

**Restaurant Brands International Inc.**  
A corporation continued under the laws of Canada

**Audit Committee Charter**  
Originally adopted December 11, 2014

Amended October 23, 2018

**Overview**

This Charter identifies the purpose, composition, authority, meeting requirements, responsibilities, and annual evaluation procedures of the Audit Committee (the "**Audit Committee**") of the Board of Directors (the "**Board**") of Restaurant Brands International Inc., a corporation incorporated under the *Canada Business Corporations Act* (the "**Corporation**"), pursuant to the Board's Governance Guidelines and other applicable requirements.

This Charter reflects the fact that the Corporation has securities listed or quoted on the New York Stock Exchange (NYSE), and accordingly is exempted from certain requirements of National Instrument 52-110 – *Audit Committees* ("**NI 52-110**") so long as the Corporation (a) is in compliance with the requirements of the NYSE applicable to issuers, other than foreign private issuers, regarding the role and composition of audit committees, and (b) includes certain disclosure in its Annual Information Form. In the event that the Corporation no longer has any securities listed or quoted on the NYSE or another U.S. marketplace (as defined in NI 52-110), the Board will revise this Charter as necessary.

**Purpose**

The Audit Committee is created by the Board primarily for the purpose of overseeing the accounting and financial reporting processes of the Corporation and its subsidiaries, and audits of the financial statements of the Corporation and its subsidiaries.

The Audit Committee is responsible for:

- assisting the Board in its oversight of:
  - the quality and integrity of the financial statements of the Corporation and its subsidiaries and related disclosure;
  - the qualifications, independence and performance of the Corporation's independent auditor;
  - the performance of the Corporation's internal audit function;
  - the Corporation's systems of disclosure controls and procedures, and internal controls over financial reporting; and
  - compliance by the Corporation and its subsidiaries with all legal and regulatory requirements and the Corporation's Compliance Program;

- reviewing and approving the Audit Committee report that is required by the Securities and Exchange Commission to be included in the Corporation's annual management proxy circular;
- overseeing the Corporation's guidelines and policies with respect to risk assessment and risk management; and
- any other responsibilities assigned to the Audit Committee by the Board of Directors.

### **Members**

The Audit Committee shall consist of at least three (3) members. Audit Committee members shall be appointed by the Board and may be removed by the Board at any time. The Board shall designate the Chair of the Audit Committee.

### **Qualifications**

Each member of the Audit Committee shall meet the independence requirements (i) of the NYSE, (ii) set forth in Rule 10A-3 of the Securities Exchange Act of 1934, as amended (the "**Exchange Act**"), (iii) any other standards established by the SEC for membership on the Audit Committee, and (iv) any applicable standards established by the Toronto Stock Exchange (TSX) and Canadian securities regulatory authorities, each as determined by the Board in its business judgment, subject to an election by the Board to rely upon any applicable transition periods. In addition, each Audit Committee member shall be free of any relationship that, in the opinion of the Board, may interfere with his or her exercise of independent judgment as an Audit Committee member.

All members of the Audit Committee must be financially literate, as such qualification is determined by the Board in its judgment, and at least one member of the Audit Committee shall be an "audit committee financial expert," as such term is defined by the rules and regulations of the Securities and Exchange Commission ("**SEC**") and meet the expertise requirements of the listing standards of the NYSE. The Corporation shall identify the audit committee "financial expert" in its annual management proxy circular or annual report. Audit Committee members shall not simultaneously serve on the audit committees of more than two other public companies, unless the Board determines that such simultaneous service would not impair the ability of such director to effectively serve on the Audit Committee, and discloses this determination in the Corporation's annual management proxy circular.

### **Removal and Replacement**

The members of the Audit Committee may be removed or replaced, and any vacancies on the Audit Committee shall be filled, by the Board.

### **Responsibilities**

In addition to any other responsibilities which may be assigned from time to time by the Board, the Audit Committee is responsible for the following matters:

#### *Oversight of the Corporation's Relationship with the Independent Auditor*

- The Audit Committee shall have direct responsibility and sole authority to evaluate, appoint, compensate, retain, terminate and oversee the work of the independent auditor engaged for the purpose of preparing or issuing an audit report or related work, including determining the terms of engagement and the resolution of any disagreements between management and the

independent auditor regarding financial reporting. Such authority may not be delegated to management. In exercising such authority, the Audit Committee shall consider, among other things, the independent auditor's independence and effectiveness. The Audit Committee has the sole authority to negotiate and approve the fees and compensation to be paid to the Corporation's independent auditor for such services. The independent auditor shall report directly to the Audit Committee. The Audit Committee shall make recommendations to the shareholders or the Board, as the case may be, regarding these matters as required by applicable law.

- The Audit Committee shall pre-approve all audit services and permitted non-audit services to be performed by the Corporation's independent auditor before the auditor is engaged to render such services or pursuant to pre-approval policies and procedures established by the Audit Committee.
- The Audit Committee shall review and approve the scope, budget and staffing of the independent auditor's annual audit plan(s) and any significant changes to the annual audit plan.
- The Audit Committee shall evaluate the independent auditor's experience, qualifications, performance and independence, and shall present its conclusions with respect to the independent auditor to the full Board on at least an annual basis. As part of such evaluation, at least annually, the Audit Committee shall:
  - obtain and review a report or reports from the Corporation's independent auditor:
    - describing the independent auditor's internal quality-control procedures;
    - describing any material issues raised by (i) the most recent internal quality-control review, or peer review, of the auditing firm, or (ii) any inquiry or investigation by governmental or professional authorities, within the preceding five years, regarding one or more independent audits carried out by the auditing firm; and any steps taken to deal with any such issues;
    - describing all relationships between the independent auditor and the Corporation consistent with the applicable requirements of the Public Company Accounting Oversight Board regarding the independent auditor's communications with the Audit Committee concerning independence; and
    - providing all other required communications.
  - review and evaluate the senior members of the independent auditor team(s), particularly the partners on the audit engagement teams;
  - consider whether the audit engagement team partners should be rotated more frequently than is required by law, so as to assure continuing auditor independence;
  - consider whether the independent auditor should be rotated, so as to assure continuing auditor independence; and
  - obtain the opinion of management and the internal auditors of the independent auditor's performance.
- The Audit Committee shall review and discuss with the independent auditor any audit problems or difficulties and management's response thereto, including those matters that are

required to be discussed under the standards and related rules of the Public Company Accounting Oversight Board, including:

- any restrictions on the scope of the independent auditor's activities or on access to requested information;
  - any accounting adjustments that were noted or proposed by the auditor but were "passed" (as immaterial or otherwise);
  - any communications between the audit team and the audit firm's national office regarding auditing or accounting issues presented by the engagement;
  - any management or internal control letter issued, or proposed to be issued, by the auditor; and
  - any significant disagreements between management and the independent auditor.
- The Audit Committee shall establish policies for the Corporation's hiring of current or former employees of the independent auditor.
  - The Audit Committee shall regularly report its conclusions with respect to the independent auditor to the Board.

#### *Oversight of the Internal Auditor Function*

- The Audit Committee shall review and approve the internal audit plan and any significant changes required in the planned scope of the plan.
- At least annually, the Audit Committee shall review and evaluate the performance, responsibilities, scope, budget and staffing of the Corporation's internal audit function with management and the independent auditor. Such evaluation shall include any significant findings during the year and management's responses, any difficulties encountered in the course of conducting the audits, including any restrictions on audit scope or access to required information, and any changes required in the planned scope of the audit plan.
- At least annually, the Audit Committee shall evaluate the performance of the senior officer or officers responsible for the internal audit function of the Corporation and make recommendations to the Board and management regarding such evaluation.
- The Audit Committee shall review the regular internal reports to management prepared by the internal auditor and management's response thereto.
- At least annually, the Audit Committee shall review and assess the adequacy of the internal audit charter.

#### *Financial Statements and Financial Disclosure Oversight*

- The Audit Committee shall meet to review and discuss with management and the independent auditor, in separate meetings if the Audit Committee deems it necessary:
  - the annual audited financial statements and quarterly financial statements, including reviewing the Corporation's specific disclosures under "Management's Discussion and Analysis of Financial Condition and Results of Operations", prior to the filing with securities regulators;
  - the audit of the annual financial statements and the independent auditor's report;

- (i) management's assessment of the quality, adequacy and effectiveness of the Corporation's internal control over financial reporting; (ii) the independent auditor's attestation to, and report on, the Corporation's internal control over financial reporting; (iii) any steps taken in light of any significant deficiencies or material weaknesses in internal controls; and (iv) any internal control recommendations made by the independent auditors and/or the internal auditor;
- the Audit Committee shall recommend to the Board of Directors that the audited annual financial statements be included in the Corporation's annual report; and
- the CEO and CFO disclosure and certifications under Section 302 and Section 906 of the Sarbanes-Oxley Act.
- The Audit Committee shall review with management:
  - any analyses or other written communications prepared by management and/or the independent auditor setting forth significant financial reporting issues, estimates and judgments made in connection with the preparation of the financial statements, including analyses of the effects of alternative generally accepted accounting principles ("GAAP") methods on the financial statements;
  - the critical accounting policies and practices of the Corporation;
  - related person transactions;
  - any major issues regarding accounting principles and financial statement presentations, including any significant changes in the Corporation's selection or application of accounting principles;
  - the effect of regulatory and accounting initiatives or actions applicable to the Corporation (including any investigations or proceedings by the SEC or Canadian securities regulators), as well as off-balance sheet structures; and
  - comment letters and other correspondence from the SEC, the NYSE, Canadian securities regulators, the TSX or any other regulatory authority regarding material issues relating to the Corporation's financial statements and responses of the Corporation to such comment letters and other correspondence.
- The Audit Committee shall review and discuss with management and the independent auditors the Corporation's earnings press releases, as well as financial information and earnings guidance provided to analysts and rating agencies, including in each case the type of information to be disclosed and type of presentation to be made and paying particular attention to the use of any "pro forma" or "adjusted" or other non-GAAP information and measures. The Audit Committee's discussion in this regard may be general in nature and need not take place in advance of each earnings release or each instance in which the Corporation may provide earnings guidance.
- The Audit Committee shall review with management and any outside professionals as the Audit Committee considers appropriate, important trends and developments in financial reporting practices and requirements and their effect on the Corporation's financial statements.
- The Audit Committee shall, in conjunction with the CEO and CFO of the Corporation, review the Corporation's disclosure controls and procedures and internal control over financial reporting and, if applicable, have discussions with management, the internal auditors and the independent auditor relating to the foregoing. To assist the Audit Committee in its review of

the Corporation's disclosure controls, management shall make periodic presentations to the Audit Committee relating to disclosure matters. The review of internal control over financial reporting shall include whether there are any significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to affect the Corporation's ability to record, process, summarize and report financial information and any fraud involving management or other employees with a significant role in internal control over financial reporting.

- The Audit Committee shall review and approve the Audit Committee report that the SEC rules require to be included in the Corporation's annual management proxy circular.

#### *Risk Management Oversight*

- The Audit Committee shall review and discuss with management and the independent auditors the Corporation's policies and practices with respect to risk assessment and risk management. The Audit Committee shall review and discuss with management the Corporation's major risk exposures, assess the steps that have been taken to monitor and control such exposures and regularly report to the Board on the substance of such reviews and discussions.
- The Audit Committee shall review the Corporation's policies and procedures regarding its tax strategy and cash investing strategies. In connection with tax strategy matters, the Audit Committee shall review and discuss with management specific topics such as effective tax rate, adequacy of tax reserves and significant tax developments.
- The Audit Committee shall review periodically and discuss with management the Corporation's cybersecurity, privacy and data security risk exposures, including major legislative and regulatory developments that could materially impact the Corporation's cybersecurity, privacy and data security risk exposures.

#### *Legal and Regulatory Compliance Oversight*

- The Audit Committee shall establish procedures for:
  - the receipt, retention and treatment of complaints received by the Corporation regarding accounting, internal accounting controls or auditing matters; and
  - the confidential, anonymous submission by employees of the Corporation of concerns regarding questionable accounting or auditing matters.

The Audit Committee shall review any complaints regarding accounting, internal accounting controls or auditing matters received pursuant to such procedures. The Audit Committee shall adopt as necessary whistleblower policies as required by applicable law.

- The Audit Committee shall periodically review the adequacy and effectiveness of the Corporation's internal ethics, regulatory or corporate compliance programs, policies and controls, including the Corporation's compliance program generally, Code of Business Ethics and Conduct and the Code of Ethics for Executive Officers.
- The Audit Committee shall meet periodically with the Corporation's principal Compliance Officer and/or General Counsel for a report on the Corporation's compliance and ethics program, including a review of any issues that may affect in any material way the financial reporting process, the financial risks of the Corporation and internal control systems of the Corporation and compliance with all applicable legal and regulatory requirements.

- The Audit Committee shall discuss with the Corporation's General Counsel legal matters that may have a material impact on the financial statements or the Corporation's compliance policies and internal controls.
- The Audit Committee shall be responsible for periodic review of the Corporation's Related Person Transactions Policy and shall review and approve, or ratify, all related party transactions in accordance with such policy.
- The Audit Committee shall review and consider any requests for waivers for Executive Officers and Directors of the Code of Business Ethics and Conduct and the Code of Ethics for Executive Officers.

#### *Reporting to the Board*

- The Audit Committee shall report to the Board regularly. This report shall include a review of any issues that arise with respect to the quality or integrity of the Corporation's financial statements, the Corporation's compliance with legal or regulatory requirements, the independence and performance of the Corporation's independent auditor, the performance of the internal audit function and any other matters that the Audit Committee deems appropriate or is requested to be included by the Board.
- At least annually, the Audit Committee shall evaluate its own performance and report to the Board on such evaluation.
- The Audit Committee shall periodically review and assess the adequacy of this charter and recommend any proposed changes to the Board for approval.

#### **Authority**

In discharging its responsibilities, the Audit Committee is empowered (without seeking Board approval) to study or investigate any matter of interest or concern that the Audit Committee deems appropriate and to select, retain and terminate counsel, consultants and other experts and may request any officer or employee of the Corporation or the Corporation's outside counsel or independent auditor to meet with any members of, or advisors to, the Audit Committee.

The Audit Committee shall have available appropriate funding from the Corporation as determined by the Audit Committee for payment of:

- compensation to any accounting firm engaged for the purpose of preparing or issuing an audit report or performing other audit, review or attestation services for the Corporation;
- compensation to any advisers employed by the Audit Committee; and
- ordinary administrative expenses of the Audit Committee that are necessary or appropriate in carrying out its duties.

The Audit Committee may delegate its authority to a subcommittee composed of one or more members when it deems appropriate and in the best interests of the Corporation.

#### **Procedures**

*Meetings.* The Audit Committee shall meet as often as it determines is appropriate to carry out its responsibilities under this charter, but not less frequently than quarterly. Meetings of the Audit Committee may be called by the CEO or any member of the Audit Committee. The Chairman of

the Audit Committee, in consultation with the other Audit Committee members, shall determine the frequency and length of the Audit Committee meetings and shall set meeting agendas consistent with this charter. The agenda and information concerning the business to be conducted at each Audit Committee meeting shall, to the extent practical, be communicated to the members of the Audit Committee sufficiently in advance of each meeting to permit meaningful review. The Audit Committee may invite to its meetings any director, member of management of the Corporation, and such other persons as it deems appropriate in order to carry out its responsibilities. The Audit Committee shall maintain minutes or other records of meetings and activities of the Audit Committee.

The Audit Committee shall meet separately on a periodic basis with the Corporation's management, its internal auditors or other personnel responsible for the internal audit function and the independent auditor to discuss any matters the Audit Committee or any of these persons or firms believes should be discussed confidentially. The Audit Committee shall meet in executive session on a periodic basis.

*Quorum.* A majority of Audit Committee members shall constitute a quorum. A majority of the members of the Audit Committee in attendance at a meeting, where a quorum is present, is empowered to act on behalf of the Audit Committee, except as may be provided otherwise in this Charter. In the event the number of Audit Committee members voting in favor of a proposal and the number of Audit Committee members voting against such proposal are equal, the proposal shall be submitted to a vote of the Board.

*Action in lieu of a Meeting; Telephonic Participation.* Unless otherwise required by law or as provided by the Bylaws or the Certificate of Incorporation of the Corporation: (i) any action required or permitted to be taken at any meeting of the Audit Committee may be taken without a meeting if all of the members of the Audit Committee consent thereto (a) in writing or (b) by electronic transmission and such writings or transmissions are filed with the minutes, of the Audit Committee; and (ii) members of the Audit Committee may participate in a meeting by means of a conference telephone or other communications equipment by means of which all persons participating in the meeting can hear each other, and such participation shall constitute presence at such a meeting.

#### **Limitations Inherent in the Audit Committee's Role**

It is not the duty of the Audit Committee to plan or conduct audits or to determine that the Corporation's financial statements are complete and accurate and are in accordance with GAAP and applicable rules and regulations. This is the responsibility of management and the independent auditor. Furthermore, while the Audit Committee is responsible for reviewing the Corporation's policies and practices with respect to risk assessment and management, it is the responsibility of the CEO and senior management to determine the appropriate level of the Corporation's exposure to risk.