

Clockwise from top left: Rob Hargrove, *Vice President R&D, PepsiCo Europe*; Nancy Higley, Ph.D., *Vice President, Food Safety & Regulatory Affairs*; Mark Pirner, MD, Ph.D., *Director, Clinical and Scientific Development Strategy*; Rocco Papalia, *Senior Vice President, PepsiCo Advanced Research*; Dondeena Bradley, Ph.D., *Vice President, Global Nutrition*; Paul B. Madden, M.Ed., *Director, Nutrition Advocacy, Education & Empowerment*; Derek Yach, MBChB MPH, *Senior Vice President, Global Health Policy*; Anouchah Sanei, Ph.D., *Vice President, R&D Asia*.



Rethinking Research and Development

How do you get athletes and exercisers to perform better for longer and to play harder? How do you lower salt by 25 to 50 percent without taking away the taste people love? How do you balance biological needs with cultural wants while minimizing impacts to local ecosystems? At PepsiCo, we're rethinking research and development to look beyond flavor, color and intensity of taste. As we study and understand how the body metabolizes

foods and beverages, we're designing convenience products that make it easier for consumers to lead healthier lifestyles.

To address these and other questions, PepsiCo established new research priorities that promote greater nutrition and food safety. A new global team of clinicians, epidemiologists and food scientists—each with a different perspective and area of expertise—is working to develop new products that can improve people's diets.

And, at a new research facility adjacent to Yale University, we're collaborating with some of the world's best scientists and using advanced equipment to measure metabolism in more than 300 ways. Together, the team is using advanced science to create wholesome products with natural ingredients, lead our industry toward a healthier future and contribute to ongoing dialogue about societal health solutions.



Clockwise from top left: Gregory L. Yep, Ph.D., *Global Vice President R&D, Long-Term Research*; George A. Mensah, MD, FACC, FACP, *Director, Heart Health & Global Health Policy*; Jonathan C. McIntyre, Ph.D., *Senior Vice President, R&D Global Beverages*; Heidi Kleinbach-Sauter, Ph.D., *Senior Vice President, PepsiCo Global Foods R&D*; Mannu Bhatia, *Finance Director, Global R&D*; Mehmood Khan, MD, *Senior Vice President, Chief Scientific Officer*; Cathy Robinson, *Strategy Director, Global R&D*.