

WALKERS' GUIDE TO GETTING READY FOR

HFSS⁸

*HIGH FAT SUGAR AND SALT

HELPING YOU MAXIMISE YOUR SNACKING SALES



CONTENTS

This document is intended to help you understand the specifics of the HFSS regulations and what this means for savoury snacks and your store.

The advice in this guide is for symbols and independent stores in England. The Welsh and Scottish governments own versions of HFSS legislation is still under consultation (and not yet published).

CLICK ON A HEADING BELOW TO JUMP TO A PARTICULAR CHAPTER

Overview of legislation - What is HFSS?

What does HFSS mean for me and my store?

Reasons to back savoury snacks

Our top 3 category strategies for growth

Best-sellers

Impulse purchase

Reformulation

Useful links

Glossary

Please note that this guide is for information only – it does not contain legal advice and PepsiCo does not accept any liability for any reliance on its contents. If you are in any doubt as to your legal obligations please consult your usual legal advisor.

WHAT IS THE 'HIGH FAT SUGAR AND SALT' (HFSS) LEGISLATION?

The government has introduced new rules for HFSS products foods

Whilst this impacts the savoury snacks category, **it doesn't impact all stores**, in fact for independents & symbol stores most are not impacted or see very little change at this stage.

The reason the government has done this is to encourage shoppers to make healthier choices with regard to food and drinks.

IMPORTANT

CRISPS & SNACKS ARE IMPACTED BY HFSS LEGISLATION



*Taken from ACS HFSS Guide - please see the appendix for more information

The government classifies products as either HFSS or non-HFSS (using a score based on nutritional profile - see links on glossary page).

Manufacturers like Walkers will make this clear via the labelling of product cases (as a retailer you do not need to calculate any nutritional scores).



WHAT DOES THE 'HFSS' LEGISLATION MEAN FOR ME THIS YEAR?

IMPORTANT

WE ESTIMATE BETWEEN 5-10% OF SYMBOL & INDEPENDENT STORES WILL BE IMPACTED BY THE LOCATION RESTRICTIONS (SEE C)

HFSS is a great opportunity to assess and grow your savoury snack sales

To help you understand whether you will be impacted by the new legislation, we've classified each store depending on size and number of employees









Our recommendation for the majority of stores is to focus on best selling products as normal within your main fixture & displays

Head across to the next page to understand whether your store will be impacted by the legislation from October this year

HFSS legislation from October 2022

To find out if you will be affected by the legislation from October 2023, click here:

HFSS legislation from October 2023

WHAT DOES THE 'HFSS' LEGISLATION MEAN FOR ME THIS YEAR?

OCTOBER 2022

A

B

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UNAFFECTED BY ALL RESTRICTIONS

(BETWEEN OCTOBER 2022 AND OCTOBER 2023)

N° Employees <50

NOT a franchisor of symbol store

When? Ongoing

Stores affected
18,832
(independents) 56%

N° Employees >50

Franchisor of symbol store <2,000sq ft

When? Oct 2022 - Oct 2023

Stores affected
13,135
(symbols) 39%

RESTRICTIONS

AFFECTED BY LOCATION

N° Employees >50

-AND

>2,000sq ft

When?
Location: Oct 2022
Promotion: Oct 2023

Stores affected 1,459

(symbols) 5%

ACTION:

NO CHANGE

Focus on best-selling products as normal (leveraging fixture & display to maximise savoury snacks sales)

ACTION:

Implement specific off-fixture changes (replace HFSS products with non-HFSS products in off fixture impacted areas)

If you are unsure whether you are deemed a franchise aggrement or a symbol group, please see the ACS quidance



ACS guidance

CAVEAT: There are 1,883 independent stores over 2000 sq ft but to be impacted you need to have over 50 employees AND over 2000 sq ft. Assuming those independents do not have >50 employees and are therefore not impacted.

Source: store count based on ACS 2021 Local Shop Report

REASONS TO BACK SAVOURY SNACKS

1. SCALE & GROWTH IN CONVENIENCE

Savoury snacks has grown

over last 5 years¹

Savoury snacks trips are in growth

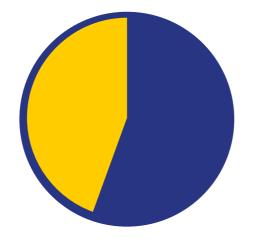
outperforming total food and beverages & sweet snacking?

Post pandemic, performance is also strong

vs year ago +3.4% vs 2020 and +5.1% vs 20193

Savoury snacking is present in





2. PROFIT AND RETURN

Crisps & snacks have a greater %POR when compared to chocolate

(mix of 10 best sellers of chocolate vs. 10 best-sellers of crisps & snacks)



10 of the best sellers in chocolate: Kinder Surprise Egg Choc Single Shapes 20g, Cadbury Twirl Bars Standard Single 43g, Snickers Duo Bars King Size 83.4g, Twix Xtra Bars King Size 75g, Cadbury Wispa Bars Standard Single 36g, Cdm Giant Buttons Bitesize Large Bag 95g, Maltesers Bitesize Large Pouch 68g, Galaxy Minstrels Bitesize Large Pouch 80g, M&Ms Peanut Bitesize Large Pouch 82g, Cadbury Twirl Bites Bitesize Large Bag 95g

10 of the best sellers in crisps & snacks: Walkers Cheese & Onion 45g, Walkers Ready Salted 45g, Walkers Cheese & Onion 32.5g, McCoy's Flame Grilled Steak 45g, McCoy's Salt & Malt Vinegar 47.5g, Hula Hoops BBQ Beef 70g, Walkers Cheese & Onion 65g, Cheetos Twisted Flamin' Hot 65g, Quavers Cheese 54g, Doritos Chilli Heatwave 70g

- 1. AC Nielsen Total Impulse 5 Year CAGR MAT 23/4/2022 Total savoury snacks
- 2. Kantar Aggregated on the go and Take Home Panel Impulse MAT to 22/3/2022
- 3. AC Nielsen Total Impulse crisps, snacks, nuts MAT to 23/4/2022 CSN
- 4. PepsiCo Consumer Landscape study 2021 (Bolt) All macro Snacking UK

3. POTENTIAL TO REFORMULATE

Well placed to reformulate on scale brands to create savoury snacks that deliver against

#1 CONSUMER NEED

of taste and emerging importance of health at parity price points to the consumer





Walkers started the innovation journey

15 years ago

to deliver products that taste great and are healthier e.g. Less Salt (Walkers 45% Less Salt*) & Less Fat (Walkers Oven Baked)

Walkers has set a total company target of 50% of sales to come from non-HFSS products (30%) or products sold in portions of 100 kcal or less (20%).1



Example: Walkers 45% Less Salt*



- 1. PepsiCo Positive Strategic Transformation Plan
- 2. Walkers Simply Mild Cheese & Onion- SCPI Consumer Report Product Decision Test, June 2021 (n=200). Consumer testing SCI consumer report with 200 consumers.
- *vs. the average salt value of regular potato crisps

CATEGORY STRATEGIES FOR GROWTH IN SAVOURY SNACKS*

*Based on current legislation until October 2023



MAINTAIN SPACE AND DRIVE AVAILABILITY
OF BEST-SELLERS IN MAIN FIXTURE



OR



OR



Click one of the buttons to select guidance for your store category



MAXIMISE OFF-FIXTURE DISPLAYS IN HIGH TRAFFIC AREAS TO DRIVE IMPULSE PURCHASE



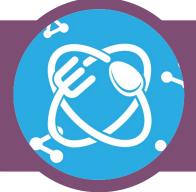
OR



OR



Click one of the buttons to select guidance for your store category



REFORMULATE TO DELIVER TASTE & HEALTH
USING BIGGEST BRANDS



OR



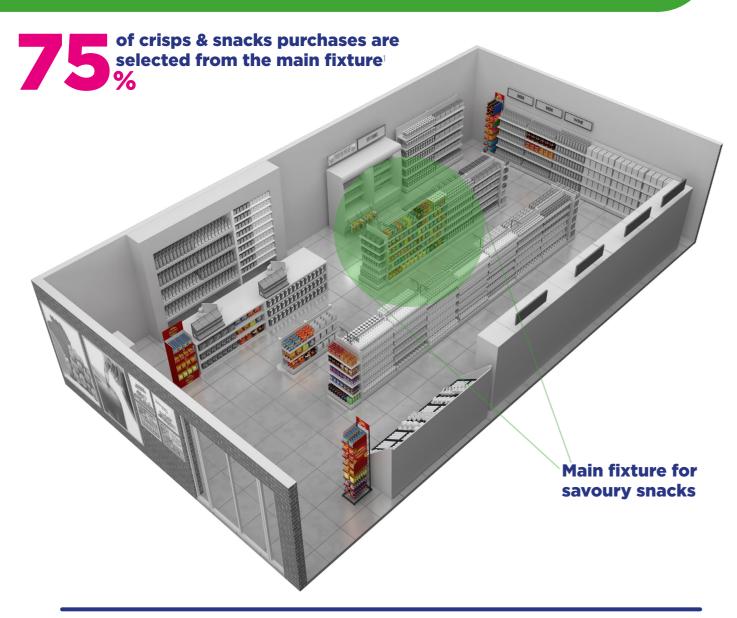
OR



Click one of the buttons to select guidance for your store category



MAINTAIN SPACE & DRIVE AVAILABILITY OF BEST-SELLERS IN MAIN FIXTURE



PRIORITISE MAIN FIXTURE

A typical independent or convenience store contains

savoury snack products

& not all have an equal return⁴

The top 1% of savoury snack products deliver

of sales value³



- 1 PepsiCo Convenience Path to Purchase research 2021
- 2 Nielsen Total Impulse crisps snacks & nuts value sales MAT 23/4/22
- 3 Nielsen Total Impulse crisps snacks & nuts value sales MAT 23/4/22 Top 20 Value as a % of 3000 live SKU's (SKU's account for 99.9% of Sales) = 24%
- 4 PepsiCo Trax in-store execution data based on 350 stores P8 2021 & P4 2022



MAINTAIN SPACE & DRIVE AVAILABILITY OF BEST-SELLERS IN MAIN FIXTURE

MERCHANDISING TIPS

1

Block by key mission

For later (multipacks)

For tonight (larger and sharing)

Singles

PMPs

Larger bags, tubes & multipacks on top shelf (higher value & height)



Singles & PMP block across two bays with lower value products at the bottom

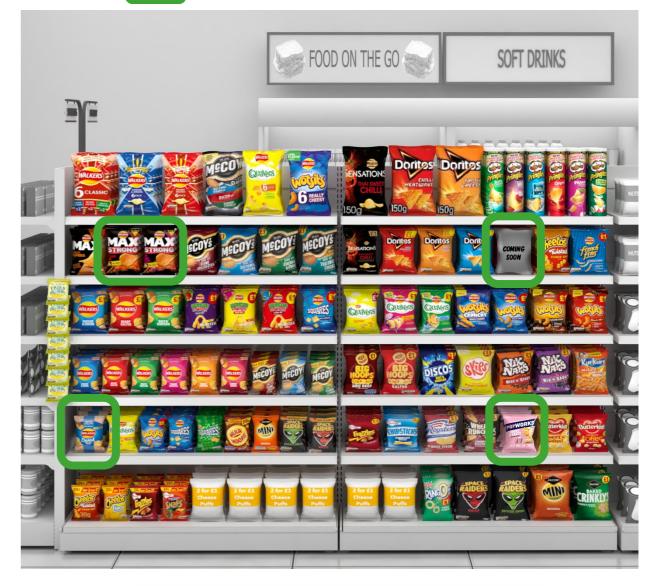


For the perfect planogram, head to our display generator located on the Walkers hub on *Shopt to receive your bespoke planogram



EXAMPLE OF NON-HFSS PRODUCTS MERCHANDISED WITHIN THE MAIN FIXTURE

=non-HFSS products



CLICK HERE TO VIEW A FOUR BAY DISPLAY

MAXIMISE OFF-FIXTURE DISPLAYS IN HIGH TRAFFIC AREAS AROUND STORE TO DRIVE IMPULSE PURCHASE

of crisps snacks and nuts purchased are selected from displays around the store²



IMPORTANT

YOU CAN STILL DISPLAY CORE HFSS PRODUCTS ANYWHERE IN NON-IMPACTED STORES.

It is critical to do this because:



crisps and snacks purchases can be influenced in store1



BACK TO CATEGORY STRATEGY OPTIONS

REFORMULATE TO DELIVER TASTE & HEALTH USING BIGGEST BRANDS

Walkers has and will continue to reformulate & innovate to deliver against both taste and health needs.

Walkers' target is for 50% of sales to come from non-HFSS products and products sold in portions of 100 kcal of less by 2025

non-HFSS Snacks 100 kcal or less Other

30% 20% 50%

Shoppers say that above everything else

TASTE is the top priority when

selecting a snack¹



of shoppers note health as an important factor % for snacking occasions



WALKERS PRIORITY NON-HFSS FOR IMPULSE

Walkers is focused on delivering non-HFSS products that are taste-led

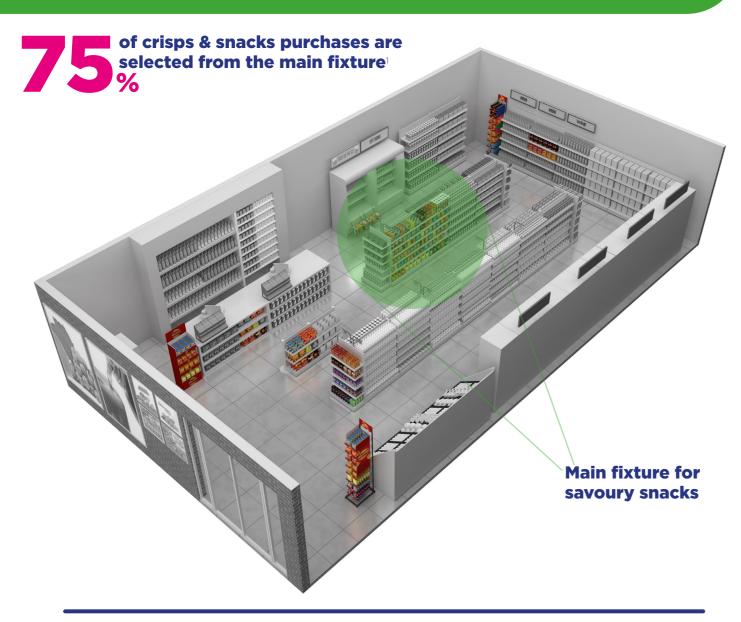


IMPORTANT

KEEP AN EYE OUT FOR STAMPS LIKE THIS FROM MANUFACTURERS LIKE WALKERS, WHICH WILL HELP GUIDE YOU AS TO WHICH PRODUCTS ARE HFSS OR NON-HFSS, AND WHERE THEY CAN BE POSITIONED



MAINTAIN SPACE & DRIVE AVAILABILITY OF BEST-SELLERS IN MAIN FIXTURE



PRIORITISE MAIN FIXTURE

A typical independent or convenience store contains

123

savoury snack products

& not all have an equal return⁴

The top 1% of savoury snack products deliver

1/4

of sales value³



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NEXT PAGE

MAINTAIN SPACE & DRIVE AVAILABILITY OF BEST-SELLERS IN MAIN FIXTURE

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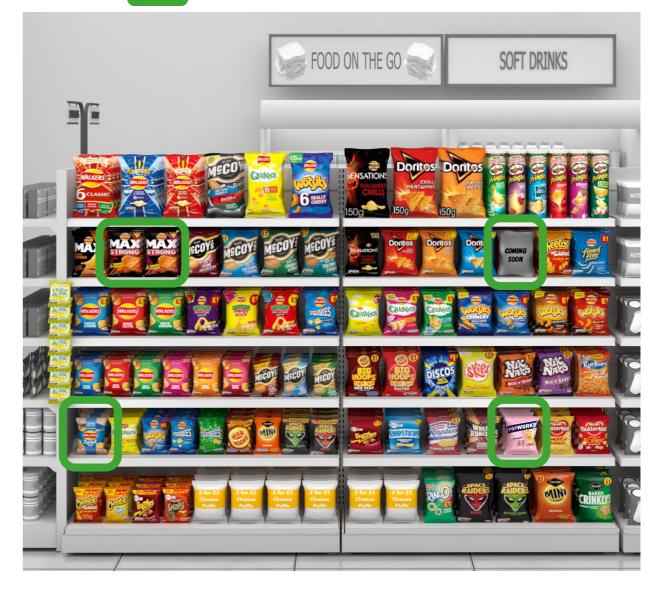


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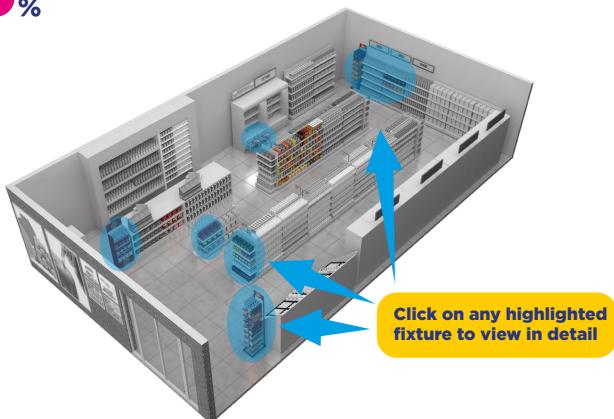
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MAXIMISE OFF-FIXTURE DISPLAYS IN HIGH TRAFFIC AREAS AROUND STORE TO DRIVE IMPULSE PURCHASE

of crisps snacks and nuts purchased are selected from displays around the store²



IMPORTANT

YOU CAN DISPLAY HFSS PRODUCTS OFF SHELF, JUST NOT IN THE IMPACTED LOCATIONS

It is critical to do this because:

Impulse shoppers are twice as likely to buy snacks on impulse vs. all shoppers in



that suit the consumption occasion off-fixture locations employees) - scenario C



Do use high traffic areas such as checkouts, queue lines & front of store for non-HFSS products that continue to deliver on taste.

Do use gondola ends or free standing units to display non-HFSS crisps & snacks that aren't affected by location restrictions. This will help you to maximise key consumer occasions e.g. BBQ/football/Christmas

Do drive cross category purchases by displaying crisps & snacks with beverages

> Don't reduce the number of crisps & snacks displays in-store - location restrictions do apply but swap HFSS core for non-HFSS

Don't display HFSS products in impacted

Don't make these changes unless your store is impacted (i.e. >2000 sq ft & >50

BACK TO CATEGORY STRATEGY OPTIONS

³ PepsiCo Consumer Research - Total Macro Snacking

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WHAT DOES THE 'HFSS' LEGISLATION MEAN FOR ME NEXT YEAR?

OCTOBER 2023

A

UNAFFECTED BY ALL RESTRICTIONS

N° Employees <50

NOT a franchisor of symbol store

When? Ongoing

Stores affected
18,832
(independents) 56%

ACTION:

Focus on Best Selling products as normal (leveraging fixture & display to maximise savoury snacks sales) AFFECTED BY PROMO
RESTRICTIONS

N° Employees >50

Franchisor of symbol store <2,000sq ft

When? Oct 2022 - Oct 2023

Stores affected
13,135
(symbols) 39%

ACTION:

Seek specific legal guidance from Franchisor Group Implement changes to volume promotions (e.g. multibuys) V

AFFECTED BY LOCATION
AND PROMOTIONAL
RESTRICTIONS

N° Employees >50

-AND-

>2,000sq ft

When? Location: Oct 2022 Promotion: Oct 2023

1,459
(symbols) 5%

ACTION:

Implement specific off-fixture changes (replace HFSS products with non-HFSS products in off fixture impacted areas)

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Source: Store count based on ACS 2021 Local Shop Report

BACK

USEFUL LINKS

In this document

Ranking reports (Top 100)

Walkers Hero range

Fixture visuals - close ups

External websites



Walkers



PepsiCo



Government Guidance



ACS Advice



*Shopt

GLOSSARY

HFSS: High Fat Salt Sugar (an acronym used to describe food and drink products with reference to their nutritional make up)

NPM SCORE: Nutritional Profile Model. A 'score' for each product which is determined by the net score (based on nutritional composition of each product)

MAIN FIXTURE: The primary location for Crisps & Snacks (where the majority of products are located)

OFF-FIXTURE DISPLAYS: Secondary locations for Crisps & Snacks (could be front of store, near Soft Drinks or Alcohol, Meal Deal area, Till or Queue, Gondola End)

POR: Profit on Return. The percentage of total revenue that was recorded as profit.

SKUS: Stock Keeping Unit. A unique code assigned to every type of item available in your store.

PMP: Price Marked Pack. Products that come already ladbelled with a recommended retail price.

TOP PERFORMING 100

Pos	BRAND	FLAVOUR	WEIGHT	FORMAT	VALUE SALES	UNIT ROS
1	Hula Hoops Big Hoops	BBQ Beef	70 GM	Sharing	£11,501,800	9.2
2	Walkers Crisps	Cheese & Onion	65 GM	Sharing	£10,227,945	8.3
3	Cheetos Twisted	Flamin' Hot	65 GM	Sharing	£9,828,281	7.0
4	Quavers	Cheese	54 GM	Sharing	£8,842,853	6.6
5	Doritos	Chilli Heatwave	70 GM	Sharing	£7,717,366	6.8
6	Walkers Crisps	Cheese & Onion	45 GM	Singles	£7,689,623	17.4
7	Walkers Crisps	Ready Salted	65 GM	Sharing	£7,682,249	6.5
8	Pringles	Sour Cream & Onion	200 GM	Sharing	£7,516,338	3.6
9	Doritos	Tangy Cheese	70 GM	Sharing	£7,457,784	6.2
10	Nik-Naks	Nice 'N' Spicy	75 GM	Sharing	£7,110,497	5.9
11	Sensations Crisps	Thai Sweet Chilli	65 GM	Sharing	£6,850,553	6.8
12	Wotsits	Really Cheesy	60 GM	Sharing	£6,803,195	5.1
13	Pringles	Texas Barbecue Sauce	200 GM	Sharing	£5,755,592	3.2
14	Monster Munch	Pickled Onion	72 GM	Sharing	£5,697,218	4.9
15	Walkers Crisps	Ready Salted	45 GM	Singles	£5,599,577	13.0
16	Monster Munch	Roast Beef	72 GM	Sharing	£5,427,202	5.0
17	McCoy's Crisps	Flame Grilled Steak	65 GM	Sharing	£5,413,773	6.1
18	Walkers Crisps	Cheese & Onion	32.5 GM	Singles	£5,260,095	7.3
19	Pringles	Original	200 GM	Sharing	£5,116,667	2.7
20	Pringles	Salt & Vinegar	200 GM	Sharing	£5,066,954	2.8
21	Nik-Naks	Rib N Saucy	75 GM	Sharing	£4,976,398	5.5
22	Doritos	Cool Original	70 GM	Sharing	£4,949,932	4.6
23	Skips	Prawn Cocktail	45 GM	Sharing	£4,875,217	5.3
24	McCoy's Crisps	Flame Frilled Steak	47.5 GM	Singles	£4,760,204	6.2
25	McCoy's Crisps	Salt & Malt Vinegar	47.5 GM	Singles	£4,647,625	6.6

TOP PERFORMING 100

26	Monster Munch	Flamin' Hot	72 GM	Sharing	£4,610,755	4.4
27	Hula Hoops Big Hoops	Salted	70 GM	Sharing	£4,607,686	5.6
28	Walkers Crisps	Ready Salted	32.5 GM	Singles	£4,603,378	6.6
29	Walkers Crisps	Salt & Vinegar	45 GM	Singles	£4,579,920	11.0
30	Hula Hoops Big Hoops	BBQ Beef	50 GM	Singles	£4,543,569	10.4
31	Squares	Salt & Vinegar	60 GM	Sharing	£4,508,073	5.4
32	Walkers Crisps	Prawn Cocktail	45 GM	Singles	£4,323,561	11.6
33	Pringles	Sour Cream & Onion	200 GM	Sharing	£4,249,158	3.6
34	Walkers Crisps	Salt & Vinegar	65 GM	Sharing	£4,233,965	4.8
35	Sensations Crisps	Thai Sweet Chilli	150 GM	Sharing	£4,130,212	3.5
36	Quavers	Cheese	34 GM	Singles	£4,045,187	9.2
37	Doritos	Chilli Heatwave	150 GM	Sharing	£3,834,537	4.4
38	Doritos	Tangy Cheese	150 GM	Sharing	£3,601,540	4.1
39	McCoy's Crisps	Cheddar & Onion	47.5 GM	Singles	£3,597,746	5.7
40	McCoy's Crisps	Salt & Malt Vinegar	65 GM	Sharing	£3,534,869	5.8
41	SPACE RAIDERS	Beef	70 GM	Sharing	£3,531,165	4.6
42	McCoy's Crisps	Cheddar & Onion	65 GM	Sharing	£3,504,210	4.9
43	Happy Shopper Onion Rings	Onion	70 GM	Sharing	£3,439,614	8.5
44	Pringles	Original	200 GM	Sharing	£3,273,630	2.6
45	Walkers Crisps	Cheese & Onion	25 GM	Multipack	£3,216,170	3.9
46	Walkers Crisps	Ready Salted	25 GM	Multipack	£3,039,873	3.7
47	Smiths Scampi Fries	Scampi	27 GM	Singles	£3,011,042	5.5
48	Doritos	Cool Original	150 GM	Sharing	£3,002,459	3.5
49	Walkers Crisps	Prawn Cocktail	32.5 GM	Singles	£2,976,471	5.0
50	Walkers Crisps	Cheese & Onion & Ready Salted & Salt & Vinegar & Prawn Cocktail	25 GM	Multipack	£2,955,190	3.8

TOP PERFORMING 100

		Salted & Salt & Vinegar & Prawn Cocktail	25 GM	Multipack	£2,955,190	3.8
51	Hula Hoops Big Hoops	Salted	50 GM	Singles	£2,933,305	7.6
52	Discos	Salt & Vinegar	56 GM	Singles	£2,919,430	11.3
53	Walkers Crisps	Cheese & Onion & Ready Salted & Salt & Vinegar	25 GM	Multipack	£2,887,960	3.7
54	Wotsits Giants	Really Cheesy	130 GM	Sharing	£2,865,707	3.2
55	Jacobs Baked Crinklys	Cheese & Onion	105 GM	Sharing	£2,858,778	4.9
56	Quavers	Prawn Cocktail	45 GM	Sharing	£2,834,010	4.0
57	McCoy's Crisps	Thai Sweet Chicken	65 GM	Sharing	£2,832,614	5.8
58	Pringles	Salt & Vinegar	200 GM	Sharing	£2,686,112	2.6
59	Cheetos Twisted	Flamin' Hot	30 GM	Singles	£2,676,831	7.2
60	Walkers Max Crisps	Punchy Paprika	70 GM	Sharing	£2,655,675	4.2
61	Walkers Crisps	Salt & Vinegar	32.5 GM	Singles	£2,652,942	4.7
62	Pringles	Prawn Cocktail	200 GM	Sharing	£2,648,324	2.1
63	Walkers Oven Baked Crisps	Cheese & Onion	37.5 GM	Singles	£2,642,222	4.6
64	Doritos	Chilli Heatwave	180 GM	Sharing	£2,631,769	4.6
65	Royster Chips	T Bone Steak	60 GM	Sharing	£2,595,275	5.3
66	Wheat Crunchies	Crispy Bacon	70 GM	Sharing	£2,584,683	4.5
67	Jacob Mini Cheddars	Original	105 GM	Sharing	£2,559,938	3.6
68	Doritos	Tangy Cheese	180 GM	Sharing	£2,494,483	4.3
69	Space Raiders	Pickled Onion	70 GM	Sharing	£2,403,455	4.3
70	Monster Munch	Pickled Onion	40 GM	Singles	£2,295,828	4.5
71	Jacobs Mini Cheddars	Original	50 GM	Singles	£2,288,628	3.9
72 H	Happy Shopper Cheese Puffs	Cheese	70 GM	Sharing	£2,261,982	6.0
73	KP Original Peanuts	Salted	65 GM	Nuts	£2,214,788	3.1
74	Squares	Cheese & Onion	28 GM	Singles	£2,193,056	4.9
75	Space Raiders	Beef	25 GM	Singles	£2,184,280	7.9

TOP PERFORMING 100

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76	Walkers Max Crisps	Punchy Paprika	50 GM	Singles	£2,146,210	4.5
77	Discos	Salt & Vinegar	70 GM	Sharing	£2,146,022	4.6
78	Walkers Crisps	Cheese & Onion	32.5 GM	Singles	£2,131,691	7.8
79	Happy Shopper Wheels	Sour Cream & Onion	70 GM	Sharing	£2,117,642	6.3
80	Wotsits	Really Cheesy	36 GM	Singles	£2,054,289	8.1
81	Smiths Bacon Fries	Bacon	24 GM	Singles	£2,045,511	5.2
82	Squares	Salt & Vinegar	40 GM	Singles	£2,015,062	9.0
83	Quavers	Cheese	20 GM	Singles	£1,991,010	3.9
84	Walkers Crisps	Roast Chicken	32.5 GM	Singles	£1,980,641	5.0
85	McCoy's Crisps	Thai Sweet Chicken	47.5 GM	Singles	£1,934,874	5.6
86	Cheetos Crunchy	Cheese	30 GM	Singles	£1,911,878	7.4
87	Pringles	Texas Barbecue Sauces	200 GM	Sharing	£1,874,161	2.6
88	Space Raiders	Pickled Onion	25 GM	Singles	£1,873,841	7.2
89	Walkers Crisps	Ready Salted	32.5 GM	Singles	£1,846,298	6.8
90	Wotsits Giants	Flamin' Hot	130 GM	Sharing	£1,842,301	2.7
91	French Fries	Cheese & Onion	54 GM	Sharing	£1,773,287	3.4
92	Kettle Chips	Lightly Salted	150 GM	Sharing	£1,766,401	2.7
93	Walkers Crisps	Roast Chicken	45 GM	Singles	£1,745,875	7.8
94	Smiths Frazzles	Crispy Bacon	34 GM	Singles	£1,742,289	5.1
95	Skips	Prawn Cocktail	40 GM	Singles	£1,737,766	8.0
96	Wheat Crunchies	Crispy Bacon	50 GM	Singles	£1,716,500	8.9
97	Monster Munch	Flamin' Hot	40 GM	Singles	£1,715,145	5.3
98	Wotsits	Really Cheesy	17 GM	Multipack	£1,707,750	2.4
99	Walkers Crisps	Roast Chicken & Smoky Bacon & Prawn Cocktail & Cheese & Onion	25 GM	Multipack	£1,677,232	3.0
100	Smiths Snaps	Spicy Tomato	21 GM	Singles	£1,667,237	8.0

NON-HFSS CHILLER BASKET



C

NON-HFSS DUMP BIN







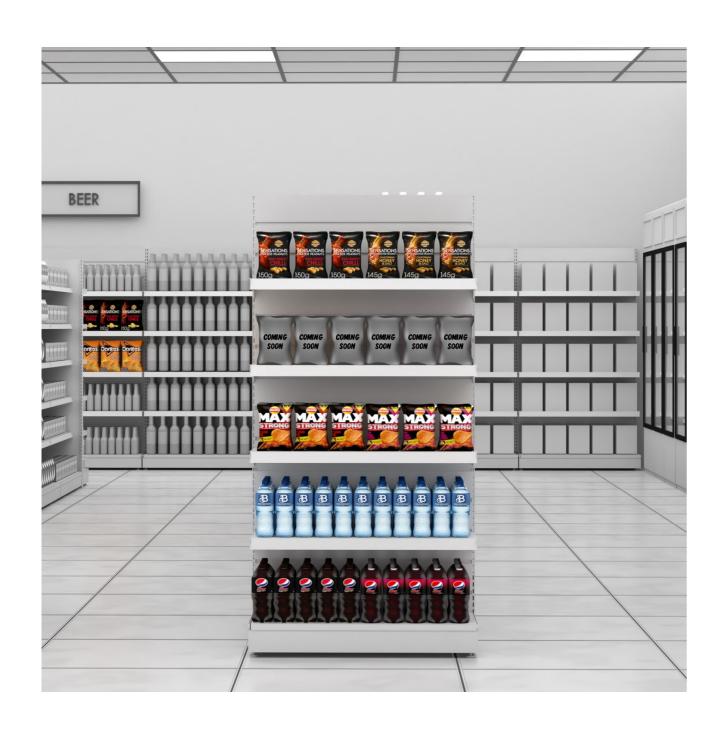


NON-HFSS GONDOLA END 1



NON-HFSS GONDOLA END 2









NON-HFSS QUEUE LINE



NON-HFSS SLIM RACK













SLIM RACK - BWS



GONDOLA END





Please double check the distance of your BWS fixture from other impacted locations in order to ensure compliance







QUEUE LINE



SLIM RACK











BACK

SLIM RACK - BWS



DUMP BIN









CHILLER BASKET



FOUR BAY CRISPS & SNACKS FIXTURE



