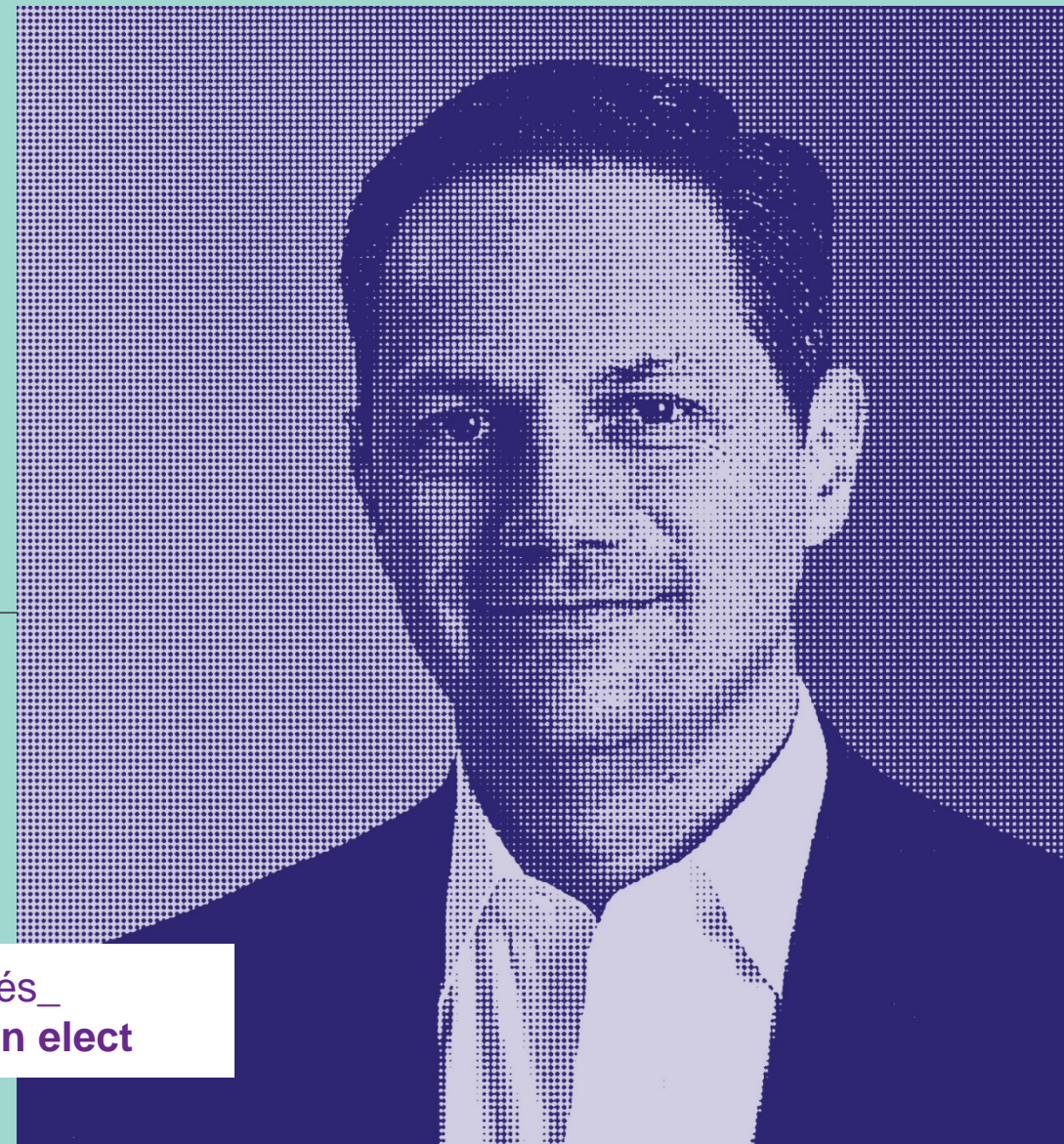


More insight\_

## Chairman elect's address

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José Parés\_  
Chairman elect



# About Finaccess Capital\_

Subsidiary of Grupo Finaccess, a Mexican based family investment company, funded from the sale of the *Corona* beer business

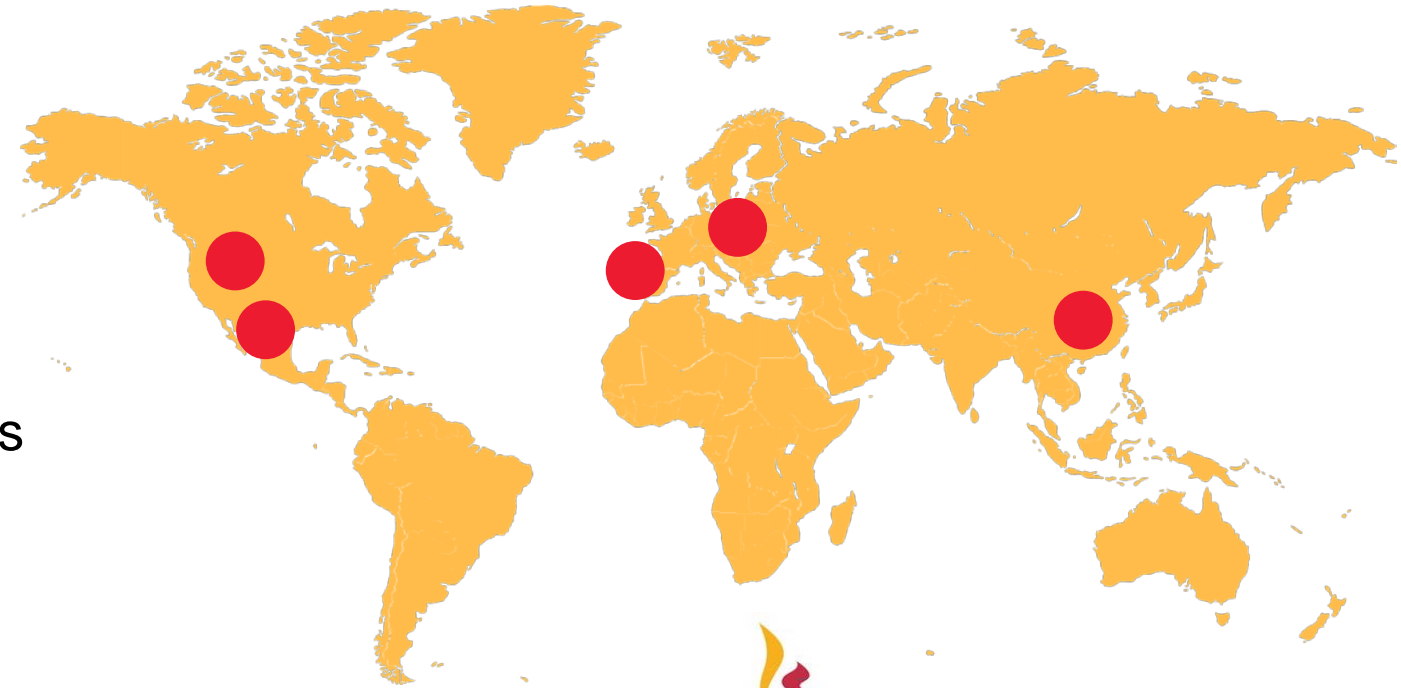
Long term investor with strong ethical values

Existing significant investment in AmRest Holdings S.E., European QSR operator (2,138 stores, US\$2.4b market cap)

Substantial consumer and retail experience at an international level. Locations: Spain, Mexico, Poland, US, China

Grupo  
*finaccess*

*finaccess*  
CAPITAL



BRANDS



# The Investment in Restaurant Brands\_\_

RBD has an excellent fit with Finaccess Capital's investment criteria:

- Proven track record
- Operating strong brands in attractive markets
- Future growth potential

We were actively monitoring for two years prior to approaching the Board

Amicable and constructive takeover process



# Board update\_

A smooth transition has been achieved

Skills/experience identified for the next phase of growth

Proposed board comprises a balance of international and local representation, relevant expertise and strong governance credentials

Includes three Finaccess representatives and three independent directors



**José Parés**



**Carlos Fernández**



**Luis Miguel Álvarez**



**Emilio Fullaondo**

Independent



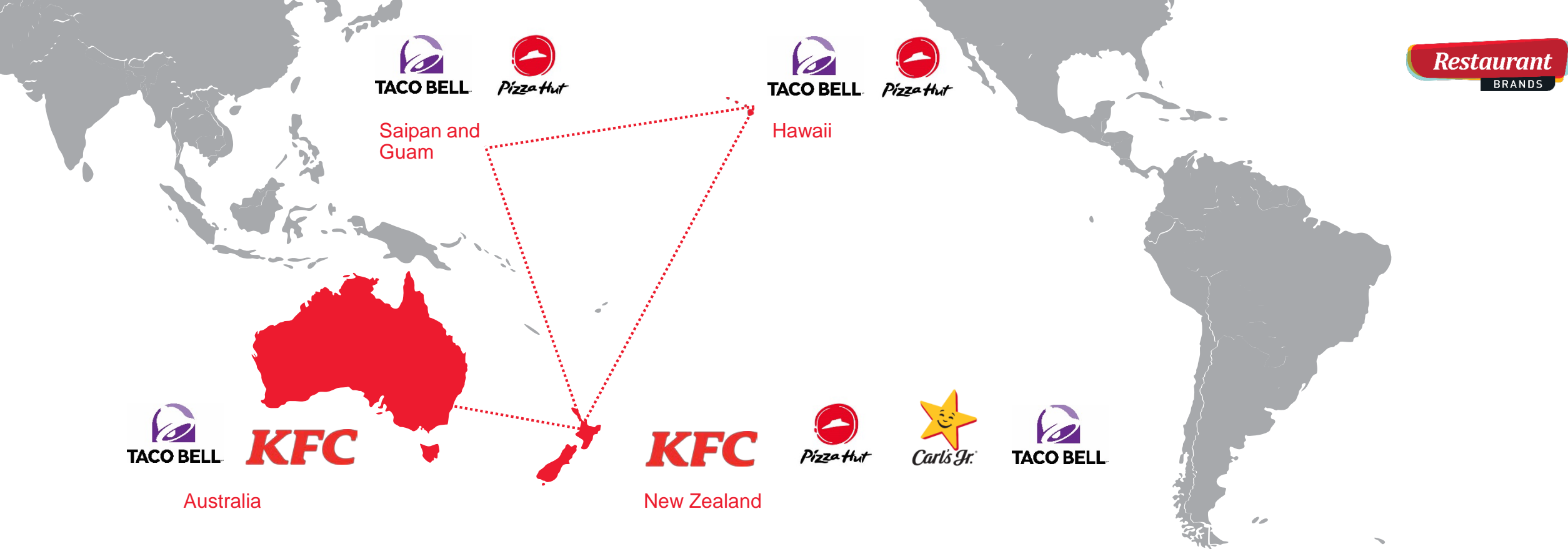
**Stephen Ward**

Independent



**Hwei Min (Lyn) Lim**

Independent



## We are accelerating the pace of growth\_

Highly supportive of existing management and Restaurant Brands' strategy

Significant opportunities ahead and we are accelerating the strategy to capture them

Next phase will be more capital intensive as we build, transform and acquire to expand the business