2016 Sustainability Framework
As one of the world’s largest and fastest-growing QSR companies, we continue to believe that doing the right thing in our business includes acting responsibly towards the world around us and supporting positive change in our communities.

For us, success and sustainability go together. Our goal is to grow our business – and our Restaurant Owners’ businesses – in a sustainable way. We take that responsibility seriously and hold ourselves accountable every day. For these reasons and many more, we’re proud to share the Restaurant Brands International Sustainability Framework, which clearly outlines our focus areas and provides the foundation upon which we will report on our progress in the future.

Our journey began many years ago. Our brands have been dedicated to acting responsibly and supporting local communities since their humble beginnings, not only because it is what our Guests expect of us, but also because it is the right thing to do. What we are sharing now is our work to align policies and commitments across our brands and how we will continue the great work our brands have already begun. We have sharpened our focus by building the processes and discipline needed to ensure the shared success of our business and sustainability efforts.

Our key areas of focus include: Food Values, Responsible Sourcing, Best People, Communities and the Environment.

We look forward to sharing our progress in our first full sustainability report in 2017.

On behalf of all of us at Restaurant Brands International, our Restaurant Owners and their Team Members, I thank all of our Guests for taking this journey with us.

Regards,

Daniel Schwartz
CEO, Restaurant Brands International
Restaurant Brands International is committed to growing the TIM HORTONS® and BURGER KING® brands by leveraging their respective core values, employee and Restaurant Owner relationships, and long track records of community support.

About the BURGER KING® Brand

Founded in 1954, the BURGER KING® brand is the world’s second largest quick service hamburger chain in the world. The original HOME OF THE WHOPPER® was born out of friendship, original thinking and a passion for great-tasting food by co-founders Dave Egerton and Jim McLamore. Their mission to infuse flame-grilled goodness into every burger has defined the BURGER KING® brand for more than 50 years. Today, more than 11 million Guests visit BURGER KING® restaurants every day in search of a food experience that is authentic, full of flavour and uniquely individual.

About the TIM HORTONS® Brand

Founded in 1964, the TIM HORTONS® brand is one of the largest restaurant chains in North America and the largest in Canada. The iconic Canadian brand opened as a coffee and donut shop in Hamilton, Ontario, and over the years has expanded its menu to include a variety of specialty beverages, baked goods, sandwiches and wraps for Guests to enjoy. For more than 50 years, TIM HORTONS® has focused on quality, value, Guest satisfaction and community leadership. Today, the brand serves 8 out of 10 cups of coffee in Canada every day and has a growing presence in the U.S. and the Middle East.
Our restaurants are committed to providing Guests with high quality and great-tasting food. We aim to provide Guests with information to make educated choices about their meals to fit their individual lifestyles.

Trust

We maintain high food safety standards across our restaurants and supplier base by integrating our food safety programs into our product development and operational procedures. We verify these programs through third party audits and product testing.

Our brands’ world-class food safety systems include Hazard Analysis of Critical Control Points and the Global Food Safety Initiative in Manufacturing. All of our programs are designed to meet or exceed local food safety and health department standards, and regulatory law.

Quality and Taste

Our brands reflect the choices and tastes of our Guests by offering great-tasting classic products while constantly working on new product innovation to meet the needs of our Guests’ evolving lifestyles.

**Tim Hortons.**

A lot of love goes into crafting each and every cup of TIM HORTONS® coffee. In fact, we’ve been obsessing over the details since our first opening in 1964. From sourcing high quality beans to roasting under the watchful eye of coffee masters – we do it all to ensure each cup tastes true to the blend you love.

**Your Way**

Flame-grilled since 1954, the WHOPPER® sandwich is always prepared exactly how you like it – with cheese or bacon, with extra onions or without tomatoes. Your way to order the WHOPPER® sandwich is always the best way.

Looking Forward ➔ Both the TIM HORTONS® and BURGER KING® brands will expand their online nutritional information to all country-level websites, so that our Guests around the world can make educated choices in selecting or customizing their meals to fit their individual lifestyles.
Restaurant Brands International is committed to responsible supply chain practices across our business.

Our philosophy is simple: integrity, honesty and compliance with the law are not optional. When it comes to ethics there is no compromise. Our commitment to sustainability is supported through our vendor codes of business conduct. These codes are built on the principles of respect, fairness and business ethics, with regulatory compliance being a minimum standard of doing business with us.

When it comes to sustainability, we are focused on the commodities that generate the greatest impact along our supply chain. Between our two brands, the main commodities that rest at the heart of our business are beef and coffee.

**Beef Sustainability**

At Restaurant Brands International, our brands have made beef sustainability an important area of focus.

In 2016, Restaurant Brands International became a member of the Global Roundtable for Sustainable Beef. Beef is a main ingredient for BURGER KING® – the Home of the Whopper® – and the Global Roundtable for Sustainable Beef is uniquely positioned to address issues related to beef sustainability through actionable projects and initiatives with measurable outcomes.

In Canada, TIM HORTONS® is a member of the Canadian Roundtable for Sustainable Beef. The value of collaboration in defining sustainability for beef as well as the need to facilitate ongoing dialogue on this important topic has been clear.

Both memberships will allow our company to expand the multi-stakeholder dialogue and collaboration across the global supply chain on sustainable beef.

The continuing work of both the Canadian and Global Roundtables for Sustainable Beef will allow for future goal setting in the area of beef sustainability.

**Looking Forward**

Throughout the next year, we will work with the Global Roundtable for Sustainable Beef, as well as the Canadian Roundtable for Sustainable Beef and other relevant stakeholders, to plan our path forward in the area of beef sustainability.
Tim Hortons Coffee Partnership

The Tim Hortons Coffee Partnership was established in 2005, with a goal of improving the lives of coffee farmers, their families and the entire community within the regions where we source coffee for TIM HORTONS®. Its philosophy is consistent with the brand’s long history of giving back to communities.

To date, TIM HORTONS® has worked with over 6,300 farmers and their families, influencing the lives of an estimated 31,500 people in project communities located in four countries: Brazil, Colombia, Guatemala and Honduras.

By bringing together suppliers, non-governmental organizations and, most importantly, the farmers themselves, the Tim Hortons Coffee Partnership enables farmers to acquire the skills and tools they need to improve the economic, social and environmental aspects of their businesses.

Since its inception, the Tim Hortons Coffee Partnership has taken a grassroots approach that embraces sector collaboration in order to contribute to positive change. This has allowed for the partnership’s projects to scale beyond what could be accomplished alone.

For example, TIM HORTONS® has a four-year partnership with the Trade Facilitation Office Canada with a goal to make a difference in the lives of coffee farmers in Guatemala and Honduras. Between 2014 and 2018, the Trade Facilitation Office Canada will contribute $3.4 million from the Government of Canada and TIM HORTONS® will provide $2.25 million in funding for partnership projects.

Tim Hortons Coffee Partnership Program Highlights:

- The total number of farmers participating in the Tim Hortons Coffee Partnership increased from 1,097 farmers in 2010 to over 6,300 by 2015.
- From July 2014 to July 2015, farmer technical training programs provided more than 34,000* points of contact.
- From 2005 to 2015, TIM HORTONS® invested approximately $9 million into the Tim Hortons Coffee Partnership.

* This number reflects cumulative participation of farmers; one farmer may have participated in five different training programs and would represent five points of contact.

Looking Forward ➔ In 2016, the goal of the Tim Hortons Coffee Partnership is to reach more than 7,500 farmers and provide a minimum of 50,000 points of contact, impacting an estimated 37,500 people in project communities.
Responsible Sourcing Commitments

Animal Welfare
At Restaurant Brands International, animal welfare is an issue of importance for us and our stakeholders, including our Restaurant Owners, suppliers, and Guests. Restaurant Brands International’s commitment is to improve animal welfare throughout our global supply chain. While we are not directly involved in the raising, handling, transportation or processing of animals, we consider animal welfare to begin on the farm and to apply to all aspects of farm animal care within our supply chain.

Sow Housing
Restaurant Brands International is committed to working with suppliers, researchers and the pork industry to improve the welfare of sows by transitioning to more humane forms of housing.

Looking Forward → Restaurant Brands International is committed to sourcing pork globally only from suppliers that do not use gestation stalls, and we aim to accomplish this goal in North America by 2022.

Cage-Free Eggs
In early 2016, we released our commitment to sourcing cage-free eggs. Restaurant Brands International is committed to transitioning to 100% cage-free eggs globally - and will accomplish this goal for our U.S., Canadian, and Mexican BURGER KING® and TIM HORTONS® locations by 2025.

Antibiotics
We recognize the important and delicate role that antibiotics play in animal wellbeing and human health. Antibiotics are sometimes required to control and treat disease. We require our suppliers to purchase products only from farmers that administer antibiotics in a judicious and responsible manner when treatment is necessary, in keeping with veterinary and regulatory requirements.

Looking Forward → In order to continue to evaluate the use of antibiotics within our supply chain, we are assembling a working group including suppliers and academics to seek opportunities for further commitments in this area. We will release additional information with respect to the use of antibiotics in late 2016.

Deforestation
Part of Restaurant Brands International’s commitment to responsible sourcing is to work toward the elimination of deforestation throughout our supply chain. As part of this work, we released initial commitments on deforestation related to palm oil in our Palm Oil Sourcing Policy in 2015.

Palm Oil
Currently, all palm oil sourced supports the production of Roundtable on Sustainable Palm Oil certified sustainable palm oil through the purchase of GreenPalm certificates. By 2020, all palm oil sourced, as well as palm oil and palm kernel oil used as an ingredient in our branded products, will be from suppliers who can verify sustainable production.

To learn more about our commitments, please see our Palm Oil Sourcing Policy.

Fiber-based Packaging
Both of our brands use fiber-based material in their packaging, such as paper and cardboard. It is important to Restaurant Brands International that all of our brands’ fiber-based packaging items become certified to standards that promote sustainable forest management. These standards include the Programme for the Endorsement of Forest Certification, Forest Stewardship Council and Sustainable Forestry Initiative.

Looking Forward → Restaurant Brands International is committed to sourcing all fiber-based packaging from certified sustainable or recycled sources for both brands by 2020.
At Restaurant Brands International, we may have two iconic brands but we have one amazing culture that is supported by our values.

**Our Values**

- **BOLD**: We have very big dreams for our company and aggressive goals for employees.
- **ACCOUNTABLE**: We set clear company objectives to support employees in achieving their goals. Employees of Restaurant Brands International and its affiliates are in turn accountable to our shareholders and to our company as a whole.
- **EMPOWERED**: We vest individuals with the power to achieve their goals in a sustainable way; we don’t cut corners. We foster a culture of ownership, where we are all charged to make a difference.
- **MERITOCRATIC**: We reward exceptional performance.
- **FUN**: We are motivated and excited by the challenges we face. We persist through the ups and downs and celebrate our successes and achievements.

**Global Talent Development Programs**

We understand the importance of recruiting and retaining top talent. We do so through two competitive programs offered at the corporate offices of Restaurant Brands International and its affiliates.

The **Leadership Development Program** offers new graduates the opportunity to take on real-world challenges by tackling projects at Restaurant Brands International or one of its affiliates that are critical for success.

The **MBA Leadership Program** is an opportunity for successful applicants to explore flexible career paths at Restaurant Brands International or one of its affiliates, limited only by their own ambition and performance.

**Days In Restaurant**

At Restaurant Brands International, an essential component to supporting employee engagement is fostering a company-wide understanding of how we interact with the most important part of our business: our Guests. Every year, each employee of Restaurant Brands International and its affiliates around the world experiences two days working as a Restaurant Team Member in either a TIM HORTONS® or BURGER KING® restaurant.

The **Leadership Development Program** offers new graduates the opportunity to take on real-world challenges by tackling projects at Restaurant Brands International or one of its affiliates that are critical for success.

The **MBA Leadership Program** is an opportunity for successful applicants to explore flexible career paths at Restaurant Brands International or one of its affiliates, limited only by their own ambition and performance.

**Summer Internships** within each of these programs provide top undergraduate and MBA students with hands-on learning at Restaurant Brands International or one of its affiliates, allowing students to gain further insight into their potential career paths as they continue their education. Interns who demonstrate strong performance have the potential to be offered entry into either the full time Leadership Development Program or MBA Leadership Program.
Employee Training and Engagement at Restaurant Brands International

As important as it is to recruit employees who embody our values, it is equally essential to track employee engagement and training to ensure that everyone has the tools they need to succeed.

Training

Problem Solving Methodology (PSM) ensures that our efforts generate real breakthroughs that address the root causes of our toughest problems. Our various PSM trainings use classroom courses, interactive exercises and projects, as well as coaching, to develop problem-solving expertise among employees of Restaurant Brands International and its affiliates.

- **White Belt** – Two-day program focused on process identification, mapping, and continuous improvement
- **Yellow Belt** – One-week course focused on remediating challenging business problems by identifying root causes with statistical tools and action planning as part of the problem-solving cycle
- **Green Belt** – Advanced techniques in process improvement and design and root cause problem-solving delivered through intensive one-on-one coaching over 3–4 months
- **Black Belt** – Application of Six Sigma methods to solve complex quantitative business problems and mentorship of Green and Yellow Belts

Engagement

At Restaurant Brands International, we also conduct an annual employee engagement survey for all employees of Restaurant Brands International and its affiliates on all aspects of their work. We look at what we’re doing right and opportunities for improvement. We then develop action plans and set initiatives for the following year. This methodology helps us be accountable to develop our company as well as employees. We follow up on progress throughout the year by working with focus groups, conducting short surveys, and holding Town Halls, where employees can voice concerns and propose solutions to the challenges we face.

Looking Forward → In 2016, all corporate employees of Restaurant Brands International and its affiliates will be trained in the White Belt program to increase the problem-solving expertise throughout our company.
Our two iconic brands, BURGER KING® and TIM HORTONS®, have a long history of giving back to communities.

Overview
TIM HORTONS® proudly supports communities, and the Tim Horton Children’s Foundation is the brand’s largest community investment. The Foundation was established in 1974 in Tim Horton’s memory to honour his love for children and desire to help those less fortunate. All Foundation camp experiences are provided at no cost to campers or their families.

The Foundation served more than 5,600 children through the Summer Camp Program in 2015.

The Foundation served more than 11,000 children and youth through the Schools & Community Groups Program in 2015.

In 2015, TIM HORTONS® Guests and Restaurant Owners from across North America helped raise more than $12.4 million for the Foundation on Camp Day.

More than 900 young people benefitted from the Youth Leadership Program in 2015.

In 2015, the Tim Horton Children’s Foundation served more than 17,500 children and youth.

Programs
Summer Camp Program
TIM HORTONS® Restaurant Owners help to select children aged 9-12 from their local communities to participate in a 10-day summer camp experience or a 7-day winter session during the school break in March.

Schools & Community Groups
Throughout the fall, winter and spring, the Foundation serves children and youth aged 8-18 for a camp experience lasting 3-7 days in length.

This program includes a signature model entitled the Community Leaders Program. This program involves two four-day camp experiences during the school year, in addition to individual goal-setting initiatives and service projects that build capacity and youth engagement.

Youth Leadership Program
This program is for past participants aged 13-17 and takes place over five summers. During their 10-day session, participants develop leadership and life skills, gain insight into their personal development and set goals for the future.

Carolee House Bursary Program
Graduates of the Youth Leadership Program are eligible for financial support through the Foundation’s Carolee House Bursary Program. Since the inception of this bursary program in 2002, more than $6 million has been distributed to Youth Leadership Program graduates in pursuit of their post-secondary goals.

Stay Connected & Be Inspired
The BURGER KING® McLAMORE™ Foundation’s mission is to make a positive impact in communities around the world.

Overview

Named after BURGER KING® brand co-founder James “Jim” W. McLamore, the BURGER KING® McLAMORE™ Foundation helps build brighter futures through education and providing hardship assistance to members of the BURGER KING® family.

BURGER KING® Scholars Program

The Foundation’s flagship BURGER KING® Scholars program provides scholarships to deserving students in North America. Since it began in 2000, the Foundation has awarded more than 26,800 students with $28.3 million (USD) in scholarship grants.

Every year, BURGER KING® Restaurant Owners support this program through in-restaurant fundraising, which are the largest fundraisers for the Foundation. Every dollar raised in these campaigns gets reinvested to directly help students in our communities.

Community Learning Centers

In Latin America and the Caribbean, the Foundation brings literacy to underserved communities through its partnership with TECHO, a youth-led organization focused on eradicating poverty by building homes and learning centers.

Room to Read

Since 2012, the Foundation has partnered with Room to Read to bring libraries, schools, literacy programs and children’s books to students throughout South Africa, Tanzania, Zambia, India, Cambodia, Sri Lanka and Nepal.

More than 83,000 students are learning and reading books in their own language, making literacy more attainable and achievable in these communities.

Learn More & Build Brighter Futures With Us
Global Days of Service

The Restaurant Brands International Global Days of Service is an initiative to encourage all employees of Restaurant Brands International and its affiliates to go out into their communities, together, to serve in an education-related cause or complete a volunteer project. The goal of each Global Day of Service is to have employees volunteer and serve their communities for the same cause, making a unified impact as one company.

In 2015, more than 1,000 corporate employees of Restaurant Brands International and its affiliates served their communities through this initiative in North America. Across Canada, more than 700 employees volunteered with the Tim Horton Children’s Foundation, and in Miami more than 300 employees impacted the lives of over 3,000 students.

SMILE COOKIE

In 2015, the TIM HORTONS® Smile Cookie program helped raise approximately $6.3 million for more than 400 local charities across Canada.

BURGER KING® Financial Scholars Program

The BURGER KING® Financial Scholars Program was launched in 2012, in partnership with EverFi, an innovative company that designs interactive digital learning modules and brings them into schools with support from external funding. The program provides financial literacy training to students in the Miami-Dade County area and has reached close to 15,000 students since being launched.

TIM HORTONS® Scholarship Program

Designed to recognize TIM HORTONS® Restaurant Team Members, this scholarship program emphasizes the importance of education, community service and leadership. In 2015, TIM HORTONS® provided a total of 220 $1,000 scholarships to Restaurant Team Members and their family members.

BURGER KING® In-Restaurant Fundraisers

Many BURGER KING® Restaurant Owners fundraise for local charitable organizations. The largest fundraisers have been in support of the Jimmy Fund, benefitting the Dana-Farber Cancer Institute, and the Veterans of Foreign Wars UnMet Needs Campaign. Other organizations that BURGER KING® Restaurant Owners support include the American Diabetes Association, March of Dimes, Muscular Dystrophy Association and Toys for Tots, among many more.

TIM HORTONS® Timbits Minor Sports Program

The TIM HORTONS® Timbits Minor Sports Program is a community-oriented sponsorship that provides opportunities for kids aged four to nine to play house league sports. The philosophy of the program is not based on winning or losing, but on learning a new sport, making new friends and just being a kid.

COMMUNITIES
At Restaurant Brands International, we understand that changes in the environment need to be managed and we embrace our responsibility to do our part with respect to energy, water and waste.

In North America, there are new energy and water conservation standards for newly built and remodeled BURGER KING® and TIM HORTONS® restaurants.

Some highlights of standards that our brands use in different combinations throughout regions of North America include:

- LED lighting fixtures
- Motion sensors for lighting
- Clerestory windows at drive-thrus for more effective use of daylight
- High efficiency rooftop units for heating and cooling
- Roof materials with high reflectivity to reduce the “heat island” effect and energy used for cooling
- Low-flow plumbing fixtures

Vertical toasters have now been installed in all corporate BURGER KING® restaurants, which has resulted in the savings of 5,475 kWh per toaster per year.

Each participating BURGER KING® restaurant saves nearly 30,000 kWh per year using a new energy monitoring system. That’s enough energy to power approximately 4 to 5 American homes* for each one of these restaurants for an entire year.

Looking Forward → The BURGER KING® brand will be updating its restaurant landscape guidelines in 2016 to include an increased focus on water conservation, including a requirement to transition to the use of native plant species.

Looking Forward → Our restaurants - working toward better practices requires planning and good data. That’s why in 2016 we are gathering data on the energy and water use in our brands’ North American restaurants. Developing a better understanding of our energy and water consumption will help us to identify areas for improvement.

* Source: Based on data provided by the U.S. Energy Information Administration (Oct 2015).
As we strive to reduce waste, one of the most important areas of action is tackling the waste generated at our brands’ restaurants. We are working towards this objective by seeking out new opportunities for reduction, reuse and recycling initiatives and improving our waste management practices in our brands’ restaurants and our corporate facilities.

Waste Innovation

BURGER KING® restaurants in North America have been focused on reducing waste associated with food and food production. One initiative that has been implemented in a number of BURGER KING® restaurants is to recycle used cooking oil. Participating restaurants recycle over 6,500 tonnes of used cooking oil each year, most of which is converted into biodiesel to help offset the use of traditional carbon-intensive fuels. This initiative reduces emissions equivalent to an estimated 3,175 family cars per year*.

Highlights from Manufacturing and Distribution

In 2015, the TIM HORTONS® coffee roasting facilities continued to make progress in finding new ways to divert waste from landfills.

With a great deal of innovation, the Ancaster facility achieved a waste diversion rate of 93%. The team even found a way to recycle a metalized plastic film that had proven difficult to recycle in the past. In 2015, nearly 15 tonnes of this material was recycled into a form of plastic that can be used for products such as landscape edging. This is just one example of recycling post-consumer material into new products, or “closing the loop” on waste.

The Debert Distribution Centre in Nova Scotia, Canada, recycled more than 22.6 tonnes of boxboard, corrugated cardboard and plastic shrink wrap combined in 2015.

Following a strategy implemented in 2015, the Guelph Distribution Centre in Ontario, Canada, now recycles more than 12.2 tonnes of plastic muffin trays per month.

Waste Reduction

At TIM HORTONS®, waste reduction efforts include providing ceramic mugs, plates and bowls to dine-in Guests in standard restaurants. Restaurants also provide a 10-cent discount incentive to Guests when they use travel mugs for hot beverage refills.

In instances where packaging and other waste cannot be reduced or avoided, TIM HORTONS® is committed to working together with Restaurant Owners, stewardship organizations and municipalities to increase access to programs that divert these materials and keep them out of landfills. These include recycling programs for cardboard, beverage containers (bottles and cans), paper packaging and hot beverage cups. Composting programs are also key to waste diversion of coffee grounds and other organic waste.

* Source: Emissions based on input from the National Biodiesel Board.
This Sustainability Framework has outlined our areas of focus and priorities for the near future. We will further demonstrate our commitment to sustainability by issuing our first full report on progress in 2017 that will follow the Global Reporting Initiative guidelines.

Although the journey before us will often be challenging, we will continue to work hard while acting responsibly and doing the right thing for our Guests, our business, our employees, our communities and our planet.

To learn more about our brands, please visit:

www.bk.com  www.timhortons.com