

A Message From **DAVID GIBBS**

As we publish Yum! Brands' 2019 Global Citizenship & Sustainability Report, it's important to highlight the transformative changes that have shaped our world so far this year. The complex impacts of the COVID-19 pandemic, the resulting social unrest and the global recognition of the challenges facing frontline workers remind us of the important role we must play in keeping our employees, restaurant team members, customers and communities safe, addressing inequality and creating a welcoming environment for all.

It is timely, then, that Yum! recently integrated our Recipe for Growth—the guiding principles of our business strategy—with our Recipe for Good, our roadmap for socially responsible and sustainable stewardship of people, food and planet. We have elevated the importance of people within both of these frameworks, which allows us to continue building an equitable and inclusive culture that, in turn, helps us better serve our customers and communities where we operate.

This shift in thinking helped us to mobilize quickly in response to COVID-19, working across teams to source critical equipment and implement new processes and delivery methods to keep employees, restaurant team members, customers and franchisees safe. It's also what led us to clarify and invest in a new social purpose, Unlocking Opportunity, for our frontline restaurant team members and communities. Through this global initiative, Yum! has committed \$100 million over five years to tackle inequality with an emphasis on equity and inclusion, education and entrepreneurship.

As the world's largest restaurant company, we have employees and customers who span ages, backgrounds and borders. We remain committed to developing our employees to become their best selves and serving our customers the food they love, no matter who they are. Times like these serve as a reminder that we are all connected and each has a role to play in helping others – on both sides of the counter. This report describes a few ways that Yum! is doing just that.

Thanks for reading.



David Gibbs

Chief Executive Officer
Yum! Brands, Inc.



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