restaurant brands international
5707 Waterford District Drive
Miami, Florida 33126
(Principal Executive Office)

April 23, 2026

Dear Shareholder,

We invite you to attend Restaurant Brands International Inc.'s 2026 annual general meeting of shareholders (the "**Meeting**") for the following purposes:

1. Elect ten directors specifically named in the management information circular and proxy statement that accompanies this Notice of Meeting (the "**proxy statement**"), each to serve until the close of the 2027 annual general meeting of shareholders (the "**2027 Annual Meeting**") or until his or her successor is elected or appointed.
2. Approve, on a non-binding advisory basis, the compensation paid to our named executive officers.
3. Appoint KPMG LLP as our auditors to serve until the close of the 2027 Annual Meeting and authorize our directors to fix the auditors' remuneration.

You will also be asked to transact any other business that may properly come before the Meeting. Only (1) holders of our common shares as of the close of business on the Record Date and (2) the trustee that holds our special voting share, are entitled to notice and to vote at the Meeting.

We are conducting a hybrid shareholder meeting on **June 3, 2026 at 8:00 a.m.** (Eastern Time), allowing participation both online and in person. Registered shareholders and duly appointed proxyholders can attend the Meeting in person at **Tim Hortons headquarters at 130 King Street West, Suite 300, Toronto, Ontario, M5X 1E1**, or online at **https://meetings.lumiconnect.com/400-918-435-853** where they can participate, vote, and submit questions during the Meeting's live webcast.

Non-registered (beneficial) shareholders and holders of partnership units who have not duly appointed themselves as proxyholder will be able to attend the Meeting online as guests, but guests will not be able to vote or ask questions at the Meeting.

Proxies must be received no later than **8:00 a.m. (Eastern Time) on June 2, 2026** or, if the Meeting is adjourned or postponed, no later than 8:00 a.m. (Eastern Time) on the business day immediately preceding the reconvened Meeting day. The Chair of the Meeting has the discretion to accept proxies received from shareholders after such deadline (or to waive or extend the deadline) but may not waive the deadline for holders wishing to appoint another person to represent them at the Meeting.

Please read the enclosed proxy statement to learn more about the Meeting, our director nominees, and our executive compensation and governance practices. Thank you for your participation and we look forward to the Meeting.

Sincerely,

Jill Granat
General Counsel & Corporate Secretary

IT IS IMPORTANT THAT YOU CAREFULLY
READ THE PROXY STATEMENT AND VOTE

# NOTICE OF 2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS ("Notice of Meeting")

**Meeting Date: June 3, 2026**

**Time: 8:00 a.m. (Eastern Time)**

**Location: Tim Hortons headquarters at 130 King Street West, Suite 300, Toronto, Ontario, M5X 1E1, Canada and online at https://meetings.lumiconnect.com/400-918-435-853**

**Record Date: April 8, 2026**

**We expect to mail an Important Notice Regarding Internet Availability of Proxy Materials for the 2026 Annual General Meeting of Shareholders on or about April 23, 2026.**

**We are providing access to the proxy statement and annual report via the Internet using the "notice and access" system. These materials are available on the website referenced in the Notice (www.envisionreports.com/RBI2026).**

**To appoint a proxyholder other than one we designate (including beneficial holders wishing to appoint themselves), holders must follow the instructions in the proxy statement, including the additional step of registering the proxyholder with our transfer agent.**