

Module: Introduction**Page: Introduction**

CC0.1**Introduction**

Please give a general description and introduction to your organization.

Yum! Brands, Inc., (also referred to herein as “Yum!” or Yum! Brands” or “Company”) based in Louisville, Kentucky, has over 41,000 restaurants in more than 125 countries and territories. Yum! is ranked #228 on the Fortune 500 List with revenues of over \$13 billion in 2014 and is one of the Aon Hewitt Top Companies for Leaders in North America. The Company's restaurant brands - KFC, Pizza Hut and Taco Bell - are the global leaders of the chicken, pizza and Mexican-style food categories. Outside the United States, the Yum! Brands system opens over five new restaurants per day on average, making it a leader in international retail development.

CC0.2**Reporting Year**

Please state the start and end date of the year for which you are reporting data.

The current reporting year is the latest/most recent 12-month period for which data is reported. Enter the dates of this year first.

We request data for more than one reporting period for some emission accounting questions. Please provide data for the three years prior to the current reporting year if you have not provided this information before, or if this is the first time you have answered a CDP information request. (This does not apply if you have been offered and selected the option of answering the shorter questionnaire). If you are going to provide additional years of data, please give the dates of those reporting periods here. Work backwards from the most recent reporting year.

Please enter dates in following format: day(DD)/month(MM)/year(YYYY) (i.e. 31/01/2001).

Enter Periods that will be disclosed

Wed 01 Jan 2014 - Wed 31 Dec 2014

CC0.3

Country list configuration

Please select the countries for which you will be supplying data. If you are responding to the Electric Utilities module, this selection will be carried forward to assist you in completing your response.

Select country

Australia
China
France
Germany
South Africa
Spain
United Kingdom
United States of America
Turkey
South Korea

CC0.4

Currency selection

Please select the currency in which you would like to submit your response. All financial information contained in the response should be in this currency.

USD(\$)

CC0.6**Modules**

As part of the request for information on behalf of investors, electric utilities, companies with electric utility activities or assets, companies in the automobile or auto component manufacture sub-industries, companies in the oil and gas sub-industries, companies in the information technology and telecommunications sectors and companies in the food, beverage and tobacco industry group should complete supplementary questions in addition to the main questionnaire.

If you are in these sector groupings (according to the Global Industry Classification Standard (GICS)), the corresponding sector modules will not appear below but will automatically appear in the navigation bar when you save this page. If you want to query your classification, please email respond@cdp.net.

If you have not been presented with a sector module that you consider would be appropriate for your company to answer, please select the module below. If you wish to view the questions first, please see <https://www.cdp.net/en-US/Programmes/Pages/More-questions.aspx>.

Further Information

Module: Management

Page: CC1. Governance

CC1.1

Where is the highest level of direct responsibility for climate change within your organization?

Senior Manager/Officer

CC1.1a

Please identify the position of the individual or name of the committee with this responsibility

The position with the highest level of direct responsibility for climate change within Yum! Brands, Inc. is the Chief Sustainability Officer. This position reports directly to the Executive Chairman/CEO of the company and is responsible for:

- Promoting business growth, driving brand equity and minimizing business, social and financial risks of Yum! global business enterprise expansion by leveraging sustainability to increase brand equity and leadership position.
- Focusing on the scope of the business model for the entire business enterprise globally (Franchisee and Corporate).

- Ensuring Yum! Brands operates efficiently and sustainably to drive shareholder value and brand positioning.

CC1.2

Do you provide incentives for the management of climate change issues, including the attainment of targets?

Yes

CC1.2a

Please provide further details on the incentives provided for the management of climate change issues

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator	Comment
All employees	Monetary reward	Emissions reduction project Emissions reduction target Energy reduction project Energy reduction target Efficiency project Efficiency target Behaviour change related indicator	Setting and achieving sustainability goals which reduce the Company's environmental footprint are primarily the responsibility of Yum!'s Chief Sustainability Officer and Global Sustainability Team. Additionally, climate related goals are delegated to the appropriate business management units/divisions and teams within those business management units/divisions. Performance against these goals impact overall performance scores and compensation adjustments for the Global Sustainability Team and associates who are accountable for our goals – LEED certifiable new builds, reduced energy and water consumption, sustainable packaging and waste recovery – all of which help us reduce our emissions and impact around the world. For example, members of our Global Sustainability Team are directly responsible for driving our energy reduction target to reduce energy consumption in company-owned restaurants 15% by the end of 2015. Similarly, members of this team are also accountable for our goal of designing and building all new company-owned restaurants to be LEED certifiable by the end of 2015. The team's performance against these targets will be evaluated and impact certain compensation adjustments. Performance against goals is evaluated at a six-month progress review and the annual performance review.
All employees	Recognition (non-monetary)	Emissions reduction project Emissions	Achievements that drive business results, including those that reduce the Company's environmental impacts, are recognized by non-monetary recognition awards. Recognition is an integral part of the Yum! Brands culture and everyone across the company is encouraged to celebrate the achievements of others.

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator	Comment
		reduction target Energy reduction project Energy reduction target Efficiency project Efficiency target Behaviour change related indicator	All leaders in the Company have unique personal recognition awards, including our Chief Sustainability Officer's "Positive Spark" award. This award has been presented to associates for their contributions toward our sustainability targets. For example, associates in China and France have received the "Positive Spark" award for sustainability initiatives such as LEED restaurant development.
All employees	Other non-monetary reward	Emissions reduction project Emissions reduction target Energy reduction project Energy reduction target Efficiency project Efficiency target Behaviour change related indicator	Associates who contribute to the success of Yum! are eligible for the "Achieving Breakthrough Results" award. This award involves recognition and a monetary award or equity grant for efforts that drive breakthrough results for the company and has been awarded to associates who are driving sustainability targets and CSR reporting such as our Corporate Social Responsibility Report and CDP response.

Further Information

Page: CC2. Strategy

CC2.1

Please select the option that best describes your risk management procedures with regard to climate change risks and opportunities

Integrated into multi-disciplinary company wide risk management processes

CC2.1a

Please provide further details on your risk management procedures with regard to climate change risks and opportunities

Frequency of monitoring	To whom are results reported?	Geographical areas considered	How far into the future are risks considered?	Comment
Annually	Senior manager/officer	All countries where Yum! operates	> 6 years	Yum! is currently pursuing the established 2015 goals and is in process of developing 2020 goals.

CC2.1b

Please describe how your risk and opportunity identification processes are applied at both company and asset level

Risk and opportunity identification in relation to climate change is incorporated into the Company's broader risk management process, with issues and initiatives being driven by the Chief Sustainability Officer.

The scope of process includes: The sustainability team identifies risks to our business and Company-operated operations related to utility utilization, expense and availability, and works with our divisions and business units to mitigate such risks.

The process for assessing risks/opportunities at the Company level includes reviewing potential issues and factors such as changing government regulations, pending legislation and other opportunities for risk or cost aversion and by sourcing information from resources including governmental organizations, NGOs, media and trade associations. Once an assessment is complete and we understand how it may impact our operations, we form working groups to determine the magnitude of the situation and timelines for impact. The Company assesses various alternatives and then determines an appropriate next step and action plan. Utility usage and cost reductions are addressed by various functions in the Company including operations, engineering, supply chain/energy procurement, finance and government affairs with leadership coming from the Chief Sustainability Officer.

Risks/opportunities are assessed at the asset level as described here; Legislation can impact a specific restaurant in a given city, county or municipality, or a much larger scale of units. Financial impact could be minimal per restaurant per year or it could be significant based on the requirements. Our sustainability team works closely with our legal and government relations teams, and impacted operators to assess risks and comply with new and/or changing legislation and determine

opportunities related to efficiencies in equipment, utility usage and procurement at our company operated operations.

CC2.1c**How do you prioritize the risks and opportunities identified?**

Risks are prioritized based on financial impact to the business including number of units impacted and size and scope of impact. In addition, length of impact is reviewed and assessed to determine whether financial impact is a one-time expense or recurring in nature and a determination is made as to whether or not it is more effective in the long-term to modify, adjust or otherwise alter operations or assets.

CC2.1d

Please explain why you do not have a process in place for assessing and managing risks and opportunities from climate change, and whether you plan to introduce such a process in future

Main reason for not having a process	Do you plan to introduce a process?	Comment
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CC2.2**Is climate change integrated into your business strategy?**

Yes

CC2.2a

Please describe the process of how climate change is integrated into your business strategy and any outcomes of this process

Yum!'s business strategy is focused on building three global iconic brands that people trust and champion. Our sustainability strategy is influenced by our belief that we have a responsibility to reduce our energy impact and the resulting carbon gas emissions that contribute to climate change in order to build and maintain trust, voluntarily and in compliance with the law. Direct responsibility for strategic development in this area resides with the Chief Sustainability Officer whose vision, goals, and actionable plans are presented to the Executive Chairman/CEO as required for alignment and approval. Once approved, strategies and plans are cascaded to associates globally for market based implementation. The Yum! Global Sustainability Department, reporting to the Chief Sustainability Officer, is a key supportive mechanism for the research and development, as well as the cascading of restaurant ready approaches addressing sustainability. Our strategy has specific goals that include both short term and long term components.

The most important components of the short term strategy that have been influenced by climate change are:

- Continued emphasis on our global sustainability strategy led by the Chief Sustainability Officer who directly reports to the Executive Chairman/CEO.
- Continued development of the Global Sustainability Department with roles and responsibilities including those outlined in the first paragraph.
- Communication of our sustainability strategy across our system.
- Publicly disclosing sustainability targets and progress to date in our online CSR report as follows:

1. Design and build all new company restaurants to be LEED certifiable by the end of 2015. Results: We are proud to report that we are making progress towards this goal. In 2014, the Yum! system designed and built 12 LEED certifiable restaurants. We now have more than 20 LEED certifiable restaurants in nine countries around the world including Australia, China, France, Germany, India, Malaysia, Thailand, the United Kingdom and the United States. Furthermore, our Taco Bell RSC in Irvine, California is LEED certified.
2. Reduce energy consumption in company-owned restaurants 15% by the end of 2015. Results: Since 2006, conservation efforts by our teams around the world have prevented the release of 1.2 million metric tons of CO2 into the atmosphere and an overall 14% reduction in energy use. That is equivalent to avoiding the greenhouse gas released from over 250,000 passenger cars.
3. Reduce water consumption in company-owned restaurants 10% by the end of 2015. Results: We've implemented several projects to reduce water consumption including high efficiency building fixtures, irrigation systems and equipment. By the end of 2014, we saved over 577 million gallons of water over the past nine years, achieving 37% of our goal.
4. Implement supplier environmental audits by 2015. Results: Our Australia market introduced environmental supplier audits into their supply chain in 2009. The Canada team followed by launching the environmental audit in 2010. In 2012, the audit was successfully introduced to KFC UK/Ireland. Both Canada and Australia have reported significant efficiencies and sustainable improvements within their supply chains since the audit began. To continue driving continuous improvement among our suppliers, Yum! China and Pizza Hut U.S. were added in 2013. By the end of 2014, we successfully added the capability to all of our global markets to audit their suppliers.
5. Purchase 100% of paper-based packaging with fiber from responsibly managed forests and recycled sources by 2020. Our long-term intention is that all wood fiber used in products that we purchase or specify is sourced from well-managed forests that have been certified to credible certification standards and/or are from recycled materials. To ensure that best practice is followed we count on the engagement with our committed suppliers and input from key stakeholders. Last year, we sought input from World Wildlife Fund to our responsible paper-packaging policy and sourcing program strategies and were able to take actions around phasing out or avoiding unwanted fiber sources, progressively increasing credibly certified and recycled content, and establishing robust baselines, internal protocols, measurable regional targets and action plans in sustainable paper-based packaging sourcing.

6. Work to implement waste recovery projects that will reduce, recycle and reuse our waste in all Company stores. Results: Focus on reducing food related waste through initiatives including prepared food donation programs like Harvest. The U.S. based initiative has diverted over 300,000,000 pounds of greenhouse gases from the atmosphere since it began in 1992.

Our sustainability strategy is essential to the success of our long-term business growth strategy to build three global iconic brands people trust and champion. Our commitment to a process of continual improvement in all that we do, including efforts to reduce our impact on the environment, gives us a strategic advantage over our competitors. We continually seek means of addressing margin improvement and the wishes of customers who desire to enjoy our products while minimizing the impact on the climate. For these reasons, Yum! has made substantial business investments supporting this commitment. In 2014, Yum! invested more than \$60 MM (USD) in innovative technologies to reduce energy usage in our restaurants, generating more than \$13 MM (USD) in savings.

The most important components of the long term strategy that have been influenced by climate change are:

- Green restaurant design will play a more prominent role in our ability to reduce emissions across our restaurant system. We will continue developing and communicating goals related to asset development focused on LEED standards for new restaurant builds with a goal of reductions in energy, water and carbon emissions.
- Continuation and development of actionable plans to reduce energy and water consumption with a purpose of reducing carbon emissions resulting from our existing restaurants that contribute to climate change.
- Continued focus on the reduction of waste related to food and packaging through initiatives designed to divert food waste from the landfill and reduce, reuse, and recycle packaging as appropriately and technologically feasible.
- Purchase paper-based packaging with fiber from responsibly managed forest and recycled sources.
- Engineering evaluations to address the feasibility of alternative sourcing of raw materials to increase the use of recycled content and renewable resources.

Together these measures are having a positive impact on reducing our carbon footprint, as well as other sustainability metrics.

CC2.2b

Please explain why climate change is not integrated into your business strategy

CC2.2c

Does your company use an internal price of carbon?

No, and we currently don't anticipate doing so in the next 2 years

CC2.2d

Please provide details and examples of how your company uses an internal price of carbon

CC2.3

Do you engage in activities that could either directly or indirectly influence public policy on climate change through any of the following? (tick all that apply)

Trade associations
Other

CC2.3a

On what issues have you been engaging directly with policy makers?

Focus of legislation	Corporate Position	Details of engagement	Proposed legislative solution
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CC2.3b

Are you on the Board of any trade associations or provide funding beyond membership?

Yes

CC2.3c

Please enter the details of those trade associations that are likely to take a position on climate change legislation

Trade association	Is your position on climate change consistent with theirs?	Please explain the trade association's position	How have you, or are you attempting to, influence the position?

CC2.3d

Do you publicly disclose a list of all the research organizations that you fund?

CC2.3e

Do you fund any research organizations to produce or disseminate public work on climate change?

CC2.3f

Please describe the work and how it aligns with your own strategy on climate change

CC2.3g

Please provide details of the other engagement activities that you undertake

Yum! Brands engages with policy makers in discussions that could potentially (directly or indirectly) influence policy on climate change. The Yum! Government Affairs team routinely engages with state and local stakeholders, our trade associations and other industry partners regarding public policy issues that are environmental in nature. Moreover, we also communicate with the United States Department of Energy through the Better Building Alliance via conferences and seminars on ways to measure energy consumption and reduce the use of energy by retail businesses. In particular, among other topics engaged we discuss are issues related to sustainable, recyclable or decreased takeout food packaging. Overall, we encourage public policy that addresses climate change in a way that recognizes the real economic and operational challenges faced by our business.

CC2.3h

What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

Our strategy is influenced by our belief that we have a responsibility to reduce our energy impact and the resulting carbon gas emissions that contribute to climate change and we recognize that direct engagement with policymakers has the potential to drive changes in legislation that will support our efforts along this journey. To ensure that any activities which may influence policy (direct or indirect) are consistent with our overall environmental sustainability strategy, the Yum! Brands Government Affairs Team routinely aligns with our Chief Sustainability Officer and the Global Sustainability Team. Together, they ensure we are advocating for solutions that are consistent with our team's core targets, which are focused on LEED certifiable restaurants, reduced energy and water consumption, sustainable packaging and waste recovery. Our Government Affairs Team also regularly updates our Global Sustainability Team regarding public policy developments to gain alignment around our perspectives about these proposals.

CC2.3i

Please explain why you do not engage with policy makers

CC2.4

Would your organization's board of directors support an international agreement between governments on climate change, which seeks to limit global temperature rise to under two degree Celsius from pre-industrial levels in line with IPCC scenarios such as RCP2.6?

CC2.4a

Please describe your board's position on what an effective agreement would mean for your organization and activities that you are undertaking to help deliver this agreement at the 2015 United Nations Climate Change Conference in Paris (COP 21)

Further Information

Page: CC3. Targets and Initiatives

CC3.1

Did you have an emissions reduction target that was active (ongoing or reached completion) in the reporting year?

Absolute target

CC3.1a

Please provide details of your absolute target

ID	Scope	% of emissions in scope	% reduction from base year	Base year	Base year emissions (metric tonnes CO2e)	Target year	Comment
Abs1	Scope 1+2	100%	15%	2005	1943203	2015	Our emissions reduction target is to reduce energy usage in our company-owned restaurants by 15% by the end of 2015 using 2005 as our baseline year. Having nearly achieved our original goal of a 10% energy reduction, this goal was increased to a 15% reduction at the end of 2012. Various energy conservation projects were implemented from 2006-2014 to work toward achieving our goal, which are detailed in question CC3.3.

CC3.1b

Please provide details of your intensity target

ID	Scope	% of emissions in scope	% reduction from base year	Metric	Base year	Normalized base year emissions	Target year	Comment
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CC3.1c

Please also indicate what change in absolute emissions this intensity target reflects

ID	Direction of change anticipated in absolute Scope 1+2 emissions at target completion?	% change anticipated in absolute Scope 1+2 emissions	Direction of change anticipated in absolute Scope 3 emissions at target completion?	% change anticipated in absolute Scope 3 emissions	Comment

CC3.1d

For all of your targets, please provide details on the progress made in the reporting year

ID	% complete (time)	% complete (emissions)	Comment
Abs1	90%	97%	At the conclusion of 2014, we are pleased to report that we are nearly 100% of the way toward achieving our energy reduction goal and are on target to surpass our goal by the end of 2015.

CC3.1e

Please explain (i) why you do not have a target; and (ii) forecast how your emissions will change over the next five years

CC3.2

Does the use of your goods and/or services directly enable GHG emissions to be avoided by a third party?

No

CC3.2a

Please provide details of how the use of your goods and/or services directly enable GHG emissions to be avoided by a third party

CC3.3

Did you have emissions reduction initiatives that were active within the reporting year (this can include those in the planning and/or implementation phases)

Yes

CC3.3a

Please identify the total number of projects at each stage of development, and for those in the implementation stages, the estimated CO₂e savings

Stage of development	Number of projects	Total estimated annual CO ₂ e savings in metric tonnes CO ₂ e (only for rows marked *)
Under investigation		
To be implemented*		
Implementation commenced*		
Implemented*	90	105000
Not to be implemented		

CC3.3b

For those initiatives implemented in the reporting year, please provide details in the table below

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
Energy efficiency: Building services	Replacement of standard efficiency HVAC units with high efficiency in restaurants in the United States.	1170	Scope 1 Scope 2	Voluntary	237000	742000	1-3 years	11-15 years	
Energy efficiency: Building services	Installation of variable speed controls on the exhaust fans in our China restaurants.	13500	Scope 2	Voluntary	3052000	2320000	<1 year	6-10 years	
Energy efficiency: Building services	Replacement of existing cooking equipment with higher efficiency model.	331	Scope 2	Voluntary	66000	173000	1-3 years	6-10 years	
Energy efficiency: Building services	Implementation of solar water heaters in several of our store in the UK.	66	Scope 1 Scope 2	Voluntary	20000	59000	<1 year	11-15 years	
Energy efficiency: Building services	Implementation of high efficiency variable refrigerant flow HVAC in our Thailand restaurants.	69	Scope 2	Voluntary	18000	140000	4-10 years	11-15 years	
Energy efficiency: Building services	Implementation of high efficiency heat pump air conditioning in some of our South Africa restaurants.	533	Scope 2	Voluntary	74000	60000	<1 year	11-15 years	

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
Energy efficiency: Building services	Retrofit of existing lighting system in our UK restaurants to a lower wattage.	130	Scope 2	Voluntary	36500	229900	4-10 years	3-5 years	
Low carbon energy purchase	Purchase of RECs	7.8	Scope 1 Scope 2	Voluntary	0	7400	<1 year	1-2 years	

CC3.3c

What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Financial optimization calculations	

CC3.3d

If you do not have any emissions reduction initiatives, please explain why not

Further Information**Page: CC4. Communication****CC4.1**

Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s)

Publication	Status	Page/Section reference	Attach the document
In mainstream financial reports but have not used the CDSB Framework	Complete	pg 14	https://www.cdp.net/sites/2015/17/20917/Climate Change 2015/Shared Documents/Attachments/CC4.1/2014yumAnnReport.pdf
In voluntary communications	Complete	Whole doc	https://www.cdp.net/sites/2015/17/20917/Climate Change 2015/Shared Documents/Attachments/CC4.1/yum-ceo-letter.pdf
In voluntary communications	Complete	pg 2	https://www.cdp.net/sites/2015/17/20917/Climate Change 2015/Shared Documents/Attachments/CC4.1/CSR-PerformanceSummary-2014.pdf
In voluntary communications	Complete	Whole doc	https://www.cdp.net/sites/2015/17/20917/Climate Change 2015/Shared Documents/Attachments/CC4.1/2014_CSR_Report_Our Environment Commitments.pdf
In voluntary communications	Complete	Whole doc	https://www.cdp.net/sites/2015/17/20917/Climate Change 2015/Shared Documents/Attachments/CC4.1/2014_CSR_Report_Our Environment Green Buildings.pdf
In voluntary communications	Complete	Whole doc	https://www.cdp.net/sites/2015/17/20917/Climate Change 2015/Shared Documents/Attachments/CC4.1/2014_CSR_Report_Our Environment Energy.pdf
In voluntary communications	Complete	Whole doc	https://www.cdp.net/sites/2015/17/20917/Climate Change 2015/Shared Documents/Attachments/CC4.1/2014_CSR_Report_Our Environment Supplier Scorecard.pdf
In voluntary communications	Complete	Whole doc	https://www.cdp.net/sites/2015/17/20917/Climate Change 2015/Shared Documents/Attachments/CC4.1/2014_CSR_Report_Our Environment Paper Based Packaging.pdf
In voluntary communications	Complete	Whole doc	https://www.cdp.net/sites/2015/17/20917/Climate Change 2015/Shared Documents/Attachments/CC4.1/2014_CSR_Report_Our Environment Waste Recovery and Recycling.pdf
In voluntary communications	Complete	Whole doc	https://www.cdp.net/sites/2015/17/20917/Climate Change 2015/Shared Documents/Attachments/CC4.1/2014_CSR_Report_Our Environment Policies.pdf

Publication	Status	Page/Section reference	Attach the document
In voluntary communications	Complete	Whole doc	https://www.cdp.net/sites/2015/17/20917/Climate Change 2015/Shared Documents/Attachments/CC4.1/2014_CSR_Report_Our Environment Projects in Action.pdf
In voluntary communications	Complete	Whole doc	https://www.cdp.net/sites/2015/17/20917/Climate Change 2015/Shared Documents/Attachments/CC4.1/Yum! Brands Featured in the U.S. Green Building Councils Latest Report.pdf
In voluntary communications	Complete	Whole doc	https://www.cdp.net/sites/2015/17/20917/Climate Change 2015/Shared Documents/Attachments/CC4.1/KFC Australia Gives New Meaning to 'Fashion Forward'.pdf
In voluntary communications	Complete	Whole doc	https://www.cdp.net/sites/2015/17/20917/Climate Change 2015/Shared Documents/Attachments/CC4.1/Pizza Hut Hires Entouch Controls to Slice its Energy Bills.pdf
In voluntary communications	Complete	Whole doc	https://www.cdp.net/sites/2015/17/20917/Climate Change 2015/Shared Documents/Attachments/CC4.1/KFC Sheds Three Million Pounds of Packaging.pdf
In voluntary communications	Complete	Whole doc	https://www.cdp.net/sites/2015/17/20917/Climate Change 2015/Shared Documents/Attachments/CC4.1/Australia KFC green store-infographic.jpg
In voluntary communications	Complete	Whole doc	https://www.cdp.net/sites/2015/17/20917/Climate Change 2015/Shared Documents/Attachments/CC4.1/UK KFC environment-infographic.pdf

Further Information

Please note that all of the Yum! content published on 3BL news, a CSR news distribution channel, is produced, managed and owned by Yum!.

Module: Risks and Opportunities

Page: CC5. Climate Change Risks

CC5.1

Have you identified any inherent climate change risks that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

CC5.1a

Please describe your inherent risks that are driven by changes in regulation

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
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CC5.1b

Please describe your inherent risks that are driven by change in physical climate parameters

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
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CC5.1c

Please describe your inherent risks that are driven by changes in other climate-related developments

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
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CC5.1d

Please explain why you do not consider your company to be exposed to inherent risks driven by changes in regulation that have the potential to generate a substantive change in your business operations, revenue or expenditure

While our Company considers inherent risks driven by current or expected regulations concerning climate change, we do not believe that their impacts have the potential to generate a substantive change in our business operations, revenues or expenditures because Yum! makes significant efforts to:

1. Dedicate resources to sustainability initiatives including the Chief Sustainability Officer, and the Global Sustainability, CSR and Government Affairs teams, as well as brand and division teams dedicated to carbon reduction initiatives. The Chief Sustainability Officer and the Yum! Global Sustainability team works in collaboration with all divisions to establish global goals and implement programs that improve the unit economics of our restaurant operations while reducing our environmental impacts.
2. Routinely work with state and local stakeholders, our trade associations and other industry partners regarding public policy issues that are environmental in nature to mitigate impacts that could be created by current or expected regulations concerning climate change.
3. Comply with, and require our supply chain partners to comply with, all applicable laws and regulations.

We believe our efforts to be proactive and make energy conservation a high priority reduces the impact of these risk drivers such that we do not consider them a substantive risk to our business.

We have considered a number of potential risks driven by changes in regulation that could potentially be relevant to our restaurants and have determined that these risks are not substantive to the Company. These risk drivers include carbon taxes, cap and trade schemes, fuel/energy taxes and regulations, product efficiency regulations and standards and uncertainty surrounding new regulation.

The geographic areas considered are corporate operated assets in the countries covered in the scope of this response (Australia, China, France, Germany, South Africa, South Korea, Spain, Turkey, the United Kingdom and the United States).

The above referenced risks have been considered for the near future as part of our Global Sustainability team's goals and initiatives around carbon reduction. We believe our business model through 2015 will not be substantively impacted by risks driven by regulation changes. Additionally, we continue to evaluate our long term sustainability goals and ongoing risks.

CC5.1e

Please explain why you do not consider your company to be exposed to inherent risks driven by physical climate parameters that have the potential to generate a substantive change in your business operations, revenue or expenditure

While our Company considers inherent risks driven by changes in physical climate parameters, we do not believe that their impacts have the potential to generate a substantive change in our business operations, revenues or expenditures because Yum! makes significant efforts to:

1. Proactively establish a diverse supply chain and positive relationships with supply chain partners.
2. Proactively establish mitigation practices including menu management and multiple portfolio diversification built into our business to minimize the impacts on any one part of the country or distribution system due to changes in physical climate parameters.

We do not consider that risks created by physical climate parameters pose a substantive risk to our business because of the diversity built into our supply chain and the mitigation practices built into our business. Because of the large global presence of the company and the policies and practices mentioned above, our supply base would have to be severely damaged/disrupted to impact Yum! in a substantive way. While the impacts of climate change are still uncertain, we understand that, as a large food retailer, risk drivers like changes in precipitation patterns, could have the potential to influence the price, quality and supply of our input materials in targeted regions. However, we believe that our system-wide policies and practices mitigate the effects of, and would enable us to continue operating our business under the threat of risks driven by changes in physical climate parameters and to rebuild the business for the future.

The geographic areas considered are corporate operated assets in the countries covered in the scope of this response (Australia, China, France, Germany, South Africa, South Korea, Spain, Turkey, the United Kingdom and the United States).

The above referenced risks have been considered for the near future as part of our Global Sustainability team's goals and initiatives around carbon reduction. We believe our business model through 2015 will not be substantively impacted by risks driven by physical climate changes. Additionally, we continue to evaluate our long term sustainability goals and ongoing risks.

CC5.1f

Please explain why you do not consider your company to be exposed to inherent risks driven by changes in other climate-related developments that have the potential to generate a substantive change in your business operations, revenue or expenditure

While our Company considers inherent risks driven by changes in other climate related developments, we do not believe that their impacts have the potential to generate a substantive change in our business operations, revenues or expenditures because Yum! makes significant efforts to:

1. Dedicate resources including our Chief Sustainability Officer, Chief Public Affairs Officer, Vice President of CSR, CSR and Government Affairs teams and brand and division teams.
2. Continue to develop safe, quality, great-tasting product options at affordable prices that live up to the trust our consumers place in our brands.

3. Proactively communicate the company position on corporate social responsibility.
4. Proactively establish mitigation practices built into our business to minimize the impacts on any one part of the country or distribution system.

We understand that the issue of climate change as it connects to the corporate sector is increasing, potentially resulting in increased consumer expectations and changes in consumer purchasing decisions and habits. We are committed to maintaining high ethical, social and environmental standards for all of our operations and to responding transparently. We continue to drive awareness of our opportunities and achievements related to risks, primarily through our corporate responsibility reporting and communications, like the annual CSR report.

Our leadership has considered a number of potential risks driven by changes in other climate-related developments including several risk drivers that could potentially be relevant to our restaurants and have determined that these risks are not substantive to the company, which include reputation, changing consumer behavior and fluctuating socio-economic conditions.

The geographic areas considered are corporate operated assets in the countries covered in the scope of this response (Australia, China, France, Germany, South Africa, South Korea, Spain, Turkey, the United Kingdom and the United States).

The above referenced risks have been considered for the near future as part of our Global Sustainability team's goals and initiatives around carbon reduction. We believe our business model through 2015 will not be substantively impacted by risks driven by other climate related changes. Additionally, we continue to evaluate our long term sustainability goals and ongoing risks

Further Information

Page: **CC6. Climate Change Opportunities**

CC6.1

Have you identified any inherent climate change opportunities that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

Opportunities driven by changes in regulation

CC6.1a

Please describe your inherent opportunities that are driven by changes in regulation

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Product efficiency regulations and standards	Efficiency standards and regulations for products that are used in our restaurants enable Yum! to take advantage of energy saving opportunities that may otherwise not exist. The establishment of product efficiency standards for equipment and products has incentivized the market to develop more efficient products and Yum has invested in these technologies to reduce energy costs and CO2 output.	Reduced operational costs	1 to 3 years	Direct	More likely than not	Low-medium	Since 2006, Yum! has been actively implementing energy conservation projects which collectively have saved more than 14% of the energy we were using in 2005.	Yum! Brands employs a similar method in managing opportunities associated with Product Efficiency Regulations by sub-metering to identify the largest areas of opportunity in our restaurants. Once the areas of opportunity are identified, energy conservation measures are thoroughly researched and tested. Once these measures are validated, they are retrofitted into existing restaurants throughout the system where feasible. Simultaneous evaluation of whole-building solutions is also in process for	The costs associated with the implementation of these methods are the initial capital costs. In 2014, Yum! invested over \$60MM (USD) in implementing energy conservation measures into our restaurants throughout the world.

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								new restaurants leveraging third party systems such as LEED.	

CC6.1b

Please describe the inherent opportunities that are driven by changes in physical climate parameters

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management

CC6.1c

Please describe the inherent opportunities that are driven by changes in other climate-related developments

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management

CC6.1d

Please explain why you do not consider your company to be exposed to inherent opportunities driven by changes in regulation that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC6.1e

Please explain why you do not consider your company to be exposed to inherent opportunities driven by physical climate parameters that have the potential to generate a substantive change in your business operations, revenue or expenditure

Opportunities driven by changes in physical climate parameters are not considered substantive to the Company because Yum! makes significant efforts to:

1. Proactively establish a diverse supply chain and positive relationships with supply chain partners.
2. Proactively establish mitigation practices including menu management and portfolio diversification built into our business to minimize the impacts on any one part of the country or distribution system due to changes in physical climate parameters.

We do not consider that these opportunity drivers pose substantive opportunities to our business because of the diversity built into our existing supply chain and the mitigation practices built into our business. A significant portion of our supply base would have to be impacted for Yum! to see a substantive opportunity. While the impacts of climate change are still uncertain, we understand that, as a large food retailer, opportunity drivers like changes in precipitation patterns, could have the potential to influence the quality and supply of our input materials in targeted regions. However, we believe that our system-wide policies and practices mitigate the effects of, and would enable us to continue operating our business from opportunities driven by changes in physical climate changes.

The geographic areas considered are corporate operated assets in the countries covered in the scope of this response (Australia, China, France, Germany, South Africa, South Korea, Spain, Turkey, the United Kingdom and the United States).

The above referenced opportunities have been considered for the near future as part of our Global Sustainability team's goals and initiatives around carbon reduction. We believe our business model through 2015 will not be substantively impacted by opportunities driven by physical climate parameters. Additionally, we continue to evaluate our long term sustainability goals and ongoing opportunities.

CC6.1f

Please explain why you do not consider your company to be exposed to inherent opportunities driven by changes in other climate-related developments that have the potential to generate a substantive change in your business operations, revenue or expenditure

Opportunities driven by other climate-related changes are not considered substantive to the Company because Yum! makes significant efforts to:

1. Dedicate resources including our Chief Sustainability Officer, Chief Public Affairs Officer, Vice President of CSR, CSR and Government Affairs teams and brand and division teams.
2. Continue to develop safe, great-tasting, quality product options at affordable prices that live up to the trust our consumers place in our brands.
3. Proactively communicate the company position on corporate social responsibility.
4. Proactively establish mitigation practices built into our business to minimize the impacts on any one part of the country or distribution system.

We understand that the issue of climate change as it connects to the corporate sector is increasing, potentially resulting in increased consumer expectations and changes in consumer purchasing decisions and habits. We are committed to maintaining high ethical, social and environmental standards for all of our operations and to responding transparently. We continue to drive awareness of our opportunities, which are primarily driven through our corporate social responsibility reporting and communications, like the annual CSR report.

Our leadership has considered a number of potential opportunities driven by other climate-related changes including several opportunity drivers that could potentially be relevant to our restaurants and have determined that these opportunities are not substantive to the company, which include reputation, changing consumer behaviour and fluctuating socio-economic conditions.

The geographic areas considered are corporate operated assets in the countries covered in the scope of this response (Australia, China, France, Germany, South Africa, South Korea, Spain, Turkey, the United Kingdom and the United States).

The above referenced opportunities have been considered for the near future as part of our Global Sustainability team's goals and initiatives around carbon reduction. We believe our business model through 2015 will not be substantively impacted by opportunities driven by changes in other climate-related developments. Additionally, we continue to evaluate our long term sustainability goals and ongoing opportunities.

Further Information

Module: GHG Emissions Accounting, Energy and Fuel Use, and Trading

Page: CC7. Emissions Methodology

CC7.1

Please provide your base year and base year emissions (Scopes 1 and 2)

Scope	Base year	Base year emissions (metric tonnes CO2e)
Scope 1	Sat 01 Jan 2005 - Sat 31 Dec 2005	275003
Scope 2	Sat 01 Jan 2005 - Sat 31 Dec 2005	1668200

CC7.2

Please give the name of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

Please select the published methodologies that you use
The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

CC7.2a

If you have selected "Other" in CC7.2 please provide details of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

CC7.3

Please give the source for the global warming potentials you have used

Gas	Reference
CO2	IPCC Fourth Assessment Report (AR4 - 20 year)
CH4	IPCC Fourth Assessment Report (AR4 - 20 year)
N2O	IPCC Fourth Assessment Report (AR4 - 20 year)

CC7.4

Please give the emissions factors you have applied and their origin; alternatively, please attach an Excel spreadsheet with this data at the bottom of this page

Fuel/Material/Energy	Emission Factor	Unit	Reference
Electricity			World Resources Institute (2012). GHG Protocol tool for stationary combustion. Version 4.4.
Natural gas			World Resources Institute (2008). GHG Protocol tool for stationary combustion. Version 4.0.
Liquefied petroleum gas (LPG)			World Resources Institute (2008). GHG Protocol tool for stationary combustion. Version 4.0.
Diesel/Gas oil			World Resources Institute (2008). GHG protocol tool for mobile combustion. Version 2.2
Jet gasoline			World Resources Institute (2008). GHG protocol tool for mobile combustion. Version 2.2

Further Information

CC8.1

Please select the boundary you are using for your Scope 1 and 2 greenhouse gas inventory

Operational control

CC8.2

Please provide your gross global Scope 1 emissions figures in metric tonnes CO₂e

90894

CC8.3

Please provide your gross global Scope 2 emissions figures in metric tonnes CO₂e

2846226

CC8.4

Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

Yes

CC8.4a

Please provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure

Source	Relevance of Scope 1 emissions from this source	Relevance of Scope 2 emissions excluded from this source	Explain why the source is excluded
Direct and indirect emissions from our company-operated locations in India, the Netherlands, Russia and Thailand.	Emissions are relevant but not yet calculated	Emissions are relevant but not yet calculated	These sites are excluded due to our inability to reasonably estimate or obtain data from these sites or areas.
Direct emissions from minor fuel sources other than natural gas as well as fugitive emissions and refrigerants from our Scope 1 emissions.	Emissions are relevant but not yet calculated	Emissions are relevant but not yet calculated	These emissions were excluded due to our inability to reasonably estimate or obtain data.

CC8.5

Please estimate the level of uncertainty of the total gross global Scope 1 and 2 emissions figures that you have supplied and specify the sources of uncertainty in your data gathering, handling and calculations

Scope	Uncertainty range	Main sources of uncertainty	Please expand on the uncertainty in your data
Scope 1	More than 2% but less than or equal to 5%	Data Gaps Assumptions Metering/ Measurement Constraints	For the US Mobile Fleet, we were only able to track fuel usage for expenses submitted through fleet management fuel cards. For all markets, we used estimation for stores with any month that was operational and an invoice was missing. In this case, the market average was used, which is based on stores that were reporting a full year of data and with the same criteria (i.e. fuel source, region).
Scope 2	More than 2% but less than or equal to 5%	Data Gaps Assumptions Metering/	For all markets, we used estimation for stores with any month that was operational and an invoice was missing. In this case, the market average was used, which is based on stores that were reporting a full year of data and with the same criteria (i.e. fuel source, region).

Scope	Uncertainty range	Main sources of uncertainty	Please expand on the uncertainty in your data
		Measurement Constraints	

CC8.6

Please indicate the verification/assurance status that applies to your reported Scope 1 emissions

Third party verification or assurance complete

CC8.6a

Please provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported Scope 1 emissions verified (%)
Limited assurance	https://www.cdp.net/sites/2015/17/20917/Climate Change 2015/Shared Documents/Attachments/CC8.6a/F_391687_14_YUMBrandsInc_Opinion.pdf	pg 2	Attestation standards established by AICPA (AT101)	90

CC8.6b

Please provide further details of the regulatory regime to which you are complying that specifies the use of Continuous Emissions Monitoring Systems (CEMS)

Regulation	% of emissions covered by the system	Compliance period	Evidence of submission
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CC8.7

Please indicate the verification/assurance status that applies to your reported Scope 2 emissions

Third party verification or assurance complete

CC8.7a

Please provide further details of the verification/assurance undertaken for your Scope 2 emissions, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of reported Scope 2 emissions verified (%)
Limited assurance	https://www.cdp.net/sites/2015/17/20917/Climate_Change_2015/Shared_Documents/Attachments/CC8.7a/F_391687_14_YUMBrandsInc_Opinion.pdf	pg 2	Attestation standards established by AICPA (AT101)	96

CC8.8

Please identify if any data points have been verified as part of the third party verification work undertaken, other than the verification of emissions figures reported in CC8.6, CC8.7 and CC14.2

Additional data points verified	Comment
No additional data verified	

CC8.9

Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?

No

CC8.9a

Please provide the emissions from biologically sequestered carbon relevant to your organization in metric tonnes CO2

Further Information

Page: CC9. Scope 1 Emissions Breakdown - (1 Jan 2014 - 31 Dec 2014)

CC9.1

Do you have Scope 1 emissions sources in more than one country?

Yes

CC9.1a

Please break down your total gross global Scope 1 emissions by country/region

Country/Region	Scope 1 metric tonnes CO2e
Australia	1188
China	4781
France	1266
Germany	1423
South Africa	206
South Korea	2130
Spain	4354
Turkey	503
United Kingdom	6030
United States of America	69013

CC9.2

Please indicate which other Scope 1 emissions breakdowns you are able to provide (tick all that apply)

By GHG type

CC9.2a

Please break down your total gross global Scope 1 emissions by business division

Business division	Scope 1 emissions (metric tonnes CO2e)

CC9.2b

Please break down your total gross global Scope 1 emissions by facility

Facility	Scope 1 emissions (metric tonnes CO2e)	Latitude	Longitude

CC9.2c

Please break down your total gross global Scope 1 emissions by GHG type

GHG type	Scope 1 emissions (metric tonnes CO2e)
CO2	90682
CH4	152
N2O	60

CC9.2d

Please break down your total gross global Scope 1 emissions by activity

Activity	Scope 1 emissions (metric tonnes CO2e)
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CC9.2e

Please break down your total gross global Scope 1 emissions by legal structure

Legal structure	Scope 1 emissions (metric tonnes CO2e)
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Further Information

Page: CC10. Scope 2 Emissions Breakdown - (1 Jan 2014 - 31 Dec 2014)

CC10.1

Do you have Scope 2 emissions sources in more than one country?

Yes

CC10.1a

Please break down your total gross global Scope 2 emissions and energy consumption by country/region

Country/Region	Scope 2 metric tonnes CO2e	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low carbon electricity, heat, steam or cooling accounted for in CC8.3 (MWh)
Australia	51474		
China	2414826		
France	3042		
Germany	7245		
South Africa	31159		
South Korea	5772		
Spain	654		
Turkey	14437		
United Kingdom	53713		
United States of America	263905		

CC10.2

Please indicate which other Scope 2 emissions breakdowns you are able to provide (tick all that apply)

By business division

CC10.2a

Please break down your total gross global Scope 2 emissions by business division

Business division	Scope 2 emissions (metric tonnes CO2e)
KFC	201209
Pizza Hut	63049

Business division	Scope 2 emissions (metric tonnes CO2e)
Taco Bell	167143
China	2414826
India	0

CC10.2b

Please break down your total gross global Scope 2 emissions by facility

Facility	Scope 2 emissions (metric tonnes CO2e)

CC10.2c

Please break down your total gross global Scope 2 emissions by activity

Activity	Scope 2 emissions (metric tonnes CO2e)

CC10.2d

Please break down your total gross global Scope 2 emissions by legal structure

Legal structure	Scope 2 emissions (metric tonnes CO2e)
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Further Information

Page: CC11. Energy

CC11.1

What percentage of your total operational spend in the reporting year was on energy?

More than 5% but less than or equal to 10%

CC11.2

Please state how much fuel, electricity, heat, steam, and cooling in MWh your organization has purchased and consumed during the reporting year

Energy type	MWh
Fuel	446656
Electricity	3507398
Heat	
Steam	
Cooling	

CC11.3

Please complete the table by breaking down the total "Fuel" figure entered above by fuel type

Fuels	MWh
Natural gas	356297
Liquefied petroleum gas (LPG)	6996
Jet gasoline	35777
Diesel/Gas oil	47586

CC11.4

Please provide details of the electricity, heat, steam or cooling amounts that were accounted at a low carbon emission factor in the Scope 2 figure reported in CC8.3

Basis for applying a low carbon emission factor	MWh associated with low carbon electricity, heat, steam or cooling	Comment
Tracking instruments, RECS (USA)	852	

Further Information

Page: CC12. Emissions Performance

CC12.1

How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to the previous year?

Increased

CC12.1a

Please identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined) and for each of them specify how your emissions compare to the previous year

Reason	Emissions value (percentage)	Direction of change	Comment
Emissions reduction activities	2.0	Decrease	As detailed in CC3.3b, the emissions reduction activities provided an annualized reduction of 104,000 metric tonnes of CO ₂ e for markets reporting. Due to timing of implementation during 2014, these projects resulted in a reduction of 57,000 metric tonnes of CO ₂ e.
Divestment			
Acquisitions			
Mergers			
Change in output	4.6	Increase	Significant growth in China is a major contributor to our increase in emissions. In 2014, Yum! China opened 737 restaurants. Despite an increase in the number of stores of over 5% and increased operating hours at Taco Bell stores, we were able to hold our increase in emissions due to change in output to 4.6% in 2014 versus 10% in 2013.
Change in methodology			
Change in boundary	0.8	Increase	We are pleased to build on our 2014 submission by adding two new markets (South Korea and Turkey) to the list of markets included for our 2015 disclosure. In an effort to reduce the number of exclusions in our reporting, we also expanded our scope to include the following sources - Restaurant Support Centers in South Africa and UK Pizza Hut, and our China aviation fleet.
Change in physical operating conditions			
Unidentified			
Other			

CC12.2

Please describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO₂e per unit currency total revenue

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
0.000276	metric tonnes CO2e	unit total revenue	14	Increase	Emission reduction activities partially offset the increase in emissions resulting from increased revenue. Revenue for the reporting countries increased 2.4% and emissions/\$ revenue only increased 0.7%.

CC12.3

Please describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO2e per full time equivalent (FTE) employee

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
16.3	metric tonnes CO2e	FTE employee	168	Increase	For the sole purpose of responding to this question, employees who averaged 38 hours per week, which may vary by country, were included in this calculation as "FTE". Generally, the Company does not make a distinction between full-time and part-time employees. The CO2e/FTE value increased in 2014 versus 2013 due to the fact that our value in 2013 erroneously included part-time employees in China. Had only full-time employees been included in 2013, the increase would have been marginal.

CC12.4

Please provide an additional intensity (normalized) metric that is appropriate to your business operations

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
371.3	metric tonnes CO2e	Other: Per Store	4.9	Decrease	Yum!'s energy intensity per store declined from 2013 to 2014 due primarily to new stores opening in several markets that use less energy than existing stores thus reducing the overall intensity per store. Additionally, Yum! benefited from the addition of stores in new markets in South Korea and Turkey which comparatively use less energy per store than the other reporting markets.

Further Information

Page: CC13. Emissions Trading

CC13.1

Do you participate in any emissions trading schemes?

No, and we do not currently anticipate doing so in the next 2 years

CC13.1a

Please complete the following table for each of the emission trading schemes in which you participate

Scheme name	Period for which data is supplied	Allowances allocated	Allowances purchased	Verified emissions in metric tonnes CO2e	Details of ownership

CC13.1b

What is your strategy for complying with the schemes in which you participate or anticipate participating?

CC13.2

Has your organization originated any project-based carbon credits or purchased any within the reporting period?

No

CC13.2a

Please provide details on the project-based carbon credits originated or purchased by your organization in the reporting period

Credit origination or credit purchase	Project type	Project identification	Verified to which standard	Number of credits (metric tonnes of CO2e)	Number of credits (metric tonnes CO2e): Risk adjusted volume	Credits cancelled	Purpose, e.g. compliance
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Further Information

Page: CC14. Scope 3 Emissions

CC14.1

Please account for your organization's Scope 3 emissions, disclosing and explaining any exclusions

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
Purchased goods and services	Relevant, not yet calculated				
Capital goods	Relevant, not yet calculated				
Fuel-and-energy-related activities (not included in Scope 1 or 2)	Relevant, not yet calculated				
Upstream transportation and distribution	Relevant, calculated	12151	This pertains only to the US business and was calculated under the assumption that our trucks are heavy duty vehicles that use diesel fuel (Vehicle Type in transport tool for GHG Emissions)		
Waste generated in operations	Relevant, not yet calculated				
Business travel	Relevant, calculated	7673	This pertains to corporate US associates who booked air travel through our AMEX employee travel program and was calculated by converting the total distance traveled in the transport tool for GHG Emissions.		
Employee commuting	Relevant, not yet calculated				
Upstream leased assets	Not evaluated				
Downstream transportation and distribution	Not evaluated				
Processing of sold products	Not evaluated				
Use of sold products	Not evaluated				
End of life treatment of sold products	Not evaluated				

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
Downstream leased assets	Not relevant, explanation provided				Yum! does not lease any downstream assets.
Franchises	Relevant, not yet calculated				
Investments	Not evaluated				
Other (upstream)	Not evaluated				
Other (downstream)	Not evaluated				

CC14.2

Please indicate the verification/assurance status that applies to your reported Scope 3 emissions

No third party verification or assurance

CC14.2a

Please provide further details of the verification/assurance undertaken, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of Scope 3 emissions verified (%)
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CC14.3

Are you able to compare your Scope 3 emissions for the reporting year with those for the previous year for any sources?

Yes

CC14.3a

Please identify the reasons for any change in your Scope 3 emissions and for each of them specify how your emissions compare to the previous year

Sources of Scope 3 emissions	Reason for change	Emissions value (percentage)	Direction of change	Comment
Upstream transportation & distribution	Change in output	0.2	Increase	The US business had a 4% increase in Company-owned store which led to the increase in emissions for our supply chain distribution trucks.

CC14.4

Do you engage with any of the elements of your value chain on GHG emissions and climate change strategies? (Tick all that apply)

Yes, our suppliers

CC14.4a**Please give details of methods of engagement, your strategy for prioritizing engagements and measures of success**

Our current method of engaging our value chain on GHG emissions is our instituted environmental audit of our suppliers. As we've worked to reduce our total global carbon footprint, we've recognized the need to assess our suppliers and their environmental impacts. Our objective is to drive continuous improvement by assessing our suppliers in five key areas: energy efficiency, water efficiency, waste/recycling, pollution reduction and environmental management. The audit drives awareness as well as sustainable behaviours and actions within our supply chain.

Our Australia market introduced this environmental supplier audit into their supply chain in 2009. The Canada team followed and launched their environmental audit pilot in 2010. In 2012, the audit was successfully introduced to KFC UK/Ireland. Both Canada and Australia have reported significant efficiencies and sustainable improvements within their supply chains since the audit began. To continue driving continuous improvement among our suppliers, Yum! China and Pizza Hut U.S. were added in 2013. By the end of 2014, we successfully added the capability to all of our global markets to audit their suppliers.

CC14.4b**To give a sense of scale of this engagement, please give the number of suppliers with whom you are engaging and the proportion of your total spend that they represent**

Number of suppliers	% of total spend	Comment
0	0%	We currently do not have any data from our suppliers, as we are in the process of collecting this information.

CC14.4c**If you have data on your suppliers' GHG emissions and climate change strategies, please explain how you make use of that data**

How you make use of the data	Please give details
We do not have any data	We currently do not have any data from our suppliers, as we are in the process of collecting this information.

CC14.4d

Please explain why you do not engage with any elements of your value chain on GHG emissions and climate change strategies, and any plans you have to develop an engagement strategy in the future

Further Information

Module: Sign Off

Page: CC15. Sign Off

CC15.1

Please provide the following information for the person that has signed off (approved) your CDP climate change response

Name	Job title	Corresponding job category
Laurie Schalow	VP, Yum! Public Affairs and Corporate Social Responsibility	Public affairs manager

Further Information

CDP