



YumChina

FORTIFYING RESILIENCY, ACCELERATING GROWTH

2021 YUMC INVESTOR DAY 2

Pizza Hut

Jeff Kuai

Pizza Hut General Manager



必胜客 精选

Pizza Hut





Cautionary Statements

Forward-Looking Statements. This presentation contains "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. We intend all forward-looking statements to be covered by the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements generally can be identified by the fact that they do not relate strictly to historical or current facts and by the use of forward-looking words such as "expect," "expectation," "believe," "anticipate," "may," "could," "intend," "belief," "plan," "estimate," "target," "predict," "project," "likely," "will," "continue," "should," "forecast," "commit," "outlook" or similar terminology. These statements are based on current estimates and assumptions made by us in light of our experience and perception of historical trends, current conditions and expected future developments, as well as other factors that we believe are appropriate and reasonable under the circumstances, but there can be no assurance that such estimates and assumptions will prove to be correct. Forward-looking statements include, without limitation, statements regarding the future strategies, growth, business plans, investment, dividend and share repurchase plans, earnings, performance and returns of Yum China, anticipated effects of population and macroeconomic trends, the expected impact of the COVID-19 pandemic, the anticipated effects of our innovation, digital and delivery capabilities and investments on growth and beliefs regarding the long-term drivers of Yum China's business. Forward-looking statements are not guarantees of performance and are inherently subject to known and unknown risks and uncertainties that are difficult to predict and could cause our actual results or events to differ materially from those indicated by those statements. We cannot assure you that any of our expectations, estimates or assumptions will be achieved. The forward-looking statements included in this presentation are only made as of the date of this presentation, and we disclaim any obligation to publicly update any forward-looking statement to reflect subsequent events or circumstances, except as required by law. Numerous factors could cause our actual results or events to differ materially from those expressed or implied by forward-looking statements, including, without limitation: whether we are able to achieve development goals at the times and in the amounts currently anticipated, if at all, the success of our marketing campaigns and product innovation, our ability to maintain food safety and quality control systems, changes in public health conditions, including the COVID-19 pandemic and regional resurgences, our ability to control costs and expenses, as well as changes in political, economic and regulatory conditions in China. In addition, other risks and uncertainties not presently known to us or that we currently believe to be immaterial could affect the accuracy of any such forward-looking statements. All forward-looking statements should be evaluated with the understanding of their inherent uncertainty. You should consult our filings with the Securities and Exchange Commission (including the information set forth under the captions "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our Annual Report on Form 10-K and subsequent Quarterly Reports on Form 10-Q) for additional detail about factors that could affect our financial and other results.

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Market and Industry Data. Unless we indicate otherwise, we base the information concerning our industry contained on this presentation on our general knowledge of and expectations concerning the industry. Our market position and market share is based on our estimates using data from various industry sources and assumptions that we believe to be reasonable based on our knowledge of the industry. We have not independently verified the data obtained from these sources and cannot assure you of the data's accuracy or completeness. Trademarks, logos, service marks, materials, designs and other intellectual property used in this presentation are owned by Yum China Holdings, Inc. and its affiliates, or their use has been officially authorized by their respective owners. This presentation also may refer to brand names, trademarks, service marks and trade names of other companies and organizations, and these brand names, trademarks, service marks and trade names are the property of their respective owners.

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We are Back

1.

Clear leader in the fast growing Western Casual Dining market in China

2.

Revitalization initiatives yielded strong performance despite COVID-19 impact

3.

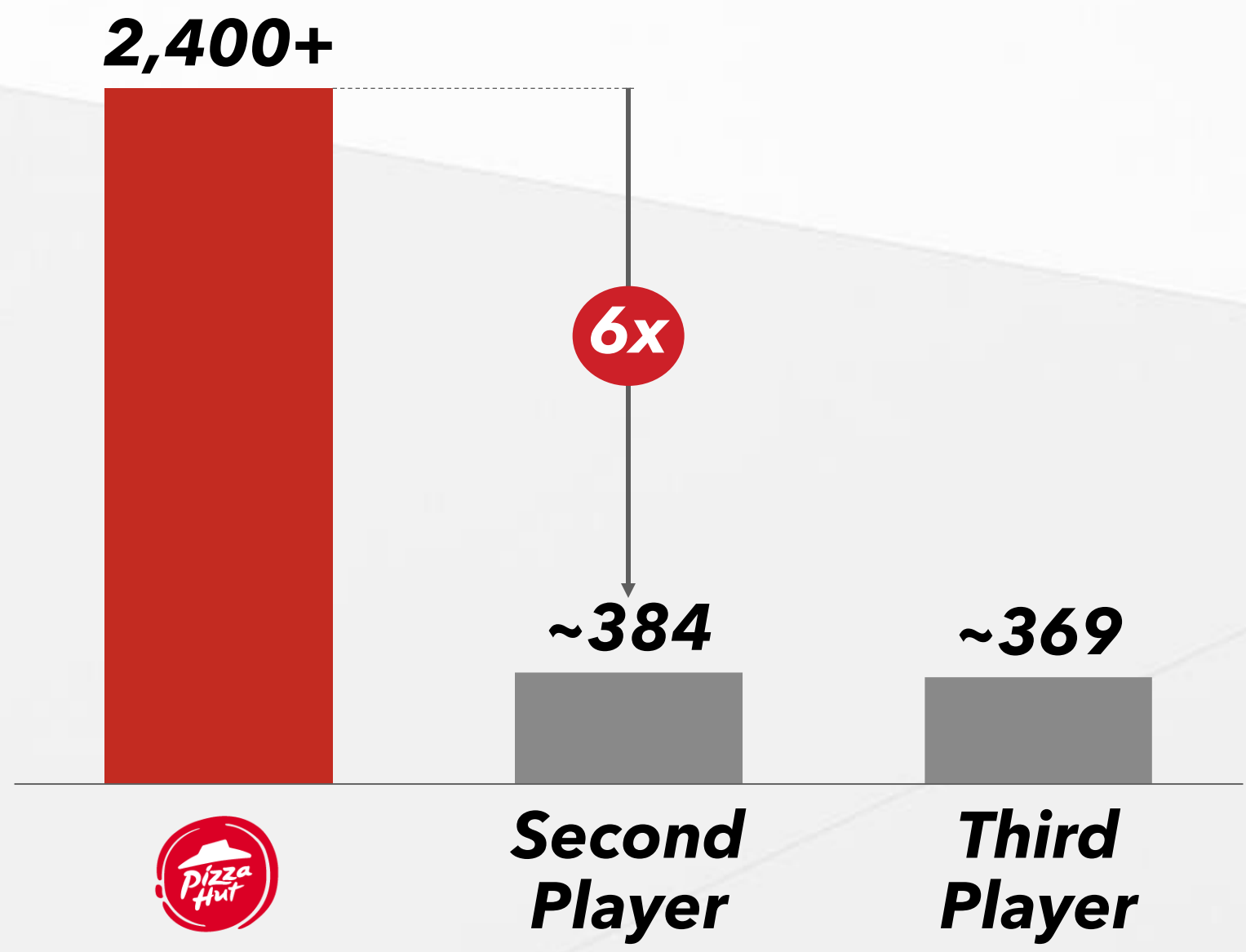
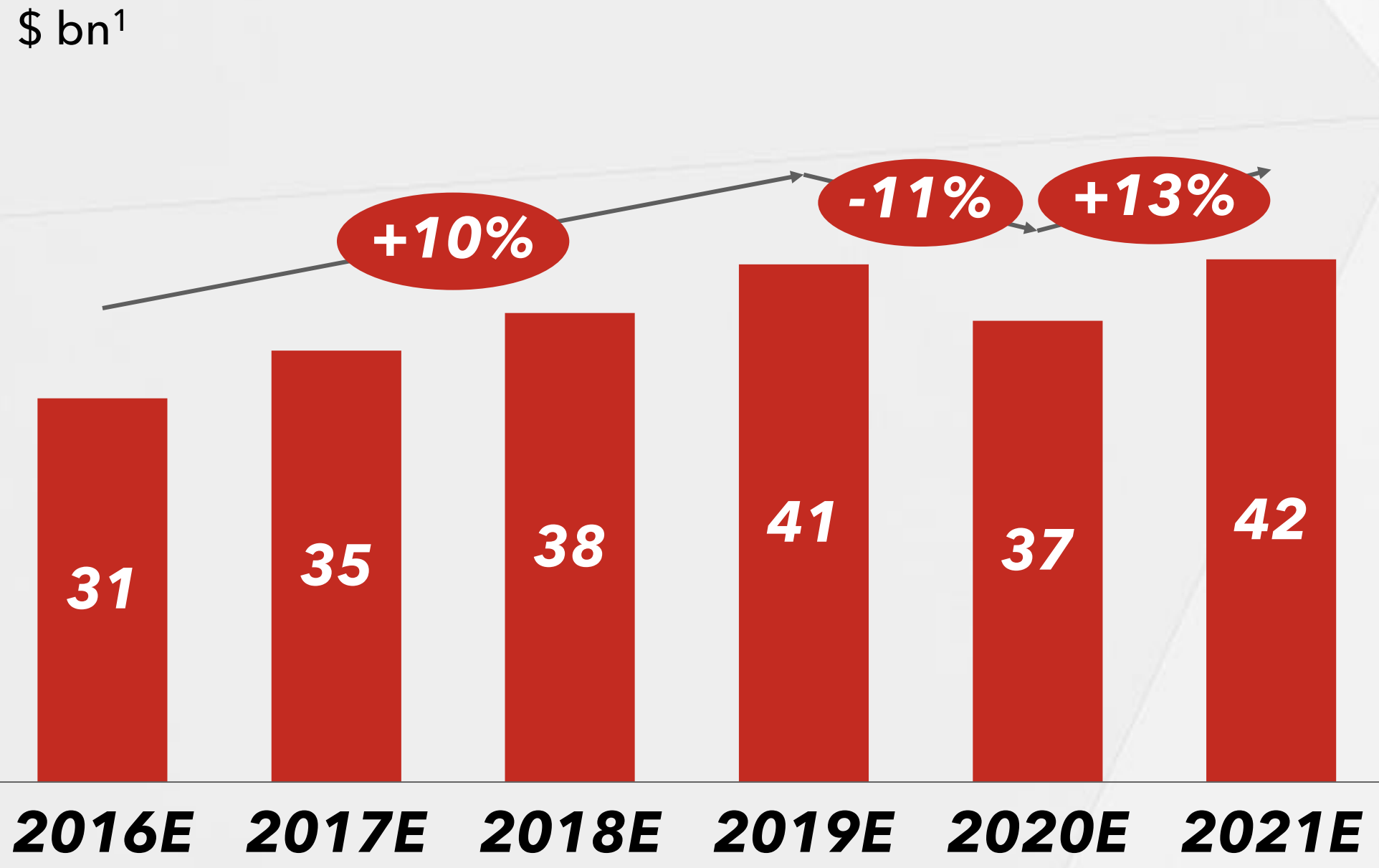
Compelling strategy to drive long-term growth



Leader in the Rapidly Growing WCDR Market

Large China WCDR market with strong growth potential

Market leader with 2,400+² stores



1. Applied constant exchange rate to all periods (\$1 = RMB 6.5) for simplicity
 2. As of June 30, 2021
 Source: Frost & Sullivan, CDR Market Size in China, Breakdown by Cuisine Type, 2014-2024E
 General note - \$ refers to US Dollar in the presentation



Leader in Multiple Categories and Customer Segments



Pizza



Steak



Family



Broad Footprint with Strong Operational Capabilities



2,400+ stores¹
~245 mn customer visits per year



~100 mn digital members¹
Delivery covers **500+** cities



World-class operational capability

1. Stores and members count as of June 30, 2021



Sharpened Strategy to Drive Sustainable Growth

I. Improve Fundamentals

- ✓ Branding
- ✓ Product Excellence
- ✓ Customer Experience
- ✓ Operational Efficiency
- ✓ People Development

II. Develop Multiple Channels

- ✓ Enhance day-parts
- ✓ Accelerate Delivery
- ✓ Explore New Retail

IV. Remodel Stores & Develop Multiple Models

- ✓ Store remodeling
- ✓ Satellite Store

III. Enhance Digital Capability

- ✓ End to End Digital Experience
- ✓ Enhance Engagement



手工现拍唤醒松软麦香



秘制面团

精选小麦胚芽秘制比萨灵魂



低温发酵

36小时缓慢炼造韧柔口感



手工拍制

现点现做揉拍唤醒松软麦香

Upgraded Hand-tossed Pizza Dough with 13 New Flavors





Premium
Steak
Category

Innovative
Appetizer
Category





Stylish and 'TikTok-able' Desserts and Drinks





Strengthening Signature Value Promotion Platform

Scream Wednesday

必胜客 | 堂食和自助点餐

尖叫星期三

仅限5月10日-5月30日 每周三

2份 **29元**
塔帕斯系列

奶香芝士菌菇/炙烤肥牛, 任选



奶香芝士菌菇Tapas

All-You-Can-Eat

必胜客

必胜客自助餐

今起限时回归!

畅吃**5天!**
5月24日-5月28日



Pizza 30% Off

「每周一二三」
活动时间: 3.1-3.17

比萨饮料 全场7折





Fortifying Resiliency Amidst COVID-19 Challenges

Dine-in

Delivery

Takeout

Retail Products

一人食套餐

29元起 = 10款套餐任选

经典意式肉酱面套餐

照烧鸡肉炒饭套餐

指定牛排比萨 两件99元

必胜新年牛气到家

必胜客早餐 PANINI · COFFEE · TOAST

PIZZA HUT BREAKFAST

多重口感 有颜有料

早点必胜 食力全开

10元 新奥尔良风味 鸡肉黄金卷 + 原味豆浆(冰/热)

立等可取 提供时间: 7:30AM-10:30AM

新

必胜客 | 必胜优选

8月6日-8月8日 限时3天

必胜优选节

199元 盛夏超值礼包11件套

整切调理西冷牛排 X 7片 牛肉饼 X 2片 经典意式肉酱面 2份 咖喱牛肉饭 任选 2份

超值囤货礼包16件套 **299元**

整切调理西冷牛排 X 12片 牛肉饼 X 2片 经典意式肉酱面 2份 咖喱牛肉饭 任选 2份



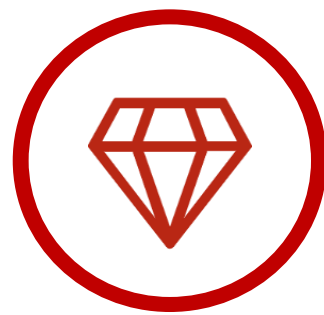
Driving Delivery as a Key Growth Engine

Delivery Sales Mix¹

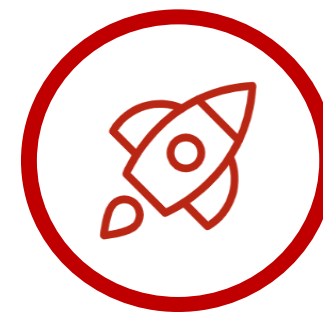
~35%

Delivery Sales Growth²

~40%



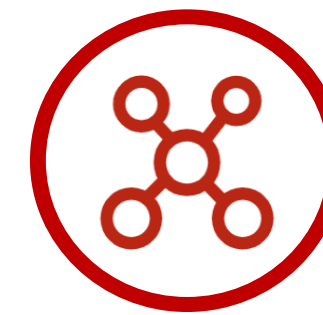
Strengthen
Branding &
Packaging



Enhance
Delivery Product
Offering



Collaborate
with
Aggregators



Streamline
Delivery
Operations

1. Sales mix in 2021 1H
2. 20211H vs. 2019 1H





Expanding Dayparts to Generate Incremental Traffic

Breakfast



Lunch



Afternoon



Dinner



Late Night



 冷冻
调制食品



Further Explore Ready-to-Cook
Opportunities to Penetrate At-home
Occasion



Enhanced Digital Capabilities



Digital Member¹

~100 mn



Member Sales %²

~55%



Digital Orders Sales%²

~83%

1. Member count as of June 30, 2021; 2. Member sales and Digital orders in 2021 1H

>50% of Our Stores are New or Refurbished in the Past 3 Years

Years



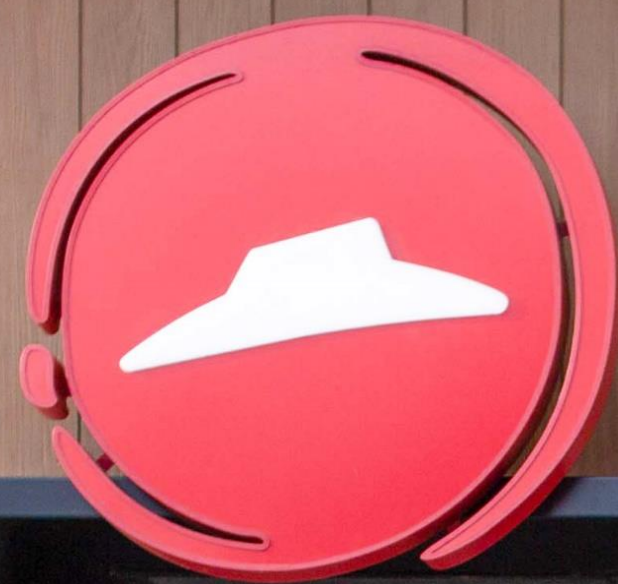


Pizza Hut Raffles City Store, Yuzhong District, Chongqing



Pizza Hut Yuanrong Times Square Store, Suzhou Industrial Park, Suzhou





必胜客 精选

Pizza Hut

Pizza Hut

Pizza Hut Phoenix Center Store, Qidong, Nantong

- Enhancing Coverage in Higher Tier Cities with Satellite Stores
- Accelerating Lower Tier City Penetration





必胜客

尽享此刻

Seize The Moment





YumChina