.01%
2008	33.22	0.03%	0.01%
2009	33.41	0.03%	0.01%
2010	33.59	0.03%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Mongolia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Ulaanbaatar	1,031	24.27	74.25	0.02	0.01
Darhan	1,732	3.54	10.84	0.00	0.00
Erdenedalay	1,846	1.90	5.83	0.00	0.00
Choybalsan	1,920	1.02	3.12	0.00	0.00
Nalayh	1,973	0.66	2.03	0.00	0.00
Ulaangom	1,974	0.66	2.03	0.00	0.00
Ulistay	1,980	0.62	1.90	0.00	0.00
Total		32.68	100.00	0.03	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.23 NAURU

Year	Beverage Manufacturing (US \$ mln): Nauru 2000 - 2010		
	Nauru	% of Region	% of Globe
2000	0.39	0.00%	0.00%
2001	0.40	0.00%	0.00%
2002	0.40	0.00%	0.00%
2003	0.40	0.00%	0.00%
2004	0.41	0.00%	0.00%
2005	0.41	0.00%	0.00%
2006	0.42	0.00%	0.00%
2007	0.42	0.00%	0.00%
2008	0.43	0.00%	0.00%
2009	0.43	0.00%	0.00%
2010	0.43	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Nauru: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Yaren	2,002	0.41	100.00	0.00	0.00
Total		0.41	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.24 NEPAL

Year	Beverage Manufacturing (US \$ mln): Nepal 2000 - 2010		
	Nepal	% of Region	% of Globe
2000	240.85	0.23%	0.08%
2001	238.88	0.23%	0.08%
2002	236.93	0.24%	0.08%
2003	234.99	0.24%	0.08%
2004	234.16	0.24%	0.08%
2005	239.85	0.24%	0.08%
2006	246.80	0.24%	0.08%
2007	253.95	0.23%	0.08%
2008	261.31	0.23%	0.08%
2009	268.89	0.23%	0.08%
2010	276.68	0.23%	0.08%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Nepal: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Kathmandu	638	63.40	26.43	0.06	0.02
Sallyan	814	41.01	17.10	0.04	0.01
Pyuthan	825	39.93	16.65	0.04	0.01
Jumla	869	35.61	14.85	0.04	0.01
Biratnagar	1,022	25.36	10.57	0.03	0.01
Lalitpur	1,074	21.58	9.00	0.02	0.01
Bhaktapur	1,315	12.95	5.40	0.01	0.00
Total		239.85	100.00	0.24	0.08

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.25 NEW CALEDONIA

Year	Beverage Manufacturing (US \$ mln): New Caledonia 2000 - 2010		
	New Caledonia	% of Region	% of Globe
2000	21.36	0.02%	0.01%
2001	21.20	0.02%	0.01%
2002	21.05	0.02%	0.01%
2003	20.90	0.02%	0.01%
2004	20.84	0.02%	0.01%
2005	21.33	0.02%	0.01%
2006	21.93	0.02%	0.01%
2007	22.54	0.02%	0.01%
2008	23.17	0.02%	0.01%
2009	23.82	0.02%	0.01%
2010	24.49	0.02%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	New Caledonia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Noumea	1,209	16.37	76.74	0.02	0.01
Dumbea	1,882	1.49	6.98	0.00	0.00
Bourail	1,924	0.99	4.65	0.00	0.00
Canala	1,925	0.99	4.65	0.00	0.00
Thio	1,963	0.74	3.49	0.00	0.00
Hienghène	1,997	0.50	2.33	0.00	0.00
Houailu	2,031	0.25	1.16	0.00	0.00
Total		21.33	100.00	0.02	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.26 NEW ZEALAND

Year	Beverage Manufacturing (US \$ mln): New Zealand 2000 - 2010		
	New Zealand	% of Region	% of Globe
2000	482.16	0.46%	0.16%
2001	478.46	0.47%	0.16%
2002	474.79	0.47%	0.16%
2003	471.15	0.48%	0.16%
2004	469.64	0.48%	0.16%
2005	480.89	0.48%	0.16%
2006	494.58	0.47%	0.16%
2007	508.67	0.47%	0.16%
2008	523.16	0.46%	0.16%
2009	538.06	0.46%	0.16%
2010	553.38	0.45%	0.16%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	New Zealand: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Auckland	263	182.77	38.01	0.18	0.06
Wellington	652	61.56	12.80	0.06	0.02
Christchurch	657	59.94	12.46	0.06	0.02
Hamilton	963	29.12	6.06	0.03	0.01
Napier-Hastings	1,091	20.79	4.32	0.02	0.01
Dunedin	1,099	20.42	4.25	0.02	0.01
Waitemata	1,145	18.61	3.87	0.02	0.01
Tauranga	1,246	15.16	3.15	0.02	0.01
Palmerston North	1,296	13.61	2.83	0.01	0.00
Rotorua	1,431	9.76	2.03	0.01	0.00
Nelson	1,448	9.34	1.94	0.01	0.00
Invercargill	1,455	9.10	1.89	0.01	0.00
New Plymouth	1,459	9.01	1.87	0.01	0.00
Whangarei	1,496	8.11	1.69	0.01	0.00
Wanganui	1,517	7.57	1.57	0.01	0.00
Others		6.01	1.25	0.01	0.00
Total		480.89	100.00	0.48	0.16

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.27 NORTH KOREA

Year	Beverage Manufacturing (US \$ mln): North Korea 2000 - 2010		
	North Korea	% of Region	% of Globe
2000	137.36	0.13%	0.05%
2001	140.92	0.14%	0.05%
2002	144.57	0.14%	0.05%
2003	148.32	0.15%	0.05%
2004	151.59	0.16%	0.05%
2005	151.47	0.15%	0.05%
2006	150.78	0.14%	0.05%
2007	150.10	0.14%	0.05%
2008	149.42	0.13%	0.04%
2009	148.75	0.13%	0.04%
2010	148.07	0.12%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	North Korea: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Pyongyang	653	60.30	39.81	0.06	0.02
Chongjin	1,183	17.23	11.37	0.02	0.01
Nampo	1,229	15.79	10.42	0.02	0.01
Sinuiju	1,370	11.42	7.54	0.01	0.00
Hungnam	1,454	9.14	6.03	0.01	0.00
Wonsan	1,501	8.00	5.28	0.01	0.00
Kaesong	1,502	7.91	5.22	0.01	0.00
Hamhung	1,524	7.43	4.90	0.01	0.00
Kimchaek	1,564	6.42	4.24	0.01	0.00
Haeju	1,640	4.87	3.21	0.00	0.00
Sariwon	1,763	2.97	1.96	0.00	0.00
Total		151.47	100.00	0.15	0.05

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.28 NORTHERN MARIANA ISLAND

Year	Beverage Manufacturing (US \$ mln): Northern Mariana Island 2000 - 2010		
	Northern Mariana Island	% of Region	% of Globe
2000	5.97	0.01%	0.00%
2001	6.03	0.01%	0.00%
2002	6.10	0.01%	0.00%
2003	6.16	0.01%	0.00%
2004	6.22	0.01%	0.00%
2005	6.29	0.01%	0.00%
2006	6.36	0.01%	0.00%
2007	6.42	0.01%	0.00%
2008	6.49	0.01%	0.00%
2009	6.56	0.01%	0.00%
2010	6.63	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Northern Mariana Island: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Saipan	1,569	6.29	100.00	0.01	0.00
Total		6.29	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.29 PAPUA NEW GUINEA

Year	Beverage Manufacturing (US \$ mln): Papua New Guinea 2000 - 2010		
	Papua New Guinea	% of Region	% of Globe
2000	85.81	0.08%	0.03%
2001	85.45	0.08%	0.03%
2002	85.09	0.08%	0.03%
2003	84.73	0.09%	0.03%
2004	84.68	0.09%	0.03%
2005	86.49	0.09%	0.03%
2006	88.65	0.08%	0.03%
2007	90.87	0.08%	0.03%
2008	93.14	0.08%	0.03%
2009	95.46	0.08%	0.03%
2010	97.85	0.08%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Papua New Guinea: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Port Moresby	829	39.72	45.92	0.04	0.01
Lae	1,089	20.90	24.17	0.02	0.01
Madang	1,559	6.53	7.55	0.01	0.00
Wewak	1,580	6.01	6.95	0.01	0.00
Goroka	1,592	5.75	6.65	0.01	0.00
Rabaul	1,677	4.18	4.83	0.00	0.00
Mount Hagen	1,736	3.40	3.93	0.00	0.00
Total		86.49	100.00	0.09	0.03

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.30 PHILIPPINES

Year	Beverage Manufacturing (US \$ mln): Philippines 2000 - 2010		
	Philippines	% of Region	% of Globe
2000	2,211.10	2.12%	0.74%
2001	2,194.13	2.14%	0.73%
2002	2,177.29	2.17%	0.73%
2003	2,160.58	2.19%	0.73%
2004	2,153.68	2.21%	0.73%
2005	2,205.26	2.19%	0.73%
2006	2,268.06	2.17%	0.73%
2007	2,332.66	2.15%	0.72%
2008	2,399.09	2.12%	0.72%
2009	2,467.42	2.10%	0.72%
2010	2,537.69	2.08%	0.72%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Philippines: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Manila	21	1,950.88	88.46	1.94	0.64
Quezon City	767	45.25	2.05	0.04	0.01
Davao	1,013	25.93	1.18	0.03	0.01
Cebu	1,148	18.57	0.84	0.02	0.01
Caloocan	1,181	17.34	0.79	0.02	0.01
Makati	1,344	12.23	0.55	0.01	0.00
Zamboanga	1,351	11.94	0.54	0.01	0.00
Cagayan de Oro	1,384	11.16	0.51	0.01	0.00
Pasig	1,406	10.73	0.49	0.01	0.00
Pasay	1,411	10.48	0.48	0.01	0.00
Las Pinas	1,419	10.27	0.47	0.01	0.00
Bacolod	1,451	9.26	0.42	0.01	0.00
Valenzuela	1,453	9.18	0.42	0.01	0.00
Marikina	1,484	8.37	0.38	0.01	0.00
Paranaque	1,486	8.32	0.38	0.01	0.00
Others		45.34	2.06	0.05	0.01
Total		2205.26	100.00	2.19	0.73

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.31 SEYCHELLES

Year	Beverage Manufacturing (US \$ mln): Seychelles 2000 - 2010		
	Seychelles	% of Region	% of Globe
2000	4.17	0.00%	0.00%
2001	4.18	0.00%	0.00%
2002	4.20	0.00%	0.00%
2003	4.21	0.00%	0.00%
2004	4.23	0.00%	0.00%
2005	4.29	0.00%	0.00%
2006	4.37	0.00%	0.00%
2007	4.45	0.00%	0.00%
2008	4.53	0.00%	0.00%
2009	4.61	0.00%	0.00%
2010	4.70	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Seychelles: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Victoria	1,759	2.99	69.70	0.00	0.00
Anse Boileau	1,995	0.52	12.12	0.00	0.00
Cascade	2,009	0.39	9.09	0.00	0.00
Anse Royale	2,010	0.39	9.09	0.00	0.00
Total		4.29	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.32 SINGAPORE

Year	Beverage Manufacturing (US \$ mln): Singapore 2000 - 2010		
	Singapore	% of Region	% of Globe
2000	889.35	0.85%	0.30%
2001	854.95	0.84%	0.29%
2002	821.88	0.82%	0.28%
2003	790.09	0.80%	0.27%
2004	768.99	0.79%	0.26%
2005	806.04	0.80%	0.27%
2006	855.20	0.82%	0.27%
2007	907.35	0.83%	0.28%
2008	962.68	0.85%	0.29%
2009	1,021.38	0.87%	0.30%
2010	1,083.67	0.89%	0.31%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Singapore: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Singapore	83	806.04	100.00	0.80	0.27
Total		806.04	100.00	0.80	0.27

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.33 SOLOMON ISLANDS

Year	Beverage Manufacturing (US \$ mln): Solomon Islands 2000 - 2010		
	Solomon Islands	% of Region	% of Globe
2000	6.09	0.01%	0.00%
2001	6.13	0.01%	0.00%
2002	6.16	0.01%	0.00%
2003	6.19	0.01%	0.00%
2004	6.23	0.01%	0.00%
2005	6.32	0.01%	0.00%
2006	6.42	0.01%	0.00%
2007	6.52	0.01%	0.00%
2008	6.62	0.01%	0.00%
2009	6.72	0.01%	0.00%
2010	6.83	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Solomon Islands: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Honiara	1,568	6.32	100.00	0.01	0.00
Total		6.32	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.34 SOUTH KOREA

Beverage Manufacturing (US \$ mln): South Korea 2000 - 2010

Year	South Korea	% of Region	% of Globe
2000	6,062.79	5.82%	2.02%
2001	5,859.27	5.73%	1.96%
2002	5,662.58	5.64%	1.90%
2003	5,472.49	5.54%	1.85%
2004	5,347.65	5.48%	1.81%
2005	5,583.43	5.54%	1.84%
2006	5,893.21	5.63%	1.89%
2007	6,220.16	5.72%	1.93%
2008	6,565.26	5.81%	1.98%
2009	6,929.50	5.90%	2.02%
2010	7,313.95	5.99%	2.07%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

South Korea: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Seoul	17	2,727.31	48.85	2.71	0.90
Pusan	103	686.32	12.29	0.68	0.23
Inchon	137	484.46	8.68	0.48	0.16
Taegu	164	393.62	7.05	0.39	0.13
Taejon	219	232.14	4.16	0.23	0.08
Kwangju	220	232.14	4.16	0.23	0.08
Ulsan	232	223.05	3.99	0.22	0.07
Suwon	246	202.19	3.62	0.20	0.07
Masan	358	132.55	2.37	0.13	0.04
Chonju	410	111.36	1.99	0.11	0.04
Cheju	438	100.93	1.81	0.10	0.03
Mokpo	677	57.37	1.03	0.06	0.02
Total		5583.43	100.00	5.54	1.84

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.35 SRI LANKA

Year	Beverage Manufacturing (US \$ mln): Sri Lanka 2000 - 2010		
	Sri Lanka	% of Region	% of Globe
2000	465.24	0.45%	0.15%
2001	457.14	0.45%	0.15%
2002	449.17	0.45%	0.15%
2003	441.34	0.45%	0.15%
2004	436.68	0.45%	0.15%
2005	450.40	0.45%	0.15%
2006	467.74	0.45%	0.15%
2007	485.73	0.45%	0.15%
2008	504.43	0.45%	0.15%
2009	523.84	0.45%	0.15%
2010	543.99	0.45%	0.15%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Sri Lanka: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Colombo	243	205.22	45.56	0.20	0.07
Dehiwala	676	57.39	12.74	0.06	0.02
Jaffna	794	42.97	9.54	0.04	0.01
Moratuwa	806	41.46	9.21	0.04	0.01
Kandy	835	39.06	8.67	0.04	0.01
Galle	905	32.75	7.27	0.03	0.01
Negombo	1,155	18.33	4.07	0.02	0.01
Trincomalee	1,307	13.22	2.94	0.01	0.00
Total		450.40	100.00	0.45	0.15

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.36 TAIWAN

Year	Beverage Manufacturing (US \$ mln): Taiwan 2000 - 2010		
	Taiwan	% of Region	% of Globe
2000	2,903.84	2.79%	0.97%
2001	2,843.46	2.78%	0.95%
2002	2,784.33	2.77%	0.94%
2003	2,726.44	2.76%	0.92%
2004	2,690.69	2.75%	0.91%
2005	2,782.26	2.76%	0.92%
2006	2,899.06	2.77%	0.93%
2007	3,020.76	2.78%	0.94%
2008	3,147.57	2.79%	0.95%
2009	3,279.71	2.79%	0.96%
2010	3,417.39	2.80%	0.97%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Taiwan: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Taipei	76	833.46	29.96	0.83	0.27
Kaohsuing	178	350.70	12.60	0.35	0.12
Taichung	217	237.08	8.52	0.24	0.08
Tainan	327	143.13	5.14	0.14	0.05
Panchiao	406	113.28	4.07	0.11	0.04
Hsinchu	517	83.28	2.99	0.08	0.03
Chungho	523	82.58	2.97	0.08	0.03
Sanchung	531	81.24	2.92	0.08	0.03
Keelung	557	76.94	2.77	0.08	0.03
Chungli	629	63.99	2.30	0.06	0.02
Chiayi	647	62.01	2.23	0.06	0.02
Taoyuan	670	57.67	2.07	0.06	0.02
Fengshan	689	56.04	2.01	0.06	0.02
Hsintien	703	53.55	1.92	0.05	0.02
Yungho	727	49.82	1.79	0.05	0.02
Others		437.50	15.72	0.43	0.14
Total		2782.26	100.00	2.76	0.92

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.37 THAILAND

Year	Beverage Manufacturing (US \$ mln): Thailand 2000 - 2010		
	Thailand	% of Region	% of Globe
2000	2,981.01	2.86%	0.99%
2001	2,949.35	2.88%	0.99%
2002	2,918.03	2.90%	0.98%
2003	2,887.04	2.92%	0.98%
2004	2,871.40	2.94%	0.97%
2005	2,946.60	2.92%	0.97%
2006	3,039.36	2.90%	0.97%
2007	3,135.05	2.88%	0.97%
2008	3,233.74	2.86%	0.97%
2009	3,335.54	2.84%	0.97%
2010	3,440.54	2.82%	0.97%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Thailand: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Bangkok	15	2,743.44	93.11	2.72	0.90
Chon Buri	435	101.98	3.46	0.10	0.03
Songkhla	933	31.10	1.06	0.03	0.01
Nakhon Ratchasima	1,150	18.48	0.63	0.02	0.01
Chiang Mai	1,167	17.99	0.61	0.02	0.01
Khon Kaen	1,217	16.16	0.55	0.02	0.01
Nakhon Si Thammarat	1,361	11.67	0.40	0.01	0.00
Phitsanulok	1,629	5.06	0.17	0.01	0.00
Hat Yai	1,966	0.71	0.02	0.00	0.00
Total		2946.60	100.00	2.92	0.97

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.38 TONGA

Year	Beverage Manufacturing (US \$ mln): Tonga 2000 - 2010		
	Tonga	% of Region	% of Globe
2000	1.65	0.00%	0.00%
2001	1.63	0.00%	0.00%
2002	1.60	0.00%	0.00%
2003	1.58	0.00%	0.00%
2004	1.57	0.00%	0.00%
2005	1.61	0.00%	0.00%
2006	1.67	0.00%	0.00%
2007	1.73	0.00%	0.00%
2008	1.79	0.00%	0.00%
2009	1.85	0.00%	0.00%
2010	1.92	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

City	Tonga: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Nuku'alofa	1,868	1.61	100.00	0.00	0.00
Total		1.61	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

4.39 TUVALU

Year	Beverage Manufacturing (US \$ mln): Tuvalu 2000 - 2010		
	Tuvalu	% of Region	% of Globe
2000	0.08	0.00%	0.00%
2001	0.08	0.00%	0.00%
2002	0.08	0.00%	0.00%
2003	0.08	0.00%	0.00%
2004	0.08	0.00%	0.00%
2005	0.08	0.00%	0.00%
2006	0.08	0.00%	0.00%
2007	0.09	0.00%	0.00%
2008	0.09	0.00%	0.00%
2009	0.09	0.00%	0.00%
2010	0.09	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Tuvalu: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Funafuti	2,060	0.08	100.00	0.00	0.00
Total		0.08	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.40 VANUATU

Year	Beverage Manufacturing (US \$ mln): Vanuatu 2000 - 2010		
	Vanuatu	% of Region	% of Globe
2000	1.55	0.00%	0.00%
2001	1.58	0.00%	0.00%
2002	1.62	0.00%	0.00%
2003	1.66	0.00%	0.00%
2004	1.69	0.00%	0.00%
2005	1.69	0.00%	0.00%
2006	1.69	0.00%	0.00%
2007	1.68	0.00%	0.00%
2008	1.68	0.00%	0.00%
2009	1.68	0.00%	0.00%
2010	1.67	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Vanuatu: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Port Vila	1,863	1.69	100.00	0.00	0.00
Total		1.69	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.41 VIETNAM

Year	Beverage Manufacturing (US \$ mln): Vietnam 2000 - 2010		
	Vietnam	% of Region	% of Globe
2000	1,143.42	1.10%	0.38%
2001	1,124.05	1.10%	0.38%
2002	1,105.00	1.10%	0.37%
2003	1,086.28	1.10%	0.37%
2004	1,075.21	1.10%	0.36%
2005	1,108.59	1.10%	0.37%
2006	1,150.69	1.10%	0.37%
2007	1,194.40	1.10%	0.37%
2008	1,239.76	1.10%	0.37%
2009	1,286.85	1.10%	0.38%
2010	1,335.72	1.09%	0.38%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Vietnam: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Ho Chi Minh	180	348.74	31.46	0.35	0.12
Can Tho	189	296.01	26.70	0.29	0.10
Hanoi	248	200.13	18.05	0.20	0.07
Thai Nguyen	490	86.82	7.83	0.09	0.03
Da Nang	493	86.63	7.81	0.09	0.03
Hue	604	68.14	6.15	0.07	0.02
Pleyku	1,065	22.12	2.00	0.02	0.01
Total		1108.59	100.00	1.10	0.37

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

4.42 WESTERN SAMOA

Year	Beverage Manufacturing (US \$ mln): Western Samoa 2000 - 2010		
	Western Samoa	% of Region	% of Globe
2000	4.34	0.00%	0.00%
2001	4.24	0.00%	0.00%
2002	4.14	0.00%	0.00%
2003	4.04	0.00%	0.00%
2004	3.98	0.00%	0.00%
2005	4.13	0.00%	0.00%
2006	4.31	0.00%	0.00%
2007	4.50	0.00%	0.00%
2008	4.70	0.00%	0.00%
2009	4.91	0.00%	0.00%
2010	5.13	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Western Samoa: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Apia	1,684	4.13	100.00	0.00	0.00
Total		4.13	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5 EUROPE

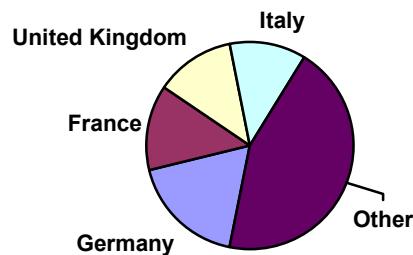
5.1 EXECUTIVE SUMMARY

Market Potential for Beverage Manufacturing in Europe (US \$ mln): 2005

Country	Latent Demand US \$ mln	% of Europe
Germany	13,731.75	17.94%
France	10,275.48	13.43%
United Kingdom	9,646.27	12.61%
Italy	9,015.90	11.78%
Spain	5,137.62	6.71%
Russia	4,036.44	5.27%
Netherlands	2,768.39	3.62%
Poland	2,343.44	3.06%
Belgium	1,848.39	2.42%
Switzerland	1,468.22	1.92%
Austria	1,440.55	1.88%
Sweden	1,406.21	1.84%
Ukraine	1,363.20	1.78%
Greece	1,295.25	1.69%
Portugal	1,126.10	1.47%
Denmark	965.10	1.26%
Czech Republic	936.79	1.22%
Romania	936.11	1.22%
Norway	878.93	1.15%
Finland	849.80	1.11%
Hungary	817.80	1.07%
Kazakhstan	629.59	0.82%
Ireland	600.65	0.78%
Belarus	561.66	0.73%
Slovakia	390.70	0.51%
Other	2,053.35	2.68%
Total	76,523.69	100.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Market Potential for Beverage Manufacturing in Europe (US \$ mln): 2005



The Market for Beverage Manufacturing in Europe: 2000 - 2010

Year	US \$ mln	% of Globe
2000	76,780.26	25.53
2001	76,169.20	25.48
2002	75,567.00	25.42
2003	74,973.45	25.36
2004	74,726.48	25.29
2005	76,523.69	25.24
2006	78,716.99	25.18
2007	80,977.18	25.13
2008	83,306.50	25.07
2009	85,707.27	25.01
2010	88,181.92	24.95

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.2 ALBANIA**Beverage Manufacturing (US \$ mln): Albania 2000 - 2010**

Year	Albania	% of Region	% of Globe
2000	80.87	0.11%	0.03%
2001	78.72	0.10%	0.03%
2002	76.63	0.10%	0.03%
2003	74.60	0.10%	0.03%
2004	73.30	0.10%	0.02%
2005	76.12	0.10%	0.03%
2006	79.78	0.10%	0.03%
2007	83.60	0.10%	0.03%
2008	87.62	0.11%	0.03%
2009	91.82	0.11%	0.03%
2010	96.22	0.11%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Albania: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Tirane	1,028	24.68	32.42	0.03	0.01
Durres	1,478	8.63	11.33	0.01	0.00
Elbasan	1,480	8.52	11.19	0.01	0.00
Shkoder	1,488	8.30	10.90	0.01	0.00
Vlore	1,523	7.43	9.76	0.01	0.00
Korce	1,548	6.77	8.90	0.01	0.00
Berat	1,660	4.48	5.88	0.01	0.00
Fier	1,668	4.37	5.74	0.01	0.00
Lushnje	1,765	2.95	3.87	0.00	0.00
Total		76.12	100.00	0.10	0.03

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.3 ANDORRA

Year	Beverage Manufacturing (US \$ mln): Andorra 2000 - 2010		
	Andorra	% of Region	% of Globe
2000	7.96	0.01%	0.00%
2001	8.05	0.01%	0.00%
2002	8.13	0.01%	0.00%
2003	8.21	0.01%	0.00%
2004	8.30	0.01%	0.00%
2005	8.39	0.01%	0.00%
2006	8.47	0.01%	0.00%
2007	8.56	0.01%	0.00%
2008	8.65	0.01%	0.00%
2009	8.74	0.01%	0.00%
2010	8.84	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Andorra: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Andorra la Vella	1,632	5.03	60.00	0.01	0.00
Les Escaldes	1,740	3.35	40.00	0.00	0.00
Total		8.39	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.4 AUSTRIA

Year	Beverage Manufacturing (US \$ mln): Austria 2000 - 2010		
	Austria	% of Region	% of Globe
2000	1,433.59	1.87%	0.48%
2001	1,426.13	1.87%	0.48%
2002	1,418.70	1.88%	0.48%
2003	1,411.31	1.88%	0.48%
2004	1,409.44	1.89%	0.48%
2005	1,440.55	1.88%	0.48%
2006	1,477.98	1.88%	0.47%
2007	1,516.38	1.87%	0.47%
2008	1,555.77	1.87%	0.47%
2009	1,596.19	1.86%	0.47%
2010	1,637.66	1.86%	0.46%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Austria: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Vienna	71	865.24	60.06	1.13	0.29
Graz	346	137.33	9.53	0.18	0.05
Linz	407	113.03	7.85	0.15	0.04
Salzburg	547	78.56	5.45	0.10	0.03
Innsbruck	615	66.12	4.59	0.09	0.02
Klagenfurt	734	49.17	3.41	0.06	0.02
Villach	951	29.95	2.08	0.04	0.01
Wels	966	28.82	2.00	0.04	0.01
Sankt Poelten	975	28.26	1.96	0.04	0.01
Steyr	1,078	21.48	1.49	0.03	0.01
Bregenz	1,227	15.82	1.10	0.02	0.01
Eisenstadt	1,547	6.78	0.47	0.01	0.00
Total		1440.55	100.00	1.88	0.48

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.5 BELARUS

Year	Beverage Manufacturing (US \$ mln): Belarus 2000 - 2010		
	Belarus	% of Region	% of Globe
2000	566.53	0.74%	0.19%
2001	561.06	0.74%	0.19%
2002	555.65	0.74%	0.19%
2003	550.30	0.73%	0.19%
2004	547.72	0.73%	0.19%
2005	561.66	0.73%	0.19%
2006	578.78	0.74%	0.19%
2007	596.42	0.74%	0.19%
2008	614.60	0.74%	0.18%
2009	633.33	0.74%	0.18%
2010	652.64	0.74%	0.18%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Belarus: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Minsk	236	212.90	37.91	0.28	0.07
Gomel	612	66.99	11.93	0.09	0.02
Mogilyov	743	47.70	8.49	0.06	0.02
Vitebsk	754	46.89	8.35	0.06	0.02
Grodno	861	36.18	6.44	0.05	0.01
Brest	881	34.57	6.15	0.05	0.01
Bobruysk	953	29.88	5.32	0.04	0.01
Baranovichi	1,080	21.30	3.79	0.03	0.01
Borisov	1,123	19.29	3.44	0.03	0.01
Orsha	1,203	16.48	2.93	0.02	0.01
Pinsk	1,224	15.94	2.84	0.02	0.01
Mozyr	1,299	13.53	2.41	0.02	0.00
Total		561.66	100.00	0.73	0.19

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.6 BELGIUM

Year	Beverage Manufacturing (US \$ mln): Belgium 2000 - 2010		
	Belgium	% of Region	% of Globe
2000	1,867.19	2.43%	0.62%
2001	1,848.27	2.43%	0.62%
2002	1,829.55	2.42%	0.62%
2003	1,811.01	2.42%	0.61%
2004	1,801.88	2.41%	0.61%
2005	1,848.39	2.42%	0.61%
2006	1,905.66	2.42%	0.61%
2007	1,964.70	2.43%	0.61%
2008	2,025.56	2.43%	0.61%
2009	2,088.32	2.44%	0.61%
2010	2,153.01	2.44%	0.61%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Belgium: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Brussels	109	644.94	34.89	0.84	0.21
Antwerp	184	316.49	17.12	0.41	0.10
Ghent	307	154.92	8.38	0.20	0.05
Charleroi	338	138.96	7.52	0.18	0.05
Liege	356	132.98	7.19	0.17	0.04
Bruges	549	78.46	4.24	0.10	0.03
Namur	599	68.48	3.71	0.09	0.02
Mons	658	59.84	3.24	0.08	0.02
Leuven	691	55.85	3.02	0.07	0.02
Aalst	716	51.20	2.77	0.07	0.02
Kortrijk	718	50.53	2.73	0.07	0.02
Mechelen	719	50.53	2.73	0.07	0.02
Oostende	769	45.21	2.45	0.06	0.01
Total		1848.39	100.00	2.42	0.61

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.7 BOSNIA AND HERZEGOVINA

Year	Beverage Manufacturing (US \$ mln): Bosnia and Herzegovina 2000 - 2010		
	Bosnia and Herzegovina	% of Region	% of Globe
2000	50.55	0.07%	0.02%
2001	49.09	0.06%	0.02%
2002	47.67	0.06%	0.02%
2003	46.30	0.06%	0.02%
2004	45.41	0.06%	0.02%
2005	47.24	0.06%	0.02%
2006	49.62	0.06%	0.02%
2007	52.13	0.06%	0.02%
2008	54.76	0.07%	0.02%
2009	57.52	0.07%	0.02%
2010	60.43	0.07%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Bosnia and Herzegovina: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Sarajevo	1,147	18.58	39.33	0.02	0.01
Banja Luca	1,545	6.88	14.57	0.01	0.00
Zenica	1,625	5.12	10.84	0.01	0.00
Tuzla	1,655	4.63	9.80	0.01	0.00
Mostar	1,662	4.46	9.44	0.01	0.00
Prijedor	1,697	3.96	8.37	0.01	0.00
Doboj	1,724	3.60	7.63	0.00	0.00
Total		47.24	100.00	0.06	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.8 BULGARIA

Beverage Manufacturing (US \$ mln): Bulgaria 2000 - 2010

Year	Bulgaria	% of Region	% of Globe
2000	351.98	0.46%	0.12%
2001	346.87	0.46%	0.12%
2002	341.84	0.45%	0.11%
2003	336.87	0.45%	0.11%
2004	334.05	0.45%	0.11%
2005	343.80	0.45%	0.11%
2006	356.00	0.45%	0.11%
2007	368.63	0.46%	0.11%
2008	381.71	0.46%	0.11%
2009	395.25	0.46%	0.12%
2010	409.28	0.46%	0.12%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Bulgaria: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Sofia	353	134.26	39.05	0.18	0.04
Plovdiv	797	42.45	12.35	0.06	0.01
Varna	859	36.39	10.58	0.05	0.01
Burgas	1,043	23.55	6.85	0.03	0.01
Ruse	1,057	22.60	6.57	0.03	0.01
Stara Zagora	1,149	18.55	5.40	0.02	0.01
Pleven	1,225	15.94	4.64	0.02	0.01
Tolbukhin	1,308	13.20	3.84	0.02	0.00
Sliven	1,328	12.72	3.70	0.02	0.00
Shumen	1,331	12.61	3.67	0.02	0.00
Pernik	1,368	11.54	3.36	0.02	0.00
Total		343.80	100.00	0.45	0.11

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.9 CROATIA

Year	Beverage Manufacturing (US \$ mln): Croatia 2000 - 2010		
	Croatia	% of Region	% of Globe
2000	176.20	0.23%	0.06%
2001	175.19	0.23%	0.06%
2002	174.19	0.23%	0.06%
2003	173.20	0.23%	0.06%
2004	172.90	0.23%	0.06%
2005	176.79	0.23%	0.06%
2006	181.47	0.23%	0.06%
2007	186.27	0.23%	0.06%
2008	191.20	0.23%	0.06%
2009	196.27	0.23%	0.06%
2010	201.46	0.23%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Croatia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Zagreb	443	99.91	56.52	0.13	0.03
Rijeka	1,199	16.58	9.38	0.02	0.01
Split	1,239	15.39	8.71	0.02	0.01
Osijek	1,301	13.52	7.65	0.02	0.00
Zadar	1,427	9.86	5.58	0.01	0.00
Slavonski Brod	1,457	9.01	5.10	0.01	0.00
Vukovar	1,543	6.89	3.90	0.01	0.00
Dubrovnik	1,597	5.61	3.17	0.01	0.00
Total		176.79	100.00	0.23	0.06

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.10 CYPRUS

Year	Beverage Manufacturing (US \$ mln): Cyprus 2000 - 2010		
	Cyprus	% of Region	% of Globe
2000	68.37	0.09%	0.02%
2001	68.04	0.09%	0.02%
2002	67.72	0.09%	0.02%
2003	67.40	0.09%	0.02%
2004	67.34	0.09%	0.02%
2005	68.80	0.09%	0.02%
2006	70.55	0.09%	0.02%
2007	72.35	0.09%	0.02%
2008	74.19	0.09%	0.02%
2009	76.09	0.09%	0.02%
2010	78.02	0.09%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Cyprus: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Nicosia	947	30.16	43.83	0.04	0.01
Limassol	1,072	21.67	31.50	0.03	0.01
Larnaca	1,441	9.57	13.91	0.01	0.00
Famagusta	1,527	7.40	10.76	0.01	0.00
Total		68.80	100.00	0.09	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.11 DENMARK

Year	Beverage Manufacturing (US \$ mln): Denmark 2000 - 2010		
	Denmark	% of Region	% of Globe
2000	956.12	1.25%	0.32%
2001	952.56	1.25%	0.32%
2002	949.02	1.26%	0.32%
2003	945.49	1.26%	0.32%
2004	945.29	1.26%	0.32%
2005	965.10	1.26%	0.32%
2006	988.72	1.26%	0.32%
2007	1,012.93	1.25%	0.31%
2008	1,037.72	1.25%	0.31%
2009	1,063.13	1.24%	0.31%
2010	1,089.15	1.24%	0.31%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Denmark: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Copenhagen	129	537.40	55.68	0.70	0.18
Aarhus	432	102.55	10.63	0.13	0.03
Odense	591	69.16	7.17	0.09	0.02
Aalborg	650	61.61	6.38	0.08	0.02
Esbjerg	915	32.20	3.34	0.04	0.01
Randers	1,032	24.25	2.51	0.03	0.01
Helsingør	1,055	22.66	2.35	0.03	0.01
Kolding	1,056	22.66	2.35	0.03	0.01
Herning	1,061	22.26	2.31	0.03	0.01
Horsens	1,070	21.86	2.27	0.03	0.01
Vejle	1,176	17.49	1.81	0.02	0.01
Roskilde	1,226	15.90	1.65	0.02	0.01
Naestved	1,250	15.10	1.57	0.02	0.00
Total		965.10	100.00	1.26	0.32

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.12 ESTONIA

Year	Beverage Manufacturing (US \$ mln): Estonia 2000 - 2010		
	Estonia	% of Region	% of Globe
2000	110.80	0.14%	0.04%
2001	108.45	0.14%	0.04%
2002	106.14	0.14%	0.04%
2003	103.88	0.14%	0.04%
2004	102.48	0.14%	0.03%
2005	106.01	0.14%	0.03%
2006	110.51	0.14%	0.04%
2007	115.21	0.14%	0.04%
2008	120.10	0.14%	0.04%
2009	125.20	0.15%	0.04%
2010	130.52	0.15%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Estonia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Tallinn	655	60.11	56.71	0.08	0.02
Tartu	1,278	14.22	13.41	0.02	0.00
Narva	1,421	10.23	9.65	0.01	0.00
Kohtla-Järve	1,438	9.60	9.06	0.01	0.00
Pärnu	1,550	6.73	6.35	0.01	0.00
Sillamäe	1,785	2.62	2.47	0.00	0.00
Rakvere	1,792	2.49	2.35	0.00	0.00
Total		106.01	100.00	0.14	0.03

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.13 FINLAND

Year	Beverage Manufacturing (US \$ mln): Finland 2000 - 2010		
	Finland	% of Region	% of Globe
2000	877.81	1.14%	0.29%
2001	862.51	1.13%	0.29%
2002	847.48	1.12%	0.29%
2003	832.71	1.11%	0.28%
2004	823.92	1.10%	0.28%
2005	849.80	1.11%	0.28%
2006	882.51	1.12%	0.28%
2007	916.46	1.13%	0.28%
2008	951.73	1.14%	0.29%
2009	988.35	1.15%	0.29%
2010	1,026.39	1.16%	0.29%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Finland: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Helsinki	208	257.77	30.33	0.34	0.09
Tampere	475	89.59	10.54	0.12	0.03
Espoo	484	88.02	10.36	0.12	0.03
Turku	508	84.88	9.99	0.11	0.03
Vantaa	545	79.11	9.31	0.10	0.03
Oulu	711	51.87	6.10	0.07	0.02
Lahti	733	49.25	5.80	0.06	0.02
Pori	803	41.91	4.93	0.05	0.01
Kuopio	807	41.39	4.87	0.05	0.01
Jyvaskyla	880	34.58	4.07	0.05	0.01
Kotka	930	31.44	3.70	0.04	0.01
Total		849.80	100.00	1.11	0.28

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.14 FRANCE

Year	Beverage Manufacturing (US \$ mln): France 2000 - 2010		
	France	% of Region	% of Globe
2000	10,225.83	13.32%	3.40%
2001	10,172.58	13.36%	3.40%
2002	10,119.61	13.39%	3.40%
2003	10,066.91	13.43%	3.40%
2004	10,053.53	13.45%	3.40%
2005	10,275.48	13.43%	3.39%
2006	10,542.44	13.39%	3.37%
2007	10,816.33	13.36%	3.36%
2008	11,097.35	13.32%	3.34%
2009	11,385.66	13.28%	3.32%
2010	11,681.46	13.25%	3.31%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	France: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Paris	2	7,223.59	70.30	9.44	2.38
Marseille	123	578.86	5.63	0.76	0.19
Lyon	125	572.55	5.57	0.75	0.19
Lille	153	416.40	4.05	0.54	0.14
Toulouse	295	160.32	1.56	0.21	0.05
Nice	344	138.18	1.34	0.18	0.05
Strasbourg	345	137.36	1.34	0.18	0.05
Nantes	400	116.81	1.14	0.15	0.04
Rennes	424	104.11	1.01	0.14	0.03
Bordeaux	436	101.48	0.99	0.13	0.03
Saint-Etienne	448	97.07	0.94	0.13	0.03
Reims	479	88.99	0.87	0.12	0.03
Le Havre	480	88.97	0.87	0.12	0.03
Toulon	505	85.34	0.83	0.11	0.03
Grenoble	516	83.36	0.81	0.11	0.03
Others		282.07	2.75	0.37	0.09
Total		10275.48	100.00	13.43	3.39

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.15 GEORGIA

Year	Beverage Manufacturing (US \$ mln): Georgia 2000 - 2010		
	Georgia	% of Region	% of Globe
2000	157.20	0.20%	0.05%
2001	157.32	0.21%	0.05%
2002	157.44	0.21%	0.05%
2003	157.57	0.21%	0.05%
2004	158.06	0.21%	0.05%
2005	160.84	0.21%	0.05%
2006	164.06	0.21%	0.05%
2007	167.34	0.21%	0.05%
2008	170.68	0.20%	0.05%
2009	174.09	0.20%	0.05%
2010	177.57	0.20%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Georgia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
T'Bilisi	442	100.28	62.35	0.13	0.03
Kutaisi	1,140	18.70	11.63	0.02	0.01
Rustavi	1,330	12.65	7.87	0.02	0.00
Batumi	1,402	10.82	6.73	0.01	0.00
Sukhumi	1,437	9.63	5.99	0.01	0.00
Poti	1,689	4.06	2.52	0.01	0.00
Tskhinvali	1,783	2.63	1.63	0.00	0.00
Chiatura	1,829	2.07	1.29	0.00	0.00
Total		160.84	100.00	0.21	0.05

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.16 GERMANY

Year	Beverage Manufacturing (US \$ mln): Germany 2000 - 2010		
	Germany	% of Region	% of Globe
2000	13,644.92	17.77%	4.54%
2001	13,580.62	17.83%	4.54%
2002	13,516.62	17.89%	4.55%
2003	13,452.92	17.94%	4.55%
2004	13,440.06	17.99%	4.55%
2005	13,731.75	17.94%	4.53%
2006	14,081.64	17.89%	4.51%
2007	14,440.44	17.83%	4.48%
2008	14,808.39	17.78%	4.46%
2009	15,185.71	17.72%	4.43%
2010	15,572.65	17.66%	4.41%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Germany: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Berlin	12	2,790.23	20.32	3.65	0.92
Cologne	87	777.62	5.66	1.02	0.26
Dresden	139	481.58	3.51	0.63	0.16
Dusseldorf	144	461.41	3.36	0.60	0.15
Dortmund	145	458.18	3.34	0.60	0.15
Bremen	148	442.86	3.23	0.58	0.15
Duisburg	152	429.95	3.13	0.56	0.14
Cottbus	430	103.25	0.75	0.13	0.03
Dessau	514	83.89	0.61	0.11	0.03
Total		6028.96	43.91	7.88	1.99

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.17 GREECE

Year	Beverage Manufacturing (US \$ mln): Greece 2000 - 2010		
	Greece	% of Region	% of Globe
2000	1,302.58	1.70%	0.43%
2001	1,291.30	1.70%	0.43%
2002	1,280.12	1.69%	0.43%
2003	1,269.03	1.69%	0.43%
2004	1,264.04	1.69%	0.43%
2005	1,295.25	1.69%	0.43%
2006	1,333.44	1.69%	0.43%
2007	1,372.75	1.70%	0.43%
2008	1,413.22	1.70%	0.43%
2009	1,454.88	1.70%	0.42%
2010	1,497.77	1.70%	0.42%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Greece: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Athens	127	557.90	43.07	0.73	0.18
Thessaloniki	209	255.65	19.74	0.33	0.08
Piraeus	376	124.05	9.58	0.16	0.04
Patras	476	89.41	6.90	0.12	0.03
Larissa	619	64.86	5.01	0.08	0.02
Iraklion	623	64.23	4.96	0.08	0.02
Volos	776	44.71	3.45	0.06	0.01
Kavalla	865	35.89	2.77	0.05	0.01
Canea	958	29.60	2.28	0.04	0.01
Serrai	964	28.97	2.24	0.04	0.01
Total		1295.25	100.00	1.69	0.43

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.18 HUNGARY

Year	Beverage Manufacturing (US \$ mln): Hungary 2000 - 2010		
	Hungary	% of Region	% of Globe
2000	843.50	1.10%	0.28%
2001	829.20	1.09%	0.28%
2002	815.16	1.08%	0.27%
2003	801.34	1.07%	0.27%
2004	793.18	1.06%	0.27%
2005	817.80	1.07%	0.27%
2006	848.86	1.08%	0.27%
2007	881.10	1.09%	0.27%
2008	914.56	1.10%	0.28%
2009	949.30	1.11%	0.28%
2010	985.35	1.12%	0.28%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Hungary: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Budapest	136	486.68	59.51	0.64	0.16
Debrecen	717	50.62	6.19	0.07	0.02
Miskolc	742	47.86	5.85	0.06	0.02
Szeged	789	43.49	5.32	0.06	0.01
Pécs	799	42.11	5.15	0.06	0.01
Györ	942	30.37	3.71	0.04	0.01
Nyiregyha	990	27.38	3.35	0.04	0.01
Szekesfehérvár	1,007	26.23	3.21	0.03	0.01
Kecskemét	1,030	24.39	2.98	0.03	0.01
Szombathely	1,107	20.02	2.45	0.03	0.01
Szolnok	1,143	18.64	2.28	0.02	0.01
Total		817.80	100.00	1.07	0.27

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.19 ICELAND

Year	Beverage Manufacturing (US \$ mln): Iceland 2000 - 2010		
	Iceland	% of Region	% of Globe
2000	49.54	0.06%	0.02%
2001	48.99	0.06%	0.02%
2002	48.45	0.06%	0.02%
2003	47.91	0.06%	0.02%
2004	47.63	0.06%	0.02%
2005	48.90	0.06%	0.02%
2006	50.46	0.06%	0.02%
2007	52.07	0.06%	0.02%
2008	53.74	0.06%	0.02%
2009	55.46	0.06%	0.02%
2010	57.23	0.06%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Iceland: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Reykjavík	972	28.62	58.54	0.04	0.01
Kopavogur	1,661	4.47	9.15	0.01	0.00
Akureyri	1,679	4.17	8.54	0.01	0.00
Hafnarfjordhur	1,680	4.17	8.54	0.01	0.00
Keflavík	1,828	2.09	4.27	0.00	0.00
Vestmannaeyjar	1,880	1.49	3.05	0.00	0.00
Akranes	1,881	1.49	3.05	0.00	0.00
Husavík	1,933	0.89	1.83	0.00	0.00
Isafjorour	1,934	0.89	1.83	0.00	0.00
Neskaupstaður	1,984	0.60	1.22	0.00	0.00
Total		48.90	100.00	0.06	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.20 IRELAND

Year	Beverage Manufacturing (US \$ mln): Ireland 2000 - 2010		
	Ireland	% of Region	% of Globe
2000	660.81	0.86%	0.22%
2001	635.86	0.83%	0.21%
2002	611.86	0.81%	0.21%
2003	588.76	0.79%	0.20%
2004	573.45	0.77%	0.19%
2005	600.65	0.78%	0.20%
2006	636.68	0.81%	0.20%
2007	674.87	0.83%	0.21%
2008	715.35	0.86%	0.22%
2009	758.26	0.88%	0.22%
2010	803.74	0.91%	0.23%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Ireland: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Dublin	150	439.05	73.10	0.57	0.14
Cork	518	82.95	13.81	0.11	0.03
Limerick	852	36.71	6.11	0.05	0.01
Galway	1,059	22.41	3.73	0.03	0.01
Waterford	1,116	19.55	3.25	0.03	0.01
Total		600.65	100.00	0.78	0.20

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.21 ITALY

Year	Beverage Manufacturing (US \$ mln): Italy 2000 - 2010		
	Italy	% of Region	% of Globe
2000	8,918.63	11.62%	2.97%
2001	8,889.87	11.67%	2.97%
2002	8,861.20	11.73%	2.98%
2003	8,832.63	11.78%	2.99%
2004	8,834.09	11.82%	2.99%
2005	9,015.90	11.78%	2.97%
2006	9,232.11	11.73%	2.95%
2007	9,453.50	11.67%	2.93%
2008	9,680.19	11.62%	2.91%
2009	9,912.33	11.57%	2.89%
2010	10,150.03	11.51%	2.87%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Italy: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Rome	19	2,285.21	25.35	2.99	0.75
Milan	47	1,199.79	13.31	1.57	0.40
Naples	61	974.28	10.81	1.27	0.32
Turin	78	831.50	9.22	1.09	0.27
Palermo	118	591.38	6.56	0.77	0.20
Genoa	120	585.70	6.50	0.77	0.19
Bologna	181	346.39	3.84	0.45	0.11
Florence	182	341.52	3.79	0.45	0.11
Catania	187	301.77	3.35	0.39	0.10
Bari	192	291.23	3.23	0.38	0.10
Venice	205	266.08	2.95	0.35	0.09
Messina	234	219.84	2.44	0.29	0.07
Verona	239	210.11	2.33	0.27	0.07
Taranto	250	198.75	2.20	0.26	0.07
Trieste	257	192.26	2.13	0.25	0.06
Others		180.09	2.00	0.24	0.06
Total		9015.90	100.00	11.78	2.97

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.22 KAZAKHSTAN

Year	Beverage Manufacturing (US \$ mln): Kazakhstan 2000 - 2010		
	Kazakhstan	% of Region	% of Globe
2000	698.69	0.91%	0.23%
2001	670.38	0.88%	0.22%
2002	643.22	0.85%	0.22%
2003	617.15	0.82%	0.21%
2004	599.80	0.80%	0.20%
2005	629.59	0.82%	0.21%
2006	669.25	0.85%	0.21%
2007	711.39	0.88%	0.22%
2008	756.20	0.91%	0.23%
2009	803.82	0.94%	0.23%
2010	854.45	0.97%	0.24%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Kazakhstan: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Almaty	373	124.70	19.81	0.16	0.04
Karaganda	606	67.88	10.78	0.09	0.02
Chimkent	791	43.45	6.90	0.06	0.01
Semipalatinsk	849	36.92	5.86	0.05	0.01
Pavlodar	855	36.59	5.81	0.05	0.01
Ust-Kamenogorsk	867	35.82	5.69	0.05	0.01
Dzhambul	888	33.94	5.39	0.04	0.01
Tselinograd	938	30.62	4.86	0.04	0.01
Akyubinsk	977	27.97	4.44	0.04	0.01
Petropavlovsk	1,000	26.64	4.23	0.03	0.01
Kustanay	1,026	24.76	3.93	0.03	0.01
Temirtau	1,044	23.44	3.72	0.03	0.01
Uralsk	1,066	22.11	3.51	0.03	0.01
Shevchenko	1,174	17.58	2.79	0.02	0.01
Kzyl-Orda	1,192	16.91	2.69	0.02	0.01
Others		60.25	9.57	0.08	0.02
Total		629.59	100.00	0.82	0.21

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.23 LATVIA

Year	Beverage Manufacturing (US \$ mln): Latvia 2000 - 2010		
	Latvia	% of Region	% of Globe
2000	128.12	0.17%	0.04%
2001	125.95	0.17%	0.04%
2002	123.81	0.16%	0.04%
2003	121.71	0.16%	0.04%
2004	120.47	0.16%	0.04%
2005	124.21	0.16%	0.04%
2006	128.93	0.16%	0.04%
2007	133.83	0.17%	0.04%
2008	138.91	0.17%	0.04%
2009	144.19	0.17%	0.04%
2010	149.66	0.17%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Latvia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Riga	528	81.71	65.78	0.11	0.03
Daugavpils	1,372	11.41	9.18	0.01	0.00
Liepaja	1,420	10.25	8.25	0.01	0.00
Jelgava	1,552	6.68	5.38	0.01	0.00
Jurmala	1,585	5.88	4.73	0.01	0.00
Ventspils	1,663	4.46	3.59	0.01	0.00
Rezekne	1,712	3.83	3.08	0.01	0.00
Total		124.21	100.00	0.16	0.04

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.24 LIECHTENSTEIN

Beverage Manufacturing (US \$ mln): Liechtenstein 2000 - 2010

Year	Liechtenstein	% of Region	% of Globe
2000	4.84	0.01%	0.00%
2001	4.89	0.01%	0.00%
2002	4.95	0.01%	0.00%
2003	5.00	0.01%	0.00%
2004	5.05	0.01%	0.00%
2005	5.10	0.01%	0.00%
2006	5.16	0.01%	0.00%
2007	5.21	0.01%	0.00%
2008	5.26	0.01%	0.00%
2009	5.32	0.01%	0.00%
2010	5.37	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Liechtenstein: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Vaduz	1,918	1.02	20.00	0.00	0.00
Schaan	1,919	1.02	20.00	0.00	0.00
Balzers	1,943	0.82	16.00	0.00	0.00
Triesen	1,981	0.61	12.00	0.00	0.00
Mauren	1,982	0.61	12.00	0.00	0.00
Eschen	1,983	0.61	12.00	0.00	0.00
Triesenberg	2,005	0.41	8.00	0.00	0.00
Total		5.10	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.25 LITHUANIA

Year	Beverage Manufacturing (US \$ mln): Lithuania 2000 - 2010		
	Lithuania	% of Region	% of Globe
2000	185.70	0.24%	0.06%
2001	184.91	0.24%	0.06%
2002	184.13	0.24%	0.06%
2003	183.36	0.24%	0.06%
2004	183.25	0.25%	0.06%
2005	187.16	0.24%	0.06%
2006	191.83	0.24%	0.06%
2007	196.63	0.24%	0.06%
2008	201.54	0.24%	0.06%
2009	206.57	0.24%	0.06%
2010	211.73	0.24%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Lithuania: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Vilnius	554	77.44	41.37	0.10	0.03
Kaunas	713	51.58	27.56	0.07	0.02
Klaipeda	1,024	24.78	13.24	0.03	0.01
Siauliai	1,169	17.75	9.48	0.02	0.01
Panevezys	1,233	15.61	8.34	0.02	0.01
Total		187.16	100.00	0.24	0.06

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.26 LUXEMBOURG

Year	Beverage Manufacturing (US \$ mln): Luxembourg 2000 - 2010		
	Luxembourg	% of Region	% of Globe
2000	118.21	0.15%	0.04%
2001	116.10	0.15%	0.04%
2002	114.02	0.15%	0.04%
2003	111.98	0.15%	0.04%
2004	110.75	0.15%	0.04%
2005	114.27	0.15%	0.04%
2006	118.73	0.15%	0.04%
2007	123.36	0.15%	0.04%
2008	128.16	0.15%	0.04%
2009	133.16	0.16%	0.04%
2010	138.35	0.16%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Luxembourg: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Luxembourg	681	56.77	49.68	0.07	0.02
Esch	1,171	17.69	15.48	0.02	0.01
Differdange	1,355	11.80	10.32	0.02	0.00
Dudelange	1,417	10.32	9.03	0.01	0.00
Petange	1,468	8.85	7.74	0.01	0.00
Remich	1,469	8.85	7.74	0.01	0.00
Total		114.27	100.00	0.15	0.04

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.27 MALTA

Year	Beverage Manufacturing (US \$ mln): Malta 2000 - 2010		
	Malta	% of Region	% of Globe
2000	39.78	0.05%	0.01%
2001	39.52	0.05%	0.01%
2002	39.25	0.05%	0.01%
2003	38.99	0.05%	0.01%
2004	38.90	0.05%	0.01%
2005	39.80	0.05%	0.01%
2006	40.89	0.05%	0.01%
2007	42.02	0.05%	0.01%
2008	43.17	0.05%	0.01%
2009	44.36	0.05%	0.01%
2010	45.58	0.05%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Malta: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Birkirkara	1,352	11.88	29.85	0.02	0.00
Qormi	1,377	11.29	28.36	0.01	0.00
Sliema	1,487	8.32	20.90	0.01	0.00
Valletta	1,610	5.35	13.43	0.01	0.00
Victoria	1,764	2.97	7.46	0.00	0.00
Total		39.80	100.00	0.05	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.28 MOLDOVA

Year	Beverage Manufacturing (US \$ mln): Moldova 2000 - 2010		
	Moldova	% of Region	% of Globe
2000	72.75	0.09%	0.02%
2001	74.06	0.10%	0.02%
2002	75.40	0.10%	0.03%
2003	76.77	0.10%	0.03%
2004	78.01	0.10%	0.03%
2005	78.38	0.10%	0.03%
2006	78.62	0.10%	0.03%
2007	78.85	0.10%	0.02%
2008	79.09	0.09%	0.02%
2009	79.32	0.09%	0.02%
2010	79.56	0.09%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Moldova: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Chisinau	764	45.89	58.54	0.06	0.02
Tiraspol	1,333	12.56	16.02	0.02	0.00
Beltsy	1,396	10.97	14.00	0.01	0.00
Bendery	1,463	8.97	11.44	0.01	0.00
Total		78.38	100.00	0.10	0.03

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.29 MONACO

Year	Beverage Manufacturing (US \$ mln): Monaco 2000 - 2010		
	Monaco	% of Region	% of Globe
2000	5.77	0.01%	0.00%
2001	5.83	0.01%	0.00%
2002	5.89	0.01%	0.00%
2003	5.96	0.01%	0.00%
2004	6.02	0.01%	0.00%
2005	6.08	0.01%	0.00%
2006	6.14	0.01%	0.00%
2007	6.21	0.01%	0.00%
2008	6.27	0.01%	0.00%
2009	6.34	0.01%	0.00%
2010	6.41	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Monaco: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Monte Carlo	1,615	5.27	86.67	0.01	0.00
Monaco	1,946	0.81	13.33	0.00	0.00
Total		6.08	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.30 NETHERLANDS

Year	Beverage Manufacturing (US \$ mln): Netherlands 2000 - 2010		
	Netherlands	% of Region	% of Globe
2000	2,792.37	3.64%	0.93%
2001	2,765.44	3.63%	0.93%
2002	2,738.78	3.62%	0.92%
2003	2,712.38	3.62%	0.92%
2004	2,699.70	3.61%	0.91%
2005	2,768.39	3.62%	0.91%
2006	2,852.77	3.62%	0.91%
2007	2,939.72	3.63%	0.91%
2008	3,029.32	3.64%	0.91%
2009	3,121.66	3.64%	0.91%
2010	3,216.81	3.65%	0.91%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Netherlands: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Rotterdam	106	653.17	23.59	0.85	0.22
Amsterdam - Haarlem	141	472.79	17.08	0.62	0.16
Eindhoven - Tilburg	155	413.25	14.93	0.54	0.14
Gelderland	193	287.11	10.37	0.38	0.09
Utrecht	240	207.73	7.50	0.27	0.07
Limburg	259	187.00	6.75	0.24	0.06
Overijssel	288	164.51	5.94	0.21	0.05
Groningen	385	123.05	4.44	0.16	0.04
Friesland	481	88.65	3.20	0.12	0.03
Zeeland	594	68.80	2.49	0.09	0.02
Drenthe	611	67.04	2.42	0.09	0.02
Flevoland	872	35.28	1.27	0.05	0.01
Total		2768.39	100.00	3.62	0.91

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.31 NORWAY

Year	Beverage Manufacturing (US \$ mln): Norway 2000 - 2010		
	Norway	% of Region	% of Globe
2000	869.44	1.13%	0.29%
2001	866.64	1.14%	0.29%
2002	863.85	1.14%	0.29%
2003	861.06	1.15%	0.29%
2004	861.20	1.15%	0.29%
2005	878.93	1.15%	0.29%
2006	900.00	1.14%	0.29%
2007	921.59	1.14%	0.29%
2008	943.69	1.13%	0.28%
2009	966.32	1.13%	0.28%
2010	989.49	1.12%	0.28%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Norway: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Oslo	175	352.81	40.14	0.46	0.12
Bergen	291	163.25	18.57	0.21	0.05
Trondheim	420	106.00	12.06	0.14	0.03
Stavanger	566	75.05	8.54	0.10	0.02
Kristiansand	737	48.74	5.55	0.06	0.02
Drammen	822	40.23	4.58	0.05	0.01
Tromso	843	37.91	4.31	0.05	0.01
Alesund	981	27.85	3.17	0.04	0.01
Bodo	995	27.08	3.08	0.04	0.01
Total		878.93	100.00	1.15	0.29

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.32 POLAND

Year	Beverage Manufacturing (US \$ mln): Poland 2000 - 2010		
	Poland	% of Region	% of Globe
2000	2,392.09	3.12%	0.80%
2001	2,359.68	3.10%	0.79%
2002	2,327.71	3.08%	0.78%
2003	2,296.17	3.06%	0.78%
2004	2,278.66	3.05%	0.77%
2005	2,343.44	3.06%	0.77%
2006	2,424.25	3.08%	0.78%
2007	2,507.84	3.10%	0.78%
2008	2,594.31	3.11%	0.78%
2009	2,683.76	3.13%	0.78%
2010	2,776.30	3.15%	0.79%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Poland: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Warsaw	121	585.60	24.99	0.77	0.19
Lodz	188	296.13	12.64	0.39	0.10
Krakow	207	261.08	11.14	0.34	0.09
Wroclaw	231	224.29	9.57	0.29	0.07
Poznan	242	205.36	8.76	0.27	0.07
Gdansk	289	164.36	7.01	0.21	0.05
Szczecin	339	138.78	5.92	0.18	0.05
Bydgoszcz	360	130.72	5.58	0.17	0.04
Katowice	366	129.32	5.52	0.17	0.04
Lublin	401	116.70	4.98	0.15	0.04
Sosnowiec	470	91.12	3.89	0.12	0.03
Total		2343.44	100.00	3.06	0.77

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.33 PORTUGAL

Year	Beverage Manufacturing (US \$ mln): Portugal 2000 - 2010		
	Portugal	% of Region	% of Globe
2000	1,113.95	1.45%	0.37%
2001	1,110.36	1.46%	0.37%
2002	1,106.78	1.46%	0.37%
2003	1,103.21	1.47%	0.37%
2004	1,103.39	1.48%	0.37%
2005	1,126.10	1.47%	0.37%
2006	1,153.11	1.46%	0.37%
2007	1,180.76	1.46%	0.37%
2008	1,209.07	1.45%	0.36%
2009	1,238.07	1.44%	0.36%
2010	1,267.76	1.44%	0.36%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Portugal: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Lisbon	128	553.38	49.14	0.72	0.18
Oporto	221	231.35	20.54	0.30	0.08
Amadora	628	64.01	5.68	0.08	0.02
Setubal	709	52.00	4.62	0.07	0.02
Coimbra	724	50.00	4.44	0.07	0.02
Braga	801	42.00	3.73	0.05	0.01
Vila Nova de Gaia	808	41.34	3.67	0.05	0.01
Barreiro	886	34.00	3.02	0.04	0.01
Funchal	960	29.34	2.61	0.04	0.01
Almada	971	28.67	2.55	0.04	0.01
Total		1126.10	100.00	1.47	0.37

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.34 ROMANIA

Beverage Manufacturing (US \$ mln): Romania 2000 - 2010

Year	Romania	% of Region	% of Globe
2000	919.07	1.20%	0.31%
2001	918.40	1.21%	0.31%
2002	917.72	1.21%	0.31%
2003	917.05	1.22%	0.31%
2004	918.92	1.23%	0.31%
2005	936.11	1.22%	0.31%
2006	956.22	1.21%	0.31%
2007	976.76	1.21%	0.30%
2008	997.74	1.20%	0.30%
2009	1,019.18	1.19%	0.30%
2010	1,041.07	1.18%	0.29%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Romania: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Bucharest	166	381.89	40.80	0.50	0.13
Brasov	609	67.36	7.20	0.09	0.02
Constanta	641	62.94	6.72	0.08	0.02
Timisoara	645	62.37	6.66	0.08	0.02
Iasi	656	60.07	6.42	0.08	0.02
Cluj-Napoca	662	59.49	6.36	0.08	0.02
Galati	683	56.61	6.05	0.07	0.02
Craiova	701	53.93	5.76	0.07	0.02
Braila	766	45.29	4.84	0.06	0.01
Ploiesti	771	45.10	4.82	0.06	0.01
Oradea	812	41.07	4.39	0.05	0.01
Total		936.11	100.00	1.22	0.31

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.35 RUSSIA

Year	Beverage Manufacturing (US \$ mln): Russia 2000 - 2010		
	Russia	% of Region	% of Globe
2000	4,212.82	5.49%	1.40%
2001	4,125.22	5.42%	1.38%
2002	4,039.45	5.35%	1.36%
2003	3,955.45	5.28%	1.34%
2004	3,903.60	5.22%	1.32%
2005	4,036.44	5.27%	1.33%
2006	4,205.89	5.34%	1.35%
2007	4,382.45	5.41%	1.36%
2008	4,566.43	5.48%	1.37%
2009	4,758.13	5.55%	1.39%
2010	4,957.88	5.62%	1.40%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Russia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Moscow	45	1,217.28	30.16	1.59	0.40
Saint Petersburg	104	681.47	16.88	0.89	0.22
Nizhni Novgorod	252	195.21	4.84	0.26	0.06
Novosibirsk	253	194.94	4.83	0.25	0.06
Yekaterinburg	261	185.57	4.60	0.24	0.06
Kuibyshev	276	170.64	4.23	0.22	0.06
Omsk	303	155.84	3.86	0.20	0.05
Chelyabinsk	304	155.16	3.84	0.20	0.05
Kazan	317	148.51	3.68	0.19	0.05
Rostov-on-Don	342	138.47	3.43	0.18	0.05
Volgograd	352	135.62	3.36	0.18	0.04
Krasnoyark	380	123.81	3.07	0.16	0.04
Saratov	387	122.86	3.04	0.16	0.04
Vladivostok	485	87.97	2.18	0.11	0.03
Irkutsk	507	84.98	2.11	0.11	0.03
Others		238.11	5.90	0.31	0.08
Total		4036.44	100.00	5.27	1.33

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.36 SAN MARINO

Year	Beverage Manufacturing (US \$ mln): San Marino 2000 - 2010		
	San Marino	% of Region	% of Globe
2000	6.69	0.01%	0.00%
2001	6.50	0.01%	0.00%
2002	6.31	0.01%	0.00%
2003	6.13	0.01%	0.00%
2004	6.01	0.01%	0.00%
2005	6.25	0.01%	0.00%
2006	6.57	0.01%	0.00%
2007	6.90	0.01%	0.00%
2008	7.25	0.01%	0.00%
2009	7.61	0.01%	0.00%
2010	7.99	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	San Marino: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Serravalle	1,695	3.98	63.64	0.01	0.00
San Marino	1,812	2.27	36.36	0.00	0.00
Total		6.25	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.37 SLOVAKIA

Year	Beverage Manufacturing (US \$ mln): Slovakia 2000 - 2010		
	Slovakia	% of Region	% of Globe
2000	383.58	0.50%	0.13%
2001	383.30	0.50%	0.13%
2002	383.02	0.51%	0.13%
2003	382.74	0.51%	0.13%
2004	383.52	0.51%	0.13%
2005	390.70	0.51%	0.13%
2006	399.09	0.51%	0.13%
2007	407.66	0.50%	0.13%
2008	416.42	0.50%	0.13%
2009	425.36	0.50%	0.12%
2010	434.50	0.49%	0.12%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Slovakia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Prague	334	140.15	35.87	0.18	0.05
Bratislava	725	49.97	12.79	0.07	0.02
Brno	772	45.09	11.54	0.06	0.01
Ostrava	837	38.35	9.82	0.05	0.01
Kosice	1,001	26.61	6.81	0.03	0.01
Plzen	1,102	20.34	5.21	0.03	0.01
Olomouc	1,340	12.32	3.15	0.02	0.00
Usti nad Labem	1,345	12.20	3.12	0.02	0.00
Liberec	1,348	11.97	3.06	0.02	0.00
Hradec Kralove	1,363	11.62	2.97	0.02	0.00
Ceske Budejovice	1,390	11.04	2.83	0.01	0.00
Pardubice	1,391	11.04	2.83	0.01	0.00
Total		390.70	100.00	0.51	0.13

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.38 SLOVENIA

Year	Beverage Manufacturing (US \$ mln): Slovenia 2000 - 2010		
	Slovenia	% of Region	% of Globe
2000	166.28	0.22%	0.06%
2001	164.27	0.22%	0.05%
2002	162.28	0.21%	0.05%
2003	160.32	0.21%	0.05%
2004	159.27	0.21%	0.05%
2005	163.62	0.21%	0.05%
2006	169.02	0.21%	0.05%
2007	174.59	0.22%	0.05%
2008	180.35	0.22%	0.05%
2009	186.30	0.22%	0.05%
2010	192.44	0.22%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Slovenia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Ljubljana	551	77.98	47.66	0.10	0.03
Maribor	748	47.55	29.06	0.06	0.02
Koper	1,405	10.74	6.56	0.01	0.00
Kranj	1,475	8.69	5.31	0.01	0.00
Celje	1,482	8.44	5.16	0.01	0.00
Trbovlje	1,627	5.11	3.13	0.01	0.00
Jesenice	1,628	5.11	3.13	0.01	0.00
Total		163.62	100.00	0.21	0.05

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.39 SPAIN

Year	Beverage Manufacturing (US \$ mln): Spain 2000 - 2010		
	Spain	% of Region	% of Globe
2000	5,182.12	6.75%	1.72%
2001	5,132.16	6.74%	1.72%
2002	5,082.68	6.73%	1.71%
2003	5,033.68	6.71%	1.70%
2004	5,010.15	6.70%	1.70%
2005	5,137.62	6.71%	1.69%
2006	5,294.22	6.73%	1.69%
2007	5,455.59	6.74%	1.69%
2008	5,621.88	6.75%	1.69%
2009	5,793.23	6.76%	1.69%
2010	5,969.81	6.77%	1.69%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Spain: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Madrid	35	1,479.00	28.79	1.93	0.49
Barcelona	82	812.71	15.82	1.06	0.27
Valencia	179	349.12	6.80	0.46	0.12
Sevilla	185	312.40	6.08	0.41	0.10
Zaragoza	200	274.24	5.34	0.36	0.09
Malaga	204	269.95	5.25	0.35	0.09
Bilbao	265	182.19	3.55	0.24	0.06
Las Palmas	275	170.75	3.32	0.22	0.06
Valladolid	299	156.91	3.05	0.21	0.05
Palma	321	146.42	2.85	0.19	0.05
Murcia	322	145.47	2.83	0.19	0.05
Cordoba	329	142.13	2.77	0.19	0.05
Hospitalet	357	132.59	2.58	0.17	0.04
Alicante	384	123.05	2.40	0.16	0.04
Granada	388	122.57	2.39	0.16	0.04
Others		318.12	6.19	0.42	0.10
Total		5137.62	100.00	6.71	1.69

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.40 SWEDEN

Beverage Manufacturing (US \$ mln): Sweden 2000 - 2010

Year	Sweden	% of Region	% of Globe
2000	1,424.75	1.86%	0.47%
2001	1,408.92	1.85%	0.47%
2002	1,393.27	1.84%	0.47%
2003	1,377.79	1.84%	0.47%
2004	1,369.82	1.83%	0.46%
2005	1,406.21	1.84%	0.46%
2006	1,451.18	1.84%	0.46%
2007	1,497.59	1.85%	0.46%
2008	1,545.48	1.86%	0.47%
2009	1,594.91	1.86%	0.47%
2010	1,645.91	1.87%	0.47%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Sweden: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Stockholm	173	357.29	25.41	0.47	0.12
Göteborg	224	230.18	16.37	0.30	0.08
Malmö	379	123.90	8.81	0.16	0.04
Uppsala	494	86.52	6.15	0.11	0.03
Örebro	626	64.09	4.56	0.08	0.02
Linköping	632	63.55	4.52	0.08	0.02
Norrköping	633	63.55	4.52	0.08	0.02
Västerås	634	63.55	4.52	0.08	0.02
Jönköping	663	58.75	4.18	0.08	0.02
Helsingborg	679	57.15	4.06	0.07	0.02
Boras	700	53.94	3.84	0.07	0.02
Sundsvall	729	49.67	3.53	0.06	0.02
Umeå	749	47.53	3.38	0.06	0.02
Gävle	753	47.00	3.34	0.06	0.02
Skellefteå	830	39.52	2.81	0.05	0.01
Total		1406.21	100.00	1.84	0.46

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.41 SWITZERLAND

Year	Beverage Manufacturing (US \$ mln): Switzerland 2000 - 2010		
	Switzerland	% of Region	% of Globe
2000	1,458.94	1.90%	0.49%
2001	1,452.06	1.91%	0.49%
2002	1,445.22	1.91%	0.49%
2003	1,438.41	1.92%	0.49%
2004	1,437.03	1.92%	0.49%
2005	1,468.22	1.92%	0.48%
2006	1,505.63	1.91%	0.48%
2007	1,543.99	1.91%	0.48%
2008	1,583.33	1.90%	0.48%
2009	1,623.68	1.89%	0.47%
2010	1,665.05	1.89%	0.47%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

City	Switzerland: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Zürich	161	397.95	27.10	0.52	0.13
Basel	251	197.27	13.44	0.26	0.07
Geneva	260	185.94	12.66	0.24	0.06
Bern	302	156.46	10.66	0.20	0.05
Lausanne	328	142.85	9.73	0.19	0.05
Winterthur	451	96.37	6.56	0.13	0.03
Saint Gallen	520	82.76	5.64	0.11	0.03
Luzern	605	68.03	4.63	0.09	0.02
Biel	669	57.82	3.94	0.08	0.02
Thun	802	41.95	2.86	0.05	0.01
Koniz	815	40.82	2.78	0.05	0.01
Total		1468.22	100.00	1.92	0.48

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

5.42 UKRAINE

Beverage Manufacturing (US \$ mln): Ukraine 2000 - 2010

Year	Ukraine	% of Region	% of Globe
2000	1,416.47	1.84%	0.47%
2001	1,389.06	1.82%	0.46%
2002	1,362.18	1.80%	0.46%
2003	1,335.82	1.78%	0.45%
2004	1,319.76	1.77%	0.45%
2005	1,363.20	1.78%	0.45%
2006	1,418.38	1.80%	0.45%
2007	1,475.79	1.82%	0.46%
2008	1,535.53	1.84%	0.46%
2009	1,597.69	1.86%	0.47%
2010	1,662.37	1.89%	0.47%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Ukraine: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Kiev	211	251.32	18.44	0.33	0.08
Kharkiv	301	156.51	11.48	0.20	0.05
Dnipropetrovsk	405	114.54	8.40	0.15	0.04
Odessa	417	108.32	7.95	0.14	0.04
Donetsk	418	107.84	7.91	0.14	0.04
Zaporozhye	499	85.88	6.30	0.11	0.03
Lviv	558	76.75	5.63	0.10	0.03
Krivoy Rog	590	69.27	5.08	0.09	0.02
Mariupol (Zhdanov)	722	50.23	3.68	0.07	0.02
Nikolayev	736	48.87	3.58	0.06	0.02
Lugansk	739	48.28	3.54	0.06	0.02
Makeyevka	804	41.77	3.06	0.05	0.01
Vinnitsa	860	36.33	2.67	0.05	0.01
Sevastopol	879	34.59	2.54	0.05	0.01
Kherson	882	34.49	2.53	0.05	0.01
Others		98.22	7.20	0.13	0.03
Total		1363.20	100.00	1.78	0.45

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

5.43 UNITED KINGDOM

Year	Beverage Manufacturing (US \$ mln): United Kingdom 2000 - 2010		
	United Kingdom	% of Region	% of Globe
2000	9,585.27	12.48%	3.19%
2001	9,540.10	12.52%	3.19%
2002	9,495.15	12.57%	3.19%
2003	9,450.40	12.60%	3.20%
2004	9,441.36	12.63%	3.20%
2005	9,646.27	12.61%	3.18%
2006	9,892.06	12.57%	3.16%
2007	10,144.11	12.53%	3.15%
2008	10,402.59	12.49%	3.13%
2009	10,667.65	12.45%	3.11%
2010	10,939.47	12.41%	3.10%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	United Kingdom: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
London	8	3,379.20	35.03	4.42	1.11
Birmingham	64	939.05	9.73	1.23	0.31
Manchester	66	932.81	9.67	1.22	0.31
Leeds	85	780.26	8.09	1.02	0.26
Bradford	86	780.26	8.09	1.02	0.26
Liverpool	132	502.91	5.21	0.66	0.17
Sheffield	146	448.90	4.65	0.59	0.15
Bristol	156	410.10	4.25	0.54	0.14
Coventry	159	407.00	4.22	0.53	0.13
Nottingham	167	381.17	3.95	0.50	0.13
Leicester	171	360.18	3.73	0.47	0.12
Hull	183	324.41	3.36	0.42	0.11
Total		9646.27	100.00	12.61	3.18

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6 LATIN AMERICA

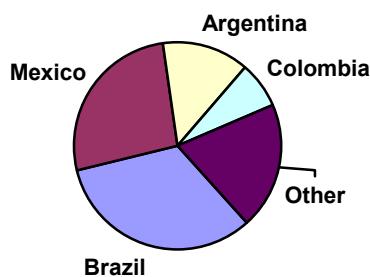
6.1 EXECUTIVE SUMMARY

Market Potential for Beverage Manufacturing in Latin America (US \$ mln): 2005

Country	Latent Demand US \$ mln	% of Latin America
Brazil	8,062.14	32.68%
Mexico	6,620.84	26.84%
Argentina	3,339.80	13.54%
Colombia	1,773.21	7.19%
Chile	1,099.25	4.46%
Venezuela	1,037.99	4.21%
Peru	874.99	3.55%
Guatemala	327.69	1.33%
Ecuador	261.01	1.06%
Uruguay	215.47	0.87%
Paraguay	184.01	0.75%
Costa Rica	177.32	0.72%
El Salvador	169.81	0.69%
Bolivia	147.88	0.60%
Honduras	121.76	0.49%
Panama	117.45	0.48%
Nicaragua	93.83	0.38%
Guyana	24.12	0.10%
Suriname	10.29	0.04%
French Guiana	6.99	0.03%
Belize	5.63	0.02%
Falkland Islands	0.37	0.00%
Total	24,671.85	100.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Market Potential for Beverage Manufacturing in Latin America (US \$ mln): 2005



The Market for Beverage Manufacturing in Latin America: 2000 - 2010

Year	US \$ mln	% of Globe
2000	24,993.78	8.31
2001	24,714.42	8.27
2002	24,440.92	8.22
2003	24,173.16	8.18
2004	24,037.88	8.14
2005	24,671.85	8.14
2006	25,456.91	8.14
2007	26,269.80	8.15
2008	27,111.56	8.16
2009	27,983.30	8.17
2010	28,886.17	8.17

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.2 ARGENTINA**Beverage Manufacturing (US \$ mln): Argentina 2000 - 2010**

Year	Argentina	% of Region	% of Globe
2000	3,210.33	12.84%	1.07%
2001	3,230.57	13.07%	1.08%
2002	3,250.94	13.30%	1.09%
2003	3,271.43	13.53%	1.11%
2004	3,295.42	13.71%	1.12%
2005	3,339.80	13.54%	1.10%
2006	3,388.16	13.31%	1.08%
2007	3,437.22	13.08%	1.07%
2008	3,487.00	12.86%	1.05%
2009	3,537.49	12.64%	1.03%
2010	3,588.71	12.42%	1.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Argentina: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Buenos Aires	157	407.70	12.21	1.65	0.13
Santa Fe	158	407.51	12.20	1.65	0.13
Cordoba	160	405.93	12.15	1.65	0.13
Mendoza	238	210.33	6.30	0.85	0.07
Tucumán	278	169.36	5.07	0.69	0.06
Entre Ríos	320	146.99	4.40	0.60	0.05
Salta	347	137.16	4.11	0.56	0.05
Rosario	368	128.33	3.84	0.52	0.04
Misiones	370	127.43	3.82	0.52	0.04
Chaco	374	124.70	3.73	0.51	0.04
Corrientes	393	120.21	3.60	0.49	0.04
Santiago del Estero	454	96.00	2.87	0.39	0.03
Río Negro	542	79.76	2.39	0.32	0.03
Jujuy	550	78.35	2.35	0.32	0.03
San Juan	561	76.37	2.29	0.31	0.03
Others		623.66	18.67	2.53	0.21
Total		3339.80	100.00	13.54	1.10

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.3 BELIZE

Beverage Manufacturing (US \$ mln): Belize 2000 - 2010

Year	Belize	% of Region	% of Globe
2000	5.68	0.02%	0.00%
2001	5.62	0.02%	0.00%
2002	5.57	0.02%	0.00%
2003	5.52	0.02%	0.00%
2004	5.49	0.02%	0.00%
2005	5.63	0.02%	0.00%
2006	5.80	0.02%	0.00%
2007	5.98	0.02%	0.00%
2008	6.16	0.02%	0.00%
2009	6.35	0.02%	0.00%
2010	6.54	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Belize: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Belize City	1,737	3.38	60.00	0.01	0.00
Orange Walk	1,968	0.70	12.50	0.00	0.00
Corozal	1,969	0.70	12.50	0.00	0.00
Dangriga	1,987	0.56	10.00	0.00	0.00
Belmopan	2,028	0.28	5.00	0.00	0.00
Total		5.63	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.4 BOLIVIA

Year	Beverage Manufacturing (US \$ mln): Bolivia 2000 - 2010		
	Bolivia	% of Region	% of Globe
2000	145.84	0.58%	0.05%
2001	145.52	0.59%	0.05%
2002	145.19	0.59%	0.05%
2003	144.87	0.60%	0.05%
2004	145.00	0.60%	0.05%
2005	147.88	0.60%	0.05%
2006	151.28	0.59%	0.05%
2007	154.75	0.59%	0.05%
2008	158.31	0.58%	0.05%
2009	161.95	0.58%	0.05%
2010	165.67	0.57%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Bolivia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
La Paz	651	61.59	41.65	0.25	0.02
Santa Cruz	856	36.59	24.74	0.15	0.01
Cochabamba	1,063	22.20	15.01	0.09	0.01
Oruro	1,371	11.42	7.72	0.05	0.00
Potosi	1,555	6.64	4.49	0.03	0.00
Sucre	1,598	5.59	3.78	0.02	0.00
Tarija	1,710	3.85	2.60	0.02	0.00
Total		147.88	100.00	0.60	0.05

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.5 BRAZIL

Year	Beverage Manufacturing (US \$ mln): Brazil 2000 - 2010		
	Brazil	% of Region	% of Globe
2000	8,156.28	32.63%	2.71%
2001	8,069.65	32.65%	2.70%
2002	7,983.95	32.67%	2.69%
2003	7,899.15	32.68%	2.67%
2004	7,856.39	32.68%	2.66%
2005	8,062.14	32.68%	2.66%
2006	8,315.94	32.67%	2.66%
2007	8,577.73	32.65%	2.66%
2008	8,847.76	32.63%	2.66%
2009	9,126.29	32.61%	2.66%
2010	9,413.59	32.59%	2.66%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Brazil: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Sao Paulo	53	1,076.58	13.35	4.36	0.36
Rio de Janeiro	115	606.77	7.53	2.46	0.20
Salvador	216	237.81	2.95	0.96	0.08
Belo Horizonte	229	225.42	2.80	0.91	0.07
Fortaleza	247	202.03	2.51	0.82	0.07
Brasilia	249	198.75	2.47	0.81	0.07
Curitiba	315	149.24	1.85	0.60	0.05
Recife	326	143.83	1.78	0.58	0.05
Belem	331	141.94	1.76	0.58	0.05
Porto Alegre	335	140.03	1.74	0.57	0.05
Manaus	396	117.95	1.46	0.48	0.04
Goiânia	422	104.74	1.30	0.42	0.03
Campinas	453	96.12	1.19	0.39	0.03
Guarulhos	471	90.92	1.13	0.37	0.03
Sao Gonçalo	482	88.36	1.10	0.36	0.03
Others		4,441.66	55.09	18.00	1.46
Total		8062.14	100.00	32.68	2.66

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.6 CHILE

Beverage Manufacturing (US \$ mln): Chile 2000 - 2010

Year	Chile	% of Region	% of Globe
2000	1,133.79	4.54%	0.38%
2001	1,114.59	4.51%	0.37%
2002	1,095.70	4.48%	0.37%
2003	1,077.14	4.46%	0.36%
2004	1,066.16	4.44%	0.36%
2005	1,099.25	4.46%	0.36%
2006	1,141.01	4.48%	0.37%
2007	1,184.34	4.51%	0.37%
2008	1,229.32	4.53%	0.37%
2009	1,276.01	4.56%	0.37%
2010	1,324.48	4.59%	0.37%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Chile: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Santiago	96	705.04	64.14	2.86	0.23
Concepcion	697	54.14	4.92	0.22	0.02
Viña del Mar	728	49.75	4.53	0.20	0.02
Valparaiso	760	46.26	4.21	0.19	0.02
Talcahuano	817	40.65	3.70	0.16	0.01
Temuco	826	39.83	3.62	0.16	0.01
Antofagasta	844	37.35	3.40	0.15	0.01
Rancagua	937	30.63	2.79	0.12	0.01
Talca	976	28.05	2.55	0.11	0.01
Arica	985	27.71	2.52	0.11	0.01
Puerto Montt	1,081	21.26	1.93	0.09	0.01
Punta Arenas	1,146	18.59	1.69	0.08	0.01
Total		1099.25	100.00	4.46	0.36

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.7 COLOMBIA

Year	Beverage Manufacturing (US \$ mln): Colombia 2000 - 2010		
	Colombia	% of Region	% of Globe
2000	1,762.00	7.05%	0.59%
2001	1,753.70	7.10%	0.59%
2002	1,745.43	7.14%	0.59%
2003	1,737.21	7.19%	0.59%
2004	1,735.54	7.22%	0.59%
2005	1,773.21	7.19%	0.58%
2006	1,818.39	7.14%	0.58%
2007	1,864.73	7.10%	0.58%
2008	1,912.24	7.05%	0.58%
2009	1,960.96	7.01%	0.57%
2010	2,010.93	6.96%	0.57%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Colombia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Bogota	84	804.28	45.36	3.26	0.27
Cali	218	232.30	13.10	0.94	0.08
Medellin	226	227.22	12.81	0.92	0.07
Barranquilla	465	92.35	5.21	0.37	0.03
Cartagena	468	91.53	5.16	0.37	0.03
Bucaramanga	741	48.13	2.71	0.20	0.02
Cucuta	775	44.84	2.53	0.18	0.01
Pereira	820	40.43	2.28	0.16	0.01
Manizales	873	35.21	1.99	0.14	0.01
Ibague	889	33.93	1.91	0.14	0.01
Armenia	1,012	25.94	1.46	0.11	0.01
Santa Marta	1,109	19.77	1.12	0.08	0.01
Neiva	1,177	17.48	0.99	0.07	0.01
Pasto	1,206	16.39	0.92	0.07	0.01
Monteria	1,240	15.39	0.87	0.06	0.01
Others		28.01	1.58	0.11	0.01
Total		1773.21	100.00	7.19	0.58

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.8 COSTA RICA

Beverage Manufacturing (US \$ mln): Costa Rica 2000 - 2010

Year	Costa Rica	% of Region	% of Globe
2000	176.20	0.70%	0.06%
2001	175.37	0.71%	0.06%
2002	174.54	0.71%	0.06%
2003	173.72	0.72%	0.06%
2004	173.55	0.72%	0.06%
2005	177.32	0.72%	0.06%
2006	181.84	0.71%	0.06%
2007	186.47	0.71%	0.06%
2008	191.22	0.71%	0.06%
2009	196.10	0.70%	0.06%
2010	201.09	0.70%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Costa Rica: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
San Jose	627	64.08	36.14	0.26	0.02
Alajuela	892	33.76	19.04	0.14	0.01
Cartago	1,049	23.20	13.08	0.09	0.01
Puntarenas	1,110	19.75	11.14	0.08	0.01
Limon	1,269	14.47	8.16	0.06	0.00
Heredia	1,270	14.47	8.16	0.06	0.00
Liberia	1,516	7.58	4.27	0.03	0.00
Total		177.32	100.00	0.72	0.06

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.9 ECUADOR

Beverage Manufacturing (US \$ mln): Ecuador 2000 - 2010

Year	Ecuador	% of Region	% of Globe
2000	250.89	1.00%	0.08%
2001	252.47	1.02%	0.08%
2002	254.06	1.04%	0.09%
2003	255.67	1.06%	0.09%
2004	257.54	1.07%	0.09%
2005	261.01	1.06%	0.09%
2006	264.79	1.04%	0.08%
2007	268.62	1.02%	0.08%
2008	272.51	1.01%	0.08%
2009	276.46	0.99%	0.08%
2010	280.46	0.97%	0.08%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Ecuador: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Guayaquil	412	111.00	42.53	0.45	0.04
Quito	537	80.62	30.89	0.33	0.03
Cuenca	1,276	14.24	5.46	0.06	0.00
Machala	1,413	10.39	3.98	0.04	0.00
Portoviejo	1,422	10.19	3.90	0.04	0.00
Riobamba	1,428	9.80	3.75	0.04	0.00
Ambato	1,472	8.75	3.35	0.04	0.00
Manta	1,481	8.49	3.25	0.03	0.00
Esmeraldas	1,520	7.51	2.88	0.03	0.00
Total		261.01	100.00	1.06	0.09

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.10 EL SALVADOR

Year	Beverage Manufacturing (US \$ mln): El Salvador 2000 - 2010		
	El Salvador	% of Region	% of Globe
2000	167.47	0.67%	0.06%
2001	167.10	0.68%	0.06%
2002	166.73	0.68%	0.06%
2003	166.36	0.69%	0.06%
2004	166.51	0.69%	0.06%
2005	169.81	0.69%	0.06%
2006	173.71	0.68%	0.06%
2007	177.71	0.68%	0.06%
2008	181.79	0.67%	0.05%
2009	185.97	0.66%	0.05%
2010	190.24	0.66%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	El Salvador: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
San Salvador	455	95.84	56.44	0.39	0.03
Santa Ana	969	28.75	16.93	0.12	0.01
San Miguel	1,163	18.13	10.67	0.07	0.01
Nueva San Salvador	1,401	10.83	6.38	0.04	0.00
Sonsonate	1,429	9.79	5.77	0.04	0.00
Cojutepeque	1,562	6.46	3.80	0.03	0.00
Total		169.81	100.00	0.69	0.06

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.11 FALKLAND ISLANDS

Year	Beverage Manufacturing (US \$ mln): Falkland Islands 2000 - 2010		
	Falkland Islands	% of Region	% of Globe
2000	0.35	0.00%	0.00%
2001	0.35	0.00%	0.00%
2002	0.36	0.00%	0.00%
2003	0.36	0.00%	0.00%
2004	0.36	0.00%	0.00%
2005	0.37	0.00%	0.00%
2006	0.37	0.00%	0.00%
2007	0.38	0.00%	0.00%
2008	0.38	0.00%	0.00%
2009	0.39	0.00%	0.00%
2010	0.39	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Falkland Islands: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Stanley	2,019	0.37	100.00	0.00	0.00
Total		0.37	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.12 FRENCH GUIANA

Year	Beverage Manufacturing (US \$ mln): French Guiana 2000 - 2010		
	French Guiana	% of Region	% of Globe
2000	6.64	0.03%	0.00%
2001	6.71	0.03%	0.00%
2002	6.77	0.03%	0.00%
2003	6.85	0.03%	0.00%
2004	6.92	0.03%	0.00%
2005	6.99	0.03%	0.00%
2006	7.06	0.03%	0.00%
2007	7.14	0.03%	0.00%
2008	7.21	0.03%	0.00%
2009	7.29	0.03%	0.00%
2010	7.36	0.03%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	French Guiana: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Cayenne	1,653	4.66	66.67	0.02	0.00
Kourou	1,944	0.82	11.67	0.00	0.00
Remire	1,970	0.70	10.00	0.00	0.00
Saint Laurent	1,985	0.58	8.33	0.00	0.00
Sinnamary	2,035	0.23	3.33	0.00	0.00
Total		6.99	100.00	0.03	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.13 GUATEMALA

Year	Beverage Manufacturing (US \$ mln): Guatemala 2000 - 2010		
	Guatemala	% of Region	% of Globe
2000	325.62	1.30%	0.11%
2001	324.08	1.31%	0.11%
2002	322.56	1.32%	0.11%
2003	321.04	1.33%	0.11%
2004	320.73	1.33%	0.11%
2005	327.69	1.33%	0.11%
2006	336.04	1.32%	0.11%
2007	344.60	1.31%	0.11%
2008	353.38	1.30%	0.11%
2009	362.39	1.30%	0.11%
2010	371.62	1.29%	0.11%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Guatemala: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Guatemala City	212	242.55	74.02	0.98	0.08
Escuintla	1,172	17.67	5.39	0.07	0.01
Quezaltenango	1,197	16.75	5.11	0.07	0.01
Puerto Barrios	1,393	11.01	3.36	0.04	0.00
Retalhuleu	1,403	10.79	3.29	0.04	0.00
Coban	1,425	10.10	3.08	0.04	0.00
Chiquimula	1,426	9.87	3.01	0.04	0.00
Mazatenango	1,465	8.95	2.73	0.04	0.00
Total		327.69	100.00	1.33	0.11

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.14 GUYANA

Year	Beverage Manufacturing (US \$ mln): Guyana 2000 - 2010		
	Guyana	% of Region	% of Globe
2000	23.96	0.10%	0.01%
2001	23.85	0.10%	0.01%
2002	23.74	0.10%	0.01%
2003	23.63	0.10%	0.01%
2004	23.60	0.10%	0.01%
2005	24.12	0.10%	0.01%
2006	24.73	0.10%	0.01%
2007	25.36	0.10%	0.01%
2008	26.01	0.10%	0.01%
2009	26.67	0.10%	0.01%
2010	27.35	0.09%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Guyana: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Georgetown	1,162	18.13	75.19	0.07	0.01
Linden	1,774	2.72	11.28	0.01	0.00
New Amsterdam	1,850	1.81	7.52	0.01	0.00
Corriverton	1,922	1.00	4.14	0.00	0.00
Mahaicony	2,000	0.45	1.88	0.00	0.00
Total		24.12	100.00	0.10	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.15 HONDURAS

Year	Beverage Manufacturing (US \$ mln): Honduras 2000 - 2010		
	Honduras	% of Region	% of Globe
2000	124.66	0.50%	0.04%
2001	122.85	0.50%	0.04%
2002	121.07	0.50%	0.04%
2003	119.31	0.49%	0.04%
2004	118.31	0.49%	0.04%
2005	121.76	0.49%	0.04%
2006	126.08	0.50%	0.04%
2007	130.56	0.50%	0.04%
2008	135.19	0.50%	0.04%
2009	139.99	0.50%	0.04%
2010	144.95	0.50%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Honduras: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Tegucigalpa	696	54.54	44.79	0.22	0.02
San Pedro Sula	858	36.50	29.98	0.15	0.01
La Ceiba	1,596	5.62	4.61	0.02	0.00
Choluteca	1,602	5.53	4.54	0.02	0.00
El Progreso	1,621	5.19	4.26	0.02	0.00
Puerto Cortes	1,728	3.57	2.94	0.01	0.00
Comayagua	1,773	2.72	2.24	0.01	0.00
Tela	1,804	2.38	1.96	0.01	0.00
Siguatepeque	1,818	2.21	1.82	0.01	0.00
Santa Rosa de Copan	1,853	1.79	1.47	0.01	0.00
Danli	1,859	1.70	1.40	0.01	0.00
Total		121.76	100.00	0.49	0.04

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.16 MEXICO

Beverage Manufacturing (US \$ mln): Mexico 2000 - 2010

Year	Mexico	% of Region	% of Globe
2000	6,992.09	27.98%	2.32%
2001	6,819.99	27.60%	2.28%
2002	6,652.12	27.22%	2.24%
2003	6,488.39	26.84%	2.19%
2004	6,384.53	26.56%	2.16%
2005	6,620.84	26.84%	2.18%
2006	6,925.27	27.20%	2.22%
2007	7,243.69	27.57%	2.25%
2008	7,576.76	27.95%	2.28%
2009	7,925.14	28.32%	2.31%
2010	8,289.55	28.70%	2.35%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Mexico: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Mexico City	24	1,881.43	28.42	7.63	0.62
Guadalajara	170	362.20	5.47	1.47	0.12
Nezahualcoyotl	201	273.64	4.13	1.11	0.09
Puebla	203	271.13	4.10	1.10	0.09
Monterrey	214	241.32	3.64	0.98	0.08
Leon	222	231.12	3.49	0.94	0.08
Ciudad Juarez	230	224.39	3.39	0.91	0.07
Tijuana	233	219.91	3.32	0.89	0.07
Culiacan	308	154.41	2.33	0.63	0.05
Mexicali	309	154.36	2.33	0.63	0.05
Acapulco	312	152.42	2.30	0.62	0.05
Chihuahua	336	139.20	2.10	0.56	0.05
S. Luis Potosi	341	138.71	2.10	0.56	0.05
Aguascalientes	367	129.21	1.95	0.52	0.04
Morelia	369	128.20	1.94	0.52	0.04
Others		1,919.21	28.99	7.78	0.63
Total		6620.84	100.00	26.84	2.18

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.17 NICARAGUA

Year	Beverage Manufacturing (US \$ mln): Nicaragua 2000 - 2010		
	Nicaragua	% of Region	% of Globe
2000	96.06	0.38%	0.03%
2001	94.67	0.38%	0.03%
2002	93.29	0.38%	0.03%
2003	91.94	0.38%	0.03%
2004	91.17	0.38%	0.03%
2005	93.83	0.38%	0.03%
2006	97.16	0.38%	0.03%
2007	100.61	0.38%	0.03%
2008	104.17	0.38%	0.03%
2009	107.87	0.39%	0.03%
2010	111.70	0.39%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Nicaragua: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Managua	781	44.38	47.30	0.18	0.01
Rosita	1,085	21.15	22.54	0.09	0.01
Leon	1,557	6.57	7.00	0.03	0.00
Granada	1,589	5.79	6.17	0.02	0.00
Masaya	1,639	4.88	5.20	0.02	0.00
Chinandega	1,664	4.42	4.72	0.02	0.00
Matagalpa	1,800	2.41	2.57	0.01	0.00
San Carlos	1,817	2.21	2.36	0.01	0.00
Esteli	1,836	2.02	2.15	0.01	0.00
Total		93.83	100.00	0.38	0.03

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.18 PANAMA

Year	Beverage Manufacturing (US \$ mln): Panama 2000 - 2010		
	Panama	% of Region	% of Globe
2000	115.84	0.46%	0.04%
2001	115.58	0.47%	0.04%
2002	115.32	0.47%	0.04%
2003	115.06	0.48%	0.04%
2004	115.17	0.48%	0.04%
2005	117.45	0.48%	0.04%
2006	120.15	0.47%	0.04%
2007	122.91	0.47%	0.04%
2008	125.74	0.46%	0.04%
2009	128.63	0.46%	0.04%
2010	131.58	0.46%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Panama: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Panama	572	73.88	62.90	0.30	0.02
Colon	1,336	12.39	10.55	0.05	0.00
David	1,462	8.98	7.64	0.04	0.00
La Chorrera	1,492	8.15	6.94	0.03	0.00
Penonome	1,612	5.29	4.51	0.02	0.00
Santiago	1,617	5.24	4.46	0.02	0.00
Bocas del Toro	1,849	1.81	1.54	0.01	0.00
Tocumen	1,858	1.71	1.46	0.01	0.00
Total		117.45	100.00	0.48	0.04

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.19 PARAGUAY

Year	Beverage Manufacturing (US \$ mln): Paraguay 2000 - 2010		
	Paraguay	% of Region	% of Globe
2000	177.42	0.71%	0.06%
2001	178.35	0.72%	0.06%
2002	179.30	0.73%	0.06%
2003	180.25	0.75%	0.06%
2004	181.43	0.75%	0.06%
2005	184.01	0.75%	0.06%
2006	186.86	0.73%	0.06%
2007	189.75	0.72%	0.06%
2008	192.69	0.71%	0.06%
2009	195.67	0.70%	0.06%
2010	198.70	0.69%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Paraguay: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Asuncion	413	110.13	59.85	0.45	0.04
Puerto Stroessner	1,198	16.62	9.03	0.07	0.01
Pedro Juan Caballero	1,346	12.09	6.57	0.05	0.00
San Lorenzo	1,347	12.09	6.57	0.05	0.00
Fernando de la Mora	1,400	10.88	5.91	0.04	0.00
Encarnacion	1,651	4.68	2.55	0.02	0.00
Pilar	1,699	3.93	2.13	0.02	0.00
Concepcion	1,700	3.93	2.13	0.02	0.00
Coronel Oviedo	1,741	3.32	1.81	0.01	0.00
Villarrica	1,742	3.32	1.81	0.01	0.00
Caaguazu	1,757	3.02	1.64	0.01	0.00
Total		184.01	100.00	0.75	0.06

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.20 PERU

Beverage Manufacturing (US \$ mln): Peru 2000 - 2010

Year	Peru	% of Region	% of Globe
2000	877.31	3.51%	0.29%
2001	870.57	3.52%	0.29%
2002	863.89	3.53%	0.29%
2003	857.26	3.55%	0.29%
2004	854.53	3.55%	0.29%
2005	874.99	3.55%	0.29%
2006	899.91	3.54%	0.29%
2007	925.54	3.52%	0.29%
2008	951.90	3.51%	0.29%
2009	979.01	3.50%	0.29%
2010	1,006.89	3.49%	0.28%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Peru: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Lima	134	490.90	56.10	1.99	0.16
Arequipa	639	63.11	7.21	0.26	0.02
Callao	659	59.70	6.82	0.24	0.02
Trujillo	706	52.34	5.98	0.21	0.02
Chiclayo	800	42.11	4.81	0.17	0.01
Piura	925	31.66	3.62	0.13	0.01
Chimbote	956	29.74	3.40	0.12	0.01
Cuzco	994	27.18	3.11	0.11	0.01
Iquitos	1,004	26.44	3.02	0.11	0.01
Huancayo	1,084	21.21	2.42	0.09	0.01
Sullana	1,234	15.56	1.78	0.06	0.01
Pucallpa	1,251	15.03	1.72	0.06	0.00
Total		874.99	100.00	3.55	0.29

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.21 SURINAME

Year	Beverage Manufacturing (US \$ mln): Suriname 2000 - 2010		
	Suriname	% of Region	% of Globe
2000	9.63	0.04%	0.00%
2001	9.77	0.04%	0.00%
2002	9.93	0.04%	0.00%
2003	10.08	0.04%	0.00%
2004	10.22	0.04%	0.00%
2005	10.29	0.04%	0.00%
2006	10.35	0.04%	0.00%
2007	10.41	0.04%	0.00%
2008	10.46	0.04%	0.00%
2009	10.52	0.04%	0.00%
2010	10.58	0.04%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Suriname: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Paramaribo	1,461	8.99	87.39	0.04	0.00
Nieuw Nickerie	1,972	0.69	6.72	0.00	0.00
Marienburg	2,022	0.35	3.36	0.00	0.00
Moengo	2,051	0.17	1.68	0.00	0.00
Totness	2,059	0.09	0.84	0.00	0.00
Total		10.29	100.00	0.04	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.22 URUGUAY

Year	Beverage Manufacturing (US \$ mln): Uruguay 2000 - 2010		
	Uruguay	% of Region	% of Globe
2000	201.20	0.81%	0.07%
2001	204.42	0.83%	0.07%
2002	207.70	0.85%	0.07%
2003	211.02	0.87%	0.07%
2004	214.11	0.89%	0.07%
2005	215.47	0.87%	0.07%
2006	216.54	0.85%	0.07%
2007	217.62	0.83%	0.07%
2008	218.70	0.81%	0.07%
2009	219.79	0.79%	0.06%
2010	220.89	0.76%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Uruguay: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Montevideo	294	160.54	74.51	0.65	0.05
Salto	1,412	10.42	4.84	0.04	0.00
Paysandu	1,435	9.65	4.48	0.04	0.00
Las Piedras	1,508	7.85	3.64	0.03	0.00
Rivera	1,535	7.20	3.34	0.03	0.00
Melo	1,607	5.40	2.51	0.02	0.00
Tacuarembo	1,624	5.15	2.39	0.02	0.00
Mercedes	1,647	4.76	2.21	0.02	0.00
Minas	1,657	4.50	2.09	0.02	0.00
Total		215.47	100.00	0.87	0.07

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

6.23 VENEZUELA

Year	Beverage Manufacturing (US \$ mln): Venezuela 2000 - 2010		
	Venezuela	% of Region	% of Globe
2000	1,034.53	4.14%	0.34%
2001	1,028.63	4.16%	0.34%
2002	1,022.76	4.18%	0.34%
2003	1,016.93	4.21%	0.34%
2004	1,015.20	4.22%	0.34%
2005	1,037.99	4.21%	0.34%
2006	1,065.48	4.19%	0.34%
2007	1,093.69	4.16%	0.34%
2008	1,122.65	4.14%	0.34%
2009	1,152.38	4.12%	0.34%
2010	1,182.90	4.10%	0.33%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Venezuela: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Caracas	197	277.18	26.70	1.12	0.09
Maracaibo	421	105.33	10.15	0.43	0.03
Valencia	461	93.53	9.01	0.38	0.03
Maracay	580	70.56	6.80	0.29	0.02
Barquisimeto	664	58.68	5.65	0.24	0.02
Petare	809	41.18	3.97	0.17	0.01
Ciudad Guayana	821	40.39	3.89	0.16	0.01
San Cristobal	989	27.48	2.65	0.11	0.01
La Guaira	1,011	26.05	2.51	0.11	0.01
Baruta	1,075	21.54	2.08	0.09	0.01
Ciudad Bolivar	1,083	21.22	2.04	0.09	0.01
Maturin	1,093	20.67	1.99	0.08	0.01
Merida	1,097	20.51	1.98	0.08	0.01
Cumana	1,106	20.19	1.95	0.08	0.01
Barcelona	1,137	18.77	1.81	0.08	0.01
Others		174.70	16.83	0.71	0.06
Total		1037.99	100.00	4.21	0.34

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7 NORTH AMERICA & THE CARIBBEAN

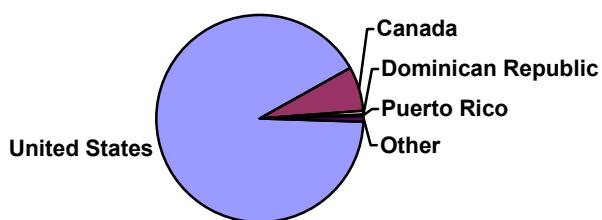
7.1 EXECUTIVE SUMMARY

Market Potential for Beverage Manufacturing in North America & the Caribbean (US \$ mln): 2005

Country	Latent Demand US \$ mln	% of North America & the Caribbean
United States	70,352.77	91.25%
Canada	5,529.90	7.17%
Dominican Republic	351.01	0.46%
Puerto Rico	276.35	0.36%
Cuba	137.92	0.18%
Haiti	89.28	0.12%
Trinidad and Tobago	80.22	0.10%
Jamaica	67.86	0.09%
Bahamas	32.15	0.04%
Martinique	30.68	0.04%
Barbados	28.34	0.04%
Guadeloupe	25.86	0.03%
Netherlands Antilles	16.48	0.02%
Bermuda	14.79	0.02%
Aruba	14.22	0.02%
Virgin Islands, US	12.58	0.02%
Greenland	7.69	0.01%
Cayman Islands	6.66	0.01%
St. Lucia	4.90	0.01%
Antigua and Barbuda	3.81	0.00%
Grenada	2.85	0.00%
St. Vincent and the Grenadines	2.27	0.00%
British Virgin Islands	2.24	0.00%
Dominica	2.03	0.00%
St. Kitts and Nevis	1.96	0.00%
Other	2.36	0.00%
Total	77,097.20	100.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Market Potential for Beverage Manufacturing in North America & the Caribbean (US \$ mln): 2005



The Market for Beverage Manufacturing in North America & the Caribbean: 2000 - 2010

Year	US \$ mln	% of Globe
2000	70,255.65	23.36
2001	71,508.54	23.92
2002	72,790.40	24.49
2003	74,101.80	25.06
2004	75,478.44	25.54
2005	77,097.20	25.43
2006	78,787.57	25.21
2007	80,516.01	24.99
2008	82,283.41	24.77
2009	84,090.70	24.54
2010	85,938.80	24.32

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.2 ANTIGUA AND BARBUDA**Beverage Manufacturing (US \$ mln): Antigua and Barbuda 2000 - 2010**

Year	Antigua and Barbuda	% of Region	% of Globe
2000	3.88	0.01%	0.00%
2001	3.83	0.01%	0.00%
2002	3.78	0.01%	0.00%
2003	3.73	0.01%	0.00%
2004	3.71	0.00%	0.00%
2005	3.81	0.00%	0.00%
2006	3.94	0.00%	0.00%
2007	4.07	0.01%	0.00%
2008	4.21	0.01%	0.00%
2009	4.35	0.01%	0.00%
2010	4.49	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Antigua and Barbuda: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Saint John's	1,719	3.71	97.30	0.00	0.00
Codrington	2,057	0.10	2.70	0.00	0.00
Total		3.81	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.3 ARUBA

Year	Beverage Manufacturing (US \$ mln): Aruba 2000 - 2010		
	Aruba	% of Region	% of Globe
2000	14.24	0.02%	0.00%
2001	14.13	0.02%	0.00%
2002	14.03	0.02%	0.00%
2003	13.93	0.02%	0.00%
2004	13.89	0.02%	0.00%
2005	14.22	0.02%	0.00%
2006	14.62	0.02%	0.00%
2007	15.03	0.02%	0.00%
2008	15.45	0.02%	0.00%
2009	15.88	0.02%	0.00%
2010	16.32	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Aruba: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Oranjestad	1,513	7.69	54.05	0.01	0.00
Sint Nicolaas	1,558	6.53	45.95	0.01	0.00
Total		14.22	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.4 BAHAMAS

Year	Beverage Manufacturing (US \$ mln): Bahamas 2000 - 2010		
	Bahamas	% of Region	% of Globe
2000	32.67	0.05%	0.01%
2001	32.28	0.05%	0.01%
2002	31.89	0.04%	0.01%
2003	31.50	0.04%	0.01%
2004	31.30	0.04%	0.01%
2005	32.15	0.04%	0.01%
2006	33.21	0.04%	0.01%
2007	34.31	0.04%	0.01%
2008	35.44	0.04%	0.01%
2009	36.61	0.04%	0.01%
2010	37.82	0.04%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Bahamas: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Nassau	993	27.30	84.91	0.04	0.01
Freeport	1,642	4.85	15.09	0.01	0.00
Total		32.15	100.00	0.04	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.5 BARBADOS

Year	Beverage Manufacturing (US \$ mln): Barbados 2000 - 2010		
	Barbados	% of Region	% of Globe
2000	28.08	0.04%	0.01%
2001	27.98	0.04%	0.01%
2002	27.87	0.04%	0.01%
2003	27.77	0.04%	0.01%
2004	27.76	0.04%	0.01%
2005	28.34	0.04%	0.01%
2006	29.04	0.04%	0.01%
2007	29.75	0.04%	0.01%
2008	30.48	0.04%	0.01%
2009	31.22	0.04%	0.01%
2010	31.99	0.04%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Barbados: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Bridgetown	974	28.34	100.00	0.04	0.01
Total		28.34	100.00	0.04	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.6 BERMUDA

Beverage Manufacturing (US \$ mln): Bermuda 2000 - 2010

Year	Bermuda	% of Region	% of Globe
2000	14.36	0.02%	0.00%
2001	14.40	0.02%	0.00%
2002	14.44	0.02%	0.00%
2003	14.48	0.02%	0.00%
2004	14.55	0.02%	0.00%
2005	14.79	0.02%	0.00%
2006	15.05	0.02%	0.00%
2007	15.32	0.02%	0.00%
2008	15.60	0.02%	0.00%
2009	15.88	0.02%	0.00%
2010	16.16	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Bermuda: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Hamilton	1,467	8.87	60.00	0.01	0.00
Saint George	1,583	5.91	40.00	0.01	0.00
Total		14.79	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.7 CANADA

Beverage Manufacturing (US \$ mln): Canada 2000 - 2010

Year	Canada	% of Region	% of Globe
2000	5,602.82	7.97%	1.86%
2001	5,540.58	7.75%	1.85%
2002	5,479.02	7.53%	1.84%
2003	5,418.15	7.31%	1.83%
2004	5,386.81	7.14%	1.82%
2005	5,529.90	7.17%	1.82%
2006	5,706.75	7.24%	1.83%
2007	5,889.25	7.31%	1.83%
2008	6,077.60	7.39%	1.83%
2009	6,271.96	7.46%	1.83%
2010	6,472.54	7.53%	1.83%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Canada: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Toronto	29	1,653.66	29.90	2.14	0.55
Montreal	37	1,409.50	25.49	1.83	0.46
Vancouver	105	666.39	12.05	0.86	0.22
Ottawa	163	395.20	7.15	0.51	0.13
Calgary	186	306.90	5.55	0.40	0.10
Winnipeg	194	287.11	5.19	0.37	0.09
Edmonton	198	276.98	5.01	0.36	0.09
Hamilton	319	148.14	2.68	0.19	0.05
Regina	509	84.44	1.53	0.11	0.03
Quebec	543	79.62	1.44	0.10	0.03
Halifax	694	55.01	0.99	0.07	0.02
Thunder Bay	699	54.04	0.98	0.07	0.02
Saint John's	759	46.32	0.84	0.06	0.02
Niagara Falls	877	34.74	0.63	0.05	0.01
Victoria	922	31.85	0.58	0.04	0.01
Total		5529.90	100.00	7.17	1.82

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.8 CAYMAN ISLANDS

Year	Beverage Manufacturing (US \$ mln): Cayman Islands 2000 - 2010		
	Cayman Islands	% of Region	% of Globe
2000	6.81	0.01%	0.00%
2001	6.71	0.01%	0.00%
2002	6.62	0.01%	0.00%
2003	6.52	0.01%	0.00%
2004	6.47	0.01%	0.00%
2005	6.66	0.01%	0.00%
2006	6.89	0.01%	0.00%
2007	7.13	0.01%	0.00%
2008	7.38	0.01%	0.00%
2009	7.64	0.01%	0.00%
2010	7.91	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Cayman Islands: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
George Town	1,707	3.88	58.33	0.01	0.00
West Bay	1,842	1.94	29.17	0.00	0.00
Savannah	1,989	0.55	8.33	0.00	0.00
Bodden Town	2,029	0.28	4.17	0.00	0.00
Total		6.66	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.9 CUBA

Beverage Manufacturing (US \$ mln): Cuba 2000 - 2010

Year	Cuba	% of Region	% of Globe
2000	142.47	0.20%	0.05%
2001	139.98	0.20%	0.05%
2002	137.55	0.19%	0.05%
2003	135.15	0.18%	0.05%
2004	133.72	0.18%	0.05%
2005	137.92	0.18%	0.05%
2006	143.23	0.18%	0.05%
2007	148.74	0.18%	0.05%
2008	154.47	0.19%	0.05%
2009	160.41	0.19%	0.05%
2010	166.58	0.19%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Cuba: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Havana	573	72.98	52.92	0.09	0.02
Santiago de Cuba	1,289	13.82	10.02	0.02	0.00
Camagüey	1,433	9.75	7.07	0.01	0.00
Holguín	1,512	7.73	5.60	0.01	0.00
Guantanamo	1,546	6.84	4.96	0.01	0.00
Santa Clara	1,554	6.66	4.83	0.01	0.00
Bayamo	1,675	4.22	3.06	0.01	0.00
Cienfuegos	1,685	4.11	2.98	0.01	0.00
Pinar del Río	1,696	3.97	2.88	0.01	0.00
Las Tunas	1,698	3.93	2.85	0.01	0.00
Matanzas	1,702	3.90	2.83	0.01	0.00
Total		137.92	100.00	0.18	0.05

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

7.10 DOMINICA

Year	Beverage Manufacturing (US \$ mln): Dominica 2000 - 2010		
	Dominica	% of Region	% of Globe
2000	1.94	0.00%	0.00%
2001	1.96	0.00%	0.00%
2002	1.97	0.00%	0.00%
2003	1.99	0.00%	0.00%
2004	2.01	0.00%	0.00%
2005	2.03	0.00%	0.00%
2006	2.06	0.00%	0.00%
2007	2.08	0.00%	0.00%
2008	2.11	0.00%	0.00%
2009	2.14	0.00%	0.00%
2010	2.17	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Dominica: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Roseau	1,893	1.31	64.71	0.00	0.00
Marigot	2,047	0.18	8.82	0.00	0.00
Berekua	2,048	0.18	8.82	0.00	0.00
Portsmouth	2,049	0.18	8.82	0.00	0.00
Saint Joseph	2,050	0.18	8.82	0.00	0.00
Total		2.03	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.11 DOMINICAN REPUBLIC

Year	Beverage Manufacturing (US \$ mln): Dominican Republic 2000 - 2010		
	Dominican Republic	% of Region	% of Globe
2000	375.62	0.53%	0.12%
2001	364.78	0.51%	0.12%
2002	354.24	0.49%	0.12%
2003	344.02	0.46%	0.12%
2004	337.40	0.45%	0.11%
2005	351.01	0.46%	0.12%
2006	368.73	0.47%	0.12%
2007	387.35	0.48%	0.12%
2008	406.90	0.49%	0.12%
2009	427.44	0.51%	0.12%
2010	449.02	0.52%	0.13%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Dominican Republic: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Santo Domingo	227	227.03	64.68	0.29	0.07
Santiago	763	45.89	13.07	0.06	0.02
La Romana	1,213	16.26	4.63	0.02	0.01
San Pedro de Macoris	1,268	14.49	4.13	0.02	0.00
San Francisco de Macoris	1,300	13.53	3.85	0.02	0.00
La Vega	1,418	10.31	2.94	0.01	0.00
San Juan	1,499	8.05	2.29	0.01	0.00
Barahona	1,500	8.05	2.29	0.01	0.00
Puerto Plata	1,526	7.41	2.11	0.01	0.00
Total		351.01	100.00	0.46	0.12

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.12 GREENLAND

Year	Beverage Manufacturing (US \$ mln): Greenland 2000 - 2010		
	Greenland	% of Region	% of Globe
2000	7.30	0.01%	0.00%
2001	7.38	0.01%	0.00%
2002	7.45	0.01%	0.00%
2003	7.53	0.01%	0.00%
2004	7.61	0.01%	0.00%
2005	7.69	0.01%	0.00%
2006	7.77	0.01%	0.00%
2007	7.85	0.01%	0.00%
2008	7.93	0.01%	0.00%
2009	8.01	0.01%	0.00%
2010	8.10	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Greenland: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Nuuk	1,819	2.20	28.57	0.00	0.00
Holsteinsborg	1,929	0.92	11.90	0.00	0.00
Jakobshavn	1,964	0.73	9.52	0.00	0.00
Sukkertoppen	1,990	0.55	7.14	0.00	0.00
Egedesminde	1,991	0.55	7.14	0.00	0.00
Julianehab	1,992	0.55	7.14	0.00	0.00
Frederikshab	2,016	0.37	4.76	0.00	0.00
Narsarsuaq	2,017	0.37	4.76	0.00	0.00
Christianshab	2,018	0.37	4.76	0.00	0.00
Ammassalik	2,040	0.18	2.38	0.00	0.00
Upernivik	2,041	0.18	2.38	0.00	0.00
Godhavn	2,042	0.18	2.38	0.00	0.00
Nanortalik	2,043	0.18	2.38	0.00	0.00
Thule	2,044	0.18	2.38	0.00	0.00
Scoresbysund	2,045	0.18	2.38	0.00	0.00
Total		7.69	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.13 GRENADA

Year	Beverage Manufacturing (US \$ mln): Grenada 2000 - 2010		
	Grenada	% of Region	% of Globe
2000	3.00	0.00%	0.00%
2001	2.93	0.00%	0.00%
2002	2.86	0.00%	0.00%
2003	2.79	0.00%	0.00%
2004	2.75	0.00%	0.00%
2005	2.85	0.00%	0.00%
2006	2.98	0.00%	0.00%
2007	3.11	0.00%	0.00%
2008	3.26	0.00%	0.00%
2009	3.40	0.00%	0.00%
2010	3.56	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Grenada: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Saint George's	1,811	2.28	80.00	0.00	0.00
Gouyave	1,986	0.57	20.00	0.00	0.00
Total		2.85	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.14 GUADELOUPE

Year	Beverage Manufacturing (US \$ mln): Guadeloupe 2000 - 2010		
	Guadeloupe	% of Region	% of Globe
2000	24.56	0.03%	0.01%
2001	24.81	0.03%	0.01%
2002	25.07	0.03%	0.01%
2003	25.33	0.03%	0.01%
2004	25.59	0.03%	0.01%
2005	25.86	0.03%	0.01%
2006	26.13	0.03%	0.01%
2007	26.40	0.03%	0.01%
2008	26.68	0.03%	0.01%
2009	26.96	0.03%	0.01%
2010	27.24	0.03%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Guadeloupe: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Les Abymes	1,515	7.61	29.44	0.01	0.00
Pointe-a-Pitre	1,749	3.14	12.15	0.00	0.00
Le Gosier	1,789	2.54	9.81	0.00	0.00
Moule	1,822	2.17	8.41	0.00	0.00
Sainte Anne	1,833	2.05	7.94	0.00	0.00
Morne-a-l'Eau	1,844	1.93	7.48	0.00	0.00
Petit Bourg	1,851	1.81	7.01	0.00	0.00
Sainte Rose	1,860	1.69	6.54	0.00	0.00
Basse-Terre	1,861	1.69	6.54	0.00	0.00
Saint-Claude	1,903	1.21	4.67	0.00	0.00
Total		25.86	100.00	0.03	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.15 HAITI

Year	Beverage Manufacturing (US \$ mln): Haiti 2000 - 2010		
	Haiti	% of Region	% of Globe
2000	86.35	0.12%	0.03%
2001	86.72	0.12%	0.03%
2002	87.09	0.12%	0.03%
2003	87.46	0.12%	0.03%
2004	87.97	0.12%	0.03%
2005	89.28	0.12%	0.03%
2006	90.76	0.12%	0.03%
2007	92.25	0.11%	0.03%
2008	93.77	0.11%	0.03%
2009	95.32	0.11%	0.03%
2010	96.89	0.11%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Haiti: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Port-au-Prince	642	62.84	70.39	0.08	0.02
Cap-Haitien	1,456	9.03	10.12	0.01	0.00
Petionville	1,637	4.92	5.51	0.01	0.00
Les Cayes	1,644	4.78	5.36	0.01	0.00
Gonaives	1,645	4.78	5.36	0.01	0.00
Port-de-Paix	1,767	2.92	3.27	0.00	0.00
Total		89.28	100.00	0.12	0.03

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.16 JAMAICA

Year	Beverage Manufacturing (US \$ mln): Jamaica 2000 - 2010		
	Jamaica	% of Region	% of Globe
2000	64.63	0.09%	0.02%
2001	65.24	0.09%	0.02%
2002	65.85	0.09%	0.02%
2003	66.46	0.09%	0.02%
2004	67.10	0.09%	0.02%
2005	67.86	0.09%	0.02%
2006	68.64	0.09%	0.02%
2007	69.42	0.09%	0.02%
2008	70.22	0.09%	0.02%
2009	71.03	0.08%	0.02%
2010	71.84	0.08%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Jamaica: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Kingston	762	46.03	67.83	0.06	0.02
Spanish Town	1,509	7.80	11.50	0.01	0.00
Montego Bay	1,574	6.14	9.04	0.01	0.00
May Pen	1,727	3.59	5.30	0.00	0.00
Mandeville	1,753	3.07	4.52	0.00	0.00
Savanna-la-Mar	1,900	1.23	1.81	0.00	0.00
Total		67.86	100.00	0.09	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.17 MARTINIQUE

Year	Beverage Manufacturing (US \$ mln): Martinique 2000 - 2010		
	Martinique	% of Region	% of Globe
2000	29.13	0.04%	0.01%
2001	29.44	0.04%	0.01%
2002	29.74	0.04%	0.01%
2003	30.05	0.04%	0.01%
2004	30.36	0.04%	0.01%
2005	30.68	0.04%	0.01%
2006	31.00	0.04%	0.01%
2007	31.33	0.04%	0.01%
2008	31.65	0.04%	0.01%
2009	31.99	0.04%	0.01%
2010	32.32	0.04%	0.01%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Martinique: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Fort-de-France	1,205	16.46	53.66	0.02	0.01
Le Lamentin	1,691	4.04	13.17	0.01	0.00
Sainte Marie	1,779	2.69	8.78	0.00	0.00
Schoelcher	1,803	2.39	7.80	0.00	0.00
Le François	1,827	2.10	6.83	0.00	0.00
La Trinité	1,878	1.50	4.88	0.00	0.00
Saint Pierre	1,961	0.75	2.44	0.00	0.00
Ducos	1,962	0.75	2.44	0.00	0.00
Total		30.68	100.00	0.04	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.18 NETHERLANDS ANTILLES

Year	Beverage Manufacturing (US \$ mln): Netherlands Antilles 2000 - 2010		
	Netherlands Antilles	% of Region	% of Globe
2000	14.83	0.02%	0.00%
2001	15.26	0.02%	0.01%
2002	15.69	0.02%	0.01%
2003	16.14	0.02%	0.01%
2004	16.53	0.02%	0.01%
2005	16.48	0.02%	0.01%
2006	16.37	0.02%	0.01%
2007	16.25	0.02%	0.01%
2008	16.14	0.02%	0.00%
2009	16.02	0.02%	0.00%
2010	15.91	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Netherlands Antilles: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Willemstad	1,232	15.61	94.70	0.02	0.01
Philipsburg	1,960	0.75	4.55	0.00	0.00
Kralendijk	2,054	0.12	0.76	0.00	0.00
Total		16.48	100.00	0.02	0.01

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.19 PUERTO RICO**Beverage Manufacturing (US \$ mln): Puerto Rico 2000 - 2010**

Year	Puerto Rico	% of Region	% of Globe
2000	273.78	0.39%	0.09%
2001	272.76	0.38%	0.09%
2002	271.75	0.37%	0.09%
2003	270.73	0.37%	0.09%
2004	270.68	0.36%	0.09%
2005	276.35	0.36%	0.09%
2006	283.11	0.36%	0.09%
2007	290.05	0.36%	0.09%
2008	297.15	0.36%	0.09%
2009	304.42	0.36%	0.09%
2010	311.87	0.36%	0.09%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Puerto Rico: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
San Juan	636	63.52	22.99	0.08	0.02
Bayamon	887	33.96	12.29	0.04	0.01
Ponce	984	27.83	10.07	0.04	0.01
Carolina	988	27.60	9.99	0.04	0.01
Caguas	1,096	20.52	7.43	0.03	0.01
Guaynabo	1,241	15.37	5.56	0.02	0.01
Mayaguez	1,260	14.78	5.35	0.02	0.00
Arecibo	1,261	14.76	5.34	0.02	0.00
Toa Baja	1,297	13.58	4.91	0.02	0.00
Trujillo Alto	1,399	10.93	3.96	0.01	0.00
Aguadilla	1,442	9.55	3.46	0.01	0.00
Cayey	1,522	7.43	2.69	0.01	0.00
Guayama	1,573	6.15	2.23	0.01	0.00
Fajardo	1,595	5.62	2.03	0.01	0.00
Catano	1,648	4.74	1.72	0.01	0.00
Total		276.35	100.00	0.36	0.09

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.20 ST. KITTS AND NEVIS

Year	Beverage Manufacturing (US \$ mln): St. Kitts and Nevis 2000 - 2010		
	St. Kitts and Nevis	% of Region	% of Globe
2000	2.01	0.00%	0.00%
2001	1.98	0.00%	0.00%
2002	1.95	0.00%	0.00%
2003	1.92	0.00%	0.00%
2004	1.91	0.00%	0.00%
2005	1.96	0.00%	0.00%
2006	2.03	0.00%	0.00%
2007	2.10	0.00%	0.00%
2008	2.18	0.00%	0.00%
2009	2.26	0.00%	0.00%
2010	2.34	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	St. Kitts and Nevis: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Basseterre	1,848	1.86	95.00	0.00	0.00
Charlestown	2,058	0.10	5.00	0.00	0.00
Total		1.96	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.21 ST. LUCIA

Year	Beverage Manufacturing (US \$ mln): St. Lucia 2000 - 2010		
	St. Lucia	% of Region	% of Globe
2000	4.69	0.01%	0.00%
2001	4.73	0.01%	0.00%
2002	4.77	0.01%	0.00%
2003	4.80	0.01%	0.00%
2004	4.84	0.01%	0.00%
2005	4.90	0.01%	0.00%
2006	4.97	0.01%	0.00%
2007	5.03	0.01%	0.00%
2008	5.10	0.01%	0.00%
2009	5.16	0.01%	0.00%
2010	5.23	0.01%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	St. Lucia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Castries	1,688	4.06	82.81	0.01	0.00
Vieux Fort	1,938	0.84	17.19	0.00	0.00
Total		4.90	100.00	0.01	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.22 ST. VINCENT AND THE GRENADINES

Year	Beverage Manufacturing (US \$ mln): St. Vincent and the Grenadines 2000 - 2010		
	St. Vincent and the Grenadines	% of Region	% of Globe
2000	2.22	0.00%	0.00%
2001	2.23	0.00%	0.00%
2002	2.23	0.00%	0.00%
2003	2.23	0.00%	0.00%
2004	2.23	0.00%	0.00%
2005	2.27	0.00%	0.00%
2006	2.32	0.00%	0.00%
2007	2.37	0.00%	0.00%
2008	2.42	0.00%	0.00%
2009	2.46	0.00%	0.00%
2010	2.52	0.00%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	St. Vincent and the Grenadines: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Kingstown	1,823	2.16	95.00	0.00	0.00
Georgetown	2,055	0.11	5.00	0.00	0.00
Total		2.27	100.00	0.00	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.23 TRINIDAD AND TOBAGO

Beverage Manufacturing (US \$ mln): Trinidad and Tobago 2000 - 2010

Year	Trinidad and Tobago	% of Region	% of Globe
2000	82.13	0.12%	0.03%
2001	80.94	0.11%	0.03%
2002	79.76	0.11%	0.03%
2003	78.60	0.11%	0.03%
2004	77.95	0.10%	0.03%
2005	80.22	0.10%	0.03%
2006	83.07	0.11%	0.03%
2007	86.01	0.11%	0.03%
2008	89.07	0.11%	0.03%
2009	92.23	0.11%	0.03%
2010	95.50	0.11%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Trinidad and Tobago: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Port-of-Spain	853	36.64	45.67	0.05	0.01
San Fernando	1,077	21.48	26.77	0.03	0.01
Arima	1,156	18.32	22.83	0.02	0.01
Scarborough	1,714	3.79	4.72	0.00	0.00
Total		80.22	100.00	0.10	0.03

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.24 UNITED STATES

Beverage Manufacturing (US \$ mln): United States 2000 - 2010

Year	United States	% of Region	% of Globe
2000	63,421.41	90.27%	21.09%
2001	64,750.77	90.55%	21.66%
2002	66,108.00	90.82%	22.24%
2003	67,493.68	91.08%	22.83%
2004	68,908.40	91.30%	23.32%
2005	70,352.77	91.25%	23.20%
2006	71,827.42	91.17%	22.98%
2007	73,332.98	91.08%	22.76%
2008	74,870.10	90.99%	22.53%
2009	76,439.43	90.90%	22.31%
2010	78,041.66	90.81%	22.08%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	United States: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
New York	1	16,004.08	22.75	20.76	5.28
Los Angeles	3	5,793.49	8.23	7.51	1.91
Chicago	4	5,325.39	7.57	6.91	1.76
Houston	10	3,099.80	4.41	4.02	1.02
Philadelphia	14	2,747.86	3.91	3.56	0.91
Dallas	20	1,962.80	2.79	2.55	0.65
San Jose	22	1,940.24	2.76	2.52	0.64
San Francisco	23	1,910.08	2.71	2.48	0.63
San Diego	26	1,858.53	2.64	2.41	0.61
Detroit	27	1,781.43	2.53	2.31	0.59
Phoenix	28	1,770.77	2.52	2.30	0.58
San Antonio	34	1,482.09	2.11	1.92	0.49
Indianapolis	42	1,263.91	1.80	1.64	0.42
Baltimore	49	1,179.94	1.68	1.53	0.39
Washington D.C.	50	1,149.42	1.63	1.49	0.38
Others		21,082.94	29.97	27.35	6.95
Total		70352.77	100.00	91.25	23.20

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

7.25 VIRGIN ISLANDS, US

Year	Beverage Manufacturing (US \$ mln): Virgin Islands, US 2000 - 2010		
	Virgin Islands, US	% of Region	% of Globe
2000	11.95	0.02%	0.00%
2001	12.07	0.02%	0.00%
2002	12.19	0.02%	0.00%
2003	12.32	0.02%	0.00%
2004	12.45	0.02%	0.00%
2005	12.58	0.02%	0.00%
2006	12.71	0.02%	0.00%
2007	12.84	0.02%	0.00%
2008	12.98	0.02%	0.00%
2009	13.12	0.02%	0.00%
2010	13.25	0.02%	0.00%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Virgin Islands, US: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Charlotte Amalie	1,533	7.24	57.58	0.01	0.00
Road Town	1,874	1.52	12.12	0.00	0.00
Frederiksted	1,875	1.52	12.12	0.00	0.00
Christiansted	1,908	1.14	9.09	0.00	0.00
Cruz Bay	1,956	0.76	6.06	0.00	0.00
Spanish Town	2,014	0.38	3.03	0.00	0.00
Total		12.58	100.00	0.02	0.00

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8 THE MIDDLE EAST

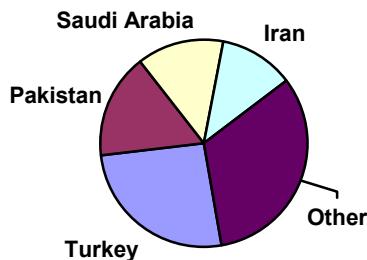
8.1 EXECUTIVE SUMMARY

Market Potential for Beverage Manufacturing in the Middle East (US \$ mln): 2005

Country	Latent Demand US \$ mln	% of the Middle East
Turkey	3,195.66	25.94%
Pakistan	2,017.87	16.38%
Saudi Arabia	1,653.62	13.42%
Iran	1,464.67	11.89%
Israel	792.77	6.44%
Iraq	428.27	3.48%
Uzbekistan	423.69	3.44%
United Arab Emirates	384.89	3.12%
Syrian Arab Republic	361.91	2.94%
Kuwait	210.88	1.71%
Azerbaijan	173.59	1.41%
Turkmenistan	147.96	1.20%
Afghanistan	146.76	1.19%
Oman	140.11	1.14%
Lebanon	127.82	1.04%
Jordan	122.10	0.99%
Qatar	107.63	0.87%
Yemen	103.64	0.84%
Kyrgyzstan	90.56	0.74%
Bahrain	72.34	0.59%
Armenia	71.63	0.58%
Tajikistan	52.31	0.42%
West Bank	20.86	0.17%
Gaza Strip	7.47	0.06%
Total	12,319.04	100.00%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Market Potential for Beverage Manufacturing in the Middle East (US \$ mln): 2005



The Market for Beverage Manufacturing in the Middle East: 2000 - 2010

Year	US \$ mln	% of Globe
2000	12,650.53	4.21
2001	12,451.89	4.17
2002	12,258.73	4.12
2003	12,070.84	4.08
2004	11,963.92	4.05
2005	12,319.04	4.06
2006	12,766.33	4.08
2007	13,232.24	4.11
2008	13,717.70	4.13
2009	14,223.67	4.15
2010	14,751.17	4.17

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.2 AFGHANISTAN**Beverage Manufacturing (US \$ mln): Afghanistan 2000 - 2010**

Year	Afghanistan	% of Region	% of Globe
2000	139.37	1.10%	0.05%
2001	140.81	1.13%	0.05%
2002	142.27	1.16%	0.05%
2003	143.75	1.19%	0.05%
2004	145.24	1.21%	0.05%
2005	146.76	1.19%	0.05%
2006	148.30	1.16%	0.05%
2007	149.85	1.13%	0.05%
2008	151.42	1.10%	0.05%
2009	153.01	1.08%	0.04%
2010	154.61	1.05%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Afghanistan: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Kabul	460	94.18	64.17	0.76	0.03
Qandahar	1,255	14.95	10.18	0.12	0.00
Herat	1,358	11.71	7.98	0.10	0.00
Mazar-e-Sharif	1,476	8.66	5.90	0.07	0.00
Jalalabad	1,711	3.84	2.61	0.03	0.00
Qonduz	1,715	3.77	2.57	0.03	0.00
Baghlan	1,775	2.71	1.85	0.02	0.00
Meymaneh	1,782	2.65	1.80	0.02	0.00
Pol-e-Khomri	1,821	2.18	1.49	0.02	0.00
Ghazni	1,824	2.12	1.44	0.02	0.00
Total		146.76	100.00	1.19	0.05

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.3 ARMENIA

Beverage Manufacturing (US \$ mln): Armenia 2000 - 2010

Year	Armenia	% of Region	% of Globe
2000	73.33	0.58%	0.02%
2001	72.26	0.58%	0.02%
2002	71.22	0.58%	0.02%
2003	70.18	0.58%	0.02%
2004	69.59	0.58%	0.02%
2005	71.63	0.58%	0.02%
2006	74.17	0.58%	0.02%
2007	76.80	0.58%	0.02%
2008	79.52	0.58%	0.02%
2009	82.34	0.58%	0.02%
2010	85.27	0.58%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Armenia: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Yerevan	818	40.52	56.57	0.33	0.01
Gyumri	1,551	6.73	9.39	0.05	0.00
Kirovakan	1,600	5.54	7.74	0.05	0.00
Hrazdan	1,830	2.07	2.89	0.02	0.00
Echmiadzin	1,840	1.97	2.75	0.02	0.00
Abovian	1,843	1.94	2.70	0.02	0.00
Kaphan	1,872	1.54	2.15	0.01	0.00
Hoktemberian	1,886	1.44	2.02	0.01	0.00
Charentsavan	1,905	1.18	1.65	0.01	0.00
Artashat	1,913	1.08	1.51	0.01	0.00
Kamo	1,915	1.05	1.47	0.01	0.00
Goris	1,936	0.89	1.24	0.01	0.00
Sevan	1,937	0.89	1.24	0.01	0.00
Others		3.15	4.40	0.03	0.00
Total		71.63	100.00	0.58	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.4 AZERBAIJAN

Year	Beverage Manufacturing (US \$ mln): Azerbaijan 2000 - 2010		
	Azerbaijan	% of Region	% of Globe
2000	195.16	1.54%	0.06%
2001	186.44	1.50%	0.06%
2002	178.12	1.45%	0.06%
2003	170.17	1.41%	0.06%
2004	164.85	1.38%	0.06%
2005	173.59	1.41%	0.06%
2006	185.30	1.45%	0.06%
2007	197.81	1.49%	0.06%
2008	211.15	1.54%	0.06%
2009	225.40	1.58%	0.07%
2010	240.61	1.63%	0.07%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Azerbaijan: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Baku	392	120.27	69.28	0.98	0.04
Gyandzha	1,128	19.03	10.96	0.15	0.01
Sumgait	1,228	15.81	9.11	0.13	0.01
Mingechaur	1,643	4.79	2.76	0.04	0.00
Sheki	1,722	3.63	2.09	0.03	0.00
Nakhichevan	1,733	3.49	2.01	0.03	0.00
Lenkoran	1,768	2.87	1.66	0.02	0.00
Stepanakert	1,802	2.40	1.38	0.02	0.00
Shemakha	1,895	1.30	0.75	0.01	0.00
Total		173.59	100.00	1.41	0.06

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.5 BAHRAIN

Year	Beverage Manufacturing (US \$ mln): Bahrain 2000 - 2010		
	Bahrain	% of Region	% of Globe
2000	74.06	0.59%	0.02%
2001	72.99	0.59%	0.02%
2002	71.93	0.59%	0.02%
2003	70.88	0.59%	0.02%
2004	70.29	0.59%	0.02%
2005	72.34	0.59%	0.02%
2006	74.91	0.59%	0.02%
2007	77.57	0.59%	0.02%
2008	80.32	0.59%	0.02%
2009	83.17	0.58%	0.02%
2010	86.12	0.58%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Bahrain: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Manama	864	35.93	49.67	0.29	0.01
Muharraq	1,153	18.44	25.49	0.15	0.01
Jidd Hafs	1,375	11.35	15.69	0.09	0.00
Isa Town	1,635	4.96	6.86	0.04	0.00
Al Hidd	1,864	1.65	2.29	0.01	0.00
Total		72.34	100.00	0.59	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.6 IRAN

Beverage Manufacturing (US \$ mln): Iran 2000 - 2010

Year	Iran	% of Region	% of Globe
2000	1,455.41	11.50%	0.48%
2001	1,448.55	11.63%	0.48%
2002	1,441.73	11.76%	0.49%
2003	1,434.93	11.89%	0.49%
2004	1,433.56	11.98%	0.49%
2005	1,464.67	11.89%	0.48%
2006	1,501.99	11.77%	0.48%
2007	1,540.26	11.64%	0.48%
2008	1,579.51	11.51%	0.48%
2009	1,619.76	11.39%	0.47%
2010	1,661.03	11.26%	0.47%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Iran: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Tehran	110	627.78	42.86	5.10	0.21
Mashad	313	152.09	10.38	1.23	0.05
Isfahan	433	102.53	7.00	0.83	0.03
Tabriz	439	100.87	6.89	0.82	0.03
Shiraz	483	88.09	6.01	0.72	0.03
Ahvaz	654	60.25	4.11	0.49	0.02
Bakhtaran	667	58.28	3.98	0.47	0.02
Qom	685	56.41	3.85	0.46	0.02
Karaj	695	54.75	3.74	0.44	0.02
Orumiyeh	932	31.27	2.13	0.25	0.01
Abadan	940	30.54	2.09	0.25	0.01
Rasht	945	30.23	2.06	0.25	0.01
Kerman	999	26.70	1.82	0.22	0.01
Yazd	1,039	23.89	1.63	0.19	0.01
Bandar 'Abbas	1,088	20.98	1.43	0.17	0.01
Total		1464.67	100.00	11.89	0.48

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.7 IRAQ

Beverage Manufacturing (US \$ mln): Iraq 2000 - 2010

Year	Iraq	% of Region	% of Globe
2000	506.89	4.01%	0.17%
2001	476.07	3.82%	0.16%
2002	447.13	3.65%	0.15%
2003	419.94	3.48%	0.14%
2004	401.62	3.36%	0.14%
2005	428.27	3.48%	0.14%
2006	464.88	3.64%	0.15%
2007	504.62	3.81%	0.16%
2008	547.76	3.99%	0.16%
2009	594.58	4.18%	0.17%
2010	645.40	4.38%	0.18%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Iraq: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Baghdad	213	242.40	56.60	1.97	0.08
Basra	916	32.18	7.51	0.26	0.01
Mosul	955	29.78	6.95	0.24	0.01
Kirkuk	979	27.90	6.51	0.23	0.01
Irbil	1,179	17.42	4.07	0.14	0.01
As-Sulaymaniyah	1,267	14.55	3.40	0.12	0.00
An-Najaf	1,329	12.67	2.96	0.10	0.00
Al-Hilla	1,380	11.21	2.62	0.09	0.00
Karbala	1,434	9.65	2.25	0.08	0.00
An-Nasiriyah	1,531	7.25	1.69	0.06	0.00
Ar-Ramadi	1,538	7.14	1.67	0.06	0.00
Al-Amarah	1,544	6.88	1.61	0.06	0.00
Ba'qubah	1,582	6.00	1.40	0.05	0.00
Samarra	1,746	3.23	0.75	0.03	0.00
Total		428.27	100.00	3.48	0.14

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.8 ISRAEL

Year	Beverage Manufacturing (US \$ mln): Israel 2000 - 2010		
	Israel	% of Region	% of Globe
2000	822.54	6.50%	0.27%
2001	807.02	6.48%	0.27%
2002	791.79	6.46%	0.27%
2003	776.84	6.44%	0.26%
2004	767.79	6.42%	0.26%
2005	792.77	6.44%	0.26%
2006	824.47	6.46%	0.26%
2007	857.43	6.48%	0.27%
2008	891.71	6.50%	0.27%
2009	927.36	6.52%	0.27%
2010	964.44	6.54%	0.27%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Israel: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Jerusalem	225	229.65	28.97	1.86	0.08
Tel Aviv	300	156.69	19.77	1.27	0.05
Haifa	415	109.20	13.77	0.89	0.04
Holon	597	68.55	8.65	0.56	0.02
Petach-Tikva	625	64.15	8.09	0.52	0.02
Ramat Gan	680	56.80	7.16	0.46	0.02
Beersheba	686	56.31	7.10	0.46	0.02
Bene Beraq	714	51.42	6.49	0.42	0.02
Total		792.77	100.00	6.44	0.26

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.9 JORDAN

Year	Beverage Manufacturing (US \$ mln): Jordan 2000 - 2010		
	Jordan	% of Region	% of Globe
2000	119.52	0.94%	0.04%
2001	119.55	0.96%	0.04%
2002	119.58	0.98%	0.04%
2003	119.62	0.99%	0.04%
2004	119.95	1.00%	0.04%
2005	122.10	0.99%	0.04%
2006	124.61	0.98%	0.04%
2007	127.16	0.96%	0.04%
2008	129.76	0.95%	0.04%
2009	132.42	0.93%	0.04%
2010	135.13	0.92%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Jordan: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Amman	602	68.34	55.97	0.55	0.02
Zarqa	1,047	23.31	19.09	0.19	0.01
Irbid	1,342	12.30	10.07	0.10	0.00
Salt	1,423	10.18	8.33	0.08	0.00
Ajlun	1,729	3.57	2.92	0.03	0.00
Jarash	1,795	2.43	1.99	0.02	0.00
Madaba	1,839	1.97	1.62	0.02	0.00
Total		122.10	100.00	0.99	0.04

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.10 KUWAIT

Beverage Manufacturing (US \$ mln): Kuwait 2000 - 2010

Year	Kuwait	% of Region	% of Globe
2000	219.13	1.73%	0.07%
2001	214.89	1.73%	0.07%
2002	210.73	1.72%	0.07%
2003	206.65	1.71%	0.07%
2004	204.17	1.71%	0.07%
2005	210.88	1.71%	0.07%
2006	219.42	1.72%	0.07%
2007	228.30	1.73%	0.07%
2008	237.55	1.73%	0.07%
2009	247.16	1.74%	0.07%
2010	257.17	1.74%	0.07%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Kuwait: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Salmiya	579	71.23	33.77	0.58	0.02
Hawalli	607	67.50	32.01	0.55	0.02
Jahra	712	51.67	24.50	0.42	0.02
Kuwait	1,098	20.48	9.71	0.17	0.01
Total		210.88	100.00	1.71	0.07

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.11 KYRGYZSTAN

Year	Beverage Manufacturing (US \$ mln): Kyrgyzstan 2000 - 2010		
	Kyrgyzstan	% of Region	% of Globe
2000	93.68	0.74%	0.03%
2001	92.00	0.74%	0.03%
2002	90.35	0.74%	0.03%
2003	88.73	0.74%	0.03%
2004	87.77	0.73%	0.03%
2005	90.56	0.74%	0.03%
2006	94.09	0.74%	0.03%
2007	97.75	0.74%	0.03%
2008	101.56	0.74%	0.03%
2009	105.52	0.74%	0.03%
2010	109.64	0.74%	0.03%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Kyrgyzstan: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Bishkek	687	56.22	62.08	0.46	0.02
Osh	1,131	18.95	20.92	0.15	0.01
Dzhalal-Abad	1,616	5.25	5.80	0.04	0.00
Przhevalsk	1,634	4.98	5.50	0.04	0.00
Kyzyl-Kiya	1,769	2.85	3.14	0.02	0.00
Naryn	1,807	2.31	2.55	0.02	0.00
Total		90.56	100.00	0.74	0.03

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.12 LEBANON

Year	Beverage Manufacturing (US \$ mln): Lebanon 2000 - 2010		
	Lebanon	% of Region	% of Globe
2000	123.24	0.97%	0.04%
2001	123.89	0.99%	0.04%
2002	124.55	1.02%	0.04%
2003	125.21	1.04%	0.04%
2004	126.03	1.05%	0.04%
2005	127.82	1.04%	0.04%
2006	129.80	1.02%	0.04%
2007	131.81	1.00%	0.04%
2008	133.85	0.98%	0.04%
2009	135.93	0.96%	0.04%
2010	138.03	0.94%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Lebanon: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Beirut	519	82.86	64.82	0.67	0.03
Tripoli	987	27.62	21.61	0.22	0.01
Zahle	1,389	11.05	8.64	0.09	0.00
Sidon	1,603	5.52	4.32	0.04	0.00
Tyre	1,955	0.77	0.61	0.01	0.00
Total		127.82	100.00	1.04	0.04

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.13 OMAN

Year	Beverage Manufacturing (US \$ mln): Oman 2000 - 2010		
	Oman	% of Region	% of Globe
2000	142.60	1.13%	0.05%
2001	140.80	1.13%	0.05%
2002	139.03	1.13%	0.05%
2003	137.28	1.14%	0.05%
2004	136.34	1.14%	0.05%
2005	140.11	1.14%	0.05%
2006	144.80	1.13%	0.05%
2007	149.65	1.13%	0.05%
2008	154.66	1.13%	0.05%
2009	159.84	1.12%	0.05%
2010	165.19	1.12%	0.05%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Oman: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Muscat	539	80.52	57.47	0.65	0.03
Matrah	991	27.38	19.54	0.22	0.01
Salala	1,218	16.10	11.49	0.13	0.01
Nizwa	1,219	16.10	11.49	0.13	0.01
Total		140.11	100.00	1.14	0.05

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.14 PAKISTAN

Beverage Manufacturing (US \$ mln): Pakistan 2000 - 2010

Year	Pakistan	% of Region	% of Globe
2000	2,059.75	16.28%	0.68%
2001	2,031.85	16.32%	0.68%
2002	2,004.32	16.35%	0.67%
2003	1,977.16	16.38%	0.67%
2004	1,962.08	16.40%	0.66%
2005	2,017.87	16.38%	0.67%
2006	2,087.44	16.35%	0.67%
2007	2,159.42	16.32%	0.67%
2008	2,233.88	16.28%	0.67%
2009	2,310.90	16.25%	0.67%
2010	2,390.58	16.21%	0.68%

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

Pakistan: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Karachi	88	774.78	38.40	6.29	0.26
Lahore	149	439.31	21.77	3.57	0.14
Faisalabad	290	164.24	8.14	1.33	0.05
Rawalpindi	395	118.27	5.86	0.96	0.04
Hyderabad	409	111.87	5.54	0.91	0.04
Multan	416	108.60	5.38	0.88	0.04
Gujranwala	446	98.04	4.86	0.80	0.03
Peshawar	512	84.20	4.17	0.68	0.03
Sialkot	774	44.93	2.23	0.36	0.01
Sargodha	792	43.29	2.15	0.35	0.01
Islamabad	944	30.35	1.50	0.25	0.01
Total		2017.87	100.00	16.38	0.67

Source: Philip M. Parker, INSEAD, copyright 2005, www.icongrouponline.com

8.15 QATAR

Year	Beverage Manufacturing (US \$ mln): Qatar 2000 - 2010		
	Qatar	% of Region	% of Globe
2000	108.56	0.86%	0.04%
2001	107.51	0.86%	0.04%
2002	106.48	0.87%	0.04%
2003	105.45	0.87%	0.04%
2004	104.96	0.88%	0.04%
2005	107.63	0.87%	0.04%
2006	110.91	0.87%	0.04%
2007	114.29	0.86%	0.04%
2008	117.77	0.86%	0.04%
2009	121.36	0.85%	0.04%
2010	125.06	0.85%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Qatar: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Doha	419	107.63	100.00	0.87	0.04
Total		107.63	100.00	0.87	0.04

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.16 SAUDI ARABIA

Year	Beverage Manufacturing (US \$ mln): Saudi Arabia 2000 - 2010		
	Saudi Arabia	% of Region	% of Globe
2000	1,667.94	13.18%	0.55%
2001	1,651.86	13.27%	0.55%
2002	1,635.94	13.35%	0.55%
2003	1,620.16	13.42%	0.55%
2004	1,612.59	13.48%	0.55%
2005	1,653.62	13.42%	0.55%
2006	1,704.02	13.35%	0.55%
2007	1,755.96	13.27%	0.54%
2008	1,809.48	13.19%	0.54%
2009	1,864.64	13.11%	0.54%
2010	1,921.47	13.03%	0.54%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Saudi Arabia: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Jiddah	111	617.02	37.31	5.01	0.20
Riyadh	199	274.37	16.59	2.23	0.09
Mecca	228	226.24	13.68	1.84	0.07
Taif	381	123.40	7.46	1.00	0.04
Medina	394	119.29	7.21	0.97	0.04
Dammam	525	82.27	4.98	0.67	0.03
Hufuf	805	41.55	2.51	0.34	0.01
Haradh	810	41.13	2.49	0.33	0.01
Tabuk	934	30.85	1.87	0.25	0.01
Buraydah	967	28.79	1.74	0.23	0.01
Al-Mubarraz	1,062	22.21	1.34	0.18	0.01
Khamis-Mushait	1,094	20.57	1.24	0.17	0.01
Jizan	1,298	13.57	0.82	0.11	0.00
Abha	1,339	12.34	0.75	0.10	0.00
Total		1653.62	100.00	13.42	0.55

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.17 SYRIAN ARAB REPUBLIC

Year	Beverage Manufacturing (US \$ mln): Syrian Arab Republic 2000 - 2010		
	Syrian Arab Republic	% of Region	% of Globe
2000	362.33	2.86%	0.12%
2001	359.73	2.89%	0.12%
2002	357.14	2.91%	0.12%
2003	354.58	2.94%	0.12%
2004	353.58	2.96%	0.12%
2005	361.91	2.94%	0.12%
2006	372.04	2.91%	0.12%
2007	382.45	2.89%	0.12%
2008	393.15	2.87%	0.12%
2009	404.15	2.84%	0.12%
2010	415.46	2.82%	0.12%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Syrian Arab Republic: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Damascus	386	123.02	33.99	1.00	0.04
Aleppo	404	115.78	31.99	0.94	0.04
Homs	813	41.04	11.34	0.33	0.01
Latakia	1,051	22.95	6.34	0.19	0.01
Hama	1,101	20.38	5.63	0.17	0.01
Dayr az-Zawr	1,471	8.76	2.42	0.07	0.00
Raqqqa	1,489	8.28	2.29	0.07	0.00
Hasakeh	1,541	6.95	1.92	0.06	0.00
Tartus	1,631	5.05	1.39	0.04	0.00
Idlib	1,636	4.95	1.37	0.04	0.00
Dar'a	1,646	4.76	1.32	0.04	0.00
Total		361.91	100.00	2.94	0.12

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.18 TAJIKISTAN

Year	Beverage Manufacturing (US \$ mln): Tajikistan 2000 - 2010		
	Tajikistan	% of Region	% of Globe
2000	53.64	0.42%	0.02%
2001	52.83	0.42%	0.02%
2002	52.04	0.42%	0.02%
2003	51.26	0.42%	0.02%
2004	50.81	0.42%	0.02%
2005	52.31	0.42%	0.02%
2006	54.19	0.42%	0.02%
2007	56.14	0.42%	0.02%
2008	58.16	0.42%	0.02%
2009	60.26	0.42%	0.02%
2010	62.43	0.42%	0.02%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Tajikistan: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Dushanbe	895	33.29	63.64	0.27	0.01
Khodzhent	1,464	8.95	17.11	0.07	0.00
Kulyab	1,735	3.47	6.63	0.03	0.00
Kurgan-Tyube	1,752	3.08	5.88	0.02	0.00
Kanibadam	1,871	1.57	2.99	0.01	0.00
Tursunzade	1,906	1.17	2.25	0.01	0.00
Khorog	1,951	0.78	1.50	0.01	0.00
Total		52.31	100.00	0.42	0.02

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.19 TURKEY

Beverage Manufacturing (US \$ mln): Turkey 2000 - 2010

Year	Turkey	% of Region	% of Globe
2000	3,320.56	26.25%	1.10%
2001	3,256.30	26.15%	1.09%
2002	3,193.28	26.05%	1.07%
2003	3,131.48	25.94%	1.06%
2004	3,093.84	25.86%	1.05%
2005	3,195.66	25.94%	1.05%
2006	3,325.02	26.05%	1.06%
2007	3,459.62	26.15%	1.07%
2008	3,599.67	26.24%	1.08%
2009	3,745.39	26.33%	1.09%
2010	3,897.00	26.42%	1.10%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Turkey: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Istanbul	44	1,227.88	38.42	9.97	0.40
Izmir	165	383.67	12.01	3.11	0.13
Ankara	168	367.78	11.51	2.99	0.12
Bursa	258	189.92	5.94	1.54	0.06
Adana	277	169.51	5.30	1.38	0.06
Mersin (Icel)	316	148.72	4.65	1.21	0.05
Antalya	323	144.93	4.54	1.18	0.05
Konya	363	129.92	4.07	1.05	0.04
Samsun	553	77.46	2.42	0.63	0.03
Gaziantep	574	72.87	2.28	0.59	0.02
Kayseri	631	63.66	1.99	0.52	0.02
Diyarbakir	643	62.81	1.97	0.51	0.02
Eskisehir	646	62.34	1.95	0.51	0.02
Sanli-Urf	720	50.32	1.57	0.41	0.02
Malatya	786	43.87	1.37	0.36	0.01
Total		3195.66	100.00	25.94	1.05

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.20 TURKMENISTAN

Beverage Manufacturing (US \$ mln): Turkmenistan 2000 - 2010

Year	Turkmenistan	% of Region	% of Globe
2000	177.61	1.40%	0.06%
2001	166.03	1.33%	0.06%
2002	155.21	1.27%	0.05%
2003	145.09	1.20%	0.05%
2004	138.27	1.16%	0.05%
2005	147.96	1.20%	0.05%
2006	161.35	1.26%	0.05%
2007	175.94	1.33%	0.05%
2008	191.86	1.40%	0.06%
2009	209.22	1.47%	0.06%
2010	228.15	1.55%	0.06%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

Turkmenistan: Beverage Manufacturing in 2005, US \$ mln

City	World Rank	US \$ mln	%Country	%Region	%World
Ashgabat	533	81.11	54.82	0.66	0.03
Chardzhou	902	32.81	22.18	0.27	0.01
Tashauz	1,053	22.83	15.43	0.19	0.01
Krasnovodsk	1,381	11.21	7.58	0.09	0.00
Total		147.96	100.00	1.20	0.05

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.21 UNITED ARAB EMIRATES

Beverage Manufacturing (US \$ mln): United Arab Emirates 2000 - 2010

Year	United Arab Emirates	% of Region	% of Globe
2000	388.23	3.07%	0.13%
2001	384.49	3.09%	0.13%
2002	380.78	3.11%	0.13%
2003	377.11	3.12%	0.13%
2004	375.34	3.14%	0.13%
2005	384.89	3.12%	0.13%
2006	396.63	3.11%	0.13%
2007	408.71	3.09%	0.13%
2008	421.17	3.07%	0.13%
2009	434.01	3.05%	0.13%
2010	447.24	3.03%	0.13%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	United Arab Emirates: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Dubai	349	136.51	35.47	1.11	0.05
Abu Dhabi	372	124.71	32.40	1.01	0.04
Sharjah	624	64.15	16.67	0.52	0.02
Ras al-Khaimah	661	59.53	15.47	0.48	0.02
Total		384.89	100.00	3.12	0.13

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.22 UZBEKISTAN

Year	Beverage Manufacturing (US \$ mln): Uzbekistan 2000 - 2010		
	Uzbekistan	% of Region	% of Globe
2000	415.35	3.28%	0.14%
2001	415.26	3.33%	0.14%
2002	415.16	3.39%	0.14%
2003	415.06	3.44%	0.14%
2004	416.06	3.48%	0.14%
2005	423.69	3.44%	0.14%
2006	432.58	3.39%	0.14%
2007	441.66	3.34%	0.14%
2008	450.92	3.29%	0.14%
2009	460.38	3.24%	0.13%
2010	470.04	3.19%	0.13%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Uzbekistan: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Tashkent	271	174.48	41.18	1.42	0.06
Samarkand	746	47.64	11.24	0.39	0.02
Namangan	1,014	25.92	6.12	0.21	0.01
Andizhan	1,029	24.66	5.82	0.20	0.01
Bukhara	1,133	18.85	4.45	0.15	0.01
Fergana	1,195	16.83	3.97	0.14	0.01
Kokand	1,243	15.32	3.62	0.12	0.01
Nukus	1,277	14.22	3.36	0.12	0.00
Chirchik	1,311	13.13	3.10	0.11	0.00
Karshi	1,312	13.13	3.10	0.11	0.00
Angren	1,392	11.03	2.60	0.09	0.00
Urgench	1,404	10.77	2.54	0.09	0.00
Margilan	1,410	10.52	2.48	0.09	0.00
Almalyk	1,440	9.59	2.26	0.08	0.00
Navoi	1,460	9.01	2.13	0.07	0.00
Others		8.58	2.03	0.07	0.00
Total		423.69	100.00	3.44	0.14

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

8.23 YEMEN

Year	Beverage Manufacturing (US \$ mln): Yemen 2000 - 2010		
	Yemen	% of Region	% of Globe
2000	107.69	0.85%	0.04%
2001	105.61	0.85%	0.04%
2002	103.57	0.84%	0.03%
2003	101.56	0.84%	0.03%
2004	100.34	0.84%	0.03%
2005	103.64	0.84%	0.03%
2006	107.84	0.84%	0.03%
2007	112.20	0.85%	0.03%
2008	116.75	0.85%	0.04%
2009	121.47	0.85%	0.04%
2010	126.39	0.86%	0.04%

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

City	Yemen: Beverage Manufacturing in 2005, US \$ mln				
	World Rank	US \$ mln	%Country	%Region	%World
Sanaa	878	34.60	33.39	0.28	0.01
Aden	1,016	25.77	24.86	0.21	0.01
Taizz	1,271	14.42	13.92	0.12	0.00
Hodeida	1,332	12.56	12.12	0.10	0.00
Mukalla	1,334	12.48	12.04	0.10	0.00
Dhamar	1,794	2.43	2.35	0.02	0.00
El Beida	1,965	0.73	0.70	0.01	0.00
Hajja	1,975	0.65	0.63	0.01	0.00
Total		103.64	100.00	0.84	0.03

Source: Philip M. Parker, INSEAD, copyright 2005,www.icongrouponline.com

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