

YRI: Long runway for growth

Micky Pant, CEO, YRI



*Restaurants
International*

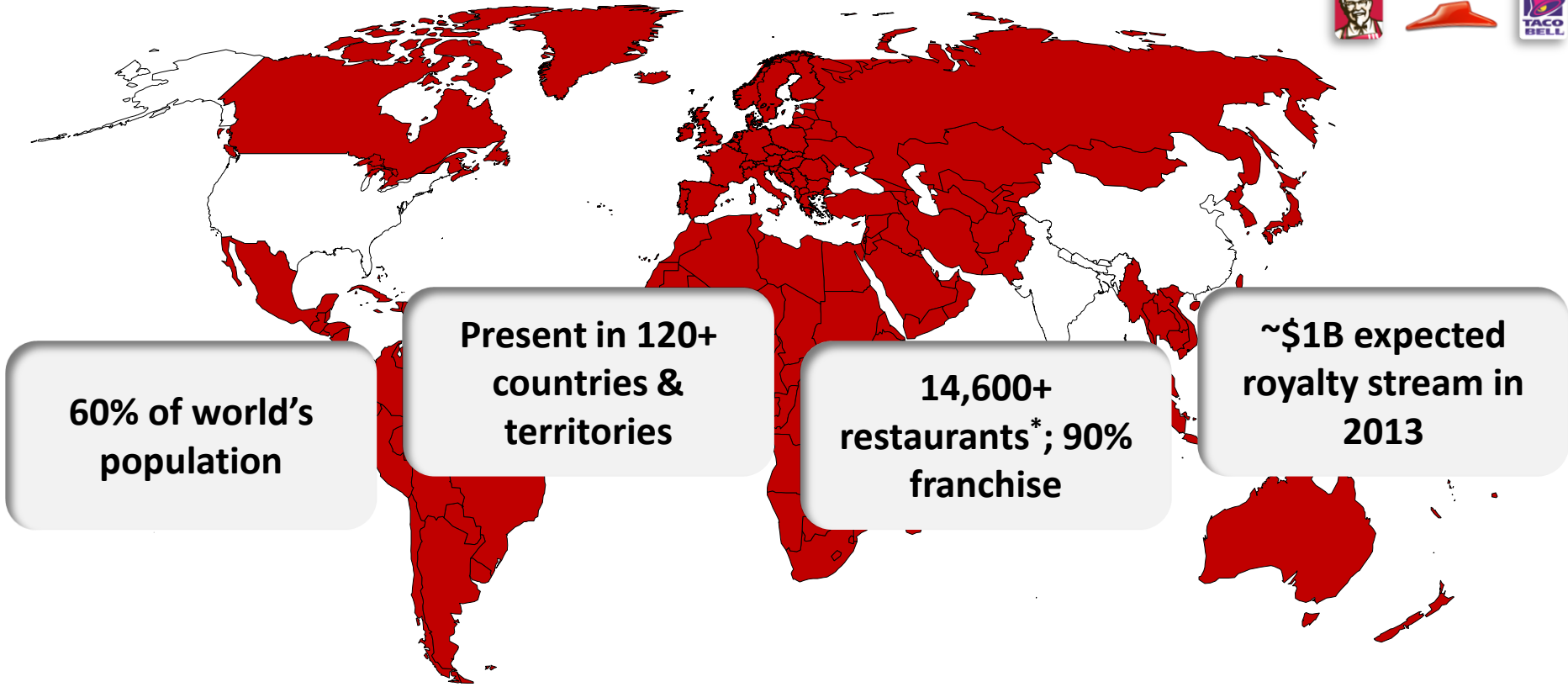


Forward Looking Statement

This presentation will include forward-looking statements that reflect management's expectations based on currently available data. However, results are subject to future events and uncertainties, which may cause actual results to differ materially. The information in this presentation related to projections or other forward-looking statements is *subject to the safe harbor statement posted on our Web site at www.yum.com*.



Yum! Restaurants International



60% of world's population

Present in 120+ countries & territories

14,600+ restaurants*; 90% franchise

~\$1B expected royalty stream in 2013

All numbers in this presentation are rounded and approximate
(* Includes license units)



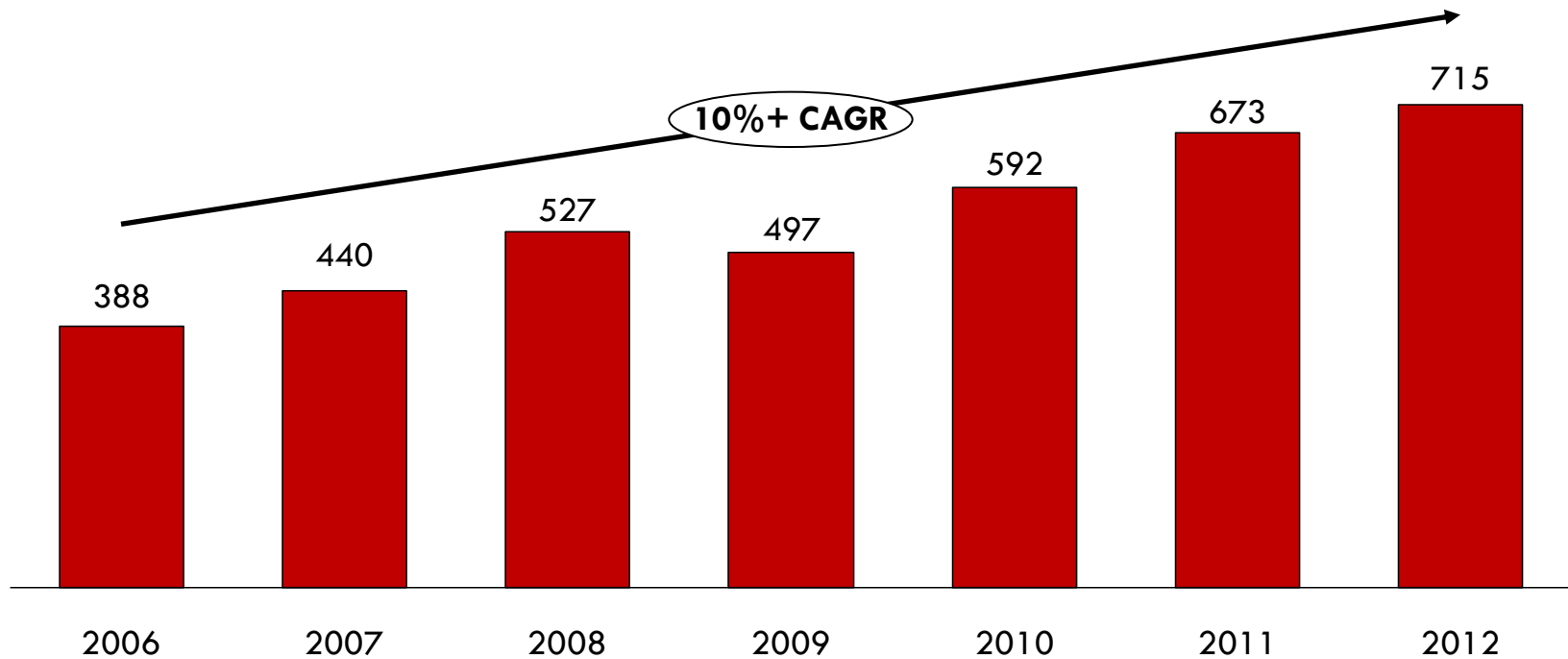
YRI: Positioned for growth...

- **KFC and Pizza Hut: Top 100 best global brands***
- **Dominant in emerging markets**
- **Low-risk franchisee led model**
- **20 regional offices with high quality management worldwide**
- **Decentralized structure encouraging local innovation**



...and consistently delivering growth

YRI Profits (\$MM)

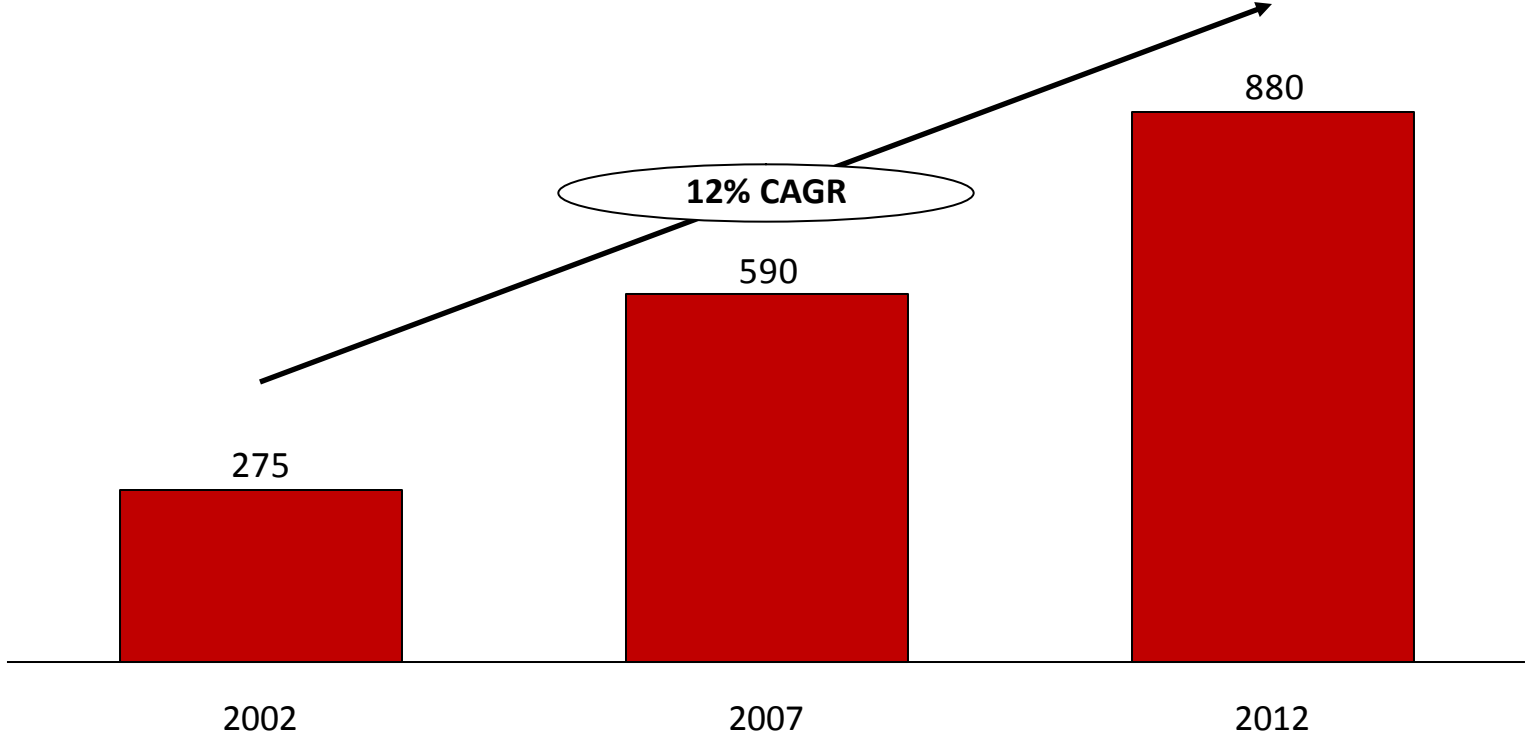


Excludes the benefit of Mexico VAT exemptions of \$35MM, \$38MM and \$4MM in 2006 – 2008 respectively



Powerful franchise based royalty stream

Franchise and License Fees (\$MM)

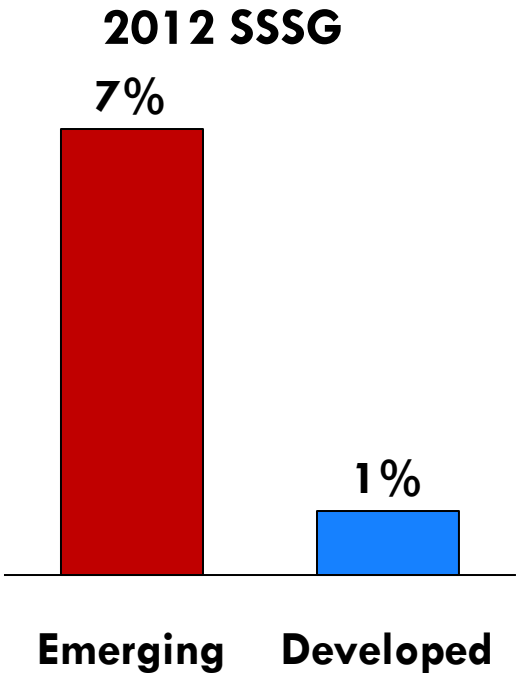


2012: Another strong year for YRI

- **\$715MM operating profit, 950 new units**
- **Emerging markets driving growth**
- **Record new units; pipeline even stronger**
- **Re-allocated RSC G&A to drive field growth**
- **Re-allocation of equity to emerging markets in progress**



Biggest sales growth driver: emerging markets



2012 System Sales	Emerging	Developed
	~\$7B	~\$10B



Accra, Ghana



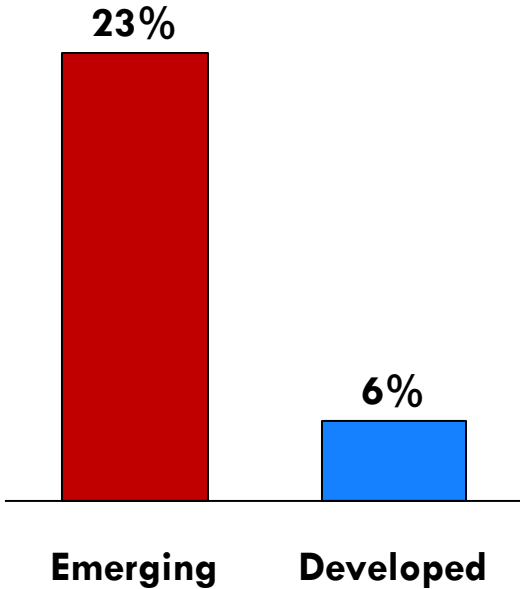
Sao Paulo, Brazil



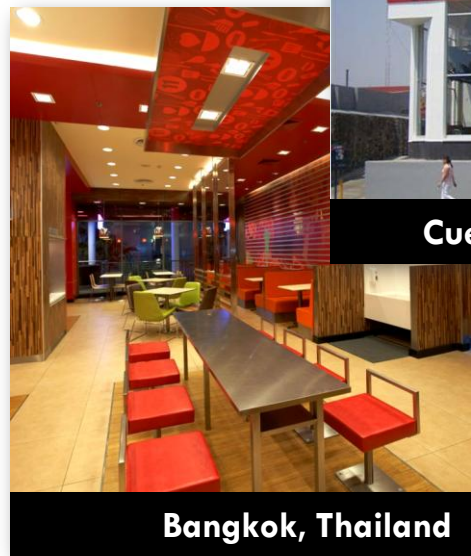
Ho Chi Minh, Vietnam

Emerging markets also driving profit growth

2009 – 2012 Profit CAGR



2012 YRI Profits	50%	50%
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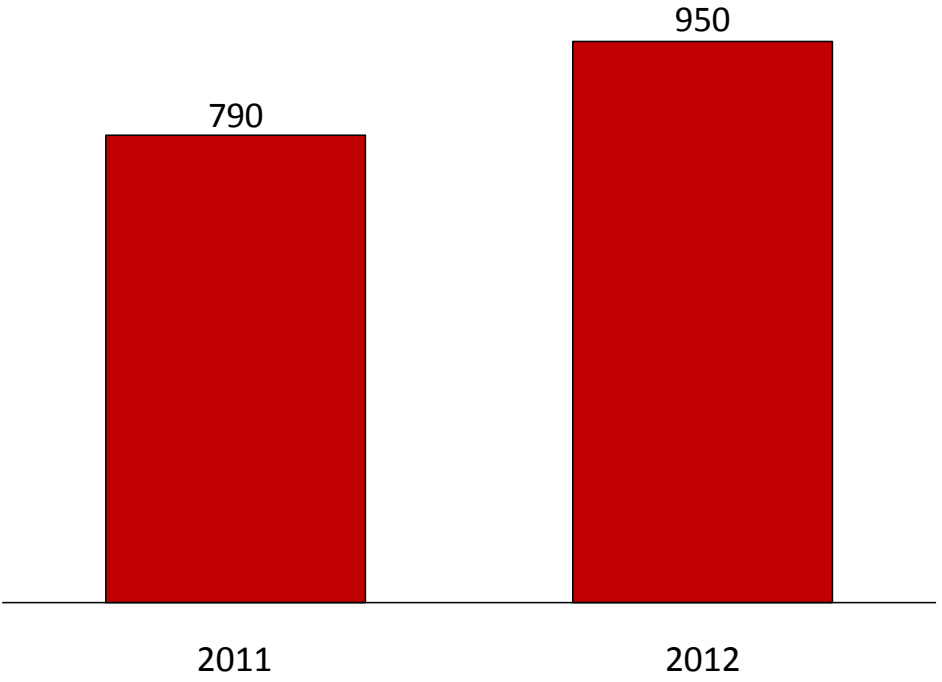


HQ G&A allocated to regions based on system sales

YRI UBS Investor Conference March 2013

Achieved record new unit development

YRI New Unit Development



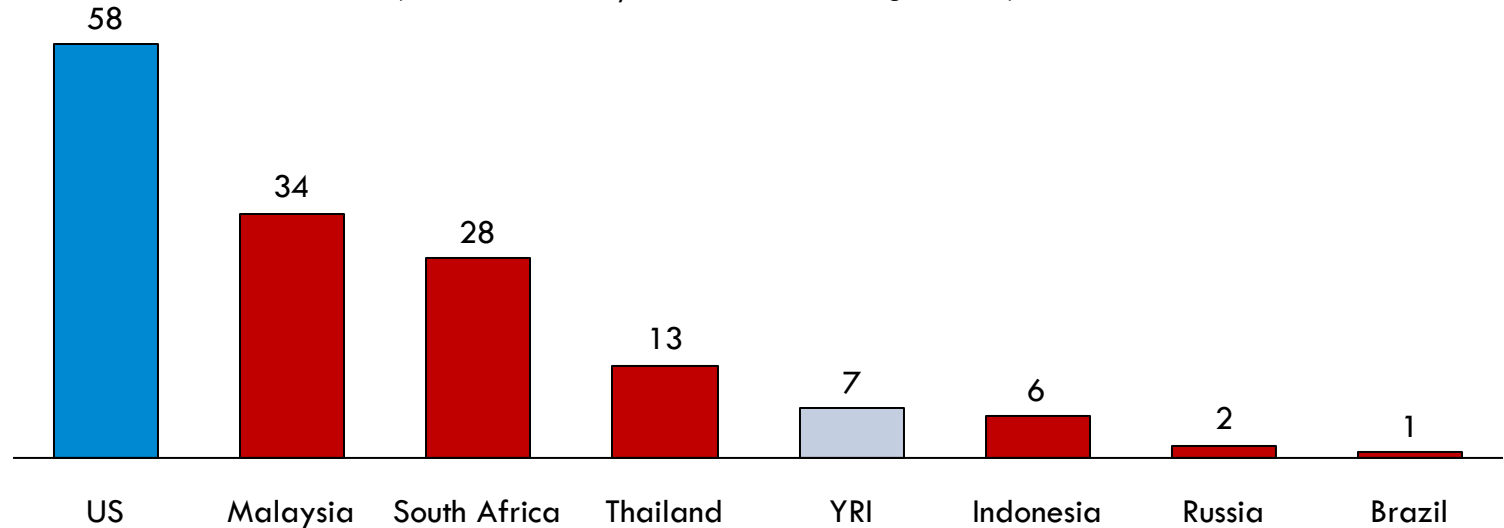
**2013 Forecast:
Continue with
aggressive growth**



Significant development opportunity ahead

2012 Consuming Class Penetration

(# Yum Units / MM Consuming Class)



# Yum Units	18,069	839	689	526	14,626	719	201	89
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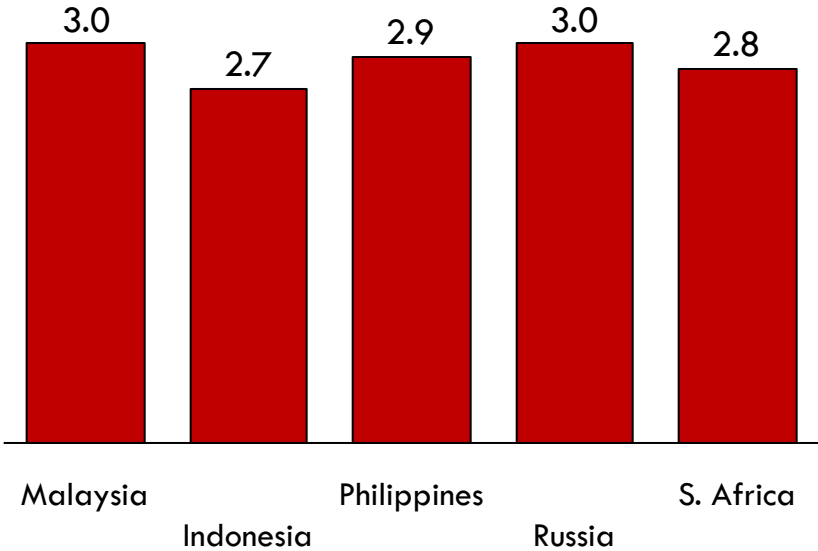
MM Consuming Class	312	25	25	40	2,200	113	132	143
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KFC fueled by strong economics



Sample Cash Payback Period (Years)



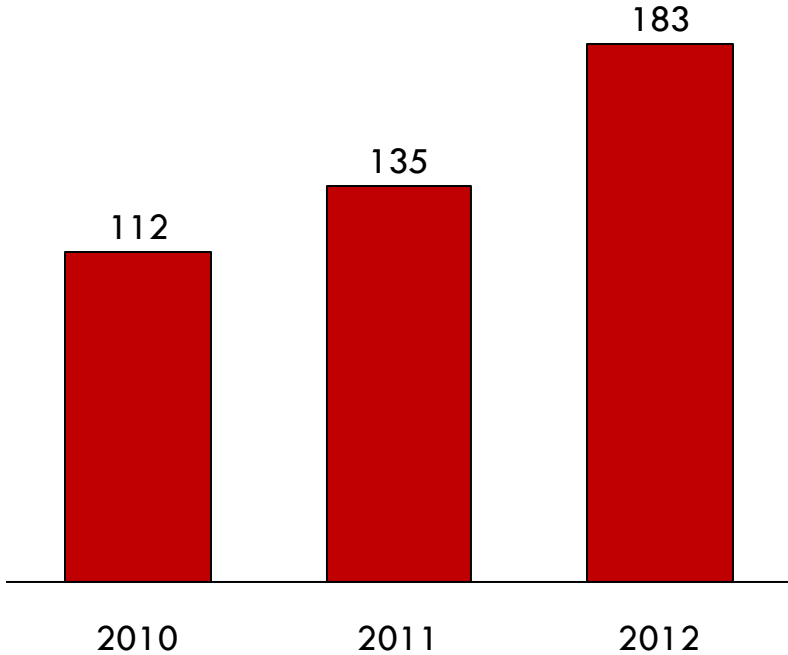
PH Delivery model unleashing growth



Asuncion, Paraguay

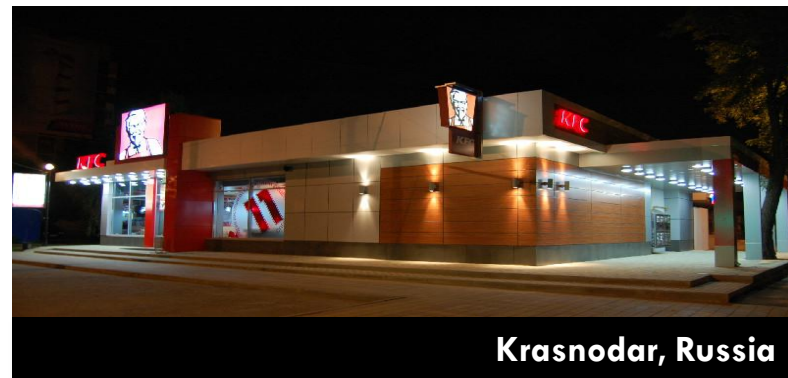
Performance	Emerging	Developed
Cash Payback	2 - 3 yrs	4 - 5 yrs

PH Delco Net Unit Growth



Update on key markets: Russia

- 30% SSSG in 2012
- Rostik's to KFC: Process completed
- Brand building asset strategy
- Aggressively investing in development capability



Krasnodar, Russia



Moscow, Russia



Update on key markets: UK

- Strong & well-established KFC and Pizza Hut businesses
- Pizza Hut Dine-in sale is complete
- Pizza Hut Delivery poised for growth
- New incentive approach as growth catalyst in delivery



Birmingham, UK



Cardiff Leckwith, UK



Update on key markets: South Africa

- Market leader KFC with SSSG of 11% in 2012
- Equity leadership model – equity investment fully integrated
- Successful national launch of breakfast
- Continued expansion into rest of Africa



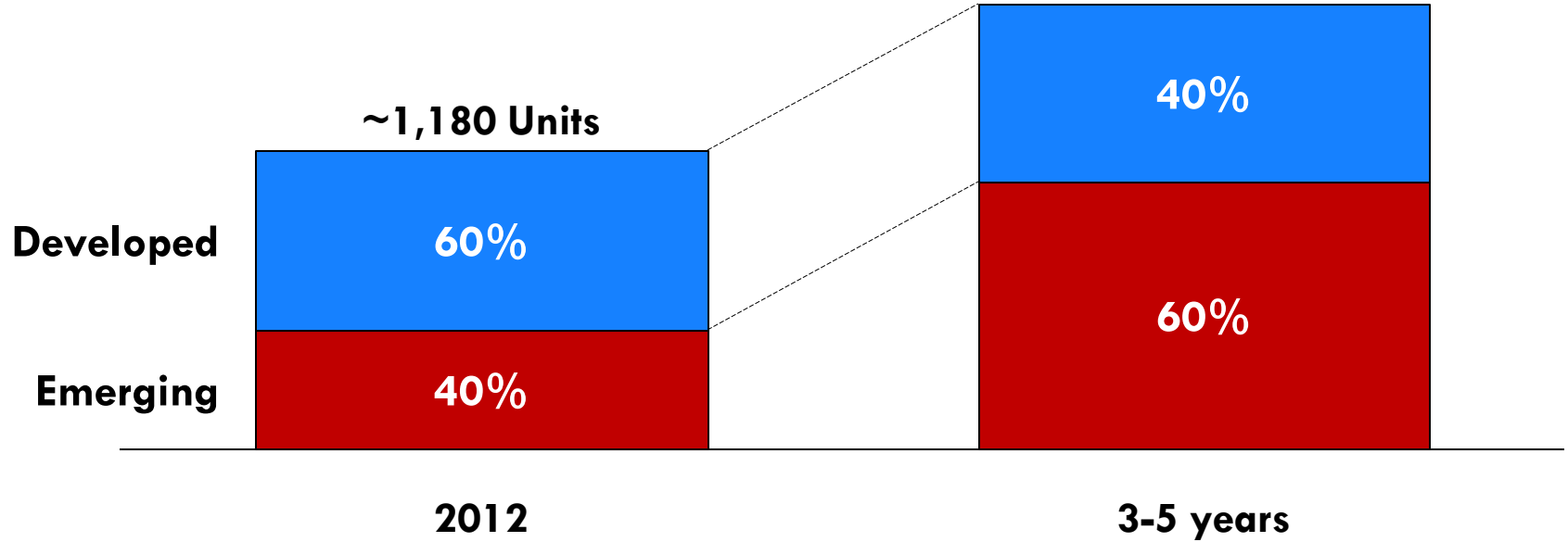
Update on key markets: Turkey

- Agreement signed, completion expected on April 1st
- 74M people with young demographics
- High, consistent economic growth, ~9% GDP growth
- Long runway for growth for YRI



Strengthening the model: Portfolio actions

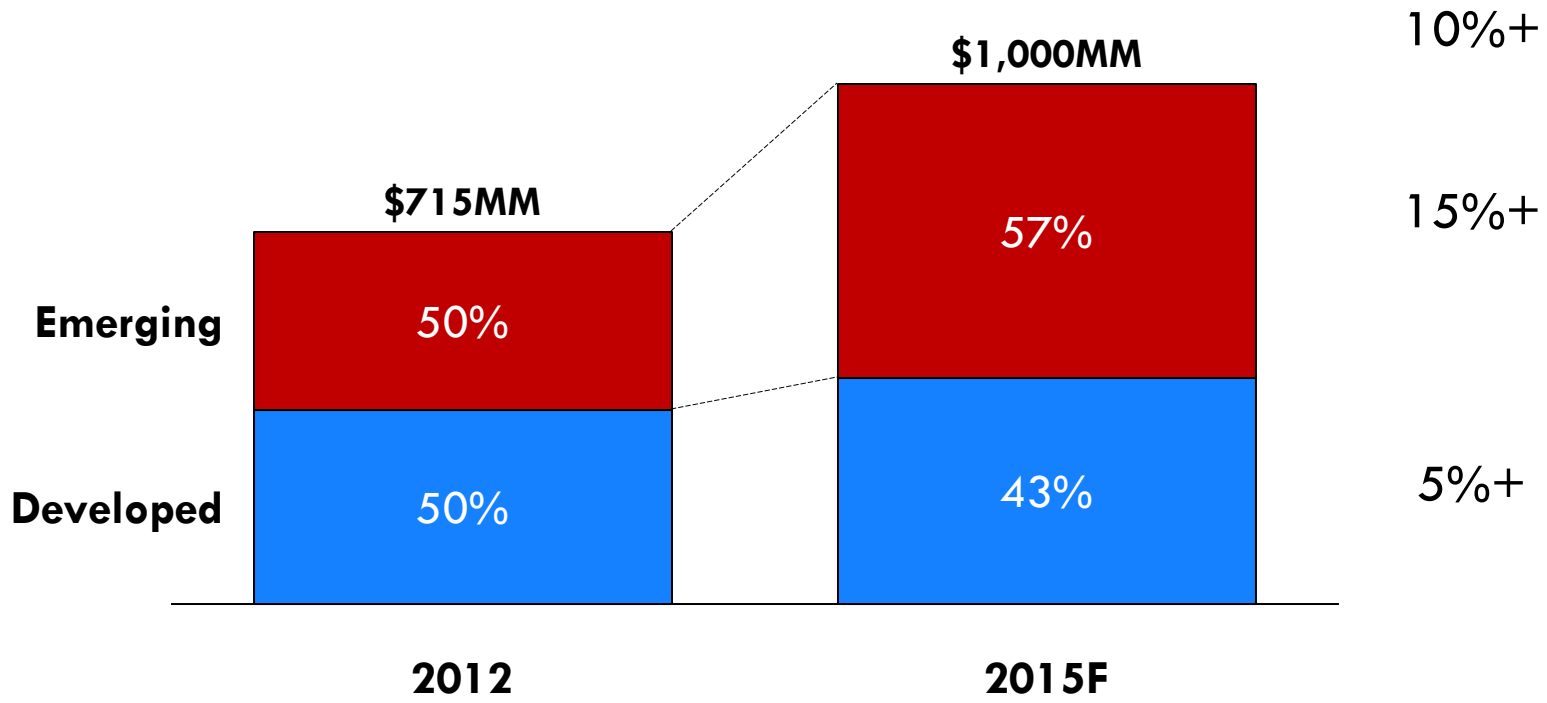
YRI Equity Units



On track to become a \$1 B division

YRI Profits

Target CAGR



2012 profit figure allocates HQ G&A to regions based on system sales
YRI UBS Investor Conference March 2013

