



## Met or Exceeded 2015 Financial Targets

Target:  
**Mid-single digit organic revenue growth**

Result:  
**5%**<sup>1</sup> ☒

Target:  
**~\$1B Productivity savings**

Result:  
**~\$1B+** ☒

Target:  
**\$8.5-9B Cash returns to shareholders**

Result:  
**\$9B** ☒

Target:  
**Core operating margin improvement**

Result:  
**+30 BPS**<sup>2</sup> ☒

Target:  
**Core constant currency EPS growth +7%**

Result:  
**+10%**<sup>3</sup> ☒

## Strong Performance from North America

In 2015, PepsiCo was the single largest driver of U.S. retail food and beverage growth for our customers in all measured channels<sup>4</sup>

North America Beverages had  
**4 OF THE TOP 6**  
brands driving retail sales growth in 2015<sup>4</sup>

## Strong Cash Generation Leading to Attractive Shareholder Returns

Announced  
**44<sup>th</sup>**  
consecutive annualized dividend increase in 2016<sup>6</sup>

**\$8.1B**<sup>5</sup>  
Free cash flow (excluding certain items) exceeding \$7B target

## 2016 Guidance

Productivity savings of  
**~\$1B+**

**~\$7B**  
Shareholder cash returns through dividends and share repurchases

Expecting  
**~4%**  
organic revenue growth, excluding impact of 53rd week in 2016

<sup>1</sup>Reported net revenue declined 5%

<sup>2</sup>Reported operating margin declined 110 basis points

<sup>3</sup>Over FY 2014 core EPS \$4.63. Reported EPS declined 14%

<sup>4</sup>Source: IRI data for the 52 weeks ended December 27, 2015

<sup>5</sup>\$106B cash flow provided by operating activities

<sup>6</sup>Beginning with expected June 2016 payment