年报其语

YUM! BRANDS YUM

Mkt Cap	Stock Price	Book Value	P/E Ratio	P/FCF Ratio	Div Yield
43.0B	160.21	(26.4)	28.9x	26.2x	1.8%

HOW IT EARNS CASH | BUSINESS CHAIN

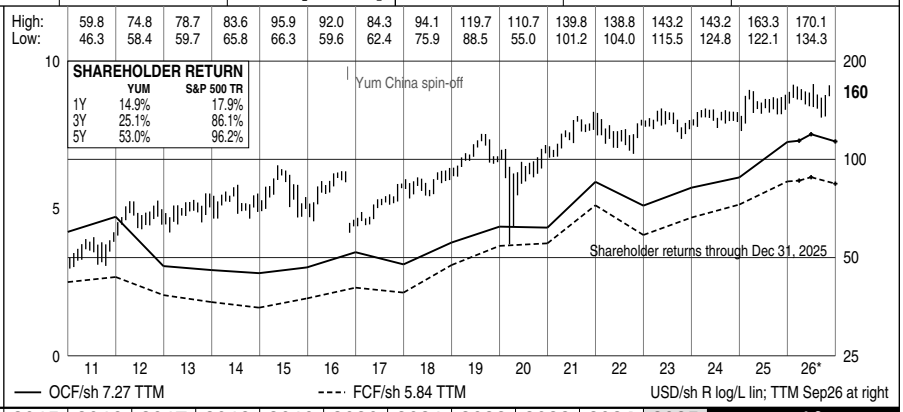
1 Demand: FY25 comps KFC +3%; Taco Bell +7%.
2 Develop: 63,285 units; 97.4% franchised.
3 Sell: franchise restaurants sold $65.35B.
4 Collect: franchise & property revenue $3.47B.
5 Reinvest: capex $371M; FCF $1.64B.

BUSINESS MIX | FY25

Revenue	$M	Mix	YoY	2Y CAGR
Company restaurants	2945	35.9%	+15.4%	+17.3%
Franchise & property	3473	42.3%	+5.4%	+3.4%
Ad & service contrib.	1796	21.9%	+5.5%	+3.2%
Total revenue	**8214**	**100.0%**	**+8.8%**	**+7.7%**

System sales $68.30B include franchisee sales.
Typical franchise and license fees: 3%-6% of sales.

Watch: new units, comps and franchisee returns.



VALUE CREATION	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Nianbao Qiyu 6 Groups	Unit
DEMAND Menu, value and repeat visits. FY25 comps: KFC +3%; Taco Bell +7%.	11343	12626	6976.0	6417.0	6587.0	6418.0	6356.0	5878.0	5688.0	5597.0	5652.0	6584.0	6842.0	7076.0	7549.0	8214.0	Revenue	$M
	4.7%	11.3%	--	-8.0%	2.6%	-2.6%	-1.0%	-7.5%	-3.2%	-1.6%	1.0%	16.5%	3.9%	3.4%	6.7%	8.8%	Rev. YoY	%
	17.0%	16.1%	16.7%	15.0%	14.1%	16.3%	16.7%	17.3%	18.3%	20.1%	16.8%	18.1%	15.8%	17.2%	16.9%	15.7%	Co. Rest. Margin	%
	1769.0	1815.0	1408.0	1530.0	1517.0	1434.0	1682.0	2761.0	2296.0	1930.0	1503.0	2139.0	2187.0	2318.0	2403.0	2574.0	Op. Income	$M
	15.6%	14.4%	20.2%	23.8%	23.0%	22.3%	26.5%	47.0%	40.4%	34.5%	26.6%	32.5%	32.0%	32.8%	31.8%	31.3%	Op. Margin	%
↓ **BRAND PATHS**	1158.0	1319.0	884.00	922.00	1006.0	926.00	1018.0	1340.0	1542.0	1294.0	904.00	1575.0	1325.0	1597.0	1486.0	1559.0	Net Income	$M
	10.2%	10.4%	12.7%	14.4%	15.3%	14.4%	16.0%	22.8%	27.1%	23.1%	16.0%	23.9%	19.4%	22.6%	19.7%	19.0%	Net Margin	%
KFC 33,897 units; 99% franchised. 90% outside U.S.	1968.0	2170.0	1373.0	1289.0	1217.0	1260.0	1248.0	1030.0	1176.0	1315.0	1305.0	1706.0	1427.0	1603.0	1689.0	2010.0	OCF	$M
	17.3%	17.2%	19.7%	20.1%	18.5%	19.6%	19.6%	17.5%	20.7%	23.5%	23.1%	25.9%	20.9%	22.7%	22.4%	24.5%	OCF Margin	%
	1.7x	1.6x	1.6x	1.4x	1.2x	1.4x	1.2x	.8x	.8x	1.0x	1.4x	1.1x	1.1x	1.0x	1.1x	1.3x	OCF / Net Inc.	x
TACO BELL 9,030 units; 93% franchised. 86% U.S.	796.00	940.00	444.00	481.00	508.00	442.00	427.00	318.00	234.00	196.00	160.00	230.00	279.00	285.00	257.00	371.00	Capex	$M
	40.4%	43.3%	32.3%	37.3%	41.7%	35.1%	34.2%	30.9%	19.9%	14.9%	12.3%	13.5%	19.6%	17.8%	15.2%	18.5%	Capex / OCF	%
	1172.0	1230.0	929.00	808.00	709.00	818.00	821.00	712.00	942.00	1119.0	1145.0	1476.0	1148.0	1318.0	1432.0	1639.0	FCF	$M
	10.3%	9.7%	13.3%	12.6%	10.8%	12.7%	12.9%	12.1%	16.6%	20.0%	20.3%	22.4%	16.8%	18.6%	19.0%	20.0%	FCF Margin	%
PIZZA HUT 19,974 FY25 units; sold in Q3 2026.	62.00	81.00	--	--	--	--	--	--	66.00	--	408.00	66.00	--	--	208.00	782.00	Acq. + Other*	$M
	3.2%	3.7%	--	--	--	--	--	--	5.6%	--	31.3%	3.9%	--	--	12.3%	38.9%	Acq. + Other / OCF*	%
HABIT 384 units; 22% franchised.	47.00	59.00	--	--	45.00	46.00	80.00	65.00	50.00	59.00	97.00	75.00	84.00	95.00	69.00	70.00	SBC Expense	$M
	2.4%	2.7%	--	--	3.7%	3.7%	6.4%	6.3%	4.3%	4.5%	7.4%	4.4%	5.9%	5.9%	4.1%	3.5%	SBC / OCF	%
↓ **FEES & SALES** FY25 franchise and property: $3.47B. Company stores: $2.95B.	371.00	752.00	965.00	770.00	820.00	1200.0	5403.0	1960.0	2390.0	815.00	239.00	1591.0	1200.0	50.00	441.00	552.00	Repurchases	$M
	18.9%	34.7%	70.3%	59.7%	67.4%	95.2%	432.9%	190.3%	203.2%	62.0%	18.3%	93.3%	84.1%	3.1%	26.1%	27.5%	Repurchases / OCF	%
	412.00	481.00	544.00	615.00	669.00	730.00	744.00	416.00	462.00	511.00	566.00	592.00	649.00	678.00	752.00	789.00	Dividends	$M
	20.9%	22.2%	39.6%	47.7%	55.0%	57.9%	59.6%	40.4%	39.3%	38.9%	43.4%	34.7%	45.5%	42.3%	44.5%	39.3%	Dividends / OCF	%
↓ **REINVEST & FCF** FY25 OCF $2.01B less $371M capex = $1.64B FCF.	34.1%	38.0%	--	--	--	--	47.3%*	68.8%	101.3%	95.9%	65.9%	89.6%	69.8%	75.0%	63.8%	55.6%	Base ROIC*	%
	89.0%	77.6%	--	--	--	--	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	ROE	%
	15.2%	15.6%	--	18.0%	20.0%	18.5%	19.6%	24.9%	32.7%	27.6%	16.3%	26.7%	22.4%	26.4%	22.9%	20.9%	ROA	%
	469.00	460.00	451.00	443.00	434.00	420.00	355.00	332.00	306.00	300.00	300.00	289.00	280.00	281.00	279.00	277.00	Shares Out.	M sh
	24.19	27.45	15.47	14.49	15.18	15.28	17.90	17.70	18.59	18.66	18.84	22.78	24.44	25.18	27.06	29.65	Revenue / Sh.	$/sh
	2.38	2.74	1.87	2.00	2.22	2.09	2.54	3.77	4.69	4.14	2.94	5.21	4.57	5.59	5.22	5.55	Diluted EPS	$/sh
	4.20	4.72	3.04	2.91	2.80	3.00	3.52	3.10	3.84	4.38	4.35	5.90	5.10	5.70	6.05	7.26	OCF / Sh.	$/sh
	1.70	2.04	.98	1.09	1.17	1.05	1.20	.96	.76	.65	.53	.80	1.00	1.01	.92	1.34	Capex / Sh.	$/sh
	2.50	2.67	2.06	1.82	1.63	1.95	2.31	2.14	3.08	3.73	3.82	5.11	4.10	4.69	5.13	5.92	FCF / Sh.	$/sh
	.92	1.07	1.24	1.41	1.56	1.74	1.73	.90	1.44	1.68	1.88	2.00	2.28	2.42	2.68	2.84	Dividend / Sh.	$/sh
RETURN CONDITION Store cash after fees and capex must support openings. Franchisee payback is open.	17.7x	19.2x	--	--	--	--	--	19.2x	18.0x	25.2x	31.7x	23.0x	26.1x	23.3x	25.8x	26.4x	Avg. P/E	x
	5.0%	4.5%	--	--	--	--	3.7%	2.6%	3.3%	3.7%	3.5%	3.7%	3.2%	3.6%	3.8%	3.9%	FCF Yield	%
	1.9%	1.8%	1.9%	1.9%	2.1%	2.4%	2.7%	1.1%	1.6%	1.7%	1.7%	1.4%	1.8%	1.9%	2.0%	1.9%	Dividend Yield	%

CORE KPI TRACKER

Metric	FY21	FY22	FY23	FY24	FY25
YUM units	53424	55361	58708	61346	**63285**
Franchised %	98.0%	98.2%	98.3%	97.9%	**97.4%**
KFC units	26934	27760	29900	31981	**33897**
KFC comps	+11%	+4%	+7%	-2%	**+3%**
Taco Bell units	7791	8218	8564	8757	**9030**
Taco Bell comps	+11%	+8%	+5%	+4%	**+7%**

COMPOUND ANNUAL GROWTH RATE

	1Y	3Y	5Y	10Y	13Y
Revenue	8.8%	6.3%	7.8%	2.5%	1.3%
Op. Income	7.1%	5.6%	11.4%	6.0%	4.8%
Net Income	4.9%	5.6%	11.5%	5.3%	4.5%
OCF	19.0%	12.1%	9.0%	4.8%	3.0%
FCF	14.5%	12.6%	7.4%	7.2%	4.5%
Diluted EPS	6.3%	6.7%	13.6%	10.3%	8.7%
FCF / Sh.	15.3%	13.0%	9.2%	11.8%	8.5%

FINANCIAL POSITION | $M

	FY21	FY22	FY23	FY24	FY25
Tot. assets	5966.0	5846.0	6231.0	6727.0	8197.0
Tot. liabilities	14339	14722	14089	14375	15521
Net assets	-8373.0	-8876.0	-7858.0	-7648.0	-7324.0
Mkt cap*	40131	35862	36715	37431	44378
Cash & eq.	486.00	367.00	512.00	616.00	709.00
Liab./assets	240.3%	251.8%	226.1%	213.7%	189.3%

CAPITAL RETURNS: FY23-25 OCF $5.30B less $913M capex yielded **$4.39B FCF.** Buybacks **$1.04B (23.8%)** and dividends **$2.22B (50.6%)** used **74.3%.** $1.13B before other investing and financing.

NET SHARES: FY24 to FY25 shares fell from 279M to 277M, **down 2M (-0.7%).** Oct 30, 2026: 268.26M. FY25 FCF covered payouts. **9M26 payouts $1.82B** exceeded $1.14B FCF. Funding mix is undetermined.

KFC adds reach. Q3 2026 units rose 7% YoY and comps rose 1%. The test is whether net openings sustain fee growth as existing-store demand slows.

Taco Bell demand wobbled. U.S. comps fell 4% in Q3 amid a food-safety issue across the industry. The four weeks to Oct 30 recovered to about +3%. Watch persistence.

Follow franchisee cash. Local labor, food and rent drive store returns. Track closures and openings. Byte's incremental store payback remains unquantified.

Remove the sale gain. Pizza Hut sales closed in Aug and Sep 2026. The $1.68B gain lifted earnings. The $2.38B proceeds are investing cash, outside FCF.

Separate fees from ad funding. FY25 ad and service contributions of $1.80B were roughly matched by expense. $782M of restaurant acquisitions sat outside capex and FCF.

Track cash per share. A smaller share count helps per-share figures. Watch recurring cash after reinvestment, buyback prices and debt refinancing.

FY10-11 include Yum China. 13Y CAGR uses FY12 recast to FY25. FY24 includes a 53rd week.
Mix and operating KPIs are reported FY values, including Pizza Hut through FY25. Comps are issuer same-store sales growth.
Chart: Nov 10 close; returns through Dec 31, 2025. Sep 2026 TTM uses FY25 shares. FCF = OCF less cash capex.
Base ROIC deducts cash, excludes operating leases; FY16 uses the spin-off bridge. Restaurant margin covers company stores.
Position cap uses FY-end shares; FY25 cap uses the Nov 10, 2026 close. Header cap uses Oct 30 shares.
Sources: YUM 10-Ks, Q3 2026 10-Q, R23, ChartExchange and S&P Global. Calculations & presentation: Nianbao Qiyu.
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