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CHAIRMAN & CHIEF  
EXECUTIVE OFFICER



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VICE CHAIRMAN & CHIEF  
FINANCIAL OFFICER



Even Faster  
Even Stronger  
Even Better

CAGNY 2022

# SAFE HARBOR STATEMENT & NON-GAAP INFORMATION



## Safe Harbor Statement

Statements in this communication that are “forward-looking statements,” including our long-term targets, are based on currently available information, operating plans and projections about future events and trends. Terminology such as “aim,” “anticipate,” “believe,” “drive,” “estimate,” “expect,” “expressed confidence,” “forecast,” “future,” “goal,” “guidance,” “intend,” “may,” “objective,” “outlook,” “plan,” “position,” “potential,” “project,” “seek,” “should,” “strategy,” “target,” “will” or similar statements or variations of such words and other similar expressions are intended to identify forward looking statements, although not all forward looking statements contain such terms. Forward-looking statements inherently involve risks and uncertainties that could cause actual results to differ materially from those predicted in such forward-looking statements. Such risks and uncertainties include, but are not limited to: the impact of COVID-19; future demand for PepsiCo’s products; damage to PepsiCo’s reputation or brand image; product recalls or other issues or concerns with respect to product quality and safety; PepsiCo’s ability to compete effectively; PepsiCo’s ability to attract, develop and maintain a highly skilled and diverse workforce; water scarcity; changes in the retail landscape or in sales to any key customer; disruption of PepsiCo’s manufacturing operations or supply chain, including increased commodity, packaging, transportation, labor and other input costs; political or social conditions in the markets where PepsiCo’s products are made, manufactured, distributed or sold; PepsiCo’s ability to grow its business in developing and emerging markets; changes in economic conditions in the countries in which PepsiCo operates; future cyber incidents and other disruptions; failure to successfully complete or manage strategic transactions; PepsiCo’s reliance on third-party service providers and enterprise-wide systems; climate change or measures to address climate change; strikes or work stoppages; failure to realize benefits from PepsiCo’s productivity initiatives; deterioration in estimates and underlying assumptions regarding future performance that can result in an impairment charge; fluctuations or other changes in exchange rates; any downgrade or potential downgrade of PepsiCo’s credit ratings; imposition or proposed imposition of new or increased taxes aimed at PepsiCo’s products; imposition of limitations on the marketing or sale of PepsiCo’s products; changes in laws and regulations related to the use or disposal of plastics or other packaging materials; failure to comply with personal data protection and privacy laws; increase in income tax rates, changes in income tax laws or disagreements with tax authorities; failure to adequately protect PepsiCo’s intellectual property rights or infringement on intellectual property rights of others; failure to comply with applicable laws and regulations; and potential liabilities and costs from litigation, claims, legal or regulatory proceedings, inquiries or investigations.

For additional information on these and other factors that could cause PepsiCo’s actual results to materially differ from those set forth herein, please see PepsiCo’s filings with the Securities and Exchange Commission, including its most recent annual report on Form 10-K and subsequent reports on Forms 10-Q and 8-K. Investors are cautioned not to place undue reliance on any such forward-looking statements, which speak only as of the date they are made. PepsiCo undertakes no obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise.

## Non-GAAP Information

Please refer to PepsiCo’s web site at [www.pepsico.com](http://www.pepsico.com) in the “Investors” section under “Financial Information – Events and Presentations,” and PepsiCo’s filings with the Securities and Exchange Commission, to find disclosure and a reconciliation of any non-GAAP financial measures contained herein.

# AGENDA:

WHO WE ARE

STRATEGIC FRAMEWORK

DELIVERING RESULTS

PRIORITIES AND VALUE CREATION

# WE ARE A GLOBAL BEVERAGE AND CONVENIENT FOOD COMPANY WITH A PORTFOLIO OF TRUSTED BRANDS



## Net Revenue

More than  
**\$79 billion**  
in 2021

## Operating Profit

More than  
**\$11 billion**  
in 2021

## Iconic

**billion-dollar**

brands sold in over  
200+ countries and  
territories

## Purposeful



Creating growth  
and value

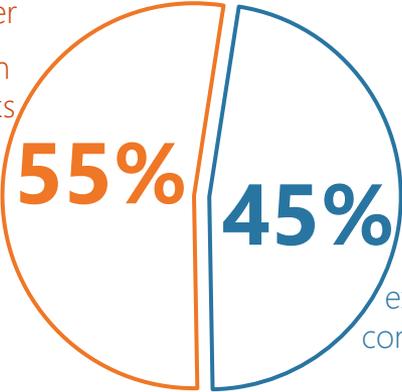


# THAT ARE WELL POSITIONED IN LARGE, FAST-GROWING CATEGORIES ACROSS THE WORLD

## Strong Positions In Attractive Categories

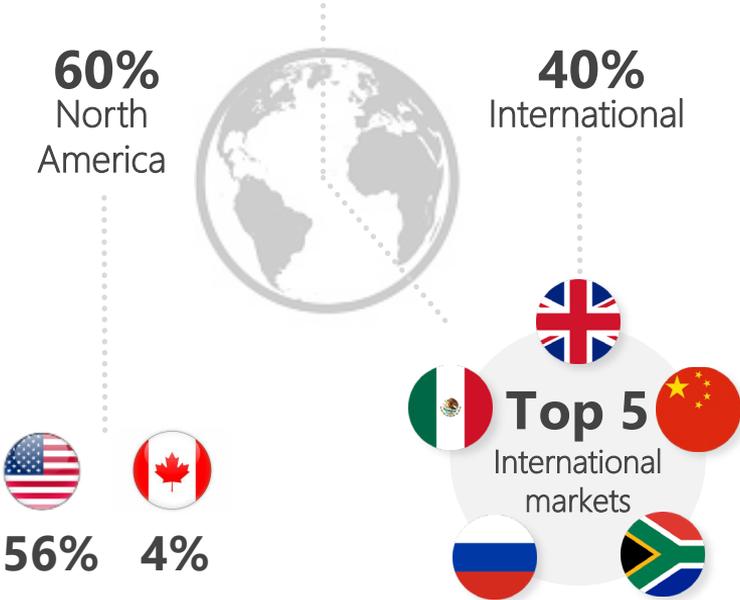
- #1 Convenient Foods
- #2 Beverages

- Market leader
- Leadership in savory snacks and opportunity to target other macrosnack occasions



- Strong #2 position globally
- Representation in all LRB categories and strategic expansion in other consumer occasions

## Diverse Geographic Presence



Note: PepsiCo data based on 2021 net revenue. Market share data (based on retail sales for macrosnacks, savory snacks, and beverages) based on 2021 Euromonitor.

# BROUGHT TO OUR CUSTOMERS WITH A SET OF POWERHOUSE BUSINESSES

## Our Divisions

### FLNA

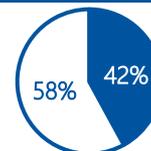
Geographic Mix:



**25%** Of Total Net Revenue  
**43%** Of Core Division NOPBT

### PBNA

Geographic Mix:



NCB  
CSD

**32%** Of Total Net Revenue  
**19%** Of Core Division NOPBT

### QFNA

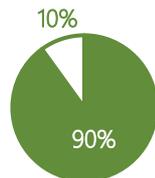
Geographic Mix:



**3%** Of Total Net Revenue  
**4%** Of Core Division NOPBT

### LatAm

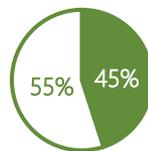
Beverages  
Convenient Foods



**10%** Of Total Net Revenue  
**11%** Of Core Division NOPBT

### Europe

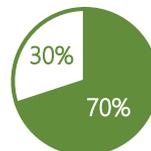
Beverages  
Convenient Foods



**16%** Of Total Net Revenue  
**11%** Of Core Division NOPBT

### AMESA

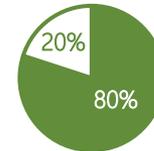
Beverages  
Convenient Foods



**8%** Of Total Net Revenue  
**7%** Of Core Division NOPBT

### APAC

Beverages  
Convenient Foods



**6%** Of Total Net Revenue  
**5%** Of Core Division NOPBT

Note: PepsiCo data based on 2021 net revenue. Full-Year 2021 reported operating profit was \$11.2 billion. Core division operating profit is a non-GAAP financial measure that excludes certain items and corporate unallocated costs. Please refer to the "Investors" section of PepsiCo's website at [www.pepsico.com](http://www.pepsico.com) under the heading "Financial Information—Events and Presentations" to find the reconciliation of GAAP and non-GAAP information and definitions of non-GAAP financial measures.

# AGENDA:

WHO WE ARE

STRATEGIC FRAMEWORK

DELIVERING RESULTS

PRIORITIES AND VALUE CREATION

# WE ESTABLISHED A CLEAR MISSION AND VISION TO BECOME FASTER, STRONGER, AND BETTER



MISSION

Create more smiles with every sip and every bite

VISION

Be the global leader in beverages and convenient foods by winning with



THE  
PEPSICO  
WAY

FASTER

Winning in the marketplace, being more consumer-centric and accelerating investment for topline growth

STRONGER

Transforming our capabilities, cost, and culture by operating as one PepsiCo, leveraging technology, winning locally and globally enabled

BETTER

Creating growth and value by operating within planetary boundaries and inspiring positive change for the planet and people



BE  
CONSUMER  
CENTRIC



ACT AS  
OWNERS



FOCUS &  
GET THINGS  
DONE FAST



VOICE  
OPINIONS  
FEARLESSLY



RAISE THE BAR  
ON TALENT  
& DIVERSITY



CELEBRATE  
SUCCESS



ACT  
WITH  
INTEGRITY

# ALONG WITH A CULTURAL FRAMEWORK THAT EMPOWERS EMPLOYEES TO ACT WITH PURPOSE

## Empowering Our Employees



be consumer centric



act as owners



focus and get things done fast



voice opinions fearlessly



raise the bar on talent and diversity



celebrate success



act with integrity

## Transforming With Purpose



Positive Agriculture

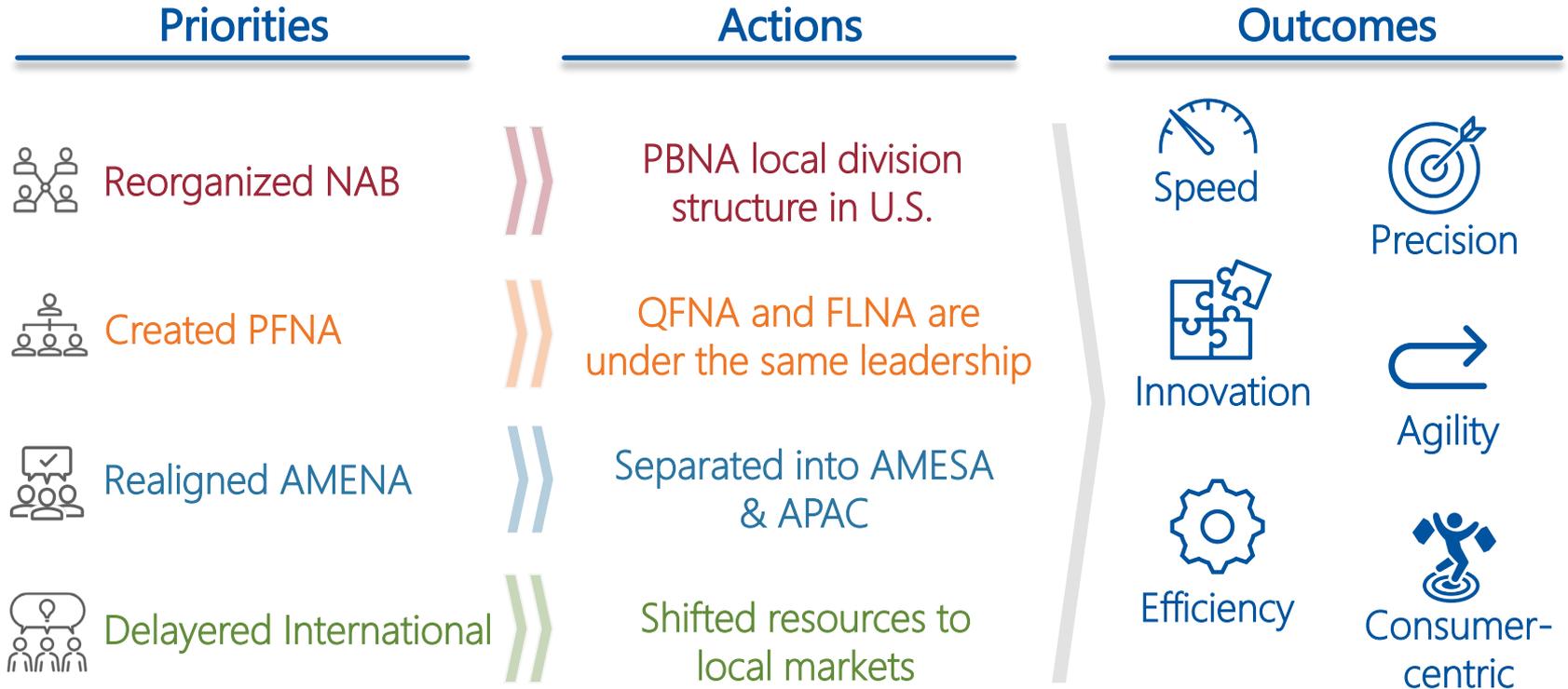


Positive Value Chain



Positive Choices

# AND TOOK ACTIONS TO DRIVE AGILITY AND EXECUTION IN THE MARKETPLACE



# WITH CLEAR PRIORITIES TO ACCELERATE GROWTH AND BUILD COMPETITIVE ADVANTAGES



## FASTER

- ✓ **Investing** to fortify our global brands and businesses
- ✓ **Investing** behind meaningful consumer-centric innovation
- ✓ **Extending** our brands and capabilities within beverages and convenient foods
- ✓ **Reshaping** the composition of our portfolio



## STRONGER

- ✓ **Investing** to modernize and digitize our capabilities
- ✓ **Investing** in omnichannel capabilities and emerging consumer engagement models
- ✓ **Focusing** on holistic cost management



## BETTER

- ✓ **Charting** a new course to drive growth and positive action for the planet and people
- ✓  embedded across our strategy and organization

# INVESTING TO FORTIFY OUR GLOBAL BRANDS AND BUSINESSES



## Brands

ROI focused A&M Investments



U.S. Net Revenue Growth



**Supply Chain**  
*Reducing bottlenecks*



**Manufacturing Capacity**  
*Increasing capacity for brands and packages*



**Go-To-Market Systems**  
*Growing our direct store distribution system*



**People**  
*Creating better jobs for our employees*



# INVESTING BEHIND MEANINGFUL CONSUMER-CENTRIC INNOVATION

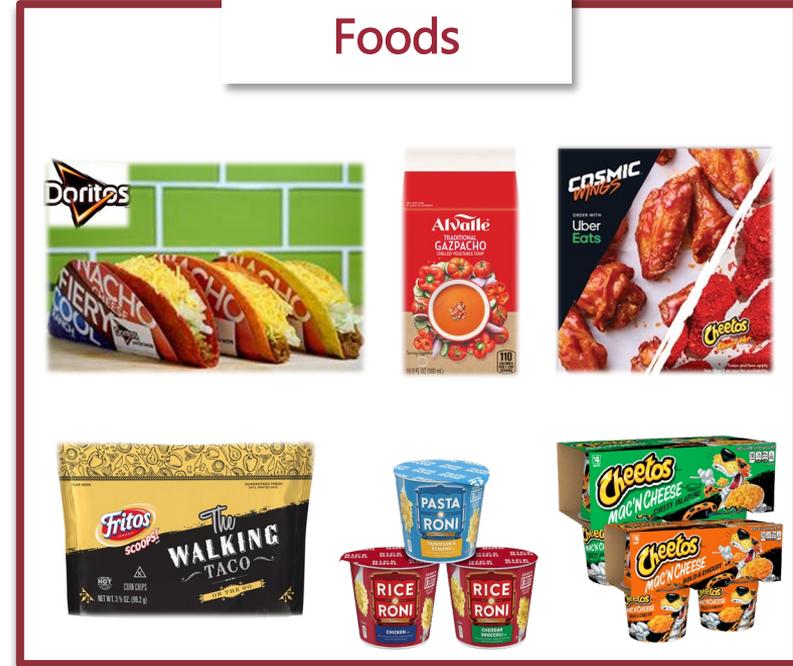


# EXTENDING OUR BRANDS AND CAPABILITIES WITHIN BEVERAGES AND CONVENIENT FOODS

## Beverages



## Convenient Foods



# RESHAPING THE COMPOSITION OF OUR PORTFOLIO

## Acquisitions

sodastream®



趣味零食探索家

POPCORNERS®

MUSCLE MILK®



bare

## New Business Ventures

Planet

PARTNERSHIP



BOSTON BEER co.

ESTD. 1984



## Divestitures

Tropicana®



# INVESTING TO MODERNIZE AND DIGITIZE OUR CAPABILITIES

## Digitalization



## IT Harmonization



## Data & Analytics



*Sustaining market performance requires continuous transformation of our capabilities and cost management.*

# INVESTING IN OMNICHANNEL CAPABILITIES AND EMERGING CONSUMER ENGAGEMENT MODELS

## Omnichannel Capabilities

Flexible Manufacturing Platforms



End-to-End Inventory, Assets and Order Visibility

Customization and Variety



Multi-source Fulfillment Network

Transportation and Logistics



Consumer Insights and Engagement

## Emerging Engagement Models

sodastream®

Gatorade.com



SNACKS.COM

PantryShop  
By PepsiCo

# FOCUSING ON HOLISTIC COST MANAGEMENT

## Pursue Savings

*Building new Holistic Cost Management capabilities looking end-to-end to identify and act on opportunities*



### Reduce

G&A expenses



### Redesign

Front-line work



### Rethink

Business processes

## Across The Entire Business

-  Global business services
-  Marketplace execution
-  Technology utilization
-  Waste reduction
-  Network optimization

Aim to deliver at least **\$1 billion** in annual productivity savings through 2026

# AND CHARTING A NEW COURSE TO DRIVE GROWTH AND POSITIVE ACTION FOR THE PLANET AND PEOPLE



## Positive Agriculture

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Sourcing crops and ingredients sustainably, in ways that accelerates regenerative agriculture and strengthens farming communities

## Positive Value Chain

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Making our foods and beverages in a way that builds a circular economy through net zero emissions, net water positive, and sustainable packaging

## Positive Choices

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Inspiring people through our brands to make choices that create smiles for them and the planet

# WITH NOW EMBEDDED ACROSS OUR STRATEGY AND ORGANIZATION



## POSITIVE AGRICULTURE

Spread regenerative agriculture across

**7** million acres



Sustainably source



**100%**

of our key crops + ingredients

Improve the livelihoods of more than **250,000** people

in our agricultural supply chain and communities



## POSITIVE VALUE CHAIN



Achieve

**Net-Zero emissions**

by 2040



**Net Water Positive**

Reduce use + replenish more

Cut virgin plastic per serving by

**50%**



across our global food & beverage portfolio

Execute our DE&I agenda, invest more than

**\$570**

million in our Racial Equality Journey



## POSITIVE CHOICES

Evolve our portfolio of products so they are better for the planet + people, by:



- ✓ Diversifying ingredients
- ✓ Expanding position in nuts & seeds category
- ✓ Accelerating science-based targets
- ✓ Scaling little to no single-use packaging platforms

Leverage our iconic brands to inspire positive choices

Lay's will support farmers moving to regenerative practices



Note: Positive Agriculture goals are 2030 goals. Become Net Water Positive and Cut virgin plastic per serving by 50% are 2030 goals.

# AGENDA:

WHO WE ARE

STRATEGIC FRAMEWORK

**DELIVERING RESULTS**

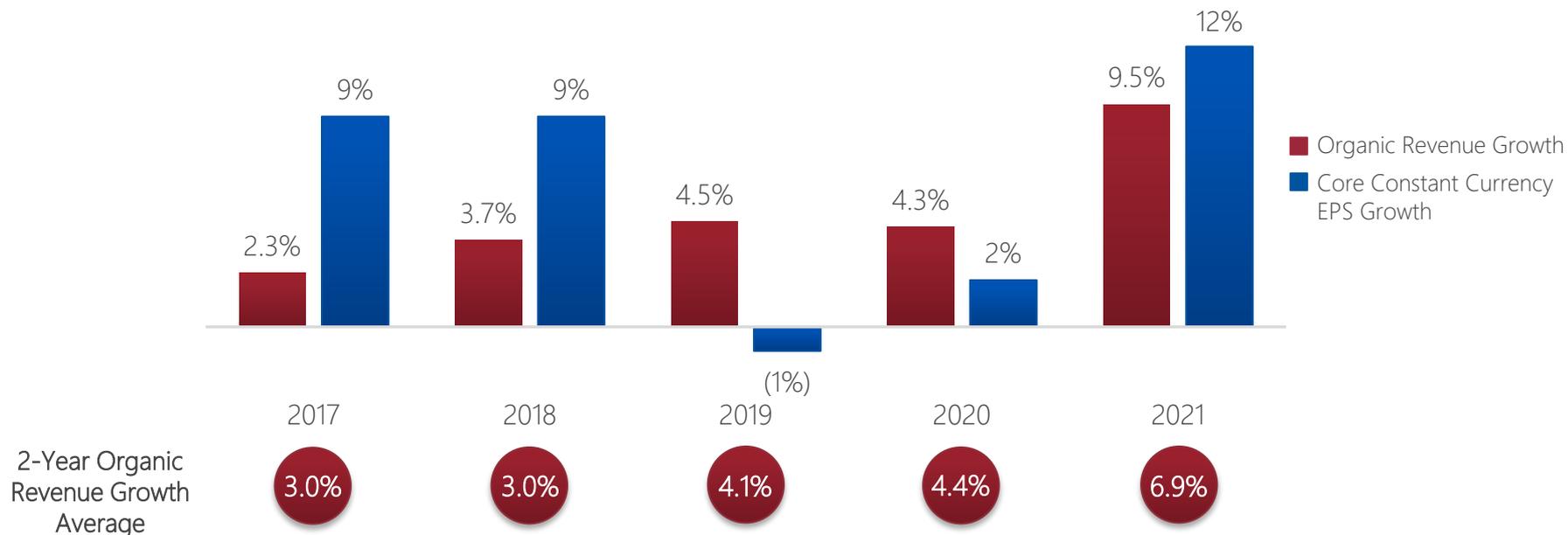
PRIORITIES AND VALUE CREATION



# OUR STRATEGY AND INVESTMENTS HAVE FORTIFIED OUR BUSINESSES AND GROWTH HAS ACCELERATED



## Organic Revenue Growth & Core CC EPS Growth



Note: Full-year 2021 reported net revenue increased 12.9%. 2-year average reported net revenue increased 8.9%. Full-year 2021 reported diluted EPS increased 7%. Organic revenue growth and core constant currency EPS growth are non-GAAP financial measures that exclude certain items. Please refer to the "Investors" section of PepsiCo's website at [www.pepsico.com](http://www.pepsico.com) under the heading "Financial Information—Events and Presentations" to find the reconciliation of GAAP and non-GAAP information and definitions of non-GAAP financial measures.

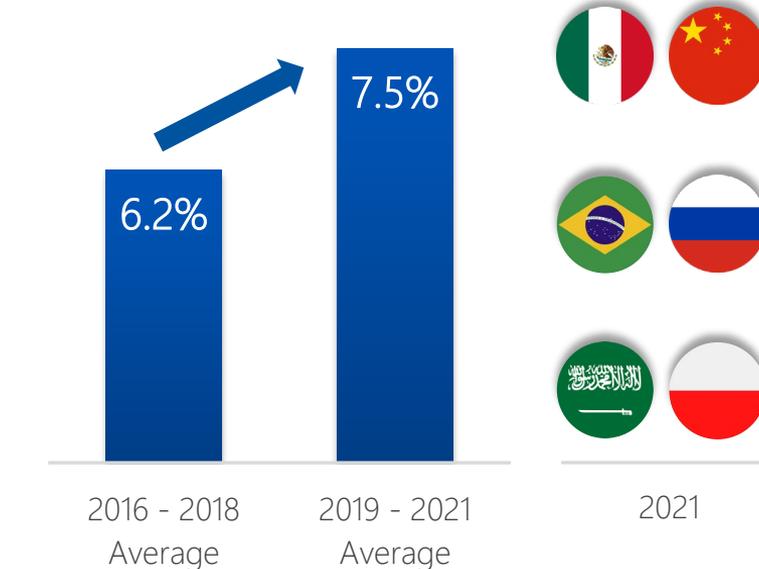
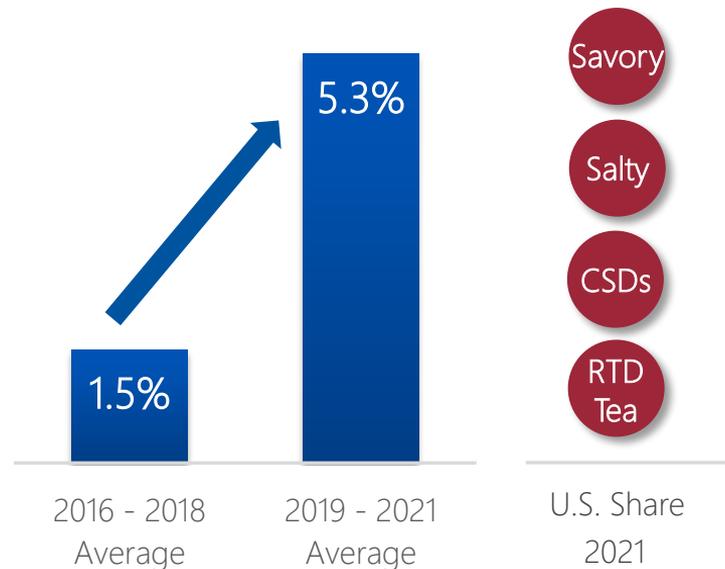
# ACROSS BOTH OUR NORTH AMERICA AND INTERNATIONAL MARKETS

## North America Organic Revenue Growth

## Held / Gain Share

## International Organic Revenue Growth

## Held / Gain Share



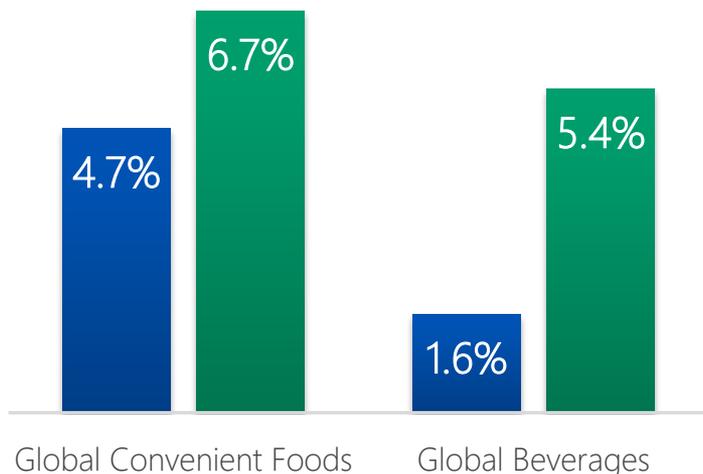
Note: Full-year 2021 North America reported net revenue increased 9.5%. Full-year 2021 International reported net revenue increased 18.4%. Organic revenue growth is a non-GAAP financial measure that excludes certain items. Please refer to the "Investors" section of PepsiCo's website at [www.pepsico.com](http://www.pepsico.com) under the heading "Financial Information—Events and Presentations" to find the reconciliation of GAAP and non-GAAP information and definitions of non-GAAP financial measures.

# AS WELL AS OUR GLOBAL BEVERAGE AND CONVENIENT FOOD BUSINESSES



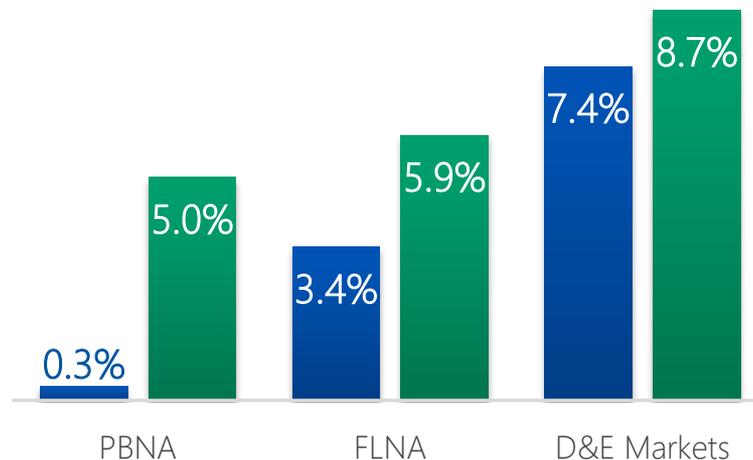
## Global Organic Revenue Growth

■ 2016 - 2018 Average ■ 2019 - 2021 Average



## Key Highlights Organic Revenue Growth

■ 2016 - 2018 Average ■ 2019 - 2021 Average



Note: Full-year 2021 global convenient foods reported net revenue increased 13.0%. Full-year 2021 global beverages reported net revenue increased 12.9%. Full-year 2021 PBNA reported net revenue increased 12.0%. Full-year 2021 FLNA reported net revenue increased 7.8%. Full-year 2021 developing and emerging markets reported net revenue increased 22.6%. Organic revenue growth is a non-GAAP financial measure that excludes certain items. Please refer to the "Investors" section of PepsiCo's website at [www.pepsico.com](http://www.pepsico.com) under the heading "Financial Information—Events and Presentations" to find the reconciliation of GAAP and non-GAAP information and definitions of non-GAAP financial measures

# AIDED BY OUR PEOPLE AND POSITIVE PORTFOLIO EVOLUTION



## Creating A Collaborative & Equitable Workplace

On track towards achieving 50% women in managerial roles by 2025. As of 2021:

**43%**

Building A Space Where Everyone Belongs



**88%**

Of our employees are proud to work at PepsiCo



**85%**

Are confident in PepsiCo's future success

2025 Goal: Increasing Black and Hispanic managerial representation to

**10%**

## Expanding Positive Product Choices

As of 2020...

**48%**

Of our beverage portfolio volume has  $\leq 100$  Calories from added sugars per 12oz. serving

**64%**

Of our foods portfolio volume does not exceed 1.3 milligrams of sodium per Calorie

**71%**

Of our foods portfolio volume does not exceed 1.1 grams of saturated fat per 100 Calories

# AND ACKNOWLEDGED BY RECENT AWARDS AND ACCOMPLISHMENTS



#1 MANUFACTURER



6 Years In A Row



Best ESG Reporting & Corporate Governance Team of the Year



#1 Food, Beverage & Tobacco Just Company

# AGENDA:

WHO WE ARE

STRATEGIC FRAMEWORK

DELIVERING RESULTS

**PRIORITIES AND VALUE CREATION**

# WE COMPETE IN FAST GROWING CATEGORIES THAT HAVE A LONG RUNWAY FOR FUTURE GROWTH

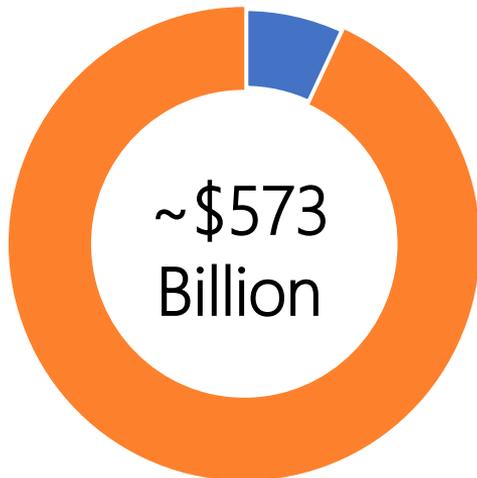


## Global Convenient Foods Opportunity



5-YR Estimated  
CAGR: +4-5%

 **PEPSICO**  
8% share

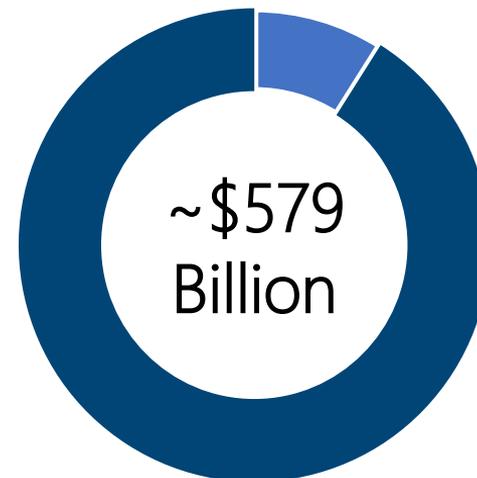


## Global Beverages Opportunity



5-YR Estimated  
CAGR: +4-5%

 **PEPSICO**  
9% share



Note: PepsiCo defined convenient foods includes total savory, sweet, grains and dairy foods. PepsiCo defined beverages includes liquid refreshment beverages categories and dairy. Figures exclude foodservice. Market size (2020) and 5-year category CAGR (2020-2025) based on retail sales value of top 80 PepsiCo countries from PepsiCo Portfolio Growth Model. Share is 2020 global retail value share from Euromonitor.

# WITH CLEAR PRIORITIES THAT ALIGN WITH OUR STRATEGIC FRAMEWORK



# AND EMPLOY A DISCIPLINED APPROACH WITH OUR ALLOCATION OF CAPITAL

1

## Invest Appropriately In Our Business

Capital spending to drive growth and productivity agenda

2

## Pay And Grow Our Dividend

Increased dividend for 50 consecutive years

3

## Selectively Consider Acquisitions, Partnerships & Divestitures

That meet strict strategic and financial criteria

4

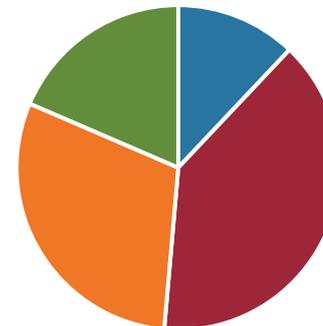
## Share Repurchases

While maintaining access to debt capital markets at attractive rates

2016 – 2018

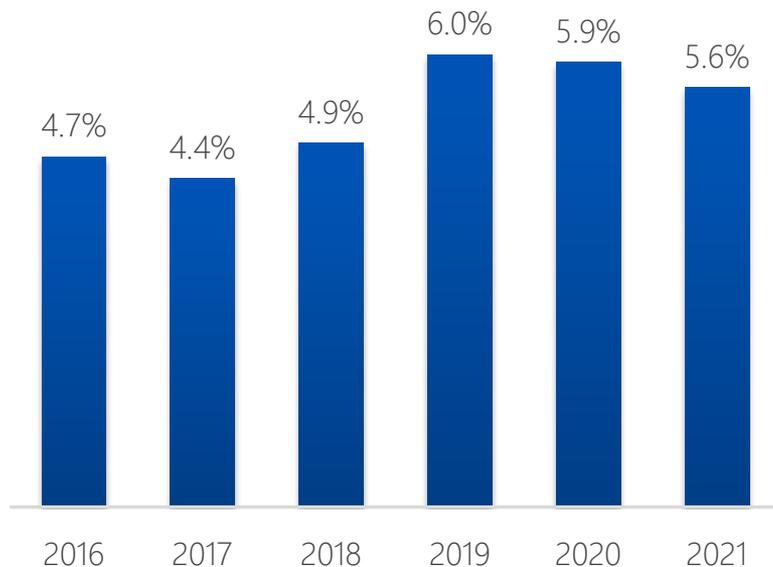


2019 – 2021



# WITH AN EMPHASIS ON SUPPORTING THE GROWTH NEEDS OF OUR BUSINESS

## Net Capital Spending As % of Net Revenue



## Where Are We Investing?

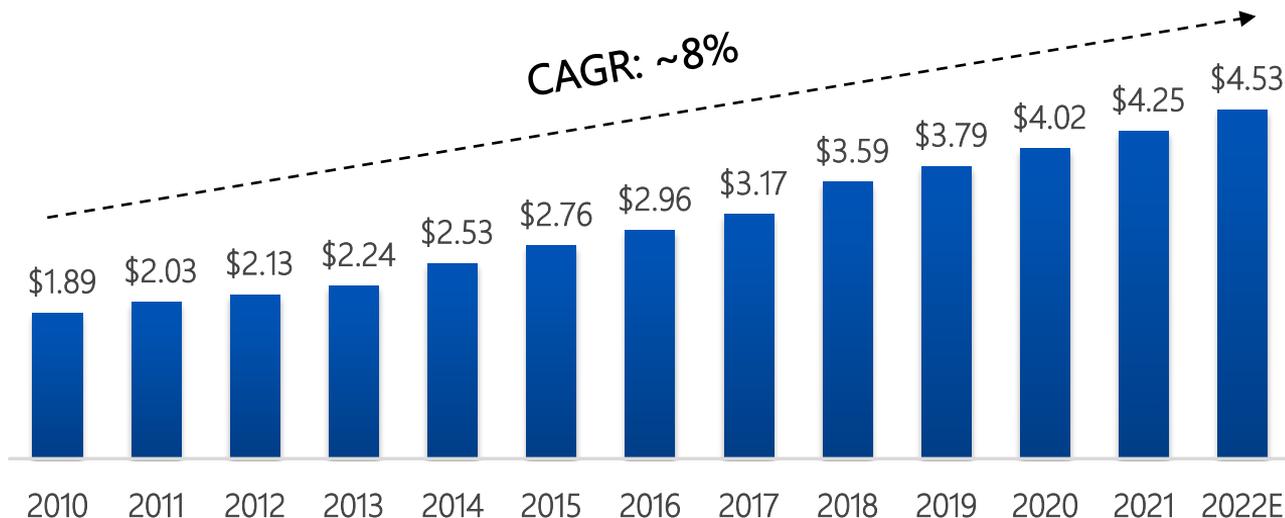
2021



# WHILE PROVIDING AMPLE CASH RETURNS TO OUR SHAREHOLDERS THROUGH DIVIDENDS AND BUYBACKS



## Cash Dividends Paid Per Share



# 50

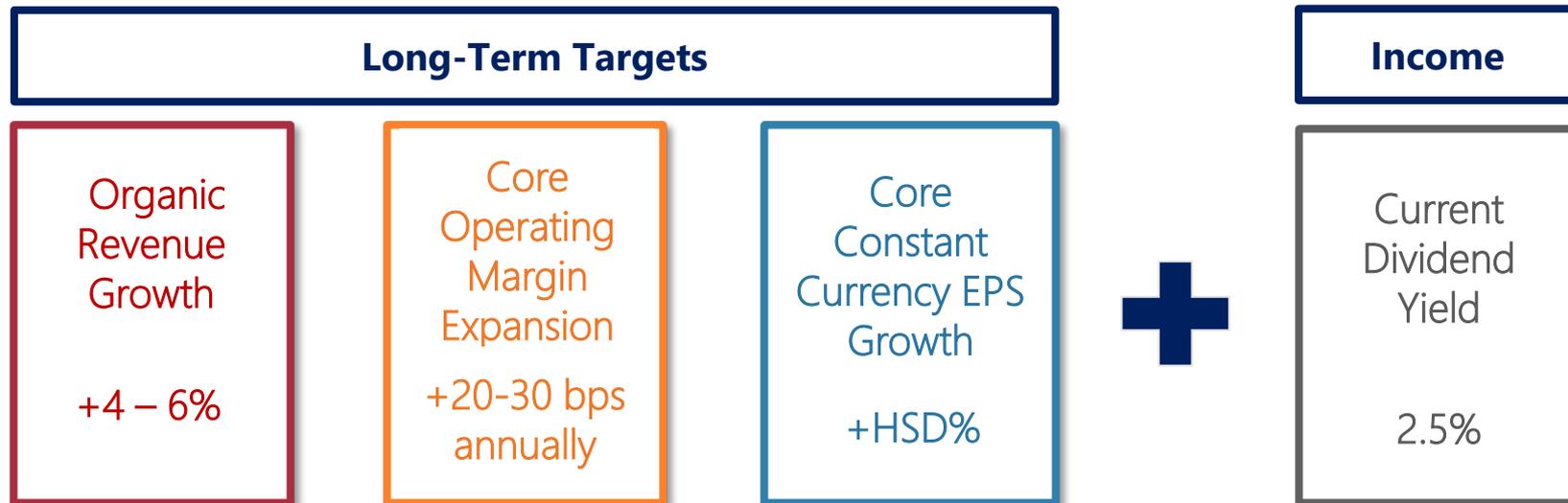
Consecutive years of dividend hikes

Share Repurchases  
(\$ in billions)

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022E
\$5.0	\$2.5	\$3.2	\$3.0	\$5.0	\$5.0	\$3.0	\$2.0	\$2.0	\$3.0	\$2.0	\$0.1	\$1.5

Note: 2022 dividend increase effective with the dividend expected to be paid in June 2022. We expect to repurchase \$1.5 billion worth of shares in 2022.

# AS WE AIM TO DELIVER DURABLE RESULTS AND LONG-TERM VALUE CREATION



## Value Creation

Note: PepsiCo provides guidance on a non-GAAP basis as the Company cannot predict certain elements which are included in reported GAAP results, including the impact of foreign exchange and mark-to-market adjustments. Organic revenue growth, core operating margin and core constant currency EPS growth are non-GAAP financial measures. Please refer to the "Investors" section of PepsiCo's website at [www.pepsico.com](http://www.pepsico.com) under the heading "Financial Information—Events and Presentations" to find the reconciliation of GAAP and non-GAAP information and definitions of non-GAAP financial measures.