



OUR APPROACH TO CORPORATE RESPONSIBILITY

To us, corporate responsibility isn't about the final destination, it's about the journey and how we are going to get there. We know our policies and procedures will evolve and change as the landscape in which we do business evolves and changes.

We see corporate responsibility as an imperative. The better the job we do at being responsible today, the better our business will be in the future. We know that from a pure business sense, it can help us manage risk, enhance employee morale and retention, strengthen brand loyalty, build goodwill in the communities in which we operate and can directly affect the bottom line such as with energy savings and waste reduction.

We also know that it must be a way of thinking before it becomes a way of acting. And the only way to accomplish that is to embed it fully into our brand. That is why our approach is stakeholder-driven, focused on four key areas – **Food, People, Environment and Corporate Governance**.

While we continue to focus our efforts in these four key areas, our plan is to use this framework in developing an overarching strategy, providing clearly defined goals and measurements/metrics and working toward Global Reporting Initiative (GRI) reporting protocols. We look forward to sharing more about our strategy, goals and metrics in a future report.

We also acknowledge that many of our corporate responsibility initiatives are initiated in the U.S. with the expectation that they will migrate globally as the business grows. Other regions will benefit from the learnings and experience from the U.S. as well as continue to make progress with their own initiatives.

WHERE DID WE BEGIN?

We began by educating ourselves and thinking about what makes the most sense for our business. As a first step on our journey, we conducted qualitative research to determine how corporate responsibility resonated with our stakeholders, how they thought our efforts compared with other companies and what future goals we should set. Externally, we did double-blind interviews with media, non-governmental organizations (NGOs), industry observers and investors. Internally, we conducted a global audit of our policies and procedures to determine what we have been doing as a socially responsible company, and assessed both what has been working and where our efforts require more attention. We also sought advice from our own employees, franchisees and partners.

WHAT DO WE BELIEVE?

We believe in working together with and listening to our employees, guests, business partners and the people in the communities in which we live and work. We share their concerns for our neighborhoods, educating children, preserving the environment, providing jobs and doing our part to help families eat and live better by offering more nutritious food options and promoting healthy life-style messages. We know we have a role to play in each of these areas.

WHAT IS THE GOAL OF THIS REPORT?

The goal of this report is threefold – to publicly state our commitment to corporate responsibility; to share where we are now in our journey; and to identify areas where we can take steps to move forward.

HOW DO WE MEASURE THIS REPORT?

We acknowledge the protocols of the GRI's G3 Sustainability Reporting Guidelines. Our corporate responsibility initiatives are informed by the GRI criteria and those standards guided the structure and content of our report. As our program develops further we will be better positioned to follow GRI protocols.

WHEN WILL WE REPORT AGAIN?

We plan to publish a new report every two years. In the meantime, we intend to provide updates periodically on our Web site at www.bk.com.

WHAT'S NEXT?

While we are satisfied with our initial progress, we remain whole-heartedly committed to listening, learning and doing more. We are launching programs, creating initiatives and embedding into our culture a concern for our employees, guests, business partners, the environment and the health and welfare of our neighbors.