X QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934
For the quarterly period ended March 22, 1997 (12 Weeks)
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
incorporation or organization)

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

13-1584302
(I.R.S. Employer

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 April 18, 1997: 1,532,358, 684
PEPSICO, INC. AND SUBSIDIARIES
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| PART I - FINANCIAL INFORMATION |  |  |
| :---: | :---: | :---: |
| PEPSICO, INC. AND SUBSIDIARIES |  |  |
| CONDENSED CONSOLIDATED STATEMENT OF INCOME (in millions except per share amounts, unaudited) |  |  |
|  | $\begin{aligned} & 12 \text { Wee } \\ & 3 / 22 / 97 \end{aligned}$ | $\begin{gathered} \text { Ended } \\ 3 / 23 / 96 \end{gathered}$ |
| Net Sales | \$6,702 | \$6,554 |
| Costs and Expenses, net |  |  |
| Cost of sales | 3,257 | 3,206 |
| Selling, general and administrative expenses | 2,617 | 2,549 |
| Amortization of intangible assets | 62 | 67 |
| Unusual disposal charge | - | 26 |
| Operating Profit | 766 | 706 |
| Interest expense | (123) | (141) |
| Interest income | 13 | 23 |
| Income Before Income Taxes | 656 | 588 |
| Provision for Income Taxes | 229 | 194 |
| Net Income | \$ 427 | \$ 394 |
| Net Income Per Share | \$ 0.27 | \$ 0.24 |
| Cash Dividends Declared Per Share | \$0.115 | \$ 0.10 |
| Average Shares Outstanding Used |  |  |
| To Calculate Net Income Per Share | 1,583 | 1,619 |

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

| Net income | \$ 427 | \$ 394 |
| :---: | :---: | :---: |
| Adjustments to reconcile net income to net cash provided by operating activities |  |  |
| Depreciation and amortization | 362 | 374 |
| Unusual disposal charge | - | 26 |
| Deferred income taxes | 7 | 6 |
| Other noncash charges and credits, net | 30 | 84 |
| Changes in operating working capital, excluding effects of acquisitions |  |  |
| Accounts and notes receivable | 66 | 15 |
| Inventories | 22 | (6) |
| Prepaid expenses, deferred income taxes and other current assets | (201) | (73) |
| Accounts payable and other current |  |  |
| Income taxes payable | 155 | 62 |
| Net change in operating working capital | (626) | (416) |
| Net Cash Provided by Operating Activities | 200 | 468 |
| Cash Flows - Investing Activities |  |  |
| Capital spending | (360) | (370) |
| Acquisitions and investments in unconsolidated affiliates |  | (14) |
| Refranchising of restaurants | 40 | 101 |
| Sales of property, plant and equipment | 31 | 13 |
| Sales of businesses | 72 | 3 |
| Short-term investments, by original maturity |  |  |
| More than three months - purchases | (25) | (24) |
| More than three months - maturities | 114 | 45 |
| Three months or less, net | (6) | 33 |
| Other, net | 27 | (43) |
| Net Cash Used for Investing Activities | (107) | (256) |
| Cash Flows - Financing Activities |  |  |
| Proceeds from issuances of long-term debt | - | 606 |
| Payments of long-term debt | (928) | (156) |
| Short-term borrowings, by original maturity |  |  |
| More than three months - proceeds | 37 | 248 |
| More than three months - payments | (137) | (956) |
| Three months or less, net | 1,117 | 482 |
| Proceeds from formation of a REIT | 296 | - |
| Cash dividends paid | (172) | (158) |
| Share repurchases | (378) | (331) |
| Proceeds from exercises of stock options | 72 | 110 |
| Other, net | (6) | (11) |
| Net Cash Used for Financing Activities | (99) | (166) |
| Effect of Exchange Rate Changes on Cash |  |  |
| Net (Decrease) Increase in Cash and |  |  |
| Cash Equivalents | (7) | 45 |
| Cash and Cash Equivalents - Beginning of year | 447 | 382 |
| Cash and Cash Equivalents - End of period | 440 | \$ 427 |

see accompanying notes

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|  | $\begin{array}{r} \text { Unaudited } \\ 3 / 22 / 97 \end{array}$ | 12/28/96 |
| :---: | :---: | :---: |
| Current Assets |  |  |
| Cash and cash equivalents | \$ 440 | \$ 447 |
| Short-term investments, at cost | 272 | 339 |
|  | 712 | 786 |
| Accounts and notes receivable, less allowance: 3/97 - \$173, 12/96 - \$183 | 2,344 | 2,516 |
| Inventories |  |  |
| Raw materials and supplies | 487 | 571 |
| Finished goods | 522 | 467 |
|  | 1,009 | 1,038 |
| Prepaid expenses, deferred income taxes and other current assets |  |  |
| Total Current Assets | 5,052 | 5,139 |
| Property, Plant and Equipment | 17,869 | 17,840 |
| Accumulated Depreciation | $(7,747)$ | $(7,649)$ |
|  | 10,122 | 10,191 |
| Intangible Assets, net | 6,996 | 7,136 |
| Investments in Unconsolidated Affiliates | 1,364 | 1,375 |
| Other Assets | 626 | 671 |
| Total Assets | \$24, 160 | \$24,512 |

Continued on next page.

| PEPSICO, INC. AND SUBSIDIARIES |  |  |
| :---: | :---: | :---: |
| CONDENSED CONSOLIDATED BALANCE SHEET (continued) (in millions except per share amount) |  |  |
| LIABILITIES AND SHAREHOLDERS' EQUITY |  |  |
|  | $\begin{array}{r} \text { Unaudited } \\ 3 / 22 / 97 \end{array}$ | 12/28/96 |
| Current Liabilities |  |  |
| Accounts payable and other current liabilities | \$ 4,279 | \$ 4, 626 |
| Income taxes payable | 606 | 487 |
| Short-term borrowings | 486 | 26 |
| Total Current Liabilities | 5,371 | 5,139 |
| Long-term Debt | 7,951 | 8,439 |
| Other Liabilities | 2,568 | 2,533 |
| Deferred Income Taxes | 1,778 | 1,778 |

```
Shareholders' Equity
    Capital stock, par value 1 2/3 cents
        per share:
```

        authorized 3,600 shares, issued \(3 / 97\)
    and 12/96-1,726 shares
Capital in excess of par value Retained earnings
Currency translation adjustment
Less: Treasury Stock, at Cost:
3/97-187 shares, $12 / 96-181$ shares Total Shareholders' Equity

Total Liabilities and Shareholders' Equity

| 29 | 29 |
| ---: | ---: |
| 1,220 | 1,201 |
| 9,434 | 9,184 |
| $(882)$ | $(768)$ |
| 9,801 | 9,646 |
|  |  |
| $(3,309)$ | $(3,023)$ |
| 6,492 | 6,623 |
|  |  |
| $\$ 24,160$ | $\$ 24,512$ |

See accompanying notes.

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PEPSICO, INC. AND SUBSIDIARIES
(unaudited)

## NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

(1) The Condensed Consolidated Balance Sheet at March 22, 1997 and the Condensed Consolidated Statements of Income and Cash Flows for the 12 weeks ended March 22, 1997 and March 23, 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 weeks are not necessarily indicative of the results expected for the year. Certain reclassifications were made to prior year's first quarter amounts to conform with the Annual Report presentation.
(2) The non-core U.S. restaurant businesses held for disposal contributed $\$ 103$ million and $\$ 67$ million to net sales in 1997 and 1996, respectively. Excluding the unusual disposal charge in 1996, operating results for the non-core U.S. restaurant businesses were \$5 million of profit in 1997 compared to a \$6 million loss in 1996.
(3) In the first quarter of 1997 we sold East Side Mario's (ESM), one of our non-core U.S. restaurant businesses, and our investment in a non-core International snack food joint venture with Gerber for $\$ 72$ million. The proceeds from the sale of ESM approximated its carrying amount. The sale of the non-core investment resulted in a gain of $\$ 22$ million ( $\$ 2$ million loss after-tax).
(4) Statement of Financial Accounting Standards No. 128 (SFAS 128), "Earnings per Share," which supersedes APB Opinion No. 15, "Earnings per Share," was issued in February, 1997. SFAS 128 requires dual presentation of basic and diluted earnings per share (EPS) for complex capital structures on the face of the income statement. Basic EPS is computed by dividing income by the weighted-average number of common shares outstanding for the period. Diluted EPS reflects the potential dilution from the exercise or conversion of securities into common stock, such as stock options. SFAS 128 is required to be adopted for year-end 1997; earlier application is not permitted. We do not expect the basic or diluted EPS measured under SFAS 128 to be materially different than our primary or fully-diluted EPS measured under APB No. 15. We will present both EPS measures on the face of the income statement.

Statement of Financial Accounting Standards No. 129, "Disclosure of Information about Capital Structure," was issued in February, 1997. We do not expect it to result in any substantive change in our disclosure.
(5) Significant debt repayments (exclusive of commercial paper), including the related effects of any interest rate and/or foreign currency swaps entered into concurrently with the debt, are listed below. As disclosed in our Annual Report, we enter into the swaps to effectively change the interest rate and currency of specific debt issuances with the objective of reducing borrowing costs.

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Principal | Interest |
| :---: |
| Rate |

12 weeks ended March 22, 1997:

| $\$ 678$ | $*$ |
| ---: | :---: |
| 250 | $5.0 \%$ |
| $\$ 928$ |  |

Subsequent to March 22, 1997:

| $\$ 263$ | * |
| ---: | :---: |
| 15 | $14.0 \%$ |

\$278

* Variable rate debt indexed to either LIBOR or commercial paper rates.
(6) At March 22, 1997, $\$ 3.5$ billion of short-term borrowings were included in the Condensed Consolidated Balance Sheet under the caption "Long-term Debt", reflecting our intent and ability, through the existence of unused revolving credit facilities, to refinance these borrowings on a long-term basis. At March 22, 1997, we had unused revolving credit facilities covering potential borrowings aggregating $\$ 3.5$ billion of which $\$ 0.2$ billion expire in January 2001 and $\$ 3.3$ billion in 2002.
(7) Through the first quarter ended March 22, 1997, we repurchased 11.7 million shares of our capital stock at a cost of $\$ 378$ million. For the period March 23, 1997 through May 1, 1997, we repurchased 9.0 million shares of our capital stock at a cost of $\$ 294$ million.

| (8)Supplemental Cash Flow Information <br> (in millions) | 12 <br>  <br> Cash Flow Data | $3 / 22 / 97$ |
| :--- | ---: | ---: |
| Interest paid |  | $3 / 23 / 96$ |
| Income taxes paid | $\$ 127$ | $\$ 162$ |

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MANAGEMENT'S ANALYSIS OF OPERATIONS, CASH FLOWS AND FINANCIAL CONDITION
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, pound or kilo sales of salty and sweet snacks in snack foods and customer transaction counts (i.e., same store sales excluding the impact of effective pricing) in restaurants. Effective net pricing includes price increases/decreases and
the effect of product, package and country mix.
Our beverages and snack foods segments are reported on a North
American basis (U.S. and Canada combined) and an International basis (all other international) while the restaurants segment is reported on a U.S. and international basis.

Analysis of Consolidated Operations

| Net Sales | 12 Weeks Ended |  | $\%$ |
| :--- | :---: | :---: | :---: |
| (\$ in millions) | $3 / 22 / 97$ | $3 / 23 / 96$ | Change |
| Net Sales | $\$ 6,702$ | 6,554 | 2 |

Worldwide net sales rose $\$ 148$ million reflecting higher effective net pricing and net volume gains of $\$ 72$ million. The higher effective net pricing was driven by worldwide snack foods and restaurants, partially offset by North American beverages. The volume gains were driven by worldwide snack foods and North American beverages, partially offset by declines in U.S. restaurants and International beverages. In addition, the increase in sales benefited from the consolidation of California Pizza Kitchen at the end of the second quarter of 1996. The sales growth rate was reduced by one point as a result of our strategy to reduce our ownership of the restaurant system through selling company-operated restaurants to franchisees (refranchising) and closing underperforming restaurants.

| Cost of Sales | 12 Weeks Ended |  |
| :--- | :---: | :---: |
| (\$ in millions) | $3 / 22 / 97$ | $3 / 23 / 96$ |
| Cost of sales | $\$ 3,257$ | $\$ 3,206$ |
| As a percent of net sales | $48.6 \%$ | $48.9 \%$ |

Cost of sales as a percent of net sales decreased primarily due to the impact of higher pricing in North American snack foods and higher effective net pricing in international restaurants, coupled with the lower packaging costs in North American beverages.

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Selling, General and Administrative Expenses (S,G\&A)
(\$ in millions)

| 12 Weeks Ended |  |
| :---: | ---: |
| $3 / 22 / 97$ | $3 / 23 / 96$ |
| $\$ 2,617$ | $\$ 2,549$ |
| $39.0 \%$ | $38.9 \%$ |

SG\&A
As a percent of net sales
39. 0\%
38.9\%

SG\&A comprises 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. S\&D grew faster than net sales, led by worldwide beverages. A\&M declined due to reduced spending at International beverages. G\&A grew significantly faster than sales driven by U.S. restaurants. Other income and expense included refranchising gains in excess of the costs of closing other restaurants (net refranchising gains) of $\$ 12$ million ( $\$ 7$ million after-tax), compared to $\$ 46$ million ( $\$ 28$ million after-tax or 0.02 per share) in 1996, and a 1997 gain of $\$ 22$ million ( $\$ 2$ million loss after-tax) on a sale by International snack foods of a noncore joint venture investment. Equity income from our unconsolidated affiliates, compared to losses a year ago, primarily reflected the absence of losses from Buenos Aires Embotelladora S.A. (BAESA).

Amortization of intangible assets declined $7 \%$ to $\$ 62$ million because we stopped amortizing intangible assets associated with our non-core U.S. restaurants in 1997 because they are being held for disposal. The impact of restaurant refranchisings, restaurant closures and recurring restaurant
impairment charges taken in 1996 also reduced 1997 amortization expense. Amortization expense reduced net income per share by $\$ 0.03$ in 1997 and 1996.

Unusual disposal charge of $\$ 26$ million ( $\$ 17$ million after-tax or $\$ 0.01$ per share) was associated with the 1996 decision to dispose of Hot'n Now.

|  | 12 Weeks Ended |  |  |
| :---: | :---: | :---: | :---: |
| (\$ in millions) | 3/22/97 | 3/23/96 | $\begin{gathered} \% \\ \text { Change } \end{gathered}$ |
| Reported | \$766 | \$706 | 8 |
| Ongoing* | \$766 | \$732 | 5 |

* Excluded the unusual disposal charge.


#### Abstract

Reported operating profit increased $\$ 60$ million. Ongoing operating profit increased $\$ 34$ million, primarily due to a combined ongoing segment operating profit increase of $\$ 40$ million or $5 \%$. The increase reflected volume gains of $\$ 24$ million and higher franchise royalty revenues. The higher effective net pricing was substantially offset by increased costs. Ongoing segment operating profit growth was hampered by the lower net refranchising gains, partially offset by the gain on the sale of the noncore investment and the improved results from our unconsolidated


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affiliates. Ongoing operating profit growth was moderated by increased net corporate costs, incurred primarily in connection with the pending spin-off of our core restaurant businesses.

Interest Expense, net
12 Weeks Ended

| (\$ in millions) | $3 / 22 / 97$ | $3 / 23 / 96$ | Change |
| :--- | :---: | :---: | ---: |
| Interest expense | $\$(123)$ | $\$(141)$ | $(13)$ |
| Interest income | 13 | 23 | $(43)$ |
| $\quad$ Interest expense, net | $\$(110)$ | $\$(118)$ | $(7)$ |

The decline in interest expense, net, primarily reflected the net impact of lower average debt levels and interest rates partially offset by lower investment levels. The lower investment and debt levels are due to 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.

Provision for Income Taxes

|  | 12 Weeks |  |
| :--- | :---: | :---: |
| (\$ in millions) | $3 / 22 / 97$ | $3 / 23 / 96$ |
| Provision for Income Taxes | $\$ 229$ | $\$ 194$ |
| Effective tax rate | $34.9 \%$ | $33.0 \%$ |

The 1997 effective tax rate of $34.9 \%$ is composed of a full-year forecasted tax rate of about $36 \%$, partially offset in the quarter by a one-time benefit from the reversal of a prior year valuation allowance related to a foreign deferred tax asset. The increase in the full-year effective tax rate is due to a reduction in lower-taxed foreign earnings coupled with a significantly higher effective tax rate on those foreign earnings.

Net Income and Net Income Per Share
12 Weeks Ended

| (\$ in millions except <br> per share amounts) <br> Reported | $3 / 22 / 97$ | $3 / 23 / 96$ | $\%$ <br> Change |  |  |
| :--- | :---: | :---: | :---: | :---: | :---: |
| $\quad$ Net Income |  |  |  |  |  |
| $\quad$ Net Income Per Share | $\$$ | 427 | $\$$ | 394 | 8 |
| Ongoing* | $\$$ | .27 | $\$$ | .24 | 13 |
| $\quad$ Net Income | $\$$ |  |  |  |  |
| Net Income Per Share | $\$$ | .27 | $\$$ | 411 | 4 |
| $\quad \$$ | .25 | 8 |  |  |  |

Used to Calculate Net
Income Per Share
1,583 1,619

* Excluded the unusual disposal charge.
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PEPSICO, INC. AND SUBSIDIARIES

SUPPLEMENTAL SCHEDULE OF NET SALES AND OPERATING PROFIT (a)
Management Basis
(\$ in millions except per share amount, unaudited)

| Net Sales |  |  | Operating Profit |
| :---: | :---: | :---: | :---: |
| 12 Weeks Ended | $\%$ | 12 Weeks Ended | $\%$ |
| $3 / 22 / 97$ | $3 / 23 / 96$ | Change | $3 / 22 / 97 \quad 3 / 23 / 96$ Change |

Beverages (b)

| - - -N.A. (c) | \$1, |  | \$1,537 | 4 |  | \$264 \$ | \$257 |  | 3 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| - - - Int'l |  |  | 426 | (14) |  | (27) | (10) |  | NM |
|  | 1,958 |  | 963 |  | 237 | 247 |  | (4) |  |

Snack Foods

-     - -N.A. (c)
-     - Int'l (d)

| 1,521 | 1,428 | 7 |  | 289 | 252 |  | 15 |
| ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| $702, ~$ | 628 |  | 13 | 99 | 73 | 36 |  |
| 2,230 | 2,056 | 8 |  | 388 | 325 | 19 |  |

Restaurants (e)

-     - -U.S. (f)
-     - -Int'l

Combined segments \$6,702 \$6,554 2
Corporate (g)
Operating Profit

| 1,997 |  | 2,034 | (2) | 149 |  | 144 |  | 3 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 7 | 501 | 3 |  |  | 36 |  | 22 |
| 2,514 | 2,535 | (1) |  | 193 | 180 |  | 7 |  |
| \$6,702 | \$6,554 | 2 |  | 818 | 752 |  | 9 |  |
|  |  |  |  | (52) | ( 46 ) |  | 13 |  |
|  |  |  |  | \$766 | \$706 |  | 8 |  |

NM - Not Meaningful
NOTES:
(a) This schedule should be read in conjunction with Management's Analysis beginning on page 12.
(b) Prior year's results have been restated to conform with the current year presentation.
(c) North America is composed of operations in the U.S. and Canada.
(d) Included a gain in 1997 of $\$ 22$ ( $\$ 2$ loss after-tax) from a sale of a non-core investment in a joint venture with Gerber.
(e) Restaurant operating profit included the following:

|  | 1997 | 1996 |
| :--- | :--- | ---: |
| Refranchising gains | $\$ 16$ | $\$ 46$ |
| Store closure costs | $(4)$ | - |
| Net refranchising gains | $\$ 12$ | $\$ 46$ |
|  |  |  |
| U.S. | $\$ 13$ | $\$ 42$ |
| International | $(1)$ | 4 |
|  | $\$ 12$ | $\$ 46$ |

(f) Included an unusual charge of $\$ 26$ ( $\$ 17$ after-tax or $\$ 0.01$ per share) in 1996 as a result of the decision to dispose of Hot'n Now.
(g) Includes corporate headquarters expenses, minority interests, foreign exchange translation and transaction gains and losses and other items reported in Corporate.

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Segments Of The Business
Beverages
3/22/97 3/23/96 Change

Net Sales
N.A.
\$1, 591
\$1, 537
N.A.

Int'l
\$ 264 \$ 257
(10)
\$ 247

3 NM

NM - Not Meaningful

System bottler case sales (BCS) of Pepsi Corporate brands is our standard volume measure. It represents company-owned brands as well as brands we have the right to produce, distribute and market nationally, and includes sales of packaged products and fountain syrup by company-owned and franchised bottlers.

## North America

Sales for the quarter rose $\$ 54$ million. The increase reflected volume growth of $\$ 94$ million, led by packaged products. This gain was partially offset by lower effective net pricing, primarily the result of price decreases in take-home packaged products.

BCS increased 6\% reflecting double-digit growth by Mountain Dew and a solid increase in Brand Pepsi. Alternative beverages (non-carbonated soft drink products), led by Aquafina bottled water and Lipton Brisk, grew at a strong double-digit rate. Our concentrate shipments to franchisees grew significantly slower than their BCS growth rate.

Profit grew $\$ 7$ million or $3 \%$ on top of $18 \%$ growth last year. The profit growth reflected volume gains of $\$ 53$ million and lower packaging costs, partially offset by the lower effective net pricing and increased S\&D. S\&D grew faster than sales and volume due to wage increases. Increased A\&M were fully offset by lower administrative expenses, primarily reflecting the benefit of lapping the 1996 costs incurred in connection with national initiatives to upgrade information systems. A\&M grew faster than sales but increased in line with volume.

## International

Sales declined $\$ 59$ million due to lower volume of $\$ 37$ million and unfavorable currency translation. The volume decline primarily reflected lower concentrate shipments to franchisees.

BCS decreased $3 \%$. Excluding the impact of the loss of our Venezuelan bottler in August 1996, BCS declined about a half of a point. A doubledigit decline in South America was partially offset by strong double-digit growth in China. Our concentrate shipments to franchisees declined at a significantly greater rate than the decline in their BCS.

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Operating losses increased $\$ 17$ million. The increase reflected the volume decline of $\$ 29$ million and lapping a 1996 favorable settlement of a take-or-pay sales contract. These decreases were partially offset by reduced net equity losses from our unconsolidated affiliates, primarily the absence of losses from BAESA. Last year we recognized $\$ 8$ million of equity losses from BAESA. In the current quarter, our fourth quarter 1996 restructuring generated about $\$ 4$ million of the $\$ 50$ million of savings expected in 1997.

Beginning in 1997, we categorized Mexico as highly inflationary and, therefore, the U.S. dollar became the functional currency. Although difficult to measure, we believe the reported results of our operations in Mexico were not materially affected.

| (\$ in millions) | 12 Weeks Ended |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 3/22/97 |  |  | \% |
|  |  | 3/23/96 |  | Change |
| Net Sales |  |  |  |  |
| N.A. | \$1,521 |  | 428 | 7 |
| Int'l | 709 |  | 628 | 13 |
|  | \$2,230 |  | 056 | 8 |
| Operating Profit |  |  |  |  |
| N. A. | \$ 289 | \$ | 252 | 15 |
| Int'l | 99 |  | 73 | 36 |
|  | \$ 388 | \$ | 325 | 19 |

North America

Sales grew $\$ 93$ million. The sales increase reflected volume growth of $\$ 50$ million and higher pricing taken across all core brands in late 1996. Sales increased in most core brands with low-fat and no-fat snacks accounting for about $30 \%$ of the sales growth.

Pound volume advanced $4 \%$. Low-fat and no-fat snacks contributed over 35\% of the growth. Core brand growth, excluding their low-fat and no-fat versions, was led by strong double-digit growth in Lay's brand potato chips and Tostitos brand tortilla chips.

Profit grew $\$ 37$ million. The profit increase reflected the higher pricing, lower promotional price allowances and merchandising support and volume growth of $\$ 24$ million. These gains were partially offset by increased manufacturing costs, S\&D and administrative expenses. The increased manufacturing costs reflected higher capacity costs partially offset by lower packaging and commodity prices. An increased number of delivery routes over the prior year drove S\&D, although S\&D declined as a percentage of sales compared to 1996 as we improved system efficiency. Administrative expenses increased as a percentage of sales, reflecting a significant increase in investment spending to improve manufacturing and delivery systems. Advertising and marketing expenses were unchanged for the quarter.

## International

Sales increased \$81 million. The sales increase reflected higher effective net pricing, volume growth of $\$ 22$ million and a favorable translation of the British Pound

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 $10 \%$, while sweet snack kilos declined 12\%.

Operating profit increased $\$ 26$ million or $36 \%$ reflecting the $\$ 22$ million gain on the sale of an investment in a non-core Mexican joint
venture with Gerber. The impact of the higher effective net pricing and volume gains of $\$ 5$ million slightly exceeded inflation-driven cost increases, primarily in Mexico.

Beginning in 1997, we categorized Mexico as highly inflationary and, therefore, the U.S. dollar became the functional currency. Although difficult to measure, we believe the reported results of our Mexican operations were not materially affected.

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Restaurants
The unit activity and operating results presented below include both the U.S. and international operations of Pizza Hut, Taco Bell and KFC. In addition, the U.S. information includes our non-core restaurant businesses consisting of California Pizza Kitchen (CPK), Chevys, D'Angelo Sandwich Shops (D'Angelo), East Side Mario's (ESM) (through February 19, 1997, see Note 3) and Hot'n Now (HNN) units. PepsiCo Food Systems is included in our U.S. operating results.

## 1997 Restaurant Unit Activity

 Company-Operated and Joint Venture| December 28, 1996 | 9,662* | 3,520 | 13,182 |
| :--- | :---: | :---: | ---: |
|  <br> Acquisitions <br>  <br> Licensing | 32 | 40 | 72 |
| Closures | $(82)$ | $(7)$ | $(89)$ |
| Divestiture of ESM | $(244)$ | $(24)$ | $(268)$ |
| March 22, 1997 | $9,354^{*}$ | 3,529 | 12,883 |
| Units as a percent of |  |  |  |
| the total system |  |  |  |
| December 28, 1996 <br> March 22, 1997 | $46 \%$ | $41 \%$ | $45 \%$ |

* Non-core restaurant units were 296 and 284 at December 28, 1996 and March 22, 1997, respectively.

* Excluded a $\$ 26$ charge in 1996 related to the decision to dispose of HNN.
-     - -15-
U.S.

Sales decreased $\$ 37$ million. The decrease was driven by fewer companyoperated units and reduced sales of $\$ 78$ million as a result of our strategic initiative to refranchise units and close underperforming units. This decrease was partially offset by a $\$ 37$ million increase in our noncore restaurant businesses, primarily as a result of the consolidation of CPK at the end of the second quarter of 1996. Combined same store sales were not a factor in the total sales decline as transaction declines of \$54 million, primarily due to lapping the first quarter 1996 introduction of Triple Decker Pizza, were offset by higher effective net pricing.

Same store sales at Pizza Hut decreased 8\% reflecting fewer customer transactions. Same store sales increased $4 \%$ at Taco Bell reflecting the very successful Star Wars promotion, mix shifts into higher-priced products such as Border Select Combos and Fajita Wraps and higher pricing taken in late 1996. Same store sales at KFC also increased $4 \%$ due to the favorable impact of core products.

Reported operating profit increased $\$ 5$ million. Ongoing operating profit decreased $\$ 21$ million due to lower net refranchising gains of $\$ 29$ million, as summarized below, and increased labor costs. The increased labor costs were due to national customer service improvement initiatives and increased wages and benefits. The above effects were partially offset by the effect of combined same store sales, reflecting higher effective net pricing partially offset by transaction declines of $\$ 28$ million, and income in our U.S. non-core restaurant businesses in 1997 compared to losses in 1996. About half of the improvement in our U.S. non-core restaurant businesses was due to stopping depreciation and amortization expense in 1997 because these businesses are being held for sale.

## Net Refranchising Gains/(Losses)

(\$ in millions)

## 3/22/97 3/23/96 Change

Refranchising gains

| $\$ 16$ | $\$ 44$ | $\$(28)$ |
| :--- | :--- | :--- |
| $(3)$ | $\$(2)$ | $(1)$ |
| $\$ 13$ | $\$ 42$ | $\$(29)$ |

Store closure costs

## International

Sales increased $\$ 16$ million due to higher effective net pricing, net additional company-operated units of $\$ 16$ million and increased franchise royalty revenues. Sales growth was hampered by the effect of one less accounting period for Canada and Korea in 1997 to facilitate the quarterly closing process.

Operating profit increased $\$ 8$ million, reflecting the increased franchise royalty revenues. The positive impact of higher effective net pricing and net increases in company units of $\$ 4$ million were offset by higher store operating costs, led by labor, and lower net refranchising gains of $\$ 5$ million, as summarized below:

Net Refranchising Gains/(Losses)

## (\$ in millions)

| 12 |  |  |  | Weeks Ended |
| :---: | :---: | :---: | :---: | :---: |
| $3 / 22 / 97$ | $3 / 23 / 96$ | Change |  |  |
| $\$$ |  |  |  |  |
| $\$(1)$ | $\$$ | 2 | $\$$ | $(2)$ |
| $\$(1)$ | $\$$ | 2 |  | $\$(3)$ |
|  |  |  |  |  |$)$

-16-
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 decreased \$268 million or 57\% to $\$ 200$ million. The decrease reflected an increase in operating working capital cash outflows of $\$ 210$ million and a $\$ 58$ million decline in income before noncash charges and credits. The increased cash used for operating working capital primarily reflected a greater reduction in Accounts payable and other current liabilities and a larger increase in Prepaid expenses, deferred income taxes and other current assets. The change in Accounts payable and other current liabilities was driven primarily by timing of payments. The increase in Prepaid expenses, deferred income taxes and other current assets reflected a 1997 premium prepayment for U.S. casualty insurance. A comparable premium prepayment was not made in 1996 because we were largely self-insured. These cash outflows were partially offset by faster growth in Income taxes payable.

Net cash used for investing activities decreased $\$ 149$ million or $58 \%$ to $\$ 107$ million. The decline primarily reflected increased proceeds of $\$ 69$ million in 1997 from the sale of businesses and a $\$ 70$ million favorable swing in Other, net, composed of many small individual items. Lower proceeds from refranchising of restaurants of $\$ 61$ million were offset by increased proceeds from other investing activities.

Net cash used for financing activities declined $\$ 67$ million or $40 \%$ to $\$ 99$ million. We received cash proceeds of $\$ 296$ million from the sale of preferred stock in a real estate investment trust (REIT) we established in 1997. These proceeds were partially offset by reduced proceeds from net
debt activities of $\$ 135$ million and from other financing activities.

Our share repurchase activity was as follows:

|  | 12 Weeks Ended |  |
| :--- | ---: | ---: |
| (\$ and shares in millions) | $3 / 22 / 97$ | $3 / 23 / 96$ |
|  |  |  |
| Cost | $\$ 378$ | $\$ 331$ |
| Number of shares repurchased <br> \% of shares outstanding at <br> beginning of year | 11.7 | 10.8 |

-     - -17

Free cash flow is the primary measure we use internally to evaluate our cash flow performance.

| $(\$$ in millions) | 12 Weeks Ended |  |
| :--- | :---: | :---: |
|  | $3 / 22 / 97$ | $3 / 23 / 96$ |
| Net cash provided by operating |  |  |
| activities | $\$ 200$ | $\$ 468$ |
| Cash dividends paid | $(172)$ | $(158)$ |
| Investing activities | $(360)$ | $(370)$ |
| Capital spending | 72 | 3 |
| Sales of businesses | 40 | 101 |
| Refranchising of restaurants |  |  |
| Sales of property, plant and | 31 | 13 |
| equipment | 27 | $(43)$ |
| Other, net | $\$(162)$ | 14 |

Free cash flow decreased $\$ 176$ million, primarily reflecting the decline in net cash provided by operating activities partially offset by the favorable swing in Other, net.

Our negative operating working capital position, which reflects the cash sales nature of our restaurant operations partially offset by our more working capital intensive packaged goods businesses, effectively provides additional capital for investment. Operating working capital, which excludes short-term investments and short-term borrowings, was a negative $\$ 105$ million and $\$ 313$ million at the end of the first quarter of 1997 and year-end 1996, respectively. The $\$ 208$ million decline was primarily due to increased investments in working capital by North American beverages, worldwide restaurants and worldwide snack foods. The increase was primarily due to the U.S. prepaid casualty insurance premium coupled with a reduction in other current liabilities, primarily reflecting reduced promotions by North American beverages. These investments in working capital were partially offset by the minority interest associated with the REIT (see Cash Flow - Financing Activities on page 17) and increased Income taxes payable.

Cautionary Statement
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.

We have reviewed the accompanying condensed consolidated balance sheet of PepsiCo, Inc. and Subsidiaries as of March 22, 1997 and the related condensed consolidated statements of income and cash flows for the twelve weeks ended March 22, 1997 and March 23, 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.

KPMG Peat Marwick LLP
New York, New York
April 29, 1997

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

(b) Reports on Form 8-K

We filed a Current Report on Form 8-K dated January 24, 1997 which among other items announced a plan to spin off our restaurant businesses to our shareholders as an independent publicly-traded company.

We filed a Current Report on Form 8-K dated February 4, 1997 attaching our 1996 earnings release of February 4, 1997.

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.

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

| PEPSICO, INC. AND SUBSIDIARIES <br> Computation of Net Income Per Share of Capital Stock - Primary (in millions except per share amounts, unaudited) |  |  |
| :---: | :---: | :---: |
|  | $\begin{aligned} & 12 \text { Weeks } \\ & 3 / 22 / 97 \end{aligned}$ | $\begin{aligned} & \text { Ended } \\ & 3 / 23 / 96 \end{aligned}$ |
| Shares outstanding at beginning of period | 1,545 | 1,576 |
| Weighted average of shares issued during the period for exercise of stock options, conversion of debentures and payment of compensation awards | 3 | 4 |
| Shares repurchased (weighted) | (4) | (5) |
| Dilutive shares contingently issuable upon exercise of stock options, conversion of debentures and payment of compensation awards, net of shares assumed to have been purchased for treasury (at the average price) with assumed proceeds from exercise of stock options and compensation awards | 39 | 44 |
| Total shares - primary | 1,583 | 1,619 |
| Net income | \$ 427 | \$ 394 |
| Net income per share - primary | \$ 0.27 | \$ 0.24 |

[^0]\[

$$
\begin{array}{cl}
12 \text { Weeks Ended } \\
3 / 22 / 97 & 3 / 23 / 96
\end{array}
$$
\]

Shares outstanding at beginning of period 1,545 1,576

Shares issued during the period for exercise of stock options, conversion of debentures and payment of compensation awards

Dilutive shares contingently issuable
upon exercise of stock options, conversion of debentures and payment
of compensation awards, net of
shares assumed to have been
purchased for treasury (at the
higher of average or quarter-end
price) with assumed proceeds from
exercise of stock options and
compensation awards

| Earnings: |  |  |
| :--- | ---: | ---: |
| Income before <br> income taxes | $\$ 656$ | $\$ 588$ |
| Unconsolidated affiliates and <br> minority interests, <br> net | 5 | 10 |
| Amortization of <br> capitalized interest | 1 | 1 |
| Interest expense | 123 | 141 |
| Interest portion <br> of net rent expense (a) | 13 | 39 |
| Earnings available <br> for fixed charges | $\$ 798$ | $\$ 779$ |
| Fixed Charges: | $\$ 123$ | $\$ 141$ |
| Interest expense <br> Capitalized interest | 2 | 39 |
| Interest portion of net <br> rent expense (a) | $\$ 138$ | $\$ 183$ |
| Total fixed charges | 5.78 | 4.26 |

(a) One-third of net rent expense is the portion deemed representative of the interest factor.

The Board of Directors
PepsiCo, Inc.
We hereby acknowledge our awareness of the use of our report dated April 29, 1997 included within the Quarterly Report on Form 10-Q of PepsiCo, Inc. for the twelve weeks ended March 22, 1997, and incorporated by reference in the following Registration Statements and in the related Prospectuses:

|  | Reg |
| :---: | :---: |
| scription | Stateme |
| Form S-3 |  |
| Pizza Hut Cincinnati, Inc. and Tri-L Pizza Huts, Inc. acquisitions | 33-37271 |
| PepsiCo SharePower Stock Option Plan for Employees of Monsieur Henri Wines, Ltd. | 33-3560 |
| 33-56666 \& 33-66146 |  |
| PepsiCo SharePower Stock Option Plan for Opco Employees | 33-30658 |
| PepsiCo SharePower Stock Option Plan for PCDC |  |
| PepsiCo SharePower Stock Option Plan for Employees of Chevys, Inc. |  |
| PepsiCo SharePower Stock Option Plan for Employees of |  |
| Pepsi-Cola Bottling Company Annapolis acquisition | 33-30372 |
| \$500,000,000 Euro-Medium-Term Notes | 33-867 |
| \$2,500,000,000 Debt Securities and Warrants | 33-39283 |
| Semoran Management Corporation acquisition | 33-47527 |
| \$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 | 33-6424 |
| Form S-4 |  |
| Erin Investment Corp. acquisition | 33-31844 |
| A\&M Food Services, Inc. acquisition | 33-4635 |
| Pizza Hut Titusville, Inc. acquisition | 33-21607 |
| U.S. Kentucky Fried Chicken operations of Collins |  |
| Foods International, Inc. acquisition | 33-37978 |
| Pizza Management, Inc. acquisition | 33-47314 |

    - - -25-
    Form S-8
PepsiCo SharePower Stock Option Plan
33-42058, 33-51496,
PepsiCo SharePower Stock Option Plan for Opco
Employees
1988 Director Stock Plan
1979 Incentive Plan and the 1987 Incentive Plan
1994 Long-Term Incentive Plan
1995 Stock Option Incentive Plan
1979 Incentive Plan
PepsiCo, Inc. Long Term Savings Program
33-35602, 33-29037,
33-54731 \& 33-66150
33-43189
33-22970
33-19539
33-54733
33-61731 \& 333-09363
2-65410
2-82645, 33-51514 \&
Long Term Savings Programs of Taco Bell Corp.,
Pizza Hut, Inc. and Kentucky Fried
Chicken Corporation, respectively 2-93163, 2-99532 \&
Restaurant Deferred Compensation Plan
$33-35602, \quad 33-29037$,
$33-54731$ \& $33-66150$
$33-43189$
$33-22970$
$33-19539$
$33-54733$
$33-61731 \& 333-09363$
$2-65410$
$2-82645, \quad 33-51514 \&$

$2-93163,2-99532 \&$
$33-10488$
$333-01377$

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        5
            THIS SCHEDULE CONTAINS SUMMARY FINANCIAL INFORMATION
                EXTRACTED FROM PEPSICO, INC. AND SUBSIDIARIES CONDENSED
                CONSOLIDATED FINANCIAL STATEMENTS FOR THE }12\mathrm{ WEEKS
                ENDED MARCH 22, 1997 AND IS QUALIFIED IN ITS ENTIRETY
                BY REFERENCE TO SUCH FINANCIAL STATEMENTS.
            0000077476
            PepsiCo, Inc.
    1,000,000
        Dec-27-1997
        Mar-22-1997
            3-MOS
                440
                    272
            2,344
                    1 7 3
                1,009
        5,052
                17,869
            7,747
        24,160
    5,371
                                    7,951
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    0
                    0
            6,463
24,160
    6,702 6,702
        3,257
        3,257
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            4 2 7
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    PEPSICO, INC. AND SUBSIDIARIES
    Computation of Net Income Per Share of Capital Stock - Fully Diluted (in millions except per share amounts, unaudited)

