Pepsi Ecosystem

PepsiCo, Inc.
700 Anderson Hill Road
Purchase, New York 10577
www.pepsico.com

Outside Relationships

Regulators	Capital	Suppliers	Customers
Key Regulators	Public Debt Holders	Select Ingredient Suppliers	Global Customers Groups
U.S. and Foreign Patent, Copyright and Trademark Offices (Patent and Trademark Registrations)	Commercial Banks	Copersucar (Sugar)	Walmart (Including Sam's Club) (~14% of Revenue)
Environmental Protection Agency (Regulation of Discharges, Leaks, Emissions, Disposals, Storage of Particular Matter, Hazardous Waste, and Toxic Substances in the Water, Air and Soil; Superfund Cleanup Requirement for Contamination; Water Permits)		Grupo Azucarero México (Sugar)	Wholesale and Other Distributors (Sysco, US Foods, McLane, Food Services of America, Performance Food Group, Gordon Food Service, United Natural Foods)
Occupational Health and Safety Administration (Regulation of Workplace Health and Safety)		EID Parry (Sugar)	Restaurants and Foodservice Customers
U.S. Internal Revenue Service (IRS) and State Tax Authorities (Regulation of Income Taxes, Indirect Taxes Such as Excise/Duty and Sales/Use Taxes, Payroll Taxes, Franchise Taxes, Withholding Taxes, and Ad Valorem Taxes)		Mitr Phol Thailand (Sugar)	Grocery Stores (Kroger, Albertsons, Target, Publix)
European Commission, California Attorney General and Other Data Protection Regulators (Data Protection Regulation)		Local Municipalities (Water)	Drug Stores (CVS, Walgreens, Rite-Aid)
U.S. Department of Justice (Enforcement of Prohibition of U.S Citizens and Entities from Bribing Foreign Government Officials)		**Select Packaging Suppliers**	Convenience Stores (7-Eleven, Circle K, Speedway)
Department of the Treasury (Regulation of Anti-Money Laundering)		Ball Corporation (Aluminum Can)	Discount / Dollar Stores (Dollar General, Family Dollar, Dollar Tree)
U.S. Food & Drug Administration (Protection and Promotion of Public Health Through the Control and Supervision of Food Safety)		Crown Cork and Seal (Aluminum Can)	E-Commerce Retailers (Amazon)
		Metal Container Corporation (Aluminum Can)	Membership Stores (Costco Wholesale, BJ's Wholesale Club)
		Danimer (Canola Oil Based Plastics)	Hard Discounters (Aldi, Lidl)
		Dow Chemical (Plastic)	
		Newell Brands (Plastic)	
		Dupont (Plastic)	
		O i Glass (Glass)	
		Ardagh Group (Glass)	
		Sealed Air Group (Food Packaging)	
		Food Packaging of America (Food Packaging)	

Bond Financing

Working Capital Financing

Food and Drug, Intellectual Property, Use and Discharge of Water Resources Regulation, and Other Business Regulation

Water and Ingredients Supplies

Packaging Supplies

PepsiCo, Inc. (North Carolina Corporation)

Debt Structure

Debt ($43.73B @ 12/26/2019) — **Credit Ratings for Long-Term Debt: Fitch (A), Moody's (A1) and S&P (A)**

0.2% Commercial Paper ($396M)	1.7% and 6.4% Other Borrowings ($396M)	2.2% and 2.4% Notes Due 2021 ($3,356M)	2.5% and 2.7% Notes Due 2022 ($3,867M)	1.5% and 2.8% Notes Due 2023 ($3,017M)	2.1% and 3.4% Notes Due 2024 ($3,067M)	2.7% and 3.1% Notes Due 2025 ($3,227M)	2.9% and 3.4% Notes Due 2026-2060 ($27,165M)	1.3% Other Long Term Debt Due 2020-2026 ($29M)

Equity Structure

Equity

- Share Repurchase Plan:
  - *Authority:* $15.0B
  - *2020 Repurchases:* $2.0B
  - *Remaining Authority:* $7.0B
  - *Expiration:* June 30, 2021
- Common Stock
  - *Authorized:* 3.600B
  - *Issued:* 1.380B
  - *Outstanding:* 1.38B
  - *Recordholders:* 105,807

Governance

Board of Directors

Shona L. Brown (C, S)	Ramon L. Laguarta	David C. Page, MD (C, S)	Robert C Pohlad (N)
Cesar Conde (A)	Alberto Weisser (A)	Daniel Vasella, MD (C, N)	Darren Walker (N, S)
Ian Cook (N)	Segun Agbaje (A)	Cesar Conde (A)	

Committees: Audit (A); Compensation (C); Nominating and Corporate Governance (N); Sustainability, Diversity And Public Policy (S)

Management Team

Ramon L. Laguarta - CEO	David Flavell – EVP, General Counsel and Corporate Secretary, PepsiCo
Hugh F. Johnston – EVP and CFO	Paula Santilli - CEO Latin America
Marie T. Gallagher – SVP and Controller, PepsiCo	Ronald Schellekens - EVP and CHRO, PepsiCo
Paula Santilli - CEO, Latin America	Kirk Tanner - CEO, PepsiCo Beverages North America
Silviu Popovici - CEO, Europe	Eugene Willemsen - CEO, Africa, Middle East, South Asia
	Steven Williams - CEO, PepsiCo Foods North America

Corporate Matters

- **Science:** Global Sustainability; Quality; Food Safety; Regulatory Affairs; Scientific Affairs; Nutrition
- **Medical:** Global Workforce Health; Life Sciences Strategy; R&D Fellows Program
- **Food Service:** Global Food Service (Restaurants, Hotels, Business and Industry, Colleges and Universities, and Sports and Entertainment Channels); Marketing Programs; Customer Service; Sales; Marketing
- **Corporate Affairs:** Government Affairs; Public Policy
- **Commercial:** Global R&D; Marketing and Insights; Customer Strategy; Revenue Management; Go-To-Market; E-Commerce; Unilever Joint Venture; Design; Commercial Data & Digital
- **Human Resources:** Talent Acquisition; Talent Management; Leadership Development, Learning and Capability Building; Compensation & Benefits; Organizational Effectiveness; HR Operations; Culture; Diversity and Inclusion; Employee Engagement
- **Finance:** Investor Relations; Internal Audit; Financial Strategy; Tax; Accounting/Controllership; Capital Structure; Financial Controls; Finance Transformation
- **Communications:** Internal Communications; External Communications; PepsiCo Foundation
- **Information:** IT Support of Business Processes; Data Collection, Mining and Analytics; IT Infrastructure; IT Applications
- **Sustainability:** Beyond the Bottle; Strategic Framework; Governance; Integration
- **Operations:** Centers of Excellence; Global Procurement; Concentrate Operations; Safety / Security; Advanced Manufacturing Systems; Commodity Risk Management; Supply Chain
- **Strategy and Transformation:** End-to-End Strategy; Digitization; Data Products; Platforms; Transformation
- **Communications:** Legal; Compliance; Ethics; Governance / Secretary

Operations

	Frito Lay North America	Quaker Foods North America	PepsiCo Beverages North America	Latin America	Europe	Africa, Middle East and South Asia	Asia Pacific, Australia and New Zealand and China
	(Revenue: $18.3 B; 26%)	(Revenue: $2.8 B; 4%)	(Revenue: $ 22.5B; 32%)	(Revenue: $7.0B; 10%)	(Revenue: $ 12.0B; 17%)	(Revenue: $4.2 B; 6%)	(Revenue: $ 3.5B; 5%)
Facilities	Headquarters : Plano, TX Shared Service Center: Hyderabad, India Shared Service Center: Winston Salem, NC R&D Facility: Plano, TX	Headquarters : Chicago, IL Shared Service Center: Hyderabad, India Shared Service Center: Winston Salem, NC Food Plant: Cedar Rapids, IA	Headquarters : Purchase, NY Shared Service Center: Hyderabad, India Shared Service Center: Winston Salem, NC R&D Facility: Valhalla, NY Concentrate Plant: Arlington, TX Tropicana Plant: Bradenton, FL Concentrate Plant: Colonia, Uruguay Two Concentrate Plants: Cork, Ireland Concentrate Plant: Singapore	Headquarters : Miami, FL Shared Service Center: Hyderabad, India Concentrate Plant: Colonia, Uruguay Snack Plant: Celaya, Mexico Two Snack Plants: Vallejo, Mexico	Headquarters : Geneva, Switzerland Shared Service Center: Hyderabad, India Two Concentrate Plants: Cork, Ireland Snack Plant: Kashira, Russia Manufacturing Plant: Lehavim, Israel Dairy Plant: Moscow, Russia	Headquarters : Dubai, UAE Shared Service Center: Hyderabad, India Two Concentrate Plants: Cork, Ireland Concentrate Plant: Singapore Snack Plant: Riyadh, Saudi Arabia	Headquarters : Shanghai, China Shared Service Center: Hyderabad, India Concentrate Plant: Singapore Snack Plant: Wuhan ,China
Revenue	2020 Revenue: $18.2B (25.8%) United States (93%) / Canada (7%)	2020 Revenue: $2.7B (3.9%) United States (91%) / Canada (9%)	2020 Revenue: $22.6B (32.1%) United States (95%) / Canada (5%) Company Owned Bottling Operations: 95% Franchised Owned Bottling Operations: 5%	2020 Revenue: $6.9B (9.9%) Snack (90%) / Beverage (10%) Company Owned Bottling Operations: 8% Franchised Owned Bottling Operations: 92%	2020 Revenue: $11.9B (16.9%) Snack (45%) / Beverage (55%) Company Owned Bottling Operations: 93% Franchised Owned Bottling Operations: 7%	2020 Revenue: $4.6B (6.5%) Snack (70%) / Beverage (30%) Company Owned Bottling Operations: 48% Franchised Owned Bottling Operations: 52%	2020 Revenue: $3.4B (4.9%) Snack (75%) / Beverage (25%) Company Owned Bottling Operations: 0% Franchised Owned Bottling Operations: 100%
Products / Significant Brands	*Food and Snack Business* Cheetos Snacks; Lay's Potato Chips; Doritos Tortilla Chips; Ruffles Potato Chips; Fritos Corn Chips; Tostitos Tortilla Chips; Sun Chips Chips; Rold Gold Pretzels; Sabra Dips and Spreads (via joint venture)	*Cereal, Rice, Pasta & Other Food Business* Pearl Milling Company Mixes and Syrups; Quaker Chewy Granola Bars; Life Cereal; Cap'n Crunch Cereal; Quaker Grits; Quaker Oatmeal; Rice-A-Roni Side Dishes; Quaker Rice Cakes; Quaker simply granola; Beyond Meat (via joint venture)	*Beverage Businesses* Aquafina; Diet / Mountain Dew; Gatorade; Pepsi / Diet Pepsi; Propel; Lipton Tea (via Unilever JV); Starbucks Coffee (via joint venture); Tropicana; Dr. Pepper; Crush; Dole; Schweppes; Ocean Spray; Rockstar	*Beverage, Food and Snack Businesses* Cheetos Snacks; Doritos Tortilla Chips; Emperador Cookies; Lay's Potato Chips; Marias Gamesa; Rosquinhas Mabel; Ruffles Potato Chips; Sabritas Chips; Saladitas Crackers; Tostitos Tortilla Chips; Quaker Oatmeal; Quaker Grits; 7UP; Gatorade; H2oh!; Manzanita; Sol; Mirinda; Pepsi; Pepsi Black; San Carlos; Toddy; Lipton Tea (via Unilever JV); Crush	*Beverage, Food and Snack Businesses* Cheetos Snacks; Doritos Tortilla Chips; Chipita; Lay's Potato Chips; Ruffles Potato Chips; Walkers Potato Chips; Quaker Oatmeal; Quaker Grits; 7UP; Diet Pepsi; Lubimy Sad; Miranda; Pepsi; Pepsi Max; Tropicana; SodaStream; Agusha; Chudo; Domik v Derevne; Lipton Tea (via Unilever JV)	*Beverage, Food and Snack Businesses* Chipsy; Doritos Tortilla Chips; Kurkure; Lay's Potato Chips; Sasko; White Star; 7UP; Aquafina Water; Mirinda; Mountain Dew; Pepsi; Lipton Tea (via Unilever JV)	*Beverage, Food and Snack Businesses* Cheetos Snacks; Doritos Tortilla Chips; BaiCaoWei; Lay's Potato Chips; Smith's Potato Chips; Quaker Oatmeal; Quaker Grits; 7UP; Aquafina Water; Mirinda; Mountain Dew; Pepsi; Tingyi Juice Products; Lipton Tea (via Unilever JV); Be & Cheery Snacks
Significant Brands	Cheetos; Lay's; Doritos; Tostitos; Fritos; Ruffles; Sun Chips; Sabra; Rold Gold	life; Quaker Grits; Rice-A-Roni; Chewy; Cap'n Crunch; Quaker Oats; BEYOND MEAT	Aquafina; Mountain Dew; Gatorade; Pepsi; propel; Lipton; Tropicana; Dr Pepper; Dole; Schweppes; Ocean Spray	Sabritas; Manas; Toddy	Chipitc; Walkers; Agusha; Ujoo; Pepsi Max	SASKO; Chipsy; Snello; Spekko; Kurkure	Cheetos; Smith's; 7up; Lipton
Competitors	Conagra Brands, Inc.; Kraft Heinz Company; Campbell Soup Co.; Link Snacks, Inc.; Nestle S.A.; Mondelez Int'l; Kellogg Company; Utz Brands, Inc.	Conagra Brands, Inc.; Kraft Heinz Company; Campbell Soup Co.; Link Snacks, Inc.; Nestle S.A.; Mondelez Int'l; Kellogg Company; Utz Brands, Inc.	Campbell Soup Co.; Kraft Heinz Company; Red Bull GmbH; Coca-Cola Company; Nestle S.A.; Keurig Dr Pepper Inc.; Monster Beverage	Campbell Soup Co.; Kraft Heinz Company; Red Bull GmbH; Coca-Cola Company; Nestle S.A.; Keurig Dr Pepper Inc.; Monster Beverage; Conagra Brands, Inc.; Link Snacks; Mondelez Int'l; Kellogg Company; Utz Brands, Inc.	Campbell Soup Co.; Kraft Heinz Company; Red Bull GmbH; Coca-Cola Company; Nestle S.A.; Keurig Dr Pepper Inc.; Monster Beverage; Conagra Brands, Inc.; Link Snacks; Mondelez Int'l; Kellogg Company; Utz Brands, Inc.	Campbell Soup Co.; Kraft Heinz Company; Red Bull GmbH; Coca-Cola Company; Nestle S.A.; Keurig Dr Pepper Inc.; Monster Beverage; Conagra Brands, Inc.; Link Snacks; Mondelez Int'l; Kellogg Company; Utz Brands, Inc.	Campbell Soup Co.; Kraft Heinz Company; Red Bull GmbH; Coca-Cola Company; Nestle S.A.; Keurig Dr Pepper Inc.; Monster Beverage; Conagra Brands, Inc.; Link Snacks; Mondelez Int'l; Kellogg Company; Utz Brands, Inc.

Bottler Agreements; Concentrates and Finished Beverages Sales

Bottler Agreements; Concentrates, Syrups, and Finished Beverages Sales

Significant North America Bottling Partners: The Pepsi Bottling Group; Pepsi Americas; Independent Bottlers; Buffalo Rock; Minges Bottling Group; Pepsi-Cola Canada Beverages (West) Ltd.; Brasserie Nationale d'Haiti

Significant Latin America Bottling Partners: Quilmes Industrial S.A.; AmBev; Independent Bottlers

Significant Europe Bottling Partners: Britvic; Independent Bottlers

Significant Africa, Middle East and South Asia (AMESA) Bottling Partners: Baghdad Soft Drinks Co.; Ahmad Hamad Al Gosaibi & Brothers; Independent Bottlers; Pepsi Philippines

Significant Asia Pacific, Australia and New Zealand and China Region (APAC) Bottling Partners: Pepsi Philippines; Varun Beverages; Independent Bottlers

Finished Beverage Product Sales

Outside Relationships

Customers	Suppliers	Capital	Regulators
		Significant Shareholders	**Securities Regulators**
		The Vanguard Group (8.65%)	US Securities and Exchange Commission (Securities Law Disclosure and Reporting Requirements; Anti-Bribery Law Recordkeeping Requirements)
		Blackrock Inc. (7.13%)	New York Stock Exchange (Listing and Maintenance Rules)
	Professional Services	State Street Corporation (4.35%)	
	WilmerHale (Legal)	Bank of America Corporation (1.73%)	
	KPMG (Accounting)	Geode Capital Management (1.52%)	
	Invariant (Lobbying)	Wellington Management Company (1.34%)	
	Omnicom (Advertising)	Institutional Ownership: 72.82%	

Securities Regulation and Stock Exchange Listing Rules

Equity Capital

Dividends and Common Stock Repurchases Repurchases

Professional Services

Sales of Concentrates, Fountain Syrups, and Finished Pepsi Beverages

Sales of Frito Lay Branded Products

Sales of Sabra Refrigerated Dips and Spreads Under Joint Venture with Strauss Group

Sales of Quaker Foods Branded Products

Sales of Lipton Branded Products under Joint Venture with Unilever

Sales of Starbucks Branded Products under Joint Venture with Starbucks

Key Company Data (12/31/2020)

Business Description: Pepsi was incorporated in Delaware in 1919 and reincorporated in North Carolina in 1986. Pepsi is a leading global food and beverage company with a complementary portfolio of brands, including Frito- Lay, Gatorade, Pepsi-Cola, Quaker and Tropicana. Through its operations, authorized bottlers, contract manufacturers and other third parties, Pepsi makes, markets, distributes, and sells a wide variety of convenient beverages, foods and snacks, serving customers and consumers in more than 200 countries and territories.

Share Information

- NYSE: PEP
- Share Price: $142.70 (3/26/21)
- Annual Dividend: $4.30
- Basic Earnings Per Share: $5.12
- Market Capitalization: $196.9B

Resources

- Total Employees: 291,000
- Service Area: 200+ Countries

ESG Focus Areas

- Agriculture: Making agriculture more intelligent, inclusive, and gentler on the earth
- Water: Using water more efficiently, replenishing water locally, and helping to ensure water security
- Packaging: Supporting a circular economy by reducing, recycling, and reinventing our packaging
- Climate: Reducing greenhouse gas emissions across every part of our value chain
- People: Advancing respect for human rights, promoting diverse and inclusive workplaces, and empowering women across our business and throughout our global value chain
- Product: Improving choices across our portfolio and integrating purpose into our brands

Financial Highlights

Income Statement

- Revenue: $70.37B
- Cost of Goods Sold: $31.80B
- Gross Profit: $38.57B
- Selling General and Administrative Expenses: $28.50B
- Net Income: $7.12B

Balance Sheet

- Assets: $92.92B
- Other Indefinite-Lived Intangible Assets: $17.61B
- Goodwill: $18.76B
- Total Liabilities: $79.37B
- Long Term Debt: $40.37B
- Total Equity: $13.55B

Free Cash Flow

- Cash from Operations: $10.61B
- Cash Used in Investing: ($11.62B)
- Capital Expenditures: ($4.24B)
- Cash From Financing: $3.82B

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