Talented People
The Key to Our Success

April 2016
Why are we here?

To understand how BURGER KING® Brand, an iconic global brand, finds the most suited talented people for its corporate culture.
Our Working Environment

LEVEL OF OWNERSHIP & RESPONSIBILITY

FAST-TRACK CAREER
APPETITE FOR ACCOMPLISHMENT
INTERNATIONAL FLAVOR
FUN
ENERGY OF A START-UP
BE YOUR WAY®
HUNGER FOR SUCCESS
AMBITIOUS
MERITOCRATIC
GROWING GLOBAL CORPORATION
Who am I?

LAURI HULSBERGEN
Head People EMEA
lhulsbergen@rbi.com
### Who are we?

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1954</td>
<td>BURGER KING® Corporation is founded</td>
</tr>
<tr>
<td>1957</td>
<td>The WHOPPER® Sandwich makes its debut</td>
</tr>
<tr>
<td>1959</td>
<td>BURGER KING® Corporation begins franchising</td>
</tr>
<tr>
<td>1963</td>
<td>The First BURGER KING® restaurant opens outside of the US</td>
</tr>
<tr>
<td>1967</td>
<td>The Pillsbury Company purchases BURGER KING® Corporation</td>
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<tr>
<td>1975</td>
<td>The first BURGER KING® restaurant opens in Spain</td>
</tr>
<tr>
<td>1989</td>
<td>Grand Metropolitan PLC acquires the Pillsbury Company</td>
</tr>
<tr>
<td>1997</td>
<td>Grand Metropolitan PLC merges with Guinness &amp; Co. to form Diageo PLC</td>
</tr>
<tr>
<td>2002</td>
<td>Diageo PLC sells BURGER KING®</td>
</tr>
<tr>
<td>2006</td>
<td>BURGER KING® Corporation goes public 1st time</td>
</tr>
<tr>
<td>2010</td>
<td>BURGER KING® Corporation is acquired by 3G Capital</td>
</tr>
<tr>
<td>2012</td>
<td>BURGER KING® Corporation acquires TIM HORTONS and RBI® is founded</td>
</tr>
<tr>
<td>2014</td>
<td>BURGER KING® Corporation goes public valued at $6 billion</td>
</tr>
</tbody>
</table>
Who are we?

GLOBAL

System-Wide Sales ($ bn)

2.5 bn

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales ($ bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>14.8</td>
</tr>
<tr>
<td>2011</td>
<td>15.3</td>
</tr>
<tr>
<td>2012</td>
<td>15.8</td>
</tr>
<tr>
<td>2013</td>
<td>16.3</td>
</tr>
<tr>
<td>2014</td>
<td>17.0</td>
</tr>
<tr>
<td>2015</td>
<td>17.3</td>
</tr>
</tbody>
</table>

GLOBAL

Pro Forma EBITDA Growth since 2010

<table>
<thead>
<tr>
<th>Year</th>
<th>EBITDA ($ bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jun-10</td>
<td>$369</td>
</tr>
<tr>
<td>Dec/2011</td>
<td>$528</td>
</tr>
<tr>
<td>Dec/2012</td>
<td>$605</td>
</tr>
<tr>
<td>Dec/2013</td>
<td>$667</td>
</tr>
<tr>
<td>Dec/2014</td>
<td>$726</td>
</tr>
<tr>
<td>Dec/2015</td>
<td>$760</td>
</tr>
</tbody>
</table>

(1) 2010 – 2012 EBITDA adjusted for full franchised business model
Our Vision

OUR VISION
To be the most profitable QSR business, through a strong franchise system and great people, serving the best burgers in the world.

BEST

GREAT

STRONG

PROFITABLE
Our values

**BOLD** - Thinking and dreaming big and being decisive in pursuing challenging dreams

**ACCOUNTABLE** - Focused on achieving our targets with a sense of ownership; being responsible beyond your authority

**EMPOWERED** - Achieving targets with the team in a sustainable way

**MERITOCRATIC** - Performance based culture

**FUN** - Opportunity, challenge, recognition, rewards and celebration
ASK OURSELVES QUESTIONS
ARE THERE REAL GROWTH OPPORTUNITIES FOR TALENT?

TWO

ONE

HOW CAN WE SUPPORT THE BUSINESS GROWTH?

THREE

HOW CAN WE FIND TALENT THAT FITS IN THE COMPANY’S CULTURE?
The BK® EMEA Talent Programs are programs to attract, develop and retain talented people with high growth potential, ability to think globally, have entrepreneurial vision and culture alignment to leverage results across the value chain by implementing strategies and business solutions.

**PROGRAM SUMMARY**

**MBA PROGRAM**
- **Duration:** 8 – 10 Weeks
- **Profile:** MBA students
- **Project:** Focus on Innovation or Improvement

**LEADERSHIP DEVELOPMENT PROGRAM**
- **Duration:** 6 Months
- **Profile:** Recent Graduate Bachelor or Master
- **Project:** Focus on Innovation or Improvement

**UNDERGRAD PROGRAM**
- **Duration:** 6 Months
- **Profile:** Last Year Bachelor
- **Project:** Focus on Routine Improvement
Leadership Development Program

The program

Global Onboard Week
- Meet the global leadership team (RBI, BK and TH)
- Immerse in the RBI culture

Restaurant Rotation
- In Restaurant Training
- Operations Project

Field Rotation
- Relationship w/ FZs

Corporate Rotation
- Corporate Training
- Final Project – high impact

Final Placement
- Permanent position
  - RBI
  - TH
  - BK
  - MFZ / JV
LDP – Recruiting campaign

**Branding:**

![Image of branded materials]

**Public Relations**

**HR Magazines**

**Blogs**

**Social Media**

**LinkedIn**

**Career Fairs & University Talks**

**Career Center Relationship**

**Jobportals**

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Applications for our Leadership Development Programs are open!
LDP – Simultaneously the application period is open

1. Recruiting Campaign
2. Application Period
3. Online Tests
4. Assessment Center
5. Offer Made
LDP – Applications through global LDP website are directed to EMEA/APAC online assessment tool
LDP – Where does our talent come from?

1. Spain (45%)
2. Italy (19%)
3. Portugal (10%)
4. France + UK (8%)

1. Linked In (70%)
2. Career Centers (14%)
3. Job Website (5%)
LDP – How do we manage 6000 applications?
LDP – Who do we look for?

- Hard Working
- Humble
- Hungry

**SELF-STARTER**
Go getter, fighter mentality, entrepreneurial spirit, work ethic, determination, able to deal with ambiguity and limited direction

**RESULTS-ORIENTED**
Achievement oriented, goal setter, personal achievements/accolades, take a leadership approach, problem solver, takes accountability, make sacrifices, team work

**BIG DREAMER/AMBITIONOUS**
Risk taker, large goals, achieves the impossible, transformational leadership potential, ownership mentality, influence people

**ANALYTICAL CAPABILITIES**
Able to solve complex problems, creative, boil complex things down to simple things, logical and quantitative skills
LDP – Who do we look for, what is the profile?

Final assessment candidate profile compared to preference profile
LDP – How do we test for that?

CULTURAL FIT

- Leadership/ Directing
- Interpersonal Skills / Persuasive
- Prudent
- Focused on Results
- Achieving
- Energetic

ANALYTICAL CAPABILITIES

- Analytical Thinking
- Conceptual Thinking
- Quantitative Thinking

ENGLISH

- English Level (CEFR)
LDP – After the online testing filter invitations for first live assessment center go out
LDP – We invite candidates within a preset range of the preference profile

Preference profile including p25, median and p75 for offers extended
LDP – The first Assessment Center there has two filters

- Leadership
- Team work
- Interpersonal Skills
- Analytical Thinking

- Leadership
- Big Dreams
- Entrepreneurial Spirit
- Interpersonal Skills

- Cases to solve
  - Analytical
  - Quantitative
  - Conceptual
LDP – After passing Assessment Center candidates move on to Final Assessment with Executive Team

2016

- # applications: 4,780
- Online Tests: 1,487
- Virtual Interviews: 385
- Business Game: 89
- Individual Interviews: 56
- Final Assessment: 32
- 2016 LDP: 10

Nationality

- 37% applications
- 15% Online Tests
- 13% Virtual Interviews
- 13% Business Game
- 3% Individual Interviews
- 3% Final Assessment
- 3% 2016 LDP

Area of Studies

- 85% Bus Admin, Economics & Marketing
- 9% Exact Sciences & Engineering
- 6% Social Sciences & Humanities

Gender

- 25% Female
- 75% Male

Nationality by Nationality:

- Spanish: 37%
- Portuguese: 15%
- Italian: 13%
- British: 13%
- Swiss: 13%
- French: 3%
- German: 3%
- Brazilian: 3%

Nationality by Language:

- 85% Spanish
- 9% Portuguese
- 6% Italian
- 10% British
- 3% Swiss
- 3% French
- 3% German
- 3% Brazilian

Area of Studies by Area:

- 85% Bus Admin, Economics & Marketing
- 9% Exact Sciences & Engineering
- 6% Social Sciences & Humanities

Age

- 22 - 23: 31%
- 24 - 25: 28%
- 26 - 27: 31%
- 28: 10%
LDP – Then finally offers are made
LDP – Offers are extended to the following profiles

Average profile of candidates who get an offer

<table>
<thead>
<tr>
<th>explanatory coefficients</th>
<th>OFFER = OK</th>
<th>explanatory values</th>
</tr>
</thead>
<tbody>
<tr>
<td>neg</td>
<td>0.124  x  (Directing = 5,198)</td>
<td>min</td>
</tr>
<tr>
<td>+</td>
<td>-1,046  x  (Persuasive = 5,008)</td>
<td>max</td>
</tr>
<tr>
<td>+</td>
<td>1.606  x  (Prudent = 7,047)</td>
<td></td>
</tr>
<tr>
<td>+</td>
<td>-0.932  x  (Focused on Results = 5,087)</td>
<td></td>
</tr>
<tr>
<td>+</td>
<td>0.173  x  (Analytical = 6,08)</td>
<td></td>
</tr>
<tr>
<td>+</td>
<td>-0.436  x  (Conceptual = 6,049)</td>
<td></td>
</tr>
<tr>
<td>+</td>
<td>-0.014  x  (Achieving = 5,457)</td>
<td></td>
</tr>
<tr>
<td>+</td>
<td>0.858  x  (Energetic = 6,218)</td>
<td></td>
</tr>
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</table>

Predicted chance OFFER = OK: 99.7 %
LDP – 2016 prediction profile compared to prior classes preference profile

Class of 2016 Prediction profile vs preference profile
Preference profile, invite to 1\textsuperscript{st} assessment center, invite to final assessment and offers made
ANY QUESTIONS?

This brand is about authenticity.