

DEAR VALUED STAKEHOLDERS

I'm pleased to present Burger King Holdings Inc.'s (BKC) first corporate responsibility report titled *BK Positive StepsSM*. As a corporation, we define corporate responsibility as looking beyond a strong bottom line to consider the impact of everything we do. It's about doing the right thing as a corporate citizen in today's global marketplace while successfully meeting business goals and objectives.

Since 1954, the BURGER KING[®] system has been delivering great tasting food at affordable prices. We are proud of the financial success the company has accomplished with multi-year record financial performance. We are also proud of our corporate culture that allows us to make a difference in our communities, and in the lives of our employees. Our culture of being **Bold, Accountable, Empowered** and **Fun** shapes the way we do business and enables us to look at what we do and identify how we can do it better, smarter and more responsibly.

How did we get started on our corporate responsibility journey? By taking the first "step." We conducted a holistic audit of our company's practices and policies and reviewed industry best practices. We consulted non-governmental organizations, and we sought feedback from experts as well as our own employees, franchisees, guests and business partners. While we have made progress in some key areas, we still need to improve in others, one step at a time.

We have begun reducing the size of our restaurants' footprints and introducing new energy-efficient equipment. We have expanded our kids menu to include more nutritious food options for children and encouraged families to eat and live better. We have increased our commitment to the HAVE IT YOUR WAY[®] Foundation, the BURGER KING[®] system's philanthropic arm. And, everyday, we provide our employees with a workplace where diversity and inclusion are intrinsic at all levels of our organization.

BK Positive StepsSM is not just a name but an overall program for corporate citizenship and the steps we are taking in our corporate responsibility journey. We have chronicled those steps in this report and while our reporting process is in its formative stages, this report is an open and transparent account of our practices, policies and future goals.

The report is organized into four key areas – **Food, People, Environment** and **Corporate Governance**. The report concludes with our goals and commitment to taking steps that will keep us moving forward. It represents our promise to our shareholders, our employees, our franchisees, our guests and our planet, that we will make steady progress in these areas.



John Chidsey speaking to local Miami-Dade County Public School students.

As we continue to implement steps in these four areas, we will always look to initiatives that our stakeholders can understand, embrace and support. As a global company operating in 74 countries with more than 1,400 company-owned restaurants and over 1,200 franchisees running nearly 10,400 BURGER KING[®] restaurants worldwide, the challenges are many. We know some steps we take will be small and more immediate while others will be bigger and require more time to implement on a global scale, but in the end, the positive impact will be far and wide.

This report will be easily accessible on our Web site and will be updated between reporting cycles every two years. On behalf of everyone in the BURGER KING[®] system, thank you for taking the time to learn more about our company and our journey of corporate responsibility. We know our journey is just beginning, and we welcome your feedback and comments at bkpositivesteps@whopper.com.

Sincerely,

A handwritten signature in black ink that reads "John W. Chidsey".

John W. Chidsey
Chairman and CEO
Burger King Corporation