

**Module: Introduction****Page: Introduction**

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**CC0.1****Introduction**

Please give a general description and introduction to your organization.

Yum! Brands, Inc., based in Louisville, Kentucky, has nearly 43,000 restaurants in more than 130 countries and territories. Yum! Brands is ranked #228 on the Fortune 500 List with revenues of over \$13 billion in 2015 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. Worldwide, the Yum! Brands system opens over six new restaurants per day on average, making it a leader in global retail development.

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**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**

Thu 01 Jan 2015 - Thu 31 Dec 2015

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**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
Brazil
Canada
China
France
Germany
India
Netherlands
Russia
South Africa
South Korea
Spain
Thailand
Turkey
United Kingdom
United States of America

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**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(\$)

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### 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](mailto: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-questionnaires.aspx>.

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### Further Information

**Module: Management**

**Page: CC1. Governance**

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### CC1.1

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

Board or individual/sub-set of the Board or other committee appointed by the Board

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### 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 the company is our Chief Sustainability Officer. The Chief Sustainability Officer drives company strategy relating to climate change and is responsible for:

- Leveraging sustainability to promote business growth, drive brand equity and minimize business, social and financial risks of Yum! Brands' global business enterprise;
- 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.

The Board of Directors has ultimate responsibility for managing company risk. The Audit Committee of the Board of Directors has oversight over climate change issues to the extent they present a risk to the company. The Audit Committee is updated annually on the company's environmental commitments and progress.

**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
Environment/Sustainability managers	Monetary reward	Emissions reduction project Energy reduction project Energy reduction target Efficiency project Behaviour	Setting and achieving sustainability goals which reduce the Company's environmental footprint are primarily the responsibility of Yum! Brands' 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 employees who are accountable for our goals – Blueline certified new restaurants, reduced energy and water consumption, sustainable packaging and waste reduction – all of which help us

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator	Comment
		change related indicator	reduce our emissions and impact around the world. For example, among others, members of our Global Sustainability Team were directly responsible for surpassing our energy reduction target to reduce energy consumption in company-owned restaurants 15 percent by the end of 2015. The team's performance against these targets is evaluated at a six-month progress review and an annual performance review.
All employees	Recognition (non-monetary)	Emissions reduction project Energy reduction project Energy reduction target Efficiency project Behaviour change related indicator	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. 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 employees 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 Energy reduction project Energy reduction target Efficiency project Behaviour change related indicator	Employees who contribute to the success of Yum! Brands 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. It has been awarded to employees who are helping to achieve our sustainability targets through efforts such as our Corporate Social Responsibility Report and CDP responses.

**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	Board or individual/sub-set of the Board or committee appointed by the Board	All countries where Yum! operates	> 6 years	We report annually on our sustainability goals and continue to evaluate commitments that are material to how we manage our environmental footprint as a global company.

**CC2.1b**

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

At the Company level, climate change initiatives are driven by the Sustainability team in collaboration with the Public Affairs, Legal, and Financial teams, and other key functions as relevant. Together, we assess risks and opportunities that could significantly affect our business by reviewing potential factors such as changing government regulations and other opportunities for risk or cost aversion and by sourcing information from key stakeholders including customers, governmental organizations, NGOs, media, peers 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. For example, we assess the impact of shortages or interruptions in the supply of food items and other supplies to our restaurants which could adversely affect the availability, quality and cost of items we buy and the operations of our restaurants.

At the asset level, risks are assessed which could have an impact on a region, country, or specific restaurants. 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. For example, in our UK market the costs of complying with environmental regulations could be substantial, such as installing new equipment or paying additional taxes on incremental energy use. Our Sustainability, Legal, Finance, Public Affairs and Government Relations teams work closely with our impacted operators to assess risks and comply with new and/or changing legislation to determine opportunities related to efficiency in equipment, utility usage and procurement at our company owned operations.

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

Risks and opportunities are prioritized based on a number of factors that impact the business including, but not limited to, financial, operational and reputational. More specifically, we look at the size and scope of the impact and the number of business units/divisions impacted. In addition, we consider the length of the factors and assess whether the impact is a one-time occurrence or recurring in nature. We then make a determination whether or not it is more effective in both the short and long-term to modify, adjust or alter our business strategy given the risks and opportunities.

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**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

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**CC2.2a**

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

Yum! Brands' business strategy is focused on building three global iconic brands that people trust and champion. In 2010, our business made the strategic decision to establish the Yum! Global Sustainability team with alignment from our then CEO and Chairman of the Board. Our sustainability strategy is influenced by our belief that we have a responsibility to reduce our environmental impact and the resulting greenhouse gas emissions that contribute to climate change. We do so in order to build and maintain trust with our stakeholders, comply with the law, and realize cost savings accompanied with environmental efficiency projects. In 2015, we invested more than \$47 MM (USD) in innovative technologies to reduce energy usage in our restaurants, generating almost \$10 MM (USD) in savings. Our Chief Sustainability Officer is responsible for developing our sustainability strategy and its vision and goals. Actionable plans are then presented to the CEO and other leaders throughout the Company for alignment and approval. Once approved, strategies and plans are cascaded to employees 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:

- Annual updates of our global sustainability strategy led by the Chief Sustainability Officer.
- 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 short term sustainability targets and progress to date in our annual CSR report as follows:
  - o Design and build 100 percent of our new company owned restaurants to be BlueLine certified. At the conclusion of 2015, markets representing 85 percent of our new corporate restaurant construction had integrated BlueLine approaches and technologies into their development processes and specifications to deliver BlueLine Certified buildings. Although short of our goal of 100 percent we are pleased to reach this milestone and will continue to drive toward full adoption.
  - o Reduce energy consumption in company-owned restaurants by 15 percent by the end of 2015. We're pleased to report that the efforts of our teams around the world resulted in exceeding our 2015 energy reduction goal of 15 percent. The final calculation showed a combined savings of 17 percent, compared against our 2005 baseline. The accumulated impact of our efforts has resulted in avoiding the release of 1.6 million tons of CO<sub>2</sub>e. This is equivalent to the annual output from 300,000 homes.
  - o Reduce water consumption in company-owned restaurants by 10 percent by the end of 2015. During the course of our decade long journey to reduce water consumption, we have implemented projects that saved over 800 million gallons of water across the globe. This is enough water to supply the entire Commonwealth of Massachusetts for one day in the year that we started on our journey to save water, 2005. We are pleased that we have made a positive impact, but acknowledge that we have more work to do to reach our 10 percent total reduction target as we currently stand at 45 percent of our aspirational goal.

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! Brands has made substantial business investments supporting this commitment.

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

- Continued investment in research in innovation for new Green Restaurants to further drive our goals of reductions in energy, water and greenhouse gas emissions.
- Continuation and development of longer term actionable goals to reduce the environmental impact of our restaurants that contribute to climate change. Such as:
  - o Source 100 percent of our palm oil used for cooking from responsible and sustainable sources by the end of 2017. We issued a global survey in late 2015 to

assess our progress against our palm oil goals and in 2016 we will assess the results.

- o Purchase 100 percent of our paper-based packaging with fiber from responsibly managed forests and recycled sources by the end of 2020.
- o Divert 50 percent of back-of-house operational waste generated by our restaurants in the United States by the end of 2020.

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

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#### CC2.2b

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

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#### 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

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#### CC2.2d

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

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#### 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)**

Direct engagement with policy makers

Trade associations

Other

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**CC2.3a**

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

<b>Focus of legislation</b>	<b>Corporate Position</b>	<b>Details of engagement</b>	<b>Proposed legislative solution</b>
Energy efficiency	Support	Our Government Relations team routinely interfaces with state and local stakeholders, trade associations and other industry partners regarding public policy issues that are environmental in nature, including energy efficiency. We have a seat on the Steering Committee of the U.S. Department of Energy's (DOE) Better Building Alliance (BBA) and actively promote continued funding of our national labs to conduct research to develop innovative, cost effective solutions to reduce energy usage in our buildings.	As requested by the leadership of the DOE, we have solicited our congressional leaders to include funding for the BBA in the annual DOE budget.
Other: Food Donation	Support	Our food donation program, Harvest, is focused on donating wholesome, surplus food from our restaurants to local food agencies, which diverts food waste from our restaurants and landfills. To encourage food donation programs like Harvest, we engage with policy makers at the local, state and federal level, in addition to trade associations and other industry partners to enact policy that not only addresses food insecurity, but also supports a sustainable environment. Prepared food donation programs are EPA-verified as reducing Greenhouse Gas Emissions (GHG) from landfills and waste combustion. For every 5,100 pounds of prepared food product donated, 5 tons of GHG emissions are saved from the atmosphere, equal to one passenger vehicle.	In 2015, legislation providing a permanent food donation tax deduction was passed at the federal level and similar legislation has been proposed in California, Kentucky, Massachusetts, Minnesota, New Jersey, New York, Ohio and Pennsylvania. The enactment of a restaurant charitable food donation tax credit helps address food insecurity, assists in moving towards a more sustainable environment and streamlines small business restaurant operations.

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**CC2.3b**

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

Yes

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**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?
National Restaurant Association (NRA)	Consistent	The NRA is committed to educating their members about environmental sustainability in the restaurant business and that includes how to minimize food waste. That's why they have taken a leadership role, in partnership with the Food Waste Reduction Alliance, Grocery Manufacturers Association and the Food Marketing Institute, to reduce food waste in our industry. One of the main objectives of the group is to recycle unused food waste by diverting it from landfills.	We partner closely with the NRA to encourage more food donation. Specifically, the NRA recently succeeded in getting Congress and the White House to encourage more food donation by permanently extending the enhanced tax deduction for food donations to smaller corporations.

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CC2.3d

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

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CC2.3e

Please provide details of the other engagement activities that you undertake

We 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 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.

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CC2.3f

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 environmental impact and the resulting greenhouse gas emissions that contribute to climate change, and we recognize that direct engagement with policy makers 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 Relations team works routinely with our Chief Sustainability Officer and the Global Sustainability team, including quarterly meetings. Together, they ensure we advocate for solutions that are consistent with our team's core targets, which are focused on Blueline certified restaurants, reduced energy and water consumption, sustainable packaging and waste recovery. Our Government Relations team also regularly updates our Global Sustainability team regarding public policy developments to gain alignment around our perspectives on these proposals.

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### CC2.3g

Please explain why you do not engage with policy makers

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### Further Information

**Page: CC3. Targets and Initiatives**

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### CC3.1

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

Absolute target

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### CC3.1a

**Please provide details of your absolute target**

ID	Scope	% of emissions in scope	% reduction from base year	Base year	Base year emissions covered by target (metric tonnes CO2e)	Target year	Is this a science-based target?	Comment
Abs1	Scope 1+2 (location-based)	100%	17%	2005	1943203	2015	No, but we anticipate setting one in the next 2 years	Our emissions reduction target was to reduce energy usage in our company-owned restaurants by 15 percent by the end of 2015 using 2005 as our baseline year. Energy conservation projects were implemented from 2006-2015 to work toward achieving our goal and are detailed in question CC3.3. We continue to evaluate our energy reduction efforts, including if and how a science-based target would work with our business strategy.

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 covered by target	Target year	Is this a science-based target?	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
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**CC3.1d**

Please provide details of your renewable energy consumption and/or production target

ID	Energy types covered by target	Base year	Base year energy for energy type covered (MWh)	% renewable energy in base year	Target year	% renewable energy in target year	Comment
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**CC3.1e**

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

ID	% complete (time)	% complete (emissions or renewable energy)	Comment
Abs1	100%	100%	We're pleased to report that the efforts of our teams around the world resulted in exceeding our 2015 energy reduction goal of 15 percent. The final calculation showed a combined savings of 17 percent, compared against our 2005 baseline. The accumulated impact of our efforts resulted in avoiding the release of 1.6 million tons of CO2. This is equivalent to the annual output from 300,000 homes.

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**CC3.1f**

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

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**CC3.2**

**Do you classify any of your existing goods and/or services as low carbon products or do they enable a third party to avoid GHG emissions?**

No

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**CC3.2a**

Please provide details of your products and/or services that you classify as low carbon products or that enable a third party to avoid GHG emissions

Level of aggregation	Description of product/Group of products	Are you reporting low carbon product/s or avoided emissions?	Taxonomy, project or methodology used to classify product/s as low carbon or to calculate avoided emissions	% revenue from low carbon product/s in the reporting year	% R&D in low carbon product/s in the reporting year	Comment

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**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

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**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 CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	0	0
To be implemented*	0	0
Implementation commenced*	0	0
Implemented*	76	43054
Not to be implemented	0	0

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**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 units in restaurants in the United States to reduce scope 1&2 emissions. This is a voluntary initiative.	2140	Scope 1 Scope 2 (location-based)	Voluntary	432000	1050000	1-3 years	11-15 years	No comment
Energy efficiency: Building services	Installation of variable speed controls on the exhaust fans in our China restaurants to reduce scope 2 emissions. This was a voluntary initiative.	13500	Scope 2 (location-based)	Voluntary	3010000	2303000	<1 year	6-10 years	No comment
Energy efficiency: Building services	Installation of demand control kitchen exhaust in our Australia restaurants to reduce scope 2 emissions. This was a voluntary initiative.	308	Scope 2 (location-based)	Voluntary	49000	137000	1-3 years	6-10 years	No comment
Low carbon energy purchase	Purchase of RECs	426	Scope 1 Scope 2 (location-based)	Voluntary	0	4400	<1 year	<1 year	Low carbon energy purchase

### CC3.3c

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

Method	Comment
Financial optimization calculations	No comment

### 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	Comment
In mainstream reports (including an integrated report) but have not used the CDSB Framework	Complete	Pages 9 -10	<a href="https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/2015YumBrands_AnnualReport.pdf">https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/2015YumBrands_AnnualReport.pdf</a>	2015 Annual Report (Greg's Huge Heart Letter)
In voluntary communications	Complete	Whole Document	<a href="https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/yum-ceo-letter.pdf">https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/yum-ceo-letter.pdf</a>	Yum! CEO Letter – CSR Report
In voluntary communications	Complete	Page 2	<a href="https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/GRI-report-2016.pdf">https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/GRI-report-2016.pdf</a>	GRI

Publication	Status	Page/Section reference	Attach the document	Comment
In voluntary communications	Complete	Page 2	<a href="https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/CSR_PerformanceSummary_15.pdf">https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/CSR_PerformanceSummary_15.pdf</a>	Performance Summary
In voluntary communications	Complete	Whole Document	<a href="https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/Environment Commitments.pdf">https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/Environment Commitments.pdf</a>	CSR Report - Environment Commitments
In voluntary communications	Complete	Whole Document	<a href="https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/GRI-report-2016.pdf">https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/GRI-report-2016.pdf</a>	CSR Report - Green Buildings
In voluntary communications	Complete	Whole Document	<a href="https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/EnergyEfficiency.pdf">https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/EnergyEfficiency.pdf</a>	CSR Report – Energy Efficiency
In voluntary communications	Complete	Whole Document	<a href="https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/Paper Based Packaging.pdf">https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/Paper Based Packaging.pdf</a>	CSR Report – Paper Based Packaging
In voluntary communications	Complete	Whole Document	<a href="https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/Waste.pdf">https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/Waste.pdf</a>	CSR Report – Waste Recovery
In voluntary communications	Complete	Whole Document	<a href="https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/Environment Policies.pdf">https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/Environment Policies.pdf</a>	CSR Report – Environment Policies
In voluntary communications	Complete	Whole Document	<a href="https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/Pizza Hut Wins Enironmental Star of Excellence.pdf">https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/Pizza Hut Wins Enironmental Star of Excellence.pdf</a>	<a href="http://www.yum.com/pizza-hut-corporate-green-team-awarded-the-environmental-star-of-excellence-2/#.VzHmQPL2amE">http://www.yum.com/pizza-hut-corporate-green-team-awarded-the-environmental-star-of-excellence-2/#.VzHmQPL2amE</a>
In voluntary communications	Complete	Whole Document	<a href="https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/Malaysia.pdf">https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/Malaysia.pdf</a>	<a href="http://www.yum.com/kfc-scoots-responsibly-in-malaysia/#.VzHmdvL2amE">http://www.yum.com/kfc-scoots-responsibly-in-malaysia/#.VzHmdvL2amE</a>
In voluntary communications	Complete	Whole Document	<a href="https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/Newsweek 2015 Green Rankings.pdf">https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/Newsweek 2015 Green Rankings.pdf</a>	<a href="http://www.yum.com/yum-named-to-newsweeks-2015-green-rankings/#.VzHmsvL2amE">http://www.yum.com/yum-named-to-newsweeks-2015-green-rankings/#.VzHmsvL2amE</a>
In voluntary communications	Complete	Whole Document	<a href="https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/RogerMcClendonInterview.pdf">https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC4.1/RogerMcClendonInterview.pdf</a>	<a href="http://www.yum.com/chief-sustainability-officer-roger-mcclendon-shares-how-restaurants-focused-on-sustainability-can-help-people-planet-and-profits/#.VzHmzvL2amE">http://www.yum.com/chief-sustainability-officer-roger-mcclendon-shares-how-restaurants-focused-on-sustainability-can-help-people-planet-and-profits/#.VzHmzvL2amE</a>

#### Further Information

## 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

Risks driven by changes in regulation

Risks driven by changes in physical climate parameters

Risks driven by changes in other climate-related developments

#### 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
Other regulatory drivers	Compliance with new or existing environmental laws and regulations could impact our operations if, for example, we are required to install new equipment or face additional	Increased operational cost	Unknown	Direct	Unknown	Unknown	Since 2013, we have seen an increase in our energy costs in the U.K. Our stores in the U.K that have a half- hourly metered consumption greater than 6,000 mWh per year meet the profile for the CRC Energy	We have dedicated people resources focused on managing our carbon reduction efforts that include a Global Sustainability team and a Government Relations team, as well as brand and market teams. We	The cost of management is minimal and primarily driven by investing in education and training of key stakeholders, especially our employees, to adopt and implement our

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	taxes on energy use.						Efficiency Scheme. From April 2015 to March 2016, our U.K. market paid \$1,040,335.98 USD.	routinely work with key stakeholders to mitigate impacts that could be created by current or expected regulations concerning climate change. For example, our Global Sustainability team developed a green restaurant design standard that has been implemented in the UK, reducing carbon emissions by over 20 percent and resulted in a reduction in the carbon taxes paid.	strategy to mitigate risk.

CC5.1b

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

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Change in precipitation extremes and droughts	Shortages or interruptions in the availability and delivery of food items and other supplies to our restaurants could increase costs or reduce revenues. Supply shortages or disruptions could be caused by inclement weather and natural disasters, among other factors.	Increased operational cost	Unknown	Indirect (Supply chain)	Unknown	Unknown	This risk can impact the availability and price of our products that are contingent on stable precipitation patterns. For example, a significant amount of our \$6 billion a year spend in our U.S. supply chain is with food products.	We work continually to maintain a diverse supply chain and positive relationships with supply chain partners by proactively establishing mitigation practices that include menu management and portfolio diversification. This minimizes the impacts on any one part of a country or distribution system due to changes in physical climate parameters. We continually evaluate the impact climate change has on our business and understand that as a large food retailer, changes in precipitation extremes have the potential to influence the price, quality and supply of materials in targeted regions.	The cost of management is minimal and primarily driven by investing in education and training of key stakeholders, especially our employees and supply chain partners, to adopt and implement our strategy to mitigate risk.

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
Reputation	Our success depends substantially on our corporate reputation and the perception of our brands, which may be impacted by the ethical, social and environmental standards of our company.	Reduced demand for goods/services	Unknown	Direct	Unknown	Unknown	The financial implications of a damaged reputation could negatively impact our market share, stock price and brand equity. For example, same-store sales for our China division declined 18% in the fourth quarter of 2014 following a supply chain issue in July of that year which adversely impacted our reputation with our customers.	We have dedicated resources including our Chief Sustainability Officer, Vice President of CSR, CSR and Government Relations teams and brand/division teams, focused on building three iconic brands people trust and champion. To deliver this commitment to our consumers, our teams focus on developing great-tasting product options at affordable prices built on our rigorous quality and safety standards. We proactively communicate the Company position on being good corporate stewards through our annual CSR Report. For example, when launching our 2014 CSR Report in	The cost of management is minimal and primarily driven by investing in education and training of our key stakeholders, especially our employees and supply chain partners, to adopt and implement our strategy to mitigate risk.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								2015, we hosted a public Twitter Chat through a third party media company called Triple Pundit to share our progress against key environmental goals to engaged stakeholders to demonstrate our commitment to transparency and maintaining a positive brand position.	

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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

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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

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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

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**Further Information**

**Page: CC6. Climate Change Opportunities**

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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
- Opportunities driven by changes in physical climate parameters
- Opportunities driven by changes in other climate-related developments

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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 equipment used in our restaurants enable Yum! Brands 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! Brands has invested in these technologies to reduce energy costs and CO2e output.	Reduced operational costs	Up to 1 year	Direct	Likely	Low	Since 2006, Yum! Brands has been actively implementing energy conservation projects which collectively have saved more than 17 percent of the energy we were using in 2005. In 2015 alone, we generated almost \$10 MM (USD) in savings from investments in innovative technologies to reduce energy usage in our restaurants.	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 2015, Yum! Brands invested over \$47MM (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
								<p>new restaurants leveraging third party systems such as LEED. For example, since 2010 all company-owned Yum! Restaurants in the U.S. have installed new HVAC units which meet the energy efficiency requirements of ASHRAE 90.1 – Energy Standard for Buildings which has been adopted as the green building standard in many cities in the U.S.</p>	

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
Induced changes in natural resources	With nearly 43,000 restaurants around the globe, we are committed to serving food our customers love without producing excessive waste. With the potential for there to be increasing changes in natural resources, we are focused on finding innovative ways to better manage our existing operations. An existing program that has opportunity for future growth is our Harvest Food Donation program, which donates wholesome, surplus food to local food agencies.	Reduced operational costs	Up to 1 year	Direct	Likely	Low	The financial implications allow our restaurants to manage margins more effectively and reduce food waste, all while providing meals to the hungry in their local communities. For example, Pizza Hut stores participating in our Harvest program receive a \$2,800 tax break as a result of legislation passed in 2015.	We continually evaluate the impact climate change has on our business and understand that as a large food retailer, changes in natural resources have the potential to influence the price, quality and supply of our products. That's why we work continually to raise awareness and increase adoption of key programs that allow our system to be more resourceful. For example, our Harvest program works to reduce food waste and margins alike. Each year, about seven million pounds of food is donated to our food agency partners. Since 1992, more than 180 million pounds of food has been donated and over two million metric tonnes of methane	The cost of management is minimal and primarily driven by investing in education and training of our key stakeholders, especially our employees and food agency partners, to adopt and implement our strategy to take advantage of this opportunity.

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								has been diverted from landfills.	

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
Reputation	We understand that the issue of climate change is resulting in increased consumer expectations and changes in consumer purchasing decisions and habits. We recognize the opportunity to build our reputation as a good environmental steward through efforts like our sustainable	Increased demand for existing products/services	Unknown	Direct	Unknown	Unknown	The financial implications of an improved reputation could positively impact our market share, stock price and brand equity.	We have dedicated resources including our Chief Sustainability Officer, Vice President of CSR, CSR and Government Relation teams and brand and division teams working to build brands people trust and champion. Our cross functional team helps ensure that we continually drive awareness and engagement with key stakeholders that builds our brand reputation. For	The cost of management is minimal and primarily driven by investing in education and training of key stakeholders, especially our employees and supply chain partners, to adopt and implement our strategy to take advantage of this opportunity.

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	building standard Blueline.							example, our sustainable green building standards program called Blueline helps us achieve our environmental goals of energy and water conservation and waste reduction in our stores. We work together to manage both successful adoption of the program and holistic communications on its progress/success through channels like our annual CSR report.	

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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

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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

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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

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**Further Information**

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

**Page: CC7. Emissions Methodology**

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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	Base year	Base year emissions (metric tonnes CO2e)
Scope 2 (location-based)	Sat 01 Jan 2005 - Sat 31 Dec 2005	1668200
Scope 2 (market-based)	Sat 01 Jan 2005 - Sat 31 Dec 2005	1668200

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### 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)
Other

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### 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

WRI/WBCSD GHG Protocol

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### CC7.3

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

Gas	Reference
CO2	IPCC Fifth Assessment Report (AR5 - 20 year)
CH4	IPCC Fifth Assessment Report (AR5 - 20 year)
N2O	IPCC Fifth Assessment Report (AR5 - 20 year)
HFCs	Other: HG Protocol Calculating HFC and PFC Emissions from the Manufacturing, Servicing, and/or Disposal of Refrigeration and Air-Conditioning Equipment Calculation Worksheets (Version 1.0), which reference ASHRAE Standard 34

#### 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 (2015). GHG Protocol tool for stationary combustion. Version 4.7
Natural gas			World Resources Institute (2015). GHG Protocol tool for stationary combustion. Version 4.1.
Liquefied petroleum gas (LPG)			World Resources Institute (2015). GHG Protocol tool for stationary combustion. Version 4.1.
Diesel/Gas oil			World Resources Institute (2015). GHG protocol tool for mobile combustion. Version 2.6.
Jet gasoline			World Resources Institute (2015). GHG protocol tool for mobile combustion. Version 2.6.

#### Further Information

**CC8.1**

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

Operational control

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**CC8.2**

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

124026

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**CC8.3**

**Does your company have any operations in markets providing product or supplier specific data in the form of contractual instruments?**

Yes

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**CC8.3a**

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

Scope 2, location-based	Scope 2, market-based (if applicable)	Comment
2929309	2939266	Utilized residual mix emission factors for markets in Europe

**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?**

No

**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 location-based Scope 2 emissions from this source	Relevance of market-based Scope 2 emissions from this source (if applicable)	Explain why the source is excluded

**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	Much of the emissions data is input manually from invoices. Although there are checks in place to ensure the accuracy of this data, it is possible that some errors can occur due to data entry or timing of invoices.
Scope 2 (location-based)	More than 2% but less than or equal to 5%	Data Gaps Assumptions Metering/ Measurement Constraints	Much of the emissions data is input manually from invoices. Although there are checks in place to ensure the accuracy of this data, it is possible that some errors can occur due to data entry or timing of invoices.
Scope 2 (market-based)	More than 2% but less than or equal to 5%	Data Gaps Assumptions Metering/ Measurement Constraints	Much of the emissions data is input manually from invoices. Although there are checks in place to ensure the accuracy of this data, it is possible that some errors can occur due to data entry or timing of invoices.

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**CC8.6**

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

Third party verification or assurance process in place

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**CC8.6a**

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

Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported Scope 1 emissions verified (%)
Annual process	Complete	Limited assurance	<a href="https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC8.6a/F_589693_RESTRICTED_15_YUMBrandsInc_RR_OP.pdf">https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC8.6a/F_589693_RESTRICTED_15_YUMBrandsInc_RR_OP.pdf</a>	Whole document	Attestation standards established by AICPA (AT101)	100

**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

**CC8.7**

Please indicate the verification/assurance status that applies to at least one of your reported Scope 2 emissions figures

Third party verification or assurance process in place

**CC8.7a**

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

Location-based or market-based figure?	Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of reported Scope 2 emissions verified (%)
Location-based	Annual process	Complete	Limited assurance	<a href="https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC8.7a/F_589693_RESTRICTED_15_YUMBrands Inc_RR_OP.pdf">https://www.cdp.net/sites/2016/17/20917/Climate Change 2016/Shared Documents/Attachments/CC8.7a/F_589693_RESTRICTED_15_YUMBrands Inc_RR_OP.pdf</a>	Whole document	Attestation standards established by AICPA (AT101)	100

#### 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	No comment

#### CC8.9

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

No

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CC8.9a

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

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**Further Information**

**Page: CC9. Scope 1 Emissions Breakdown - (1 Jan 2015 - 31 Dec 2015)**

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CC9.1

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

Yes

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CC9.1a

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

Country/Region	Scope 1 metric tonnes CO2e
Australia	1847
Brazil	228

Country/Region	Scope 1 metric tonnes CO2e
Canada	239
China	20597
France	994
Germany	1933
India	7222
Netherlands	450
Russia	1301
South Africa	464
South Korea	1902
Spain	74
Thailand	7521
Turkey	1725
United Kingdom	6402
United States of America	71126

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**CC9.2**

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

By business division

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**CC9.2a**

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

Business division	Scope 1 emissions (metric tonnes CO2e)
KFC	36812
Pizza Hut	21670
Taco Bell	30286
Yum! China	20597
Yum! India	7222
Yum! Corporate	7438

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**CC9.2b**

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

Facility	Scope 1 emissions (metric tonnes CO2e)	Latitude	Longitude
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**CC9.2c**

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

GHG type	Scope 1 emissions (metric tonnes CO2e)
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**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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**Further Information**

**Page: CC10. Scope 2 Emissions Breakdown - (1 Jan 2015 - 31 Dec 2015)**

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**CC10.1**

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

Yes

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**CC10.1a**

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

Country/Region	Scope 2, location-based (metric tonnes CO2e)	Scope 2, market-based (metric tonnes CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low carbon electricity, heat, steam or cooling accounted in market-based approach (MWh)
Australia	49127	49127	49436	0
Brazil	181	181	1829	0
Canada	1023	1023	6776	0

Country/Region	Scope 2, location-based (metric tonnes CO2e)	Scope 2, market-based (metric tonnes CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low carbon electricity, heat, steam or cooling accounted in market-based approach (MWh)
China	2347977	2347977	2695058	0
France	1659	772	23961	0
Germany	8082	12947	17000	0
India	61241	61241	50240	0
Netherlands	2680	3515	6078	0
Russia	17763	17763	32550	0
South Africa	31729	31729	32678	0
South Korea	5203	5203	9629	0
Spain	592	750	1938	0
Thailand	54315	54315	108537	0
Turkey	16821	16821	36636	0
United Kingdom	38197	43183	79665	0
United States of America	292720	292720	497229	0

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#### CC10.2

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

By business division

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#### CC10.2a

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

<b>Business division</b>	<b>Scope 2 emissions, location based (metric tonnes CO2e)</b>	<b>Scope 2 emissions, market-based (metric tonnes CO2e)</b>
KFC	255051	264760
Pizza Hut	73077	73325
Taco Bell	189179	189179
Yum! China	2347977	2347977
Yum! India	61241	61241
Yum! Corporate	2785	2785

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**CC10.2b**

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

<b>Facility</b>	<b>Scope 2 emissions, location based (metric tonnes CO2e)</b>	<b>Scope 2 emissions, market-based (metric tonnes CO2e)</b>

---

**CC10.2c**

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

<b>Activity</b>	<b>Scope 2 emissions, location based (metric tonnes CO2e)</b>	<b>Scope 2 emissions, market-based (metric tonnes CO2e)</b>

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**Further Information**

**Page: CC11. Energy**

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**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%

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**CC11.2**

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

<b>Energy type</b>	<b>Energy purchased and consumed (MWh)</b>
Heat	0
Steam	0
Cooling	0

---

**CC11.3**

**Please state how much fuel in MWh your organization has consumed (for energy purposes) during the reporting year**

475417

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**CC11.3a**

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

Fuels	MWh
Natural gas	350707
Liquefied petroleum gas (LPG)	7184
Jet gasoline	32902
Diesel/Gas oil	66730
Motor gasoline	18294

---

**CC11.4**

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

Basis for applying a low carbon emission factor	MWh consumed associated with low carbon electricity, heat, steam or cooling	Comment
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**CC11.5**

Please report how much electricity you produce in MWh, and how much electricity you consume in MWh

Total electricity consumed (MWh)	Consumed electricity that is purchased (MWh)	Total electricity produced (MWh)	Total renewable electricity produced (MWh)	Consumed renewable electricity that is produced by company (MWh)	Comment
3649239	3649232	7	7	7	Our Taco Bell store in Texas has a 3kW solar PV system installed

**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	Please explain and include calculation
Emissions reduction activities	1.5	Decrease	As detailed in CC3.3b, the emissions reduction activities provided an annualized reduction of 43,054 metric tonnes of CO2e for markets reporting. Our total emissions in the prior year were 2,937,120 tCO2e, therefore we calculated 1.5% as follows: $(43054/2937120 * 100) = 1.5\%$
Divestment			
Acquisitions			

Reason	Emissions value (percentage)	Direction of change	Please explain and include calculation
Mergers			
Change in output	0.9	Decrease	Our 3% growth in equity stores in existing markets was offset by emission reduction activities as well as more new restaurants being built to our BlueLine Green Building standards. This resulted in an overall decrease YOY in existing markets of 25,945 tCO <sub>2</sub> e. Our total emissions in the prior year were 2,937,120 tCO <sub>2</sub> e, therefore we calculated 0.9% as follows: $(25945/2937120*100) = 0.9\%$
Change in methodology			
Change in boundary	6.3	Increase	Our 2016 submission includes the addition of eleven new equity markets which account for 10% of our global equity stores. These markets added 157,395 tCO <sub>2</sub> e to our emissions. Additionally, for the first time we have accounted for the fugitive emissions from refrigeration in our stores which added 28,790 tCO <sub>2</sub> e to our overall emissions. Our total emissions in the prior year were 2,937,120 tCO <sub>2</sub> e, therefore we calculated 6.2% as follows: $((157395+28790)/2937120*100) = 6.3\%$
Change in physical operating conditions			
Unidentified			
Other			

#### CC12.1b

**Is your emissions performance calculations in CC12.1 and CC12.1a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?**

Location-based

#### CC12.2

**Please describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO<sub>2</sub>e per unit currency total revenue**

Intensity figure =	Metric numerator (Gross global combined Scope 1 and 2 emissions)	Metric denominator: Unit total revenue	Scope 2 figure used	% change from previous year	Direction of change from previous year	Reason for change
0.000274	metric tonnes CO2e	11142425000	Location-based	1	Decrease	Our 1 percent overall decrease in emissions intensity per revenue was due to emission reduction activities as well as more new restaurants being built to our BlueLine Green Building standards.

**CC12.3**

Please provide any additional intensity (normalized) metrics that are appropriate to your business operations

Intensity figure =	Metric numerator (Gross global combined Scope 1 and 2 emissions)	Metric denominator	Metric denominator: Unit total	Scope 2 figure used	% change from previous year	Direction of change from previous year	Reason for change
342	metric tonnes CO2e	Other: Per restaurant	8924	Location-based	8	Decrease	We realized a 4 percent year over year decrease in emissions intensity per restaurant in our existing stores due to emission reduction activities as well as more new restaurants being built to our BlueLine Green Building standards. Our eleven new markets had a much lower emissions intensity value compared to our existing markets and their impact resulted in an additional 4 percent overall reduction.

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**Further Information**

**Page: CC13. Emissions Trading**

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**CC13.1**

**Do you participate in any emissions trading schemes?**

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

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**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

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**CC13.1b**

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

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**CC13.2**

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

No

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**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

**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				

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
Upstream transportation and distribution	Relevant, calculated	29331	Emissions are limited to transport vehicles for the United States and China and were calculated by inputting the fuel used into the GHG Protocol Transport Tool v2.6 and the vehicle designated as Heavy Duty Vehicle - Articulated - Gasoline - Year 2005-present		
Waste generated in operations	Relevant, not yet calculated				
Business travel	Relevant, calculated	12706	Emissions are limited to corporate U.S. associates who booked air travel and rental cars through our AMEX employee travel program and was calculated by inputting the total distance travelled into the GHG Protocol Transport Tool v2.6.		
Employee commuting	Relevant, not yet calculated				
Upstream leased assets	Not relevant, explanation provided				Emissions from leased assets for offices, warehouses and other uses are reflected in our scope 1 and 2 values.
Downstream transportation and distribution	Not relevant, explanation provided				Our products are consumed immediately. There are no embedded emissions associated with downstream transportation and distribution.
Processing of sold products	Not relevant, explanation provided				All of the products sold by our restaurants are consumed immediately without any further processing.
Use of sold products	Not relevant, explanation provided				All of the products sold by our restaurants are consumed immediately and their use does

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
					not generate any direct or indirect emissions.
End of life treatment of sold products	Not evaluated				
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

Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of reported 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 boundary	141	Increase	The prior year report limited these emissions to the United States only. Had we kept the boundaries the same, we would have had a 1 percent reduction year over year. The emissions in the current report include China and generated an increase of 2.3x.
Business travel	Change in boundary	14	Increase	The prior year report limited these emissions to air travel only. The current year includes rental vehicles which accounts for 20 percent of the overall increase.
Business travel	Change in output	52	Increase	Air travel for business increased by 3,968 tCO2e due to the business need to attend to growing domestic and international markets.

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**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

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**CC14.4a**

**Please give details of methods of engagement, your strategy for prioritizing engagement 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 efficiency and sustainable improvements within their supply chains since the audit began. To continue driving continuous improvement among our suppliers, Yum! Restaurants 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.

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**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 (direct and indirect)	Comment
0	0%	While we have added the capability for our global markets to audit suppliers, we don't have data available and are in the process of collecting it.

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**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	While we have added the capability for our global markets to audit suppliers, we don't have data available and are in the process of collecting it.

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
David Gibbs	Yum! Brands CFO	Chief Financial Officer (CFO)

Further Information

CDP