PepsiCo UK Pension Plan
Chair's Statement Update
Plan Year - 1 October 2023 to 30 September 2024

1. Introduction

1.1. This statement has been prepared by PepsiCo UK Pension Plan Trustee Limited ('the Trustee'), the Trustee of the PepsiCo UK Pension Plan ('the Plan'), to report on compliance with governance standards.

1.2. The governance standards apply to defined contribution ('DC') arrangements and are designed to help members achieve good outcomes from their pension savings.

1.3. This document sets out the Statement covering the period 1 October 2023 to 30 September 2024 and a copy of this document is published on the PepsiCo website at www.pepsico.co.uk/pension-plan-members.

2. The Plan's DC arrangements

2.1. During the Plan Year, the Plan's DC benefits were comprised of benefits:

a. For former members of the Quaker Oats Money Purchase Scheme;

b. For former members of the Huntley & Palmer Foods Scheme or Smiths Monthly Plans; and

c. For former members of the Pepsi-Cola UK Retirement Plan.

2.2. These are known as the legacy money purchase benefits and are administered by Aptia.

2.3. The legacy money purchase arrangements are not being used as a qualifying scheme for automatic enrolment purposes.

2.4. AVCs are provided through 'bundled' arrangements (administration, investment, and communication services from each provider) with Aviva and Standard Life for Defined Benefit ('DB') members. There is also an AVC arrangement invested with Prudential where the administration is undertaken by Aptia.

2.5. AVCs are also provided for the Plan's DB members on an 'unbundled' basis with administration services provided by Aptia and investments replicating those for the legacy money purchase arrangements.

2.6. These arrangements are all closed to future contributions following the closure of the Plan to future DB accrual on 31 March 2022.

3. Default investment arrangements

3.1. The Plan is not being used as a qualifying scheme for automatic enrolment purposes and, as such does not have an automatic enrolment default investment option available to members. There are, however, other investment options which are deemed to be default options and details of these are set out below.

Global Equity Fund

3.2. Back in August 2015, changes were made to increase the diversification for members investing in the Plan's Global Equity fund. This involved a switch of assets from the BlackRock Aquila Life (70:30) Global Equity Index Fund to the BlackRock Aquila Life (30:70) Currency Hedged Global Equity Index Fund.

3.3. The Global Equity fund formed part of a lifestyle investment option which the Trustee still makes available to members and the fund was also available as a self-select option which could be chosen by members to invest in if they wanted to.

3.4. When the change was made, the Trustee communicated with members and made the change set out. Some members did not respond to the communication from the Trustee, and in this case, members' assets were transferred without explicit consent.

3.5. Because of this, the investment arrangements to which members were transferred may be deemed to be 'default' investment arrangements for the purposes of the regulations.

3.6. If the member was already in the lifestyle investment option (see details below), then they remained in the lifestyle option, but the way the Global Equity fund was invested changed. If a member had chosen to invest in the Global Equity fund, but not as part of the lifestyle investment option, then their investment moved between the two funds mentioned above; it remained a type of global equity fund investment, but the actual fund used had changed.

Cash Fund

3.7. In January 2020, following the closure of Equitable Life, a legacy AVC provider, AVC assets held with Equitable Life were transferred to Utmost Life and Pensions, before being transferred to the Plan's Lifestyle arrangement (if a member was more than 5 years away from their Selected Retirement Age) or the Cash Fund (if within 5 years of their Selected Retirement Age).

The lifestyle option

3.8. The lifestyle investment option initially invests in the BlackRock Aquila Life (30:70) Currency Hedged Global Equity Index Fund, with the aim of providing a return above inflation over the long-term, until a member is five years from their selected retirement date.

3.9. Thereafter, the switching of existing funds will reduce the holding in global equities and increase the holding in the BlackRock Aquila Life Cash Fund, such that at a member's selected retirement age they are invested 100% in the Cash Fund, which reflects how a typical member takes their money purchase benefits from the Plan, that is, as cash.

Review of the default and lifestyle options

3.10. The Trustee will continue to monitor the lifestyle investment option and will make amendments as appropriate based on its analysis of the likely requirements of Plan members. The most recent default investment strategy review took place during the Plan year 1 October 2022 to 31 September 2023.

3.11. It was agreed that the timing of switches in the period five years before retirement would move from annual to quarterly each year, and that has now been implemented. Following the review the Trustee concluded that the default investment option remained suitable for members. The next review will start during the 2025/26 Plan Year.

3.12. The Trustee will continue to monitor the Plan's DC investment approach.

Investment monitoring

3.13. Details of the lifestyle investment option and additional funds are set out in the attached updated Default Statement of Investment Principles (SIP) dated September 2024. This covers the aims and objectives in relation to the default options and the general principles underlying the broader investment policy in relation to the DC and AVC assets.

3.14. The new SIP also confirms how ESG, climate change and stewardship are integrated within investment processes when appointing new investment managers and monitoring existing investment managers. It also confirms the Trustee's view on the inclusion of illiquid investments as part of the default investment strategy. Monitoring is undertaken on a regular basis and is documented at least annually.

3.15. The Trustee's key stewardship themes are as follows:

a. Environment – climate change and biodiversity.

b. Social – modern slavery.

c. Governance – Board diversity.

The Trustee has determined these priorities based on the Trustee Directors' ESG beliefs, taking into account the Company's strategic priorities on ESG and sustainability matters. The investment managers are aware of the Trustee's policies on stewardship and engagement.

3.16. The Trustee understands the potential for higher returns and the benefits of diversification, relative to more traditional asset classes (such as bonds or equities), that illiquid assets can offer. While these potential benefits are recognised by the Trustee, the Trustee is also aware of the associated risks for members. Given the potential for valuations of illiquid assets to not reflect their true value at a given time, as well as concerns over liquidity management, the Trustee does not consider direct investment in an illiquid asset fund to be suitable for members of the Plan at present but will continue to monitor developments.

3.17. During the Plan Year, the Trustee, with the assistance of its investment advisers, considered the extent to which the return on investments relating to the default investment strategies outlined above (after deduction of any charges relating to those investments) is consistent with the investment aims and objectives for the arrangements.

3.18. The Trustee considers that during the Plan Year the default options remained appropriate and have been broadly consistent with the Trustee's investment objectives for them.

4. Net investment returns

4.1. In line with the guidance provided to the Trustee, information is shown on the investment returns, after the deduction of member borne charges and transaction costs, for all default arrangements and investment options that members are able, or were previously able, to select and in which members' assets were invested during the Plan Year.

4.2. When preparing this section of the statement the Trustee has taken account of the relevant statutory guidance.

4.3. Details of the net investment returns for the funds available to members are set out below:

Fund	Annualised returns to 30 September 2024		
	1 year	3 years (p.a.)	5 years (p.a.)
Lifestyle investment options			
BlackRock Aquila Life (30:70) Currency Hedged Global Equity Index Fund	23.77%	7.99%	9.78%
BlackRock Aquila Life Cash Fund	5.34%	3.30%	2.05%
Non-lifestyle investment option			
BlackRock Aquila Life Over 5 Year Index-Linked Gilt Index Fund	6.38%	-14.26%	-8.73%
Legacy Additional Voluntary Contributions			
Aviva FP With-Profits Sub-Fund (NGP Series 1) (NGP Post-Demutualisation)*	3.10%	4.00%	4.00%
Aviva FP With-Profits Sub-Fund (NGP Pre-Demutualisation)*	3.10%	5.90%	4.50%
Prudential With-Profits Fund**	8.15%	4.05%	5.05%
Standard Life Pension With-Profits One Fund***	1.75%	1.25%	0.95%
Standard Life Pension With-Profits One 2006 Fund***	1.75%	1.25%	0.95%

Notes:

** These funds have a guarantee that bonuses, once added, will not be removed if benefits are taken at normal retirement date or on death. The annual bonus rate since 1 January 2022 has been 2.75%.*

The With-Profits Sub-Fund holds a certain level of money, over and above the amount needed to make pay-outs to investors. This acts as a 'buffer' and provides security for investors. Every year, Aviva reviews the size of the buffer to determine whether there is additional surplus that can be shared between eligible policies. If a sub-fund has additional surplus available, a distribution from the estate is possible when a payout is made.

As at 1 January 2025, the additional surplus payable was 2.5% of the asset share for the Post-Demutualisation With-Profits Sub-Fund and 13% for the Pre-Demutualisation With-Profits Sub-Fund.

*** The figures shown include reversionary and terminal bonuses.*

**** Figures provided are as at 31 January 2024, in line with when annual bonus rates are declared.*

4.4. For the lifestyle option where the investment returns vary with age, the new requirements set out that the investment returns should be shown over various periods to the end of the Plan Year for a member aged 25, 45 and 55 at the start of the period the returns are shown over.

4.5. However, in the Plan, the lifestyle option invests fully in the BlackRock Aquila Life (30:70) Currency Hedged Global Equity Index Fund until five years before the assumed retirement age, which for the Plan is 65. On this basis, the returns achieved in each of the prescribed examples will be identical and will reflect the performance of that fund as set out above.

4.6. We have therefore also considered the situation where a member is aged 60 at the start of the investment period and the effect of the lifestyle strategy can be seen. We have included the information for each of these scenarios in the table below:

Age at start of investment period	Annualised returns to 30 September 2024		
	1 year	3 years (p.a.)	5 years (p.a.)
25	23.77%	7.99%	9.78%
45	23.77%	7.99%	9.78%
55	23.77%	7.99%	9.78%
60	23.77%	5.26%	6.20%

4.7. In view of the reported net investment returns as well as the more frequent reviews of DC investment performance against the set benchmarks and objectives which occurred throughout the Plan Year, the Trustee has taken note of the investment market uncertainty and the shorter-term volatility in the returns and remains comfortable with the performance of the funds. These will continue to be monitored closely by the Trustee on an ongoing basis.

5. Asset allocation of the defaults

5.1. The Pensions Regulator is keen that members understand what sort of investments the default strategy is invested in. The Trustee has therefore included a new table below which sets out details of the underlying asset allocation of the Plan's default investment arrangements. We have provided this information below in line with statutory guidance (source: BlackRock).

5.2. Within the lifestyle investment arrangement, the underlying assets change over time. Asset allocations are shown for members aged 25, 45, 55, and 1 day before retirement age, all assuming a retirement age of 65.

Asset Class	Allocation (%) 25-year-old*	Allocation (%) 45-year-old	Allocation (%) 55-year-old	Allocation (%) 1 day before retirement age (65)**
Lifestyle option				
Cash	0.32%	0.32%	0.32%	100.00%
Bonds	0.02%	0.02%	0.02%	0.00%
Listed Equities	99.35%	99.35%	99.35%	0.00%
Private Equity	0.00%	0.00%	0.00%	0.00%
Infrastructure	0.00%	0.00%	0.00%	0.00%
Property/Real Estate	0.00%	0.00%	0.00%	0.00%
Private Debt/Credit	0.00%	0.00%	0.00%	0.00%
Other	0.30%	0.30%	0.30%	0.00%

* This reflects the asset allocation of the BlackRock Aquila Life (30:70) Currency Hedged Global Equity Index Fund
** This reflects the asset allocation of the BlackRock Aquila Life Cash Fund

6. Core financial transactions

6.1. The Trustee has a duty to ensure that ‘core financial transactions’ are processed promptly and accurately.

6.2. Core financial transactions comprise the following:

a. transfers out of the Plan;

b. investment switches within the Plan; and

c. payments out of the Plan (e.g. retirement or death benefits).

6.3. Core financial transactions for the legacy money purchase benefits and unbundled AVCs (including those invested with Prudential) are undertaken by Aptia.

6.4. Core financial transactions for the bundled AVC arrangements are undertaken by Aviva and Standard Life, with oversight from Aptia as the lead administrator.

Controls and monitoring arrangements

6.5. The Trustee operates a system of internal controls aimed at monitoring the Plan’s administration and management. The controls in place in relation to ensuring the promptness and accuracy of core financial transactions are:

a. The Trustee maintains a Risk Register, which sets out the key risks for the Plan and its membership. This is reviewed at each quarterly Trustee meeting.

b. The Trustee has a Service Level Agreement (SLA) in place with the Administrator, Aptia. The SLA sets out the timeline standards expected for each step of the Plan's main administration tasks, including core financial transactions. The administrator aims to process at least 95% of core financial transactions within the service level for each type of transaction.

c. The agreed service levels are set out below:

Task	Agreed service level (days)
Death in Service	1
Investment/disinvestment requests	5
Retirement Quotes	5
Transfer out quotes (incl. divorce)	10
Transfer settlement	10

d. Agreed timescales are built into the administration workflow systems and monitored daily by the administration team. Compliance oversight reports are generated to ensure benefit payments are being made in accordance with the SLA's.

e. The Trustee receives quarterly reports on performance against the SLA and reviews the latest report at each quarterly Trustee meeting.

f. During the Plan Year, the Administrator had the following additional arrangements in place to ensure that core financial transactions are processed promptly and accurately:

- Member disinvestments/switches are processed only on written request with the investment instructions reviewed by the administration team and approved by the Financial Control Team (FCT). Confirmation of the transaction is peer reviewed and evidenced via a checklist.
- Detailed records are maintained tracking at transaction level, to ensure the units on the administration system match those held by Fund Managers. Monthly reconciliations are carried out by the FCT who liaise with the administration team regarding any actions required.
- CASHFAC is used to manage receipts and payments which go through a three-stage process input (including appropriate evidence), process and release which enforces segregation of duties between inputting and authorising/releasing transactions. Each transaction, including the parties involved are automatically recorded.
- DC Bank accounts are monitored daily, with details of the transactions sent to the administration team. Where a transaction cannot be identified/actioned the administration team will investigate, all such transactions are detailed on the Payment Control by the FCT and monitored.
- Independent peer review where prompted by transaction checklists or where required by manual intervention of an automated process is evidenced by either a signed off and completed checklist or by the audit trail on the workflow system.

g. Any material issues uncovered regarding inaccuracies with core financial transactions would be included within the Administrator's quarterly reporting to the Trustee.

Performance during the Plan Year

6.6. As mentioned previously, the Plan's administration is now undertaken by Aptia, which announced its formal launch early in 2024 following the management buyout of Mercer's UK pension administration and US health and benefits administration businesses in 2023.

6.7. From 1 October 2023 to 30 September 2024, the following overall service levels were achieved by Aptia:

Q4 2023: 98.51% Q1 2024: 98.71% Q2 2024: 98.57% Q3 2024: 98.32%

6.8. The Administrator's performance throughout the period was above the expected service standards. The figures provided are for all transactions in the Plan, not just the DC-related transactions as this information is not readily available. The Trustee received administration reports each quarter and engaged with the Administration Team to understand any issues and plans were agreed and implemented to remedy any service concerns.

6.9. Neither the Administrator's quarterly reports nor the audit of the Annual Report and Accounts identified any material issues with the accuracy of core financial transactions during the Plan Year.

6.10. The Trustee will continue to review the performance of the Administrator closely.

Assessment

6.11. In view of the controls and monitoring arrangements, and the lack of material issues experienced in relation to the DC and AVC benefits during the Plan Year, the Trustee believes that core financial transactions have been processed promptly and accurately.

7. Member-borne charges and transaction costs

7.1. Members bear charges and transaction costs, which will differ depending on the investment options in which their pension savings are invested:

a. Charges: these are expressed as a percentage of the value of a member's holdings within an investment fund and can be made up of a combination of charges, e.g. annual management charge and additional expenses. We refer to the total annual charge as the Total Expense Ratio (TER).

b. Transaction costs: these relate to the variable costs incurred within an investment fund arising from the trading activities of the fund, e.g. incurred in the buying and selling of securities, which are not accounted for in the TER charge.

Charges in relation to the legacy money purchase and unbundled AVC benefits

7.2. The following table provides details of the charges and transaction costs for each of the investment options provided through the Plan Year (data sourced from BlackRock). The transaction costs are shown below for the reporting period and, taking into account the information provided over the prior four Plan Years, we are now also able to provide details of the annualised average transaction costs over the period 1 October 2019 to 30 September 2024 for comparison purposes:

Investment option	TER (p.a.)	Transaction costs (2023/24) (p.a.)	Transaction costs (five-year average) (p.a.)
Default lifestyle investment strategy*			
BlackRock Aquila Life (30:70) Currency Hedged Global Equity Index Fund	0.080%	-0.0003%	0.1150%
BlackRock Aquila Life Cash Fund	0.125%	0.0144%	0.0140%
Non-lifestyle investment choice			
BlackRock Aquila Life Over 5 Year Index-Linked Gilt Index Fund	0.080%	0.0661%	0.0019%

* The charges and transaction costs for the lifestyle strategy are calculated as a composite of the underlying fund charges and transaction costs. These fund holdings and therefore also charges will vary depending upon each member's term to retirement age.

Charges in relation to bundled AVCs and those invested with Prudential

7.3. The following table provides details of the charges and transaction costs for each of the investment options provided through the AVC arrangements over the Plan Year:

Investment option	TER (p.a.)	Transaction costs (p.a.)	Comments
Aviva FP With-Profits Sub-Fund (NGP Series 1)	0.55%	Not disclosed*	TER is implicit and taken into account in declared bonus. Transaction costs are not incurred by members
Aviva FP With-Profits Sub-Fund (NGP Pre-Demutualisation	0.55%	Not disclosed*	
Prudential With-Profits Fund	0.61%	0.2000%	TER is implicit and taken into account in declared bonus. £500 p.a. scheme charge invoiced to Trustee.
Standard Life Pension With-Profits One Fund	Not disclosed*	0.0330%	TER taken into account in the interim bonus declared.
Standard Life Pension With-Profits One 2006 Fund	Not disclosed*	0.0330%	

Notes:

* Aviva have confirmed that transactions costs are not incurred by members and are considered as part of declared bonuses. They have not disclosed indicative transaction costs.

** Standard Life have advised that there are no explicit fund management charge or additional expenses, but when the with-profits value is calculated, a deduction is made for their costs. These deductions are broadly the same as the fund management charges and additional expenses for investment-linked funds.

Impact of costs and charges

7.4. To demonstrate the impact of charges and transaction costs on members' pension savings over time, the Trustee has produced illustrations, and these are set out in the Appendix.

Security of Assets

7.5. The Trustee has previously undertaken a review of the financial protections available to members in the unlikely event of losses caused by the insolvency or other failure of one or more companies involved in managing the Plan's investments.

7.6. As a result of this review, which included input from the Trustee's legal and investment advisors, the Trustee is satisfied with the level of protection afforded to the money purchase and AVC assets.

8. Value for members

8.1. The Trustee is required to assess annually the extent to which the charges and transaction costs borne by members represent good value.

8.2. Analysis was undertaken by the Trustee's professional advisers, Barnett Waddingham LLP, and the findings set out in a report dated 28 February 2025. The Trustee considered the report and confirmed its value for members' assessment at a meeting on 11 March 2025.

8.3. Recognising that low cost does not necessarily mean good value, the assessment considered whether the services for which members pay or share the costs are suitable for, relevant to and (likely to be) valued by members and whether performance of the services had been effective. Consideration was also made of the costs relative to other options available in the market.

8.4. Various investment-related services for which members do not directly bear the costs are nevertheless inextricably linked to creating the environment under which investment returns are delivered, e.g. strategy, monitoring, and the investment governance structure, so these were included in the assessment.

8.5. Other services paid for by PepsiCo ('the Company') were excluded but nevertheless deliver value to members, e.g. the services of professional advisers and the operation of the Trustee Board, with a duty to act in the best interest of members.

Legacy money purchase and unbundled AVC benefits

8.6. In relation to the legacy money purchase and unbundled AVC benefits, the member-borne charges and transaction costs relate to investment services only. All other charges, including the costs of administration and communication services are met by the Company.

8.7. The assessment undertaken considered:

a. the investment strategy, e.g. the design of the lifestyle option and the range of alternative options;

b. the arrangements for monitoring the performance of the investment options and reviewing the investment strategy; and

c. the investment governance arrangements;

8.8. The Trustee concluded that the legacy money purchase benefits offer **excellent value** in relation to the charges and transaction costs borne by members.

8.9. In reaching this conclusion, the Trustee recognised:

a. the TER's for the BlackRock funds are well below 0.75% (the charge cap for DC arrangements being used for auto-enrolment);

b. performance of the passive BlackRock funds has been broadly in line with their benchmarks;

c. the funds are highly rated by the Plan's Investment Advisers, Mercer Limited; and

d. all administrative costs are met by the Plan.

Bundled AVCs and those invested with Prudential

8.10. In relation to the bundled AVCs, the member-borne charges and transaction costs relate to:

a. investment services;

b. administration services; and

c. communication services.

8.11. The assessment considered:

a. in relation to investment services:

- the investment strategy, e.g. the design of the default and range of alternative options;
- the arrangements for monitoring the performance of the investment options and reviewing the investment strategy; and
- the investment governance arrangements;

b. in relation to administration services:

- the general administration arrangements;
- arrangements in relation to financial transactions; and
- data and record keeping;

c. in relation to communication services:

- communication strategy;

- pre-retirement communications; and
- at/post-retirement communications.

8.12. Members only pay for the investment services in the AVC arrangement invested with Prudential.

8.13. The assessment considered the broad value for members of these services, taking a proportionate approach that reflects the relatively low value of the AVC pension savings concerned.

8.14. The Trustee concluded that the bundled AVC arrangements and those invested with Prudential offer **reasonable value** in relation to the charges and transaction costs borne by members.

8.15. In reaching this conclusion, the Trustee recognised:

a. These are legacy arrangements which are no longer open to new contributions;

b. The range of investment options is restricted to With-Profits assets only (with alternative investment options being through the legacy money purchase options – rated above);

c. The providers of the bundled AVCs concerned only offer basic administration services which are overseen by Aptia;

d. Communication services are also basic and there is no online member access;

e. The costs are broadly in line with bundled AVC arrangements of a similar size and closed nature and there is likely to be limited opportunity for the Trustee to change the service provider.

f. Whilst the Trustee considered the With-Profits Funds as part of their assessment, they considered it inappropriate to reach a general conclusion on value for money for this investment type, as this will vary by member as follows:

   - Actual performance, net of charges, is only ever known upon maturity/surrender, after any augmentation for guaranteed terms and after the effect of 'smoothing'. Payouts on surrender and maturity will reflect all charges incurred, though they are not separately identified.
   - Providing a comparison between one with-profits fund and its peers is extremely difficult. Each With-Profits fund offers different terms and guarantees and will invest very differently from one another, which in turn impacts the performance received through payouts.
   - A specific with-profits fund will often provide different guarantees dependent on when a member started contributing or when each contribution was actually invested. The available universe of with-profits funds is not sufficiently alike to enable relative assessments based on just past or even potential performance.
   - Assessing the value for money of a with-profits fund is directly related to an individual's attitude towards, and capacity for, investment risk. An individual may find comfort in the fact that a with-profits fund provides guarantees; whether that is a guaranteed pension, investment return or capital security.

g. The Plan also provides a number of other services to members at no cost. These additional services include Plan governance related costs, which include oversight of the Plan by the Trustee and its advisers and furthermore, includes support from the internal team at PepsiCo HR/Benefits.

h. The fact that members are not required to contribute to other charges greatly reduces the cost impact and represents a significant element of the value for money offered to Plan members.

9. Trustee knowledge and understanding

The Trustee Board

9.1. The Trustee Board comprises eight Trustee Directors, four of whom are nominated by the members and four of whom are appointed by the Company. One of the Company appointed Trustee directors, Steve Turner, is the chair.

Trustee knowledge and understanding requirements

9.2. The Trustee Directors have a working knowledge of the Trust Deed and Rules, the current Statement of Investment Principles, as well as knowledge of all documents setting out the Trustee's compliance. Details are provided in the table below, including the actions undertaken by the Trustee Directors to ensure they have sufficient knowledge and understanding of the law relating to pensions and trusts and relevant principles relating to funding and investment.

Approach

9.3. The Trustee Directors have evidenced their knowledge and understanding in a number of key areas (those areas being set out in the regulations):

Requirement	Activities over the Plan Year
Trustees must have appropriate knowledge and understanding of the law relating to pension and trust law as well as relevant principles in relation to the funding and investment of the Plan	The Trustee Directors consider their 3-year rolling training plan in each meeting, which includes specific consideration of whether any further training is required in respect of these statutory areas. In addition, the Trustee receives updates from its advisers at regular Trustee and Sub-Committee meetings and throughout the year to keep abreast of recent developments in these areas. Trustee Directors are also required to complete the Pension Regulator's Trustee Toolkit and any new/revised relevant modules released. A record is kept of the training undertaken and this is reviewed at each meeting to ensure the appropriate training activities can be noted and actioned. At each of their meetings, the Directors consider a report that summarises forthcoming changes to regulations, their potential impact on the Plan and the actions that are required to ensure compliance. The Trustee Directors view these regular and ongoing training opportunities as an essential part of expanding their combined knowledge to exercise their function as Trustee of the Plan. During the Plan Year the Trustee Directors undertook ongoing training both as a group within the regular meetings and individually including: • Conflicts of interest; • TPR's General Code; • Proposed changes to the VFM framework; • Climate change governance; and • Briefings on forthcoming changes to pension law and practice and the possible impact on the Plan.
Trustees must be conversant with the Scheme's own documentation including Trust Deed and Rules, Statement of Investment Principles, and current policies	The Trustee's review of their training requirements includes specific consideration of whether any further training is required in respect of these documents. During the Plan Year the Trustee Directors: • Reviewed the Training Plan, the Annual Working Agenda, the Business Plan, the Compliance Checklist, and the Risk Register at each meeting; • Reviewed the Terms of Reference for the Plan's sub-committees; • Reviewed the GDPR policy; and • Reviewed the Conflict-of-Interest policy.

Requirement	Activities over the Plan Year
Knowledge and resources generally	During the Plan Year, Andrew Howell was appointed as a Company Nominated Trustee Director. There is a structured induction process for new Trustee Directors which includes, where required: • Training from the Plan's legal advisors on Trust Law and conflicts of interest; • Attending a one-day introduction course on the duties and responsibilities of a scheme trustee; • Completing the Pensions Regulator's trustee toolkit; and • Undertaking an orientation of the Plan's online document repository so they can familiarise themselves with the Plan documentation and policies. Andrew Howell has completed the induction process. The Board comprises individuals with diverse professional skills and experiences, reflecting the varied nature of the challenges that its governance must address. The Trustee maintains a training log that sets out individual and whole of board-based training activity. The Trustee's professional advisors attend all meetings and are asked to input into the agenda.

9.4. The advice received by the Trustee Directors along with their own knowledge and experience, allows them to properly exercise their function as a Trustee Board. During the Plan Year the Trustee has received legal, accounting, investment, and consulting advice as and when it has been required.

Assessment

9.5. As a result of the training activities which have been completed by the Trustee Directors individually and collectively as a Board, and taking into account the professional advice available to the Trustee at and between quarterly meetings, the combined knowledge and understanding of the Trustee enables it to exercise properly its functions as the Trustee of the Plan.

Chair's declaration

This statement has been prepared in accordance with Regulation 23 of the Occupational Pension Schemes (Scheme Administration) Regulations 1996 as amended by the Occupational Pension Schemes (Charges and Governance) 2015 (together 'the Regulations') and I confirm that the above statement has been produced by the Trustee of the PepsiCo UK Pension Plan to the best of my knowledge.

Steve Turner

Steve Turner
Chair of Trustee

Dated: 23 March 2025

Appendix – Illustrations on the impact of cost and charges

A1.1. To demonstrate the impact of member-borne charges and transaction costs on the value of members' pension savings, the Trustee has produced illustrations in accordance with statutory guidance. These show the impact of charges and transaction costs for representative cross-sections of the membership and investment options.

A1.2. To provide meaningful illustrations, the Trustee has focused on the legacy money purchase arrangements given the size and closed nature of the assets held in the with-profits AVC arrangements.

Parameters used for the illustrations

A1.3. The membership of the legacy money purchase arrangements and the investment options offered were analysed in determining the parameters to be used.

A1.4. Pot size: average pot size of £36,000 has been used as this is the average legacy money purchase pot size at 30 September 2024.

A1.5. Deferred members: as at the end of the Plan Year, all members are deferred members. On this basis, illustrations have been provided assuming that no additional contributions can be made into the Plan.

A1.6. Timeframe: the illustrations are shown over a 30-year time frame as this covers the approximate duration that the youngest member (aged 34) would take to reach retirement age.

A1.7. Investment options: the investment options selected for the illustrations include the most popular by number of members (the 'default' lifestyle option), the alternative default options and the highest and lowest charged funds. The costs and charges shown were for the Plan Year.

Investment option	Rationale for inclusion	Assumed return above inflation*	TER	Transaction cost**
Lifestyle investment option	Most popular choice and a default option	-1.50% to 2.50%	0.080% to 0.125%	0.0144% to 0.1150%
Default BlackRock Aquila Life (30:70) Currency Hedged Global Equity Index Fund	Legacy default option and fund with the lowest charges	2.50%	0.080%	0.1150%
Default BlackRock Aquila Life Cash Fund	Legacy default option	-1.50%	0.125%	0.0144%
BlackRock Aquila Life Over 5 Year Index-Linked Gilt Index Fund	Fund with the highest charges	2.50%	0.080%	0.0019%

* Projected growth rates, gross of costs and charges, for each investment option are in line with the requirements for Statutory Money Purchase Illustrations (SMPIs) produced after 1 October 2023 as set out in the Financial Reporting Council guidance AS TM1 Version 5.0.

** The statutory guidance requires trustees to use an average of the last five years' transaction costs (insofar as they are able) when producing the illustrations.

Guidance to the illustrations

A1.8. For each illustration, the savings pot has been projected twice: first for the assumed investment return gross of costs and charges; and second for the assumed investment return net of costs and charges.

A1.9. Projected pot sizes are shown in today's terms, so do not need to be reduced further for the effects of future inflation. Inflation is assumed to remain constant throughout the term of the illustrations, at 2.5% per year.

A1.10. Values shown are estimates and not guaranteed.

A1.11. The starting date for the illustrations is 30 September 2024.

A1.12. The illustrations are presented in two different ways:

a. For the default lifestyle strategy, the illustrations should be read based on the number of years until the member reaches their retirement age. This is because the underlying funds used and therefore the costs and charges change over time, and this is reflected in the illustrations.

b. For the default and other self-select funds, the illustrations should be read based upon the number of future years that a member expects to be invested in those funds.

Default lifestyle investment option

A1.13. This is the most popular choice by number of members.

Illustration basis	Years to retirement	Starting pot size £36,000	
		Before charges	After charges
Deferred member No contribution	0	£36,000	£36,000
	1	£35,473	£35,424
	5	£36,165	£35,882
	10	£40,796	£40,102
	15	£46,020	£44,818
	20	£51,912	£50,089
	25	£58,559	£55,980
	30	£66,058	£62,564

A1.14. ***Note on how to read this table:*** If a member had £36,000 invested in this option on 30 September 2024, when they came to retire in 10 years, the savings pot could grow to £40,796 if no charges are applied but to £40,102 with charges applied.

Non-lifestyle investment choices

A1.15. The table below shows the following legacy money purchase funds - the BlackRock Aquila Life (30:70) Currency Hedged Global Equity Index Fund (a legacy default fund and the fund with the lowest charges), the BlackRock Aquila Life Cash Fund (another default fund) and the BlackRock Aquila Life Over 5 Year Index Linked Gilt Index Fund (the fund with the highest charges).

Illustration basis (starting pot size £36,000)	Years of membership	Default BlackRock Aquila Life (30:70) Currency Hedged Global Equity Index Fund		Default BlackRock Aquila Life Cash Fund		BlackRock Aquila Life Over 5 Year Index Linked Gilt Index Fund	
		Before charges	After charges	Before charges	After charges	Before charges	After charges
Deferred member No contribution	0	£36,000	£36,000	£36,000	£36,000	£36,000	£36,000
	1	£36,878	£36,810	£35,473	£35,424	£36,878	£36,849
	5	£40,610	£40,234	£33,442	£33,212	£40,610	£40,452
	10	£45,810	£44,966	£31,065	£30,641	£45,810	£45,454

Illustration basis (starting pot size £36,000)	Years of membership	Default BlackRock Aquila Life (30:70) Currency Hedged Global Equity Index Fund		Default BlackRock Aquila Life Cash Fund		BlackRock Aquila Life Over 5 Year Index Linked Gilt Index Fund	
		Before charges	After charges	Before charges	After charges	Before charges	After charges
	15	£51,675	£50,254	£28,858	£28,268	£51,675	£51,074
	20	£58,292	£56,165	£26,807	£26,079	£58,292	£57,390
	25	£65,756	£62,771	£24,902	£24,060	£65,756	£64,486
	30	£74,176	£70,153	£23,133	£22,197	£74,176	£72,460

A1.16. ***Note on how to read this table:*** If a member had £36,000 invested in the BlackRock Aquila Life Cash Fund on 30 September 2024, then after 10 years of membership, the value of the savings pot in real terms could become £31,065 if no charges are applied but £30,641 with charges applied.