UNITED STATES SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, D.C. 20549
FORM 10-Q
(Mark One)
X QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934
For the quarterly period ended September 6, 1997 (12 and 36 Weeks Ended)
OR
TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934
For the transition period from to

Commission file number 1-1183

PEPSICO, INC.
(Exact name of registrant as specified in its charter)

North Carolina
(State or other jurisdiction of Employer incorporate or organization)

700 Anderson Hill Road Purchase, New York
(Address of principal executive offices)

13-1584302
(I.R.S. Identification No.)

10577
(Zip Code)

914-253-2000
(Registrant's telephone number, including area code)

## N/A

(Former name, former address and former fiscal year, if changed since last report.)

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days.

YES $X \quad$ NO

Number of shares of Capital Stock outstanding as of October 3, 1997: 1,517, 085,909

PEPSICO, INC. AND SUBSIDIARIES
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PART I - FINANCIAL INFORMATION
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PEPSICO, INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENT OF INCOME
(in millions except per share amounts, unaudited)

Average Shares Outstanding
Used To Calculate
Income Per Share
In
$1,566 \quad 1,607$
1,575
1,613

See accompanying notes.

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PEPSICO, INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS
(in millions, unaudited)

Cash Flows - Operating Activities
Income From Continuing Operations
Adjustments to reconcile income from continuing operations to net cash provided by operating activities
Depreciation and amortization
Noncash portion of unusual charges
Deferred income taxes
Other noncash charges and credits, net Changes in operating working capital, excluding effects of acquisitions and dispositions
Accounts and notes receivable
Inventories
Prepaid expenses, deferred income taxes and other current assets
Accounts payable and other current liabilities
Income taxes payable
Net change in operating working capital
Net Cash Provided by Operating Activities
Cash Flows - Investing Activities
Capital spending
Acquisitions and investments in unconsolidated affiliates
Sales of businesses
Sales of property, plant and equipment
Short-term investments, by original maturity
More than three months - purchases
More than three months - maturities
Three months or less, net
Other, net
Net Cash Used for Investing Activities
Cash Flows - Financing Activities
Proceeds from issuances of long-term debt
Payments of long-term debt
Short-term borrowings, by original maturity
More than three months - proceeds
More than three months - payments
Three months or less, net
Cash dividends paid
Share repurchases Proceeds from exercises of stock options Other, net
Net Cash Used for Financing Activities
Net Cash Provided by Discontinued Operations
Effect of Exchange Rate Changes on Cash
and Cash Equivalents
Net Increase in Cash and Cash Equivalents
Cash and Cash Equivalents - Beginning of year
Cash and Cash Equivalents - End of period

| 36 Weeks | Ended |
| :--- | :---: |
| $9 / 6 / 97$ | $9 / 7 / 96$ |
|  |  |
| $\$ 1,045$ | $\$ 744$ |

(360) (415)

| $(237)$ | $(434)$ |
| :--- | ---: |
| 2,052 | 1,674 |

(957) $(1,091)$
(58)

85
(162)
$(2,605)$

| 2 | 1,679 |
| :---: | ---: |
| $(1,457)$ | $(1,043)$ |
| 127 | 651 |
| $(159)$ | $(1,536)$ |
| 2,358 | 600 |
| $(545)$ | $(496)$ |
| $(1,643)$ | $(1,051)$ |
| 279 | 239 |

(1,038) (963)

1,791(119)
$(1,285)$

See accompanying notes.

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PEPSICO, INC. AND SUBSIDIARIES
CONDENSED CONSOLIDATED BALANCE SHEET
(in millions)


Less: Treasury Stock, at Cost:
9/97-209 shares, 12/96 - 181 shares Total Shareholders' Equity

Total Liabilities and Shareholders' Equity

## 10,665

9,646
$(4,320) \quad(3,023)$
6,345
6, 623

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PEPSICO, INC. AND SUBSIDIARIES
(unaudited)
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS
(1) Our Condensed Consolidated Balance Sheet at September 6, 1997 and the Condensed Consolidated Statement of Income for the 12 and 36 weeks ended September 6, 1997 and September 7, 1996 and the Condensed Consolidated Statement of Cash Flows for the 36 weeks ended September 6, 1997 and September 7, 1996 have not been audited, but have been prepared in conformity with the accounting principles applied in our 1996 Annual Report on Form 10-K (Annual Report) for the year ended December 28, 1996. In our opinion, this information includes all material adjustments, which are of a normal and recurring nature, necessary for a fair presentation. The results for the 12 and 36 weeks are not necessarily indicative of the results expected for the year. Certain reclassifications were made to prior year amounts to conform with the current presentation, including classifying our Restaurants segment as a discontinued operation. See Note 5.
(2) Unusual items included in continuing operations were composed of the following:

| (\$ in millions) | 36 Weeks Ended 9/6/97 | 12 and 36 Weeks Ended 9/7/96 |
| :---: | :---: | :---: |
| Beverages |  |  |
| -North America | \$ 52 | \$ |
| -International | 180 | 390 |
| Snack Foods |  |  |
| -North America | 10 | - |
| -International | 62 | - |
| Net loss | \$ 304 | \$ 390 |
| After-tax loss* | \$ 240 | \$ 376 |
| Per share* | \$ 0.15 | \$0.23 |

The 1997 unusual items related to decisions to dispose of assets, improve productivity and strengthen the international bottler structure. The 1996 unusual items primarily related to the impairment of assets.
(3) Through the 36 weeks ended September 6, 1997, we repurchased 46.6 million shares of our capital stock at a cost of $\$ 1.6$ billion. From September 7, 1997 through October 17, 1997, we repurchased 2.2 million shares at a cost of $\$ 85$ million.
(4) Supplemental Cash Flow Information
(\$ in millions)
36 Weeks Ended

- \$403
- -6-
(5) Discontinued Operations - Our Restaurants segment was composed of our core restaurant businesses of Pizza Hut, Taco Bell and KFC, PepsiCo Foods Systems (PFS), our restaurant distribution operation, and several non-core U.S. restaurant businesses. On January 23, 1997, we announced our intention to pursue a plan to spin off our restaurant businesses to our shareholders as an independent publicly-traded company (Distribution) and explore selling PFS separately. We sold PFS in the second quarter of this year. On August 14, 1997, our Board of Directors approved a formal plan to spin off the restaurant businesses to our shareholders and announced the receipt of all necessary regulatory approvals, including the ruling from the Internal Revenue Service that the spin-off would be tax free to us and our shareholders. The spin-off was effective October 6, 1997 (Distribution Date). Owners of PepsiCo capital stock as of September 19, 1997 received one share of common stock of TRICON Global Restaurants, Inc. (TRICON), the new company, for every ten shares of PepsiCo capital stock. The condensed consolidated financial statements of PepsiCo have been restated to reflect our Restaurants segment as a discontinued operation.

Income from discontinued restaurant operations was as follows:

|  | 12 weeks ended |  | 36 weeks |  | ended |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | $9 / 6 / 97$ | $9 / 7 / 96$ | $9 / 6 / 97$ | $9 / 7 / 96$ |  |
|  | $\$ 2,317$ | $\$ 2,738$ | $\$ 7,482$ | $\$ 7,920$ |  |
| Net Sales | $(2,106)$ | $(2,512)$ | $(6,772)$ | $(7,281)$ |  |
| Costs and expenses | $(37)$ | - | 408 | $(26)$ |  |
| Unusual items | $(4)$ | $(6)$ | $(17)$ | $(20)$ |  |
| Interest expense | $(63)$ | $(86)$ | $(405)$ | $(216)$ |  |
| Provision for income taxes |  |  |  |  |  |
| Income from discontinued |  |  |  |  |  |
| operations |  |  |  |  |  |

Interest expense included amounts directly related to the Restaurants segment; it did not include an allocation of PepsiCo interest or G\&A expense.

Unusual items included in discontinued operations were composed of:

*Reflected the full-year after-tax impact.

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The net assets of the discontinued restaurant operations are carried in "Net Assets of Discontinued Operations" in the Condensed Consolidated Balance Sheet. The components are as follows:

| Current assets | $\$$897 <br> $(1,604)$ | $\$ 1,190$ <br> Current liabilities <br> $\quad$ Net current liabilities <br> Property, plant and equipment |
| :--- | :---: | :---: |
| Other non-current assets | 3,600 | $(191)$ |
| Non-current liabilities | 1,330 | 4,105 |
| $\quad$ Net non-current assets | $(873)$ | 1,507 |
| Net Assets of Discontinued | 4,057 | $4,641)$ |
| Operations | $\$ 3,350$ | $\$ 4,450$ |

As of September 6, 1997 we received $\$ 91$ million in cash and a $\$ 14$ million note from the sale of three of our non-core restaurant businesses: Chevys Mexican Restaurants, East Side Mario's, and Hot'n Now. The remaining
carrying amount of the assets held for disposal (and classified in current assets above) was $\$ 123$ million. D'Angelo Sandwich Shops and California Pizza Kitchen were sold early in the fourth quarter of 1997 for $\$ 96$ million in cash, which equaled their carrying amount on September 6,1997.

On October 6, 1997, we received from TRICON $\$ 4.5$ billion in cash as repayment of certain amounts due and a dividend just prior to the Distribution. We used $\$ 3.7$ billion to pay down short-term borrowings.

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PEPSICO, INC. AND SUBSIDIARIES
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PRO FORMA CONDENSED CONSOLIDATED STATEMENT OF INCOME (in millions except per share amounts, unaudited)

|  | 36 Weeks Ended |  |  |
| :---: | :---: | :---: | :---: |
|  | $\begin{gathered} \text { Historical } \\ 9 / 6 / 97 \end{gathered}$ | Pro Forma Adjustments | Pro Forma 9/6/97 |
| Net Sales | \$14,661 |  | \$14,661 |
| Costs and Expenses, net |  |  |  |
| Cost of sales | 5,969 |  | 5,969 |
| Selling, general and administrative expenses | 6,303 |  | 6,303 |
| Amortization of intangible assets | 139 |  | 139 |
| Unusual items | 304 |  | 304 |
| Operating Profit | 1,946 |  | 1,946 |
| Interest expense | (358) | \$ 138(a) | (220) |
| Interest income | 54 | - | 54 |
| Income from Continuing Operations |  |  |  |
| Before Income Taxes | 1,642 | 138(a) | 1,780 |
| Provision for Income Taxes | 597 | 51(b) | 648 |
| Income from Continuing Operations | 1,045 | 87 | 1,132 |
| Income from Discontinued |  |  |  |
| Net Income | \$ 1,741 | \$(609) | \$ 1,132 |
| Income per share |  |  |  |
| Continuing Operations | \$ 0.66 |  | \$ 0.72 |
| Discontinued Operations | 0.45 |  | - |
| Net Income Per Share | \$ 1.11 |  | \$ 0.72 |

See accompanying Notes to Unaudited Pro Forma Financial Statements.

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PEPSICO, INC. AND SUBSIDIARIES
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PRO FORMA CONDENSED CONSOLIDATED STATEMENT OF INCOME
(in millions except per share amounts, unaudited)

|  | Historical 12/28/96 | 2 Weeks Ended Pro Forma Adjustments | Pro Forma $12 / 28 / 96$ |
| :---: | :---: | :---: | :---: |
| Net Sales | \$20, 364 |  | \$20, 364 |
| Costs and Expenses, net |  |  |  |
| Cost of sales | 8,479 |  | 8,479 |
| Selling, general and administrative expenses | 9,063 |  | 9,063 |
| Amortization of intangible assets | 206 |  | 206 |
| Unusual items | 576 |  | 576 |
| Operating Profit | 2,040 |  | 2,040 |
| Interest expense | (565) | \$ 200(a) | (365) |
| Interest income | 91 | - | 91 |
| Income from Continuing Operations |  |  |  |
| Before Income Taxes | 1,566 | 200(a) | 1,766 |
| Provision for Income Taxes | 728 | 74(b) | 802 |
| Income from Continuing |  |  |  |
| Operations | 838 | 126 | 964 |
| Income from Discontinued |  |  |  |
| Operations, net of tax | 311 | (311) (c) | - |
| Net Income | \$ 1,149 | \$(185) | \$ 964 |
| Income per share |  |  |  |
| Continuing Operations | \$ 0.52 |  | \$ 0.60 |
| Discontinued Operations | 0.20 |  | - |
| Net Income Per Share | \$ 0.72 |  | \$ 0.60 |
| Average Shares Outstanding |  |  |  |
| Used To Calculate |  |  |  |
| Income Per Share | 1,606 |  | 1,606 |

See accompanying Notes to Unaudited Pro Forma Financial Statements.

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PEPSICO, INC. AND SUBSIDIARIES
PRO FORMA CONDENSED CONSOLIDATED BALANCE SHEET
(in millions)

| Historical | Pro Forma | Pro Forma |
| :---: | :---: | :---: |
| $9 / 6 / 97$ | Adjustments | $9 / 6 / 97$ |

Assets
Cash and cash equivalents
\$ 502 \$

| Short-term investments, at cost | 1,975 | 800(a) | 2,775 |
| :---: | :---: | :---: | :---: |
| Other current assets | 3,744 | - | 3,744 |
| Total Current Assets | 6,221 | 800 | 7,021 |
| Investments in unconsolidated affiliates | 1,195 | - | 1,195 |
| Property, plant and equipment, net | 6,007 | - | 6,007 |
| Intangible assets, net | 5,799 | - | 5,799 |
| Other assets | 469 | - | 469 |
| Net assets of discontinued operations | 3,350 | $\begin{gathered} (4,500)(a) \\ 1,150 \text { (b) } \end{gathered}$ | - |
| Total Assets | \$23, 041 | \$ 2,550 ) | \$20, 491 |
| Liabilities and Shareholders' Equity |  |  |  |
| Short-term borrowings | \$ 5,350 | \$(3,700)(a) | \$ 1,650 |
| Other current liabilities | 3,993 |  | 3,993 |
| Total Current Liabilities | 9,343 | $(3,700)$ | 5,643 |
| Long-term debt | 3,584 | - | 3,584 |
| Other liabilities | 2,120 | - | 2,120 |
| Deferred income taxes | 1,649 | - | 1,649 |
| Total Liabilities | 16,696 | $(3,700)$ | 12,996 |
| Shareholders' Equity | 6,345 | 1,150 (b) | 7,495 |
| Total Liabilities and |  |  |  |
| Shareholders' Equity | \$23,041 | \$ 2,550 ) | \$20,491 |

See accompanying Notes to Unaudited Pro Forma Financial Statements.

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NOTES TO UNAUDITED PRO FORMA FINANCIAL STATEMENTS
The historical condensed consolidated financial statements have been restated to reflect our Restaurants segment as discontinued operations. See Note 5 to the Condensed Consolidated Financial Statements. The Pro Forma Condensed Consolidated Financial Statements should be read in conjunction with the historical financial statements contained in this Form 10-Q. The pro forma condensed consolidated financial information is presented for informational purposes only.

Note 1 - The pro forma adjustments to the accompanying historical condensed consolidated statement of income for the 36 weeks ended September 6, 1997 and the 52 weeks ended December 28, 1996 were:
(a) To reduce net interest expense to reflect the effect of reducing shortterm borrowings by $\$ 3.7$ billion with an average interest rate of $5.4 \%$ as of the beginning of each respective year. We received a $\$ 4.5$ billion cash distribution from TRICON just prior to the spin-off and used $\$ 3.7$ billion of it to repay short-term debt. The $5.4 \%$, reflected an average interest rate we paid on our commercial paper debt for the respective periods.
(b) To reflect the estimated tax impact for the pro forma adjustment in Note 1(a) above.
(c) To eliminate discontinued operations.

Note 2 - The pro forma adjustments to the accompanying historical condensed consolidated balance sheet at September 6, 1997 were:
(a) To reduce debt and increase short-term investments as a result of the cash distribution of $\$ 4.5$ billion received from TRICON.
(b) To eliminate net assets of discontinued operations net of the $\$ 4.5$ billion cash distribution against retained earnings.

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MANAGEMENT'S ANALYSIS OF OPERATIONS, CASH FLOWS AND FINANCIAL CONDITION

## Overview

In the second quarter of 1997, we sold our investment in PepsiCo Foods Systems (PFS), our restaurant distribution operation, for $\$ 830$ million in cash resulting in a pre-tax gain of $\$ 500$ million. All of our non-core restaurant businesses, with the exception of D'Angelo Sandwich Shops (D'Angelo) and California Pizza Kitchen (CPK), were sold by the end of the third quarter. These last two non-core restaurant businesses were sold early in the fourth quarter.

On August 14, 1997 we announced that our Board of Directors approved a formal plan to spin off our restaurant businesses to our shareholders. Under the plan, owners of PepsiCo capital stock as of September 19, 1997 received one share of common stock of the new restaurant company, TRICON Global Restaurants, Inc. (TRICON), for every ten shares of PepsiCo capital stock. The spin-off was completed on October 6,1997. As a result, the sales, costs and expenses, assets and liabilities, and cash flows of our Restaurants segment have been classified as discontinued operations in our financial statements. Accordingly, the discussions that follow have been restated to reflect the continuing operations of our packaged goods businesses.

In the following discussion, volume is the estimated dollar effect of the year-over-year change in case sales by company-owned bottling operations and concentrate unit sales to franchisees in Beverages, and pound or kilo sales of salty and sweet snacks in Snack Foods. Effective net pricing includes price changes and the effect of product, package and country mix.

## Analysis of Consolidated Operations

Net sales rose $\$ 203$ million or $4 \%$ in the quarter and $\$ 374$ million or 3\% year-to-date. The increases reflected net volume gains partially offset by the impact of unfavorable currency translation.

Cost of sales as a percent of net sales decreased 1.2 points to $40.6 \%$ for the quarter and .8 points to $40.7 \%$ year-to-date. The declines were primarily due to higher pricing by North American Snack Foods, as well as higher effective net pricing in International Snack Foods, year-to-date.

Selling, general and administrative expenses (SG\&A) declined slightly in the quarter and grew at a slower rate than sales year-to-date. SG\&A includes selling and distribution expenses (S\&D), advertising and marketing expenses (A\&M), general and administrative expenses (G\&A), other income and expense and equity income or loss from investments in unconsolidated affiliates. G\&A grew significantly faster than sales for the quarter and year-to-date, driven by information systems-related spending and customer focus leadership training partially offset by savings from a prior year

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restructuring and the consolidation of certain administrative functions.

A\&M grew at a slower rate than sales for both the quarter and year-to-date, while S\&D grew at a slower rate than sales in the quarter but slightly higher year-to-date.

Equity income from our investments in unconsolidated affiliates, compared to losses a year ago, primarily reflected the absence of losses from our Latin American bottler, Buenos Aires Embotelladora S.A. (BAESA).

Other income and expense reflected increased foreign exchange losses of $\$ 3$ million and $\$ 11$ million for the quarter and year-to-date, respectively.

Amortization of intangible assets declined $6 \%$ and $2 \%$ to $\$ 45$ million and $\$ 139$ million in the quarter and year-to-date, respectively. The decline accelerated in the quarter, primarily reflecting the impact of writing-off intangible assets as part of the unusual charges recorded at the end of the third quarter of 1996.

Unusual items produced a net charge of $\$ 304$ million year-to-date compared to a $\$ 390$ million charge taken in the third quarter of 1996. See Note 2.

Operating Profit
(\$ in millions)
12 Weeks Ended 36 Weeks Ended

|  | $9 / 6 / 97$ | $9 / 7 / 96$ | Change | $9 / 6 / 97$ | $9 / 7 / 96$ | Change |
| :--- | ---: | ---: | :---: | :---: | ---: | :---: | :---: |
|  | $\$ 929$ | $\$ 333$ | NM | $\$ 1,946$ | $\$ 1,639$ | 19 |
| Reported | $\$ 929$ | $\$ 723$ | 28 | $\$ 2,250$ | $\$ 2,029$ | 11 |

* Excluded the effect of the unusual items described in Note 2.


#### Abstract

Reported operating profit increased $\$ 596$ million and $\$ 307$ million for the quarter and year-to-date, respectively. Ongoing operating profit increased $\$ 206$ million for the quarter and $\$ 221$ million year-to-date. The increase reflected the volume gains.

Interest Expense, net declined $\$ 20$ million or $18 \%$ in the quarter and $\$ 28$ million or $8 \%$ year-to-date. Interest expense declined for both the quarter and year-to-date reflecting lower average debt levels, partially offset by increased interest rates. Interest income increased in the quarter, primarily reflecting higher average investment levels due to the cash proceeds received from the sale of PFS. However, year-to-date interest income declined due to lower average investment levels. This decline resulted from a 1996 change in the tax law which eliminated a tax exemption on investment income in Puerto Rico, effective for us December 1, 1996. Accordingly, as our investments matured in Puerto Rico, the proceeds were repatriated and used to reduce debt.


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Provision for Income Taxes
(\$ in millions)

|  | 12 Weeks |  | Ended | 36 Weeks |  | Ended |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $9 / 6 / 97$ | $9 / 7 / 96$ | $9 / 6 / 97$ | $9 / 7 / 96$ |  |  |
| Provision for |  |  |  |  |  |  |
| Income Taxes | $\$ 286$ | $\$ 211$ | $\$ 597$ | $\$ 563$ |  |  |
| Effective tax rate |  |  |  |  |  |  |
| Reported | $34.2 \%$ | $95.5 \%$ | $36.4 \%$ | $43.1 \%$ |  |  |
| Ongoing* | $34.4 \%$ | $38.8 \%$ | $34.0 \%$ | $34.7 \%$ |  |  |

* Excluded the effect of the unusual items.
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Income per share
from continuing operations

| Reported | $\$ 0.35$ | $\$ 0.01$ | NM** | $\$ 0.66$ | $\$ 0.46$ | $44^{* *}$ |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- |
| Ongoing* | $\$ 0.35$ | $\$ 0.23$ | $51^{* *}$ | $\$ 0.81$ | $\$ 0.69$ | $18^{* *}$ |

* Excluded the effect of unusual items.
**The percentage change in Income Per Share was calculated by using Income Per Share calculated to four decimal places to eliminate the effects of rounding.

Income from Discontinued Operations and Income Per Share (\$ in millions except per share amounts)

12 Weeks Ended 36 Weeks Ended

9/6/97 9/7/96 Change 9/6/97 9/7/96 | Change |
| :---: |

Income from discontinued operations
\$ 107 \$ 134
(20) $\quad \$ 696 \quad \$ 377$

Income per share
from discontinued operations
$\$ 0.07$
$\$ 0.08$
(18)* $\$ 0.45$
\$0.23 89*

* The percentage change in Income Per Share was calculated by using Income Per Share calculated to four decimal places to eliminate the effects of rounding.

[^0]SUPPLEMENTAL SCHEDULE OF NET SALES AND OPERATING PROFIT (a)
MANAGEMENT BASIS
(\$ in millions, unaudited)

| Net Sales |  |  | Operating Profit |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | \% |  |  | \% Chang | B/(W) |
| 12 Weeks | Ended | Change | 12 Weeks | Ended | As | On- |
| 9/6/97 | 9/7/96 | B/ (W) | 9/6/97 | 9/7/96 | Rept'd | going |

Beverages

| - -N.A. | $\$ 2,071$ | $\$ 2,032$ | 2 | $\$$ | 425 | $\$$ | 435 | $(2)$ |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| - - Int'l | 799 | 791 | 1 |  | 75 | $(468)$ | NM | NM |
|  | 2,870 | 2,823 | 2 | 500 | $(33)$ | NM | 40 |  |

Snack Foods

| $\begin{aligned} & \text { - -N.A. } \\ & \text { - -Int'l } \end{aligned}$ | $\begin{array}{r} 1,714 \\ 778 \end{array}$ | 1,62 |  |  | 378 90 |  | 333 72 |  | 14 25 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 2,492 | 2,336 | 7 |  | 468 |  | 405 | 16 | 16 |
| Combined |  |  |  |  |  |  |  |  |  |
| Segments | \$5,362 | \$5,159 | 4 |  | 968 |  | 372 | NM | 27 |
| Unallocated | Expenses |  |  |  | (39) |  | (39) | - | - |
| Operating Pr | fit |  |  | \$ | 929 | \$ | 333 | NM | 28 |

NM - Not Meaningful
Notes:
(a) This schedule should be read in conjunction with Management's Analysis beginning on page 19 and reflects the continuing operations of our Beverages and Snack Foods segments. Prior year amounts have been restated to reflect the effects of classifying the operating results of our Restaurants segment as discontinued operations.
(b) Included International Beverages' 1996 unusual impairment charges of $\$ 390$ million.
(c) Excluded the effects of International Beverages' 1996 unusual impairment charges.
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PEPSICO, INC. AND SUBSIDIARIES
SUPPLEMENTAL SCHEDULE OF NET SALES AND OPERATING PROFIT (a)
MANAGEMENT BASIS
(\$ in millions, unaudited)

| Net Sales |  |  | Operating Profit |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | \% |  |  | \% Chang | B/(W) |
| 36 Weeks | Ended | Change | 36 Weeks | Ended | As | On- |
| 9/6/97 | 9/7/96 | $B /(W)$ | 9/6/97 | 9/7/96 | Rept'd | going |
|  |  |  | (b) | (b) | (b) | (c) |

Beverages

- -N.A.
\$ 5,557
\$5,502
1
\$1, 084

(7)
(121)
(433)

651 908 $651 \quad 39{ }^{72}$
$9^{72} 10^{\mathrm{NM}}$

| - -N.A. | 4,905 | 4,652 | 5 | 985 | 881 | 12 | 13 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| - - Int'l | 2,296 | 2,080 | 10 | 196 | 226 | (13) | 14 |
|  | 7,201 | 6,732 | 7 | 1,181 | 1,107 | 7 | 13 |
| Combined |  |  |  |  |  |  |  |
| Segments | \$14, 661 | \$14, 287 | 3 | 2,089 | 1,758 | 19 | 11 |
| Unallocated | Expenses |  |  | (143) | (119) | (20) | (20) |
| Operating Pr | ofit |  |  | \$1,946 | \$1,639 | 19 | 11 |

NM - Not Meaningful
Notes:
a) This schedule should be read in conjunction with Management's Analysis beginning on page 19 and reflects the continuing operations of our Beverages and Snack Foods segments. Prior year amounts have been restated to reflect the effects of classifying the operating results of our Restaurants segment as discontinued operations.
(b) Included the following unusual charges:
19971996

Beverages

- N.A.

| $\$ 52$ | \$ |  |
| ---: | ---: | ---: |
| 180 |  | 390 |

Snack Foods

| - N.A. | 10 | - |
| :--- | ---: | ---: |
| - Int'l | 62 | - |
|  | $\$ 304$ | $\$ 390$ |

(c) Excluded the effects of the unusual items described in note (b) above.

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Segments of The Business
Beverages
(\$ in millions)
12 Weeks Ended 36 Weeks Ended

|  | $9 / 6 / 97$ | $9 / 7 / 96$ | $\%$ <br> Change | $9 / 6 / 97$ | $9 / 7 / 96$ |  |
| :---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  |  |  |  |  |  |  |
| Net Sales | $\$ 2071$ | $\$ 2,032$ | 2 | $\$ 5,557$ | $\$ 5,502$ | 1 |
| N.A. | 799 | 791 | 1 | 1,903 | 2,053 | $(7)$ |
| Int'l | $\$ 2870$ | $\$ 2,823$ | 2 | $\$ 7460$ | $\$ 7,555$ | $(1)$ |


| Operating Profit |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Reported |  |  |  |  |  |  |  |  |
| N.A. | \$ | 425 | \$ | 435 | (2) | \$1 029 | \$1, 084 | (5) |
| Int'l |  | 75 |  | (468) | NM | (121) | (433) | 72 |
|  | \$ | 500 | \$ | (33) | NM | \$ 908 | \$ 651 | 39 |
| Ongoing* |  |  |  |  |  |  |  |  |
| N.A. | \$ | 425 | \$ | 435 | (2) | \$1, 081 | \$1, 084 | - |
| Int'l |  | 75 |  | (78) | NM | 59 | (43) | NM |
|  | \$ | 500 | \$ | 357 | 40 | \$1,140 | \$1, 041 | 10 |

NM - Not Meaningful

* Excluded unusual net charges of \$232 (\$52-North America, \$180-Int'l) year-to-date in 1997 and $\$ 390$ (Int'l) in both the 1996 quarter and year-to-date. See Note 2.

System bottler case sales (BCS) is our standard volume measure. It represents Pepsi Corporate brands as well as brands we have the right to produce, distribute and market nationally. Third quarter BCS included the months of June, July and August, consistent with prior years.

Sales increased $\$ 39$ million and $\$ 55$ million in the quarter and year-todate, respectively. The increases reflected volume growth, led by packaged goods, partially offset by lower effective net pricing. The decrease in effective net pricing, primarily in take-home packaged products, reflected an intensely competitive environment.

BCS increased 4\% for both the quarter and year-to-date, reflecting double-digit growth by Mountain Dew. Non-carbonated soft drink products, led by Aquafina bottled water and Lipton Brisk, grew at a double-digit rate for both the quarter and year-to-date. Our concentrate shipments to franchisees grew faster than their BCS growth in the quarter but were slightly slower year-to-date.

Reported operating profit declined $\$ 10$ million for the quarter and $\$ 55$ million year-to-date. Ongoing operating profit declined $\$ 10$ million in the quarter and $\$ 3$ million year-to-date. Both periods reflected the lower

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effective net pricing, higher S\&D and increased A\&M. S\&D grew significantly faster than sales, but at the same rate as volume for both the quarter and year-to-date. A\&M grew faster than sales in the quarter but grew significantly slower than volume year-to-date. These unfavorable items were partially offset in the quarter and year-to-date by volume gains, lower packaging and commodity costs and reduced G\&A expenses. The lower G\&A expenses primarily reflected savings from centralizing certain accounting functions. The change in profit for both the quarter and year-to-date was hampered by lapping a 1996 gain on the sale of an investment in a bottling cooperative.

International
Sales increased $\$ 8$ million in the quarter and declined $\$ 150$ million year-todate. Increased volume, led by concentrate, was substantially offset by unfavorable currency translation effects in the quarter. The year-to-date decline was due to unfavorable currency translation effects, primarily driven by Spain and Japan.

BCS increased $4 \%$ in the quarter but year-to-date was even with the prior year. Excluding the impact of the loss of our Venezuelan bottler in August 1996, BCS increased $5 \%$ in the quarter and $2 \%$ year-to-date. These increases reflected double-digit growth by our China and India Business Units and, solid single-digit growth by our Middle East Business Unit in the quarter and by our Asia Business Unit year-to-date. These advances were partially offset year-to-date by a decline in our Russia Business Unit. Our concentrate shipments to franchisees increased significantly faster than their BCS growth in the quarter because of low concentrate shipments last year. Year-to-date, both concentrate shipments to franchisees and their BCS remained about even with the prior year.

Reported operating results increased $\$ 543$ million for the quarter and \$312 million year-to-date. Ongoing operating results increased \$153 million and $\$ 102$ million in the quarter and year-to-date, respectively. The increase in ongoing operating results in the quarter reflected the higher volume, equity income from our investments in unconsolidated affiliates compared to equity losses a year ago, primarily due to the absence of losses from BAESA and lower G\&A expenses. The increase year-todate was driven by equity income compared to equity losses a year ago and lower G\&A expenses, partially offset by lower effective net pricing for packaged products. The lower G\&A expenses reflected our fourth quarter 1996 restructuring and is consistent with the $\$ 50$ million of savings expected this year. See Cautionary Statements on page 25.

12 Weeks Ended
36 Weeks Ended

|  | 12 Weeks Ended |  |  |  | 36 Weeks Ended |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | 9/7/96 |  | \% | 9/6/97 | 9/7/96 | \% <br> Change |
|  | 9/6/97 |  |  | Change |  |  |  |
| Net Sales |  |  |  |  |  |  |  |
| N.A. | \$1,714 |  | , 622 | 6 | \$4,905 | \$4, 652 | 5 |
| Int'l | 778 |  | 714 | 9 | 2,296 | 2,080 | 10 |
|  | \$2,492 |  | , 336 | 7 | \$7,201 | \$6,732 | 7 |
| Operating Profit |  |  |  |  |  |  |  |
| Reported |  |  |  |  |  |  |  |
| N.A. | \$ 378 | \$ | 333 | 14 | \$ 985 | \$ 881 | 12 |
| Int'l | 90 |  | 72 | 25 | 196 | 226 | (13) |
|  | \$ 468 | \$ | 405 | 16 | \$1,181 | \$1,107 | 7 |
| Ongoing* |  |  |  |  |  |  |  |
| N. A. | \$ 378 | \$ | 333 | 14 | \$ 995 | \$ 881 | 13 |
| Int'l | 90 |  | 72 | 25 | 258 | 226 | 14 |
|  | \$ 468 | \$ | 405 | 16 | \$1, 253 | \$1,107 | 13 |

* Excluded unusual net charges of \$72 (N.A.-\$10, Int'l-\$62) year-to-date for worldwide productivity initiatives and the disposal of assets. See Note 2.

North America
Sales grew $\$ 92$ million for the quarter and $\$ 253$ million year-to-date reflecting increased volume and higher pricing taken on most major brands in the fourth quarter of 1996.

Pound volume advanced $4 \%$ and $3 \%$ for the quarter and year-to-date, respectively. Excluding their low-fat and no-fat versions, core brand growth was led by strong double-digit growth in Doritos brand tortilla chips for the quarter, which drove its year-to-date high single-digit growth and, for both the quarter and year-to-date, high single-digit growth in Lay's brand potato chips and double-digit growth by Tostitos brand tortilla chips. Although low-fat and no-fat snacks depressed the growth rate slightly for the quarter and year-to-date, Baked Lay's brand potato chips and Tostitos brand salsa continued to enjoy double-digit growth for both periods.

Reported operating profit grew $\$ 45$ million for the quarter and \$104 million year-to-date. Ongoing operating profit rose $\$ 45$ million and $\$ 114$ million for the quarter and year-to-date, respectively. The ongoing profit increase reflected the higher pricing and volume growth partially offset by increased manufacturing costs and G\&A expenses.

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International
Sales increased $\$ 64$ million for the quarter and $\$ 216$ million year-to-date. The sales increase reflected volume gains and, year-to-date, higher effective net pricing.

Kilo growth is reported on a systemwide basis, which includes both consolidated businesses and unconsolidated affiliates operating for at least one year. Salty snack kilos rose $11 \%$ for the quarter and year-todate, led by strong double-digit growth by Sabritas and Brazil, while sweet snack kilos declined $2 \%$ and $9 \%$, respectively.

Reported operating profit increased $\$ 18$ million for the quarter, while decreasing $\$ 30$ million year-to-date. Ongoing operating profit for the same periods increased $\$ 18$ million and $\$ 32$ million, respectively. The increase in the quarter primarily reflected volume gains and lower manufacturing costs partially offset by increased S\&D expenses. Year-to-date, inflationdriven higher effective net pricing and volume gains were partially offset by increased operating, manufacturing and G\&A costs, primarily in Mexico. Ongoing operating profit also benefited from a gain on a sale of a flour mill.

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Cash Flows and Financial Condition
Please refer to our 1996 Annual Report on Form 10-K for information regarding our liquidity.

Net cash provided by operating activities increased \$378 million or $23 \%$ to $\$ 2.1$ billion. The increase reflected a $\$ 181$ million increase in income before all noncash charges and credits, driven by a $\$ 301$ million increase in income from continuing operations, and a decrease in operating working capital cash outflows of $\$ 197$ million. The reduced cash use for operating working capital primarily reflected a small reduction in inventories compared to an increase last year and no change in accounts payable and accrued liabilities compared to a decline in the prior year. The change in inventories primarily reflected lapping unusually high inventory balances last year and lower purchases this year. The change in accounts payable and accrued liabilities was primarily due to timing of payments.

Net cash used for investing activities more than doubled to $\$ 2.6$ billion. The increase primarily reflected a $\$ 1.7$ billion increase in our investment portfolio partially offset by a $\$ 134$ million or $12 \%$ decline in capital spending by Snack Foods. As discussed in Consolidated Financial Condition on page 24, the increase in the investment portfolio reflected our decision to use a portion of the cash distribution we anticipated receiving from our restaurant businesses prior to their spin-off in the fourth quarter to repay short-term debt. Accordingly, excess cash was invested.

Net cash used for financing activities increased \$75 million or 8\% to \$1 billion. The increase was primarily due to increased share repurchases of $\$ 592$ million offset by $\$ 520$ million of increased net debt proceeds.

Our share repurchase activity was as follows:

|  | 36 | Ended |
| :---: | :---: | :---: |
| (\$ and shares in millions) | 9/6/97 | 9/7/96 |
| Cost | \$1,643 | \$1,051 |
| Number of shares repurchased | 46.6 | 33.9 |
| \% of shares outstanding at |  |  |

Net cash provided by discontinued operations almost tripled to \$1.8 billion. The significant increase reflected the cash proceeds associated with the sale of PFS and the non-core businesses, the effects of refranchising restaurants (including the New Zealand IPO) and other operating increases. In addition, subsequent to the end of the quarter, but prior to the TRICON spin-off, we received a $\$ 4.5$ billion cash payment from our restaurant companies.

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Free cash flow is the primary measure we use internally to evaluate our cash flow performance.
(\$ in millions)
Net cash provided by operating activities
Cash dividends paid
Investing activities
Capital spending
Sales of businesses
Sales of property, plant and equipment
Other, net
Free cash flow:
Continuing operations
Discontinued operations

| 36 Weeks | Ended |
| :---: | :---: |
| 9/6/97 | 9/7/96 |
| \$2, 052 | \$ 1,674 |
| (545) | (496) |
| (957) | $(1,091)$ |
| 85 |  |
|  | 27 |
| (5) | (170) |
| 630 | (56) |
| 1,791 | 605 |
| \$2,421 | \$ 549 |

Free cash flow increased $\$ 1.9$ billion primarily reflecting $\$ 1.2$ billion of increased cash provided by discontinued operations. The \$686 million increase from continuing operations primarily reflected increased cash from operating activities and reduced capital spending.

Consolidated Financial Condition
Operating working capital, which excludes short-term investments and shortterm borrowing, was $\$ 253$ million at the end of the third quarter 1997, compared to a negative $\$ 130$ million at year-end 1996 . The $\$ 383$ million swing in operating working capital was primarily the effects of reclassifying the reduced carrying amount of the International Beverages assets held for disposal to prepaid expenses, deferred income taxes and other current assets. Increased cash and cash equivalents and Notes and Accounts Receivable were partially offset by increased accounts payable and other current liabilities and income taxes payable.

Subsequent to the end of the quarter but prior to the spin-off, we received the $\$ 4.5$ billion cash distribution from TRICON and used $\$ 3.7$ billion to repay a portion of our short-term debt. Because it was not cost effective to prepay any of our other outstanding debt, the balance of the TRICON payment, along with the cash proceeds from the sale of PFS and the non-core businesses, the New Zealand IPO and other excess cash, were invested in a short-term investment portfolio and will be used to fund our future operating and other investment opportunities, including the repurchase of PepsiCo shares.

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## Cautionary Statements

From time to time, in written reports and oral statements, we discuss our expectations regarding future performance of the Company. These "forwardlooking statements" are based on currently available competitive, financial and economic data and our operating plans. They are also inherently uncertain, and investors must recognize that events could turn out to be significantly different from what we had expected. In addition, as disclosed on page 20, the forecasted annual savings of $\$ 50$ million in 1997 related to the 1996 International Beverages restructuring charge assumes that the facilities are vacated and employees are terminated within the time frames used to develop the estimate.

We have reviewed the accompanying condensed consolidated balance sheet of PepsiCo, Inc. and Subsidiaries as of September 6, 1997 and the related condensed consolidated statement of income for the twelve and thirty-six weeks ended September 6, 1997 and September 7, 1996, and the condensed consolidated statement of cash flows for the thirty-six weeks ended September 6, 1997 and September 7, 1996. These financial statements are the responsibility of PepsiCo, Inc.'s management.

We conducted our review in accordance with standards established by the American Institute of Certified Public Accountants. A review of interim financial information consists principally of applying analytical review procedures to financial data and making inquiries of persons responsible for financial and accounting matters. It is substantially less in scope than an audit conducted in accordance with generally accepted auditing standards, the objective of which is the expression of an opinion regarding the financial statements taken as a whole. Accordingly, we do not express such an opinion.

Based on our review, we are not aware of any material modifications that should be made to the condensed consolidated financial statements referred to above for them to be in conformity with generally accepted accounting principles.

We have previously audited, in accordance with generally accepted auditing standards, the consolidated balance sheet of PepsiCo, Inc. and Subsidiaries as of December 28, 1996, and the related consolidated statements of income, shareholders' equity, and cash flows for the year then ended not presented herein; and in our report dated February 4, 1997, we expressed an unqualified opinion on those consolidated financial statements. In our
opinion, the information set forth in the accompanying condensed consolidated balance sheet as of December 28, 1996, is fairly presented, in all material respects, in relation to the consolidated balance sheet from which it has been derived.

Our report, referred to above, contains an explanatory paragraph that states that PepsiCo, Inc. in 1995 adopted the provisions of the Financial Accounting Standards Board's Statement of Financial Accounting Standards No. 121, "Accounting for the Impairment of Long-Lived Assets and for LongLived Assets to Be Disposed Of," and in 1994 adopted the provisions of the Financial Accounting Standards Board's Statement of Financial Accounting Standards No. 112, "Employers' Accounting for Postemployment Benefits" and changed its method for calculating the market-related value of pension plan assets used in the determination of pension expense.

Item 6. Exhibits and Reports on Form 8-K
(a) Exhibits

See Index to Exhibits on page 29.
(b) Reports on Form 8-K

None

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Pursuant to the requirement of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned.

PEPSICO, INC.
(Registrant)

Lawrence F. Dickie Vice President, Associate General Counsel and Assistant Secretary

## EXHIBITS

| Exhibit 11 | Computation of Net Income Per Share of Capital Stock - Primary and Fully Diluted |
| :---: | :---: |
| Exhibit 12 | Computation of Ratio of Earnings to Fixed Charges |
| Exhibit 15 | ```Letter from KPMG Peat Marwick LLP regarding Unaudited Interim Financial Information (Accountants' Acknowledgment)``` |
| Exhibit 27 | Financial Data Schedule |

PEPSICO, INC. AND SUBSIDIARIES
Computation of Net Income Per Share of Capital Stock - Primary
(page 1 of 2)
(in millions except per share amounts, unaudited)


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PEPSICO, INC. AND SUBSIDIARIES
Computation of Net Income Per Share of Capital Stock - Fully Diluted (page 2 of 2 )
(in millions except per share amounts, unaudited)

| 12 Weeks | Ended | 36 Weeks | Ended |
| :--- | :---: | :--- | :--- |
| $9 / 6 / 97$ | $9 / 7 / 96$ | $9 / 6 / 97$ | $9 / 7 / 96$ |

Shares outstanding at beginning
of period
Shares issued during the period for
exercise of stock options,
conversion of debentures and
payment of compensation awards
Shares repurchased (weighted)

[^1]

| PEPSICO, INC. AND SUBSIDIARIES <br> Computation of Ratio of Earnings to Fixed Charges (in millions except ratio amounts, unaudited) |  |  |
| :---: | :---: | :---: |
|  | 36 Weeks 9/6/97 | Ended 9/7/96 |
| Earnings: |  | (b) |
| Income from continuing operations before income taxes...... | \$1,642 | \$1,307 |
| ```Joint ventures and minority interests, net.................``` | (34) | 214 |
| Amortization of capitalized interest. | 3 | 3 |
| Interest expense. | 358 | 399 |
| Interest portion of rent expense (a)...................... | 35 | 30 |
| Earnings available for fixed charges. | \$2,004 | \$1,953 |
| Fixed Charges: |  |  |
| Interest expense. | \$ 358 | 399 |
| Capitalized interest | 8 | 9 |
| Interest portion of rent expense (a)...................... | 35 | 30 |
| Total fixed charges | \$ 401 | \$ 438 |
| Ratio of Earnings to Fixed Charges | 5.00 | 4.46 |

(a) One-third of net rent expense is the portion deemed representative of the interest factor.
(b) Included unusual charges of $\$ 304$ and $\$ 390$ in the 36 weeks ended September 6, 1997 and September 7, 1996, respectively, (see Note 2). Excluding these items, the ratio of earnings to fixed charges for the 36 weeks ended September 6, 1997 and September 7, 1996 would have been 5.76 and 5.35 , respectively.

## Accountants' Acknowledgment

The Board of Directors
PepsiCo, Inc.
We hereby acknowledge our awareness of the use of our report dated October 21, 1997 included within the Quarterly Report on Form 10-Q of PepsiCo, Inc. for the twelve and thirty-six weeks ended September 6, 1997, and incorporated by reference in the following Registration Statements and in the related Prospectuses:

|  | Registration |
| :---: | :---: |
| Description | Statement Number |
| Form S-3 |  |
| PepsiCo SharePower Stock Option Plan for PCDC |  |
| \$500, 000, 000 Euro-Medium-Term Notes | 33-8677 |
| \$32,500, 000 Puerto Rico Industrial, Medical and |  |
| Environmental Pollution Control Facilities |  |
| Financing Authority Adjustable Rate Industrial |  |
| Revenue Bonds | 33-53232 |
| Extension of the PepsiCo SharePower Stock Option |  |
| Plan to Employees of Snack Ventures Europe, a |  |
| joint venture between PepsiCo Foods International |  |
| and General Mills, Inc. | 33-50685 |
| \$4,587,000,000 Debt Securities and Warrants | 33-64243 |
| Form S-8 |  |
| PepsiCo SharePower Stock Option Plan | 33-35602, 33-29037, |
|  | 33-42058, 33-51496, |
|  | 33-54731 \& 33-66150 |
| 1988 Director Stock Plan | 33-22970 |
| 1979 Incentive Plan and the 1987 Incentive Plan | 33-19539 |
| 1994 Long-Term Incentive Plan | 33-54733 |
| 1995 Stock Option Incentive Plan | 33-61731 \& 333-09363 |
| 1979 Incentive Plan | 2-65410 |
| PepsiCo, Inc. Long Term Savings Program | $\begin{aligned} & 2-82645,33-51514 \& \\ & 33-60965 \end{aligned}$ |
| Restaurant Deferred Compensation Plan | 333-01377 |
| Pursuant to Rule 436(c) of the Securities Act of 1933, such report is not |  |
| considered a part of a registration statement prepared or certified by an |  |
| accountant or a report prepared or certified by an accountant within the |  |
| meaning of Sections 7 and 11 of the Act. |  |

KPMG Peat Marwick LLP
New York, New York
October 21, 1997
5
0000077476
PepsiCo, Inc.
1,000,000
Dec-28-1996
Sep-6-1997
9-MOS
502
1,975
2,469
138
775
6,221
10, 892
4, 885
23, 041
9,343
3,584
29
0
0
6,316
23, 041
6,316

0

$$
14,661
$$

14,661 5,969
5,969
0
39
358
1,642
597
1,045
696
0
0
1,741
1.11
1.10THIS SCHEDULE CONTAINS SUMMARY FINANCIAL INFORMATION
EXTRACTED FROM PEPSICO, INC. AND SUBSIDIARIES CONDENSED
CONSOLIDATED FINANCIAL STATEMENTS FOR THE 36 WEEKS
ENDED SEPTEMBER 6, 1997 AND IS QUALIFIED IN ITS
ENTIRETY BY REFERENCE TO SUCH FINANCIAL STATEMENTS.


[^0]:    - 15 -

    Income from Discontinued Operations reflected the operating results of TRICON's core restaurant businesses of Pizza Hut, KFC and Taco Bell, as well as PFS, its restaurant distribution operation sold in the second quarter, and several non-core U.S. restaurant businesses through their respective disposal dates. Operating results included expenses associated with the spin-off and interest expense directly related to the Restaurants segment; it did not include an allocation of PepsiCo interest expense or G\&A. It also included the 1997 gain from the sale of PFS as well as charges associated with the disposal of non-core businesses. Chevys Mexican Restaurants (Chevys), East Side Mario's (ESM), and Hot 'n Now (HNN) were sold in the first half of 1997. Subsequent to the quarter, D'Angelo Sandwich Shops (D'Angelo) and California Pizza Kitchen (CPK) were sold.
    

    * The percentage change in Net Income Per Share was calculated by using Net Income per share calculated to four decimal places to eliminate the effects of rounding.

[^1]:    Dilutive shares contingently issuable upon exercise of stock options, conversion of debentures and payment of compensation awards, net of shares

