



# 2022 ESG Performance Metrics

The information within this PDF is accurate as of June 29, 2023. Unless otherwise noted, our sustainability data reflects progress made during the calendar year (ending December 31), whereas our financial reporting corresponds with our fiscal year, which ends on the last Saturday of December.

As a general matter, recent organizational changes (e.g., acquisitions and divestitures) are reflected in our reporting as soon as practical. When the impact of organizational changes is deemed significant on previously-reported metrics measured against a baseline, those metrics are recast to consistently reflect the impact of such organizational changes.

Unless otherwise noted, goals and progress reflect the impact of our acquisitions of Hangzhou Haomusi Food Co., Ltd. (Be & Cheery), BFY Brands, Inc. (BFY), Pioneer Food Group Ltd. (Pioneer Foods), and SodaStream International Ltd. (SodaStream) and our divestiture of Tropicana, Naked and other select juice brands (Tropicana).

Targets apply to PepsiCo's operations as well as our value chain (e.g., franchise bottlers, joint ventures where PepsiCo has operational control, co-manufacturers, etc.) unless otherwise noted.

Our sustainability reporting suite includes multiple resources available online that explain our approach to help build a more sustainable food system. This document reflects progress against our sustainability goals, as they were structured in 2022. For detail on how we measure performance against these goals, see [Calculation methodology on ESG Topics A-Z](#).



## POSITIVE AGRICULTURE



★ 3rd-party limited assurance

Target metrics	2030 Target	2022	2021	2020	2019	2018	Comments
<p><b>Spread the adoption of regenerative agriculture practices across 7 million acres of the land used around the world to grow our crops and ingredients for our products</b></p>	7 million acres	>900,000 acres <sup>1</sup>	>345,000 acres <sup>2</sup>	Goal introduced with the launch of pep+ in 2021. Metric not reported in prior years.			PepsiCo considers an acre as delivering regenerative impact when the adoption of regenerative agriculture practices results in quantified improvements in at least two of the environmental impact areas, with a preference for GHG to be one impact area.
<p>• <b>Advocate for and contribute to a measurable improvement in the health of high water-risk watersheds where we directly source our crops, including an improvement in water-use efficiency of 15% by 2025<sup>3</sup></b></p>	15% (2025 Target)	~% <sup>4</sup>	~% <sup>4</sup>	14%	~% <sup>4</sup>	3%	To focus efforts on implementing sustainable practices, we currently intend to collect and publish agricultural water-use efficiency data at least once every three years. World Resource Institute's Aqueduct water stress assessment tool is used to reconfirm high water-risk areas every three years.
<p><b>Sustainably source 100% of our key ingredients, expanding to include not only our grower-sourced crops (potatoes, whole corn and oats), but also key crops from third parties, such as vegetable oils and grains</b></p>	100%	~55% <sup>5</sup>	~50%	Goal expanded with the launch of pep+ in 2021. Combined metric not measured in prior years.			Percentage of volume sustainably sourced and verified by third parties, including volume of Roundtable on Sustainable Palm Oil (RSPO) - certified palm oil and volume of Bonsucro-certified (or equivalent) cane sugar.
<p><b>Improve the livelihoods of more than 250,000 people in our agricultural supply chain and communities, including by economically empowering women</b></p>	>250,000 people	>11,000 people <sup>6</sup>	Goal introduced with the launch of pep+ in 2021.			The livelihoods improvement goal focuses on improvements in three areas: economic prosperity, farm and farm worker security and women's economic empowerment.	

<sup>1</sup> Metric counts the cumulative number of regenerative acres globally since 2021. Regenerative acres reported for 2022 include U.S., Mexico, Canada and 17 European countries only

<sup>2</sup> Regenerative acres reported for 2021 include U.S. and Canada only

<sup>3</sup> 15% improvement goal measured versus a 2015 baseline

<sup>4</sup> Data for this time period not available, as we do not measure this metric every year. Assessments are conducted at least once every three years. Next assessment to be conducted in 2023. Last measured in 2020

<sup>5</sup> For grower-sourced crops, sustainable sourcing refers to meeting the independently verified environmental, social and economic principles of PepsiCo's Sustainable Farming Program (SFP). For supplier-sourced crops, sustainable sourcing is achieved through a third-party standard that has been benchmarked as equivalent to the SFP or, in limited regions, a continuous improvement program addressing the main environmental and social risks with growing the relevant crop

<sup>6</sup> Metric counts the cumulative people impacted since 2021



# POSITIVE VALUE CHAIN: CLIMATE



★ 3rd-party limited assurance

Target metrics	2030 Target	2022	2021	2020	2019	2018	Comments
<b>Reduce absolute greenhouse gas (GHG) emissions across our value chain by more than 40% by 2030, including a 75% reduction in emissions from our direct operations. Achieve net-zero emissions by 2040.</b>							<b>For more information, visit the <a href="#">Climate change</a> page on ESG Topics A-Z.</b>
<b>Reduce Scope 1 and 2 emissions by 75%<sup>1</sup></b>	<b>75%</b>	<b>23%</b>					<span>★</span> Metric assured since 2008
<b>Reduce Scope 3 emissions by 40%<sup>1,2</sup></b>	<b>40%</b>	<b>(7)%</b>		Prior year results are being recalculated to be consistent with the remeasured 2015 baseline.			2022 Scope 3 results impacted by increased packaging use, transportation, third-party manufacturing and other purchased goods due to business growth. <span>★</span> Pending 2022 assurance
<b>Reduce total Scope 1, 2 &amp; 3 emissions by more than 40%<sup>1,2</sup></b>	<b>&gt;40%</b>	<b>(4)%</b>					2022 Scope 3 results impacted by increased packaging use, transportation, third-party manufacturing and other purchased goods due to business growth.

<sup>1</sup> Measured versus a 2015 baseline. In 2022, we remeasured the 2015 baseline to reflect the divestiture of Tropicana, enhancements in our calculation methodology and the inclusion of additional data

<sup>2</sup> Where 2022 actual data was not available, estimated 2022 data was used



# POSITIVE VALUE CHAIN: WATER



★ 3rd-party limited assurance

Target metrics	2030 Target	2022	2021	2020	2019	2018	Comments
<b>Improve operational water-use efficiency by 25% in high water-risk areas by 2025<sup>1,2</sup></b>	<b>25%</b> (2025 Target)	<b>22%</b>	19%	16%	10%	4%	This ambition and impact builds on PepsiCo's long record of improving water-use efficiency. Between 2006–2015, water-use efficiency improved by 26% in global legacy operations at the date of target setting. ★ Metric assured since 2015
<b>Ensure we have net water positive impact by achieving:</b>							
<b>Best-in-class water-use efficiency in 100% of high water-risk PepsiCo and third-party manufacturing facilities</b>							
• High water-risk beverages facilities (liters/liter) <sup>1,3</sup>	<b>1.2</b>	<b>1.7</b>	1.8	Goal introduced with the launch of pep+ in 2021. Metric not reported in prior years.	Best-in-class water-use efficiency for beverages facilities is defined as 1.2 liters of water (or less) per liter of beverage production. ★ Metric assured since 2021		
• High water-risk convenient foods facilities (liters/kg) <sup>1,3</sup>	<b>0.4</b>	<b>2.4</b>	2.4	Goal introduced with the launch of pep+ in 2021. Metric not reported in prior years.	Best-in-class water-use efficiency for convenient foods facilities is defined as 0.4 liters of water (or less) per kg of convenient food production. ★ Metric assured since 2021		
<b>World-class water-use efficiency in all other PepsiCo and third-party manufacturing facilities</b>							
• Non high water-risk beverages facilities (liters/liter) <sup>1,3</sup>	<b>1.4</b>	<b>1.7</b>	1.8	Goal introduced with the launch of pep+ in 2021. Metric not reported in prior years.	World-class water-use efficiency for beverages facilities is defined as 1.4 liters of water (or less) per liter of beverage production. ★ Metric assured since 2021		
• Non high water-risk convenient foods facilities (liters/kg) <sup>1,3</sup>	<b>4.4</b>	<b>5.3</b>	5.0	Goal introduced with the launch of pep+ in 2021. Metric not reported in prior years.	World-class water-use efficiency for convenient foods facilities is defined as 4.4 liters of water (or less) per kg of convenient food production. 2022 results reflect reclassification of several non high-water risk facilities as well as the adverse impact of year-over-year change in production output. ★ Metric assured since 2021		

<sup>1</sup> World Resource Institute's Aqueduct water stress assessment tool is used to reconfirm high water-risk areas every three years

<sup>2</sup> 25% improvement goal measured against 2015 baseline. In 2022, we remeasured the 2015 baseline and prior results to reflect the divestiture of Tropicana

<sup>3</sup> Results reflect the exclusion of third-party facilities



# POSITIVE VALUE CHAIN: WATER



★ 3rd-party limited assurance

Target metrics	2030 Target	2022	2021	2020	2019	2018	Comments
<b>Ensure we have net water positive impact by achieving (continued):</b>							
<b>Replenishing back into the local watershed more than 100% of the water we use<sup>1</sup></b>	<b>&gt;100%</b>	<b>45%</b>	34%	18%	10%	8%	With the launch of pep+, we extended our 2025 replenishment goal to 2030, increasing the scope to include third-party manufacturers and striving to replenish more than 100% of the water we use in high water-risk areas. See <a href="#">Calculation methodology</a> for detail on how we measure progress against our pep+ goals. ★ Metric assured since 2021
<b>Continue to adopt the Alliance for Water Stewardship (AWS) Standard in high water-risk manufacturing areas, by 2025, as a vehicle for water advocacy</b>							
• Number of high water-risk facilities that have fully adopted the AWS Standard	<b>(2025 Target)</b>	<b>8</b>	3	0	0	- <sup>2</sup>	★ Metric assured in 2022
• Number of high water-risk facilities that are in the process of adopting the AWS Standard	<b>(2025 Target)</b>	<b>61</b>	31	10	3	- <sup>2</sup>	★ Metric assured in 2022

<sup>1</sup> World Resource Institute's Aqueduct water stress assessment tool is used to reconfirm high water-risk areas every three years. We continue to measure progress against our original 2025 goal and our extended 2030 goal. Third-party manufacturers are not yet included in our 2030 goal progress, but will be included in future calculations. In 2022, an updated water risk assessment identified additional company-owned high water-risk facilities, which are in-scope for calculating progress against our 2030 goal only. Excluding these additional company-owned facilities water usage, we replenished 52% of water used in high water-risk facilities in 2022, representing progress against our original 2025 goal

<sup>2</sup> Data for this time period is not available





# POSITIVE VALUE CHAIN: PACKAGING



★ 3rd-party limited assurance

Target metrics	2030 Target	2022	2021	2020	2019	2018	Comments	
<p><b>Cut virgin plastic from non-renewable sources per serving across our global beverages and convenient foods portfolio by 50% through<sup>1</sup>:</b></p> <ul style="list-style-type: none"> <li>• <b>Scaling new business models that avoid or minimize single-use packaging materials (e.g., models that reuse, refill, prepare at home, utilize concentrates like powders, drops, etc.), with the aim of delivering 20% of all beverage servings we sell through reusable models by 2030</b></li> <li>• <b>Reducing our absolute tonnage of virgin plastic derived from non-renewable sources by 20%, including by seeking to<sup>2</sup>:</b> <ul style="list-style-type: none"> <li>- Use market-leading bio-based and renewable materials</li> <li>- Achieve our goal of using 50% recycled content in our plastic packaging</li> </ul> </li> </ul> <p><b>Our actions include:</b></p> <ul style="list-style-type: none"> <li>• Transitioning multipack plastic sacks to corrugated cases, to reduce use of non-renewable virgin plastic packaging and increase recyclability of multipack secondary packaging.</li> <li>• Piloting and launching a bioPET bottle in Mexico with renewable materials.</li> </ul>	50%	(2)%	2% <sup>2</sup>	Goal expanded with the launch of pep+ in 2021. Metric not measured in prior years.			2022 results impacted by greater than anticipated business growth, as well as external factors such as the limited availability and high cost of recycled content. In addition, we did not realize the anticipated benefit of recent regulatory unlocks that are pending practical application. ★ Metric assured since 2021; pending 2022 assurance	
	20%	<ul style="list-style-type: none"> <li>• Goal expanded with launch of pep+ in 2021. Updated metric not measured in prior years.</li> <li>• Quantitative goal introduced in late 2022. We plan to report progress against this goal starting with 2023 data.</li> </ul>					Our total beverage servings account for all beverage sales volume. Reuse models include SodaStream, SodaStream Professional, fountain beverages, returnable glass and plastic bottles, and concentrates and powders. Further information can be found on the <a href="#">Packaging</a> page in our ESG Topics A-Z.	
	20%	(11)%	(5)%	Goal expanded with the launch of pep+ in 2021. Metric not measured in prior years.			2022 results impacted by greater than anticipated business growth, as well as external factors such as the limited availability and high cost of recycled content. In addition, we did not realize the anticipated benefit of recent regulatory unlocks that are pending practical application. ★ Metric assured since 2021; pending 2022 assurance	
		<p><b>Our actions include:</b></p> <ul style="list-style-type: none"> <li>• Transitioning multipack plastic sacks to corrugated cases, to reduce use of non-renewable virgin plastic packaging and increase recyclability of multipack secondary packaging.</li> <li>• Piloting and launching a bioPET bottle in Mexico with renewable materials.</li> </ul>						
		50%	7%	6%	Goal expanded with the launch of pep+ in 2021. Metric not measured in prior years.			Further information on our recycled content objectives can be found on the <a href="#">Packaging</a> page in our ESG Topics A-Z. ★ Metric assured since 2021; pending 2022 assurance

<sup>1</sup> Measured versus a 2020 baseline. We remeasured the 2020 baseline to reflect the divestiture of Tropicana and to include additional data

<sup>2</sup> In 2022, we restated 2021 results due to remeasurement of 2020 baseline



# POSITIVE VALUE CHAIN: PACKAGING



★ 3rd-party limited assurance

Target metrics	2030 Target	2022	2021	2020	2019	2018	Comments
<b>Design 100% of packaging to be recyclable, compostable, biodegradable or reusable by 2025<sup>1</sup></b>	<b>100%</b> (2025 Target)	<b>88%</b>	87%	87%	Goal expanded with the launch of pep+ in 2021. Metric not measured in prior years.		★ Metric assured since 2021; pending 2022 assurance
<b>Invest to increase recycling rates in key markets by 2025</b>	<b>(2025 Target)</b>	<b>Our actions include:</b>				Further information on partnerships, including with Closed Loop Partners, the Alliance to End Plastic Waste and Circulate Capital, are detailed on the <a href="#">Packaging</a> page in our ESG Topics A-Z.	

<sup>1</sup> PepsiCo considers packaging to be recyclable, compostable, biodegradable or reusable (RCBR) if certain end-of-life waste management criteria is achieved. See "Calculation methodology" in our ESG Topics A-Z for an explanation of how we calculate the percentage of our packaging that is RCBR. Goal expanded in 2021 to include reusable packaging, Updated metric not measured in prior years



# POSITIVE VALUE CHAIN: PEOPLE



★ 3rd-party limited assurance

Target metrics	2030 Target	2022	2021	2020	2019	2018	Comments
<b>Provide meaningful jobs and growth opportunities for our people and empower them to make a positive impact at work, at home and in their local communities.</b>							
<b>Increase the employability of our people through increased access to degrees, skill development and new roles, providing meaningful growth opportunities to everyone at every stage</b>							
	<p><b>Our actions include:</b></p> <ul style="list-style-type: none"> <li>• Helping PepsiCo employees build and strengthen their leadership and professional skills through a variety of global training and development programs such as our PepsiCo University (PEP U) Degreed online learning platform. In 2022, employees completed over one million hours of training.</li> <li>• Launching myeducation, which will enable U.S. employees, in the frontline population and elsewhere, to upskill and re-skill by offering specific interventions and paths, all without going into debt. <ul style="list-style-type: none"> <li>- Enabling more than 360 employees to earn degrees or complete courses, including more than 60 employees who received Commercial Driver's License (CDL) certification through our tuition-free myeducation program since it began last year.</li> </ul> </li> </ul>						
<b>Empower our associates with the resources and time needed to build and cultivate prosperity in our communities</b>							
	<p><b>Our actions include activating the <u>One Smile at a Time</u> program to:</b></p> <ul style="list-style-type: none"> <li>• Unite the volunteer efforts of our employees across more than 25 countries to donate their time and talent to the communities where they live and work.</li> <li>• Make a positive impact on local communities worldwide by spending more than 290,000 hours in volunteering actions.</li> </ul>						





Target metrics	2030 Target	2022	2021	2020	2019	2018	Comments
<b>Build a better workplace and world by advancing human rights and diversity, equity and inclusion (DE&amp;I) for our people, in our business partnerships and our communities including:</b>							
<b>Continue to make measurable progress against our Racial Equality Journey goals in the U.S.</b>							
<ul style="list-style-type: none"> <li>Achieve 10% Black representation in U.S. managerial populations</li> </ul>	<b>10%</b> (2025 Target)	<b>9.0%</b>	8.3%	8.0%	Goal added to pep+ vision in 2021.		
<ul style="list-style-type: none"> <li>Achieve 10% Hispanic representation in U.S. managerial populations</li> </ul>	<b>10%</b> (2025 Target)	<b>10.1%</b>	9.5%	9.3%	Goal added to pep+ vision in 2021.		
<p><b>Continue to help address inequalities for historically marginalized people and underserved businesses and communities</b></p>	<p><b>Our actions include:</b></p> <ul style="list-style-type: none"> <li>Increasing our engagement and programs at colleges and universities to cultivate and increase hiring of diverse talent.</li> <li>Tailoring our tools, resources and skill-building programs to elevate business impact, while ensuring DE&amp;I is embedded across the talent lifecycle as we strive for equitable outcomes.</li> <li>Expanding our diverse supply base across our value chain and investing in diverse-owned businesses by providing grants and business-building support services.</li> <li>Continuing to benchmark ourselves across industry peers to ensure our continual progress.</li> </ul>						
<b>Achieve and sustain 50% women in management roles</b>	<b>50%</b> (2025 Target)	<b>44%</b>	43%	41%	41%	40%	
<b>Achieve and sustain pay equity for our global professional population by maintaining a comprehensive global pay equity review process</b>	<b>Women and men continue to be paid within 1% of each other<sup>1</sup></b>						72 countries included in 2022 analysis, representing more than 99% of salaried population.
<b>Extend the principles of our Supplier Code of Conduct to all of our franchisees and joint ventures by 2025</b>	<p><b>Our actions include:</b></p> <ul style="list-style-type: none"> <li>Continuing to engage directly with our franchise and joint venture partners through our Sustainable Sourcing Program, prioritizing action on our pep+ priority areas, including our salient human rights issues.</li> </ul>						See additional information within our <a href="#">Human rights</a> and <a href="#">Sustainable sourcing</a> pages in our ESG Topics A-Z.

<sup>1</sup> After controlling for legitimate drivers of pay such as job level, geographic location and performance ratings; based on base compensation. 33 countries included in 2018 analysis. 69 countries included in 2019 analysis. 71 countries included in 2020 analysis. 72 countries included in 2021 and 2022 analysis, representing more than 99% of salaried population



# POSITIVE VALUE CHAIN: PEOPLE



★ 3rd-party limited assurance

Target metrics	2030 Target	2022	2021	2020	2019	2018	Comments
<b>Build a better workplace and world by advancing human rights and diversity, equity and inclusion (DE&amp;I) for our people, in our business partnerships and our communities including (continued):</b>							
<b>Promote fair and safe working conditions for all by advancing respect for human rights everywhere we operate and throughout our business activities</b>							<p><b>Our actions include:</b></p> <ul style="list-style-type: none"> <li>• Completing a formal reassessment of our salient human rights issues to determine whether certain issues have become higher priorities over time and to establish new action plans.</li> <li>• Updating our Global Human Rights Policy to ensure alignment with stakeholder feedback, emerging regulatory developments and internationally-recognized best practices, as well as publishing our Human Rights Defenders (HRDs) Statement outlining our commitment to respect the rights of HRDs throughout our value chain.</li> <li>• Adding climate change to the list of salient human rights issues PepsiCo faces and reframing other issues, including fair pay and working conditions and forced labor, in light of last year's assessment.</li> </ul> <p>In early 2022, PepsiCo's Global Human Rights Office initiated a formal assessment to examine whether other human rights issues have become greater priorities over time. The assessment process was led by an external organization that helped us: evaluate our progress since 2017; reexamine the potential impacts our business activities might have on rights holders; and assess the potential severity and likelihood of those impacts across our value chain in line with the criteria outlined in the UNGP Reporting Framework. For more information on our salient issues, please see the dedicated webpages on our <a href="#">Human rights</a> webpage or our <a href="#">2022 Salient Human Rights Issues Update</a>.</p>
<b>Continue to strive for an injury-free work environment<sup>1</sup></b>		<b>0.46</b>	0.51	0.41	0.48	0.50	<p>To align with the U.S. Occupational Safety and Health Administration calculation methodology, PepsiCo now reports Lost Time Incident Rate (LTIR) as Lost Time incidents per 200,000 hours worked. For comparison purposes, we have re-calculated prior years' results previously reported per 1,000,000 hours.</p> <p>★ Metric assured since 2015</p>
<b>Reach 100 million people with safe water access<sup>2</sup></b>	<b>100 million</b>	<b>&gt;80 million</b>	>68 million	>55 million	44 million	22 million	<p>We increased this goal to 100 million by 2030, having achieved more than 50 million in 2020.</p>
<b>Partner with communities to advance food security and make nutritious food accessible to 50 million people<sup>3</sup></b>	<b>50 million</b>	<b>&gt;58 million</b>	>54 million <sup>4</sup>	Goal introduced with the launch of pep+ in 2021. Metric not measured in prior years.			<p>Results include programs funded by the PepsiCo Foundation that are intended to provide nutritious meals.</p>

<sup>1</sup> 2022 results reflect the exclusion of SodaStream. 2021 and 2020 results reflect the exclusion of SodaStream and Pioneer Foods. 2019 results reflect the exclusion of SodaStream

<sup>2</sup> Metric counts the cumulative number of people provided with access to safe water since 2006

<sup>3</sup> The food security target will be reassessed in 2023 to fully account for both commercial and charitable efforts. Results represent the cumulative sum of people reached with nutritious meals per annual reporting period through programs funded by the PepsiCo Foundation, as well as through commercial efforts

<sup>4</sup> Initial target setting for this metric did not include Pioneer Foods, which delivered accessibility for over 20 million people in 2021. Progress results include programs funded by the PepsiCo Foundation that are intended to provide nutritious meals, utilizing external standards established by the Global Alliance for Improved Nutrition (GAIN) and the Food and Agriculture Organization of the United Nations (FAO)



## POSITIVE CHOICES: EXPANDED PORTFOLIO OFFERINGS



★ 3rd-party limited assurance

Target metrics	2025 Target	2022	2021	2020	2019	2018	Comments
<b>Continue to provide consumers choice for every occasion by expanding our product offerings by 2025.</b>							
<b>Reduce added sugars: ≥ 67% of beverage portfolio volume will have ≤100 Calories from added sugars per 12 oz. serving</b>	≥67%	56% <sup>1</sup>	53% <sup>2</sup>	48% <sup>3</sup>	47% <sup>4</sup>	44% <sup>5</sup>	Our global results are based on our Top 26 beverage markets, which represent 78% of our global beverages volume as of 2022. ★ Metric assured since 2016
<b>Reduce sodium: ≥ 75% of convenient foods portfolio volume will not exceed 1.3 milligrams of sodium per Calorie</b>	≥75%	68% <sup>1</sup>	66% <sup>2</sup>	64% <sup>3</sup>	61% <sup>4</sup>	58% <sup>5</sup>	Our global results are based on our Top 23 Convenient Foods markets, which represent 86% of our global convenient foods volume as of 2022. ★ Metric assured since 2016
<b>Reduce saturated fats: ≥ 75% of convenient foods portfolio volume will not exceed 1.1 grams of saturated fat per 100 Calories</b>	≥75%	75% <sup>1</sup>	75% <sup>2</sup>	71% <sup>3</sup>	62% <sup>4</sup>	61% <sup>5</sup>	Our global results are based on our Top 23 Convenient Foods markets, which represent 86% of our global convenient foods volume as of 2022. ★ Metric assured since 2016

<sup>1</sup> As of 2022, Top 26 Beverage markets represented 78% of our global beverages volume and Top 23 Convenient Foods markets represented 86% of our global convenient foods volume. Results reflect exclusion of Be & Cheery portfolio

<sup>2</sup> As of 2021, Top 26 Beverage markets represented 79% of our global beverages volume and Top 23 Convenient Foods markets represented 86% of our global convenient foods volume. Results reflect exclusion of Be & Cheery portfolio

<sup>3</sup> As of 2020, Top 26 Beverage markets represented 80% of our global beverages volume and Top 23 Convenient Foods markets represented 88% of our global convenient foods volume. Results reflect exclusion of Be & Cheery portfolio

<sup>4</sup> As of 2019, Top 26 Beverage markets represented 79% of our global beverages volume and Top 23 Convenient Foods markets represented 90% of our global convenient foods volume

<sup>5</sup> As of 2018, Top 26 Beverage markets represented 80% of our global beverages volume and Top 23 Convenient Foods markets represented 89% of our global convenient foods volume



## POSITIVE CHOICES: PLANET + PEOPLE BRANDS



★ 3rd-party limited assurance

Target metrics	2025 Target	2022	2021	2020	2019	2018	Comments
<b>Leverage our scaled brands to embody and amplify positive outcomes for the planet and people, including empowering consumers with transparent environmental labeling on our key products</b>							<p><b>Our actions include:</b></p> <ul style="list-style-type: none"> <li>• Continuing to drive positive outcomes through our brands globally, with initiatives activated locally staying true to the challenges and opportunities in each of the markets.</li> <li>• Aiming to adopt the environmental labeling scheme(s) which have a broad, industry-wide adoption.</li> <li>• Actively engaging and shaping external environmental labeling developments.</li> </ul>