Trending Schedules

April 30, 2024

Included Within:

Consolidated Operational Highlights; Consolidated Statement of Operations; Consolidated Segment Results; Tim Hortons Segment Results; Burger King Segment Results; Popeyes Segment Results; Firehouse Segment Results; International Segment Results; Home Market and International Operational Metrics; Reconciliation of Income from Operations to AOI, Segment G&A to G&A, Net Income to Adjusted EBITDA; Reconciliation of Net Income to Adjusted Net Income and Adjusted Diluted EPS; Net Leverage, Reconciliation of Free Cash Flow and Net Interest Paid; Reconcilation of Organic Revenue and Organic Adjusted EBITDA Growth; Non-GAAP Definitions

Consolidated Operational Highlights

Unaudited

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Mo. End
	3/31/22	6/30/22	9/30/22	12/31/22	12/31/22	3/31/23	6/30/23	9/30/23	12/31/23	12/31/23	3/31/24
System-wide Sales Growth											
TH	10.0%	14.8%	11.1%	10.5%	11.7%	16.1%	12.1%	8.1%	9.0%	11.0%	7.8%
BK	0.7%	0.2%	4.6%	5.5%	2.8%	8.5%	8.1%	6.4%	4.9%	6.9%	2.6%
PLK	1.2%	6.4%	8.1%	6.5%	5.6%	9.6%	9.9%	11.2%	11.2%	10.5%	10.4%
FHS	–	–	–	–	–	8.7%	5.1%	6.7%	7.8%	7.1%	4.3%
INTL	33.8%	28.2%	24.2%	18.5%	25.6%	21.6%	21.5%	15.6%	12.8%	17.6%	11.6%
Consolidated	**13.5%**	**13.3%**	**13.4%**	**11.4%**	**12.9%**	**14.7%**	**14.0%**	**10.9%**	**9.6%**	**12.2%**	**8.1%**
System-Wide Sales (in US$ millions)											
TH	$1,457	$1,746	$1,828	$1,701	$6,732	$1,596	$1,872	$1,929	$1,849	$7,245	$1,725
BK	2,481	2,734	2,764	2,768	10,747	2,684	2,949	2,938	2,903	11,474	2,753
PLK	1,259	1,359	1,369	1,351	5,338	1,374	1,488	1,520	1,503	5,886	1,517
FHS	272	292	289	301	1,154	289	303	304	298	1,194	301
INTL	3,389	3,636	3,862	3,813	14,700	3,889	4,334	4,532	4,332	17,087	4,216
Consolidated	**$8,858**	**$9,767**	**$10,112**	**$9,934**	**$38,671**	**$9,832**	**$10,946**	**$11,223**	**$10,885**	**$42,886**	**$10,512**
Comparable Sales											
TH	8.6%	12.5%	10.2%	10.1%	10.4%	14.9%	11.8%	7.6%	8.4%	10.4%	6.9%
BK	(0.3%)	0.5%	3.9%	5.0%	2.3%	8.7%	8.3%	6.6%	6.3%	7.4%	3.8%
PLK	(4.7%)	(0.4%)	1.1%	1.7%	(0.6%)	3.6%	4.4%	5.6%	5.5%	4.8%	5.7%
FHS	–	–	–	–	–	6.2%	2.2%	3.5%	3.5%	3.8%	0.3%
INTL	20.1%	17.3%	14.9%	10.5%	15.4%	12.6%	12.0%	7.7%	4.6%	9.0%	4.2%
Consolidated	**7.4%**	**8.2%**	**8.6%**	**7.5%**	**7.9%**	**10.3%**	**9.6%**	**7.0%**	**5.8%**	**8.1%**	**4.6%**
Net Restaurant Growth											
TH	(0.1%)	(0.4%)	(0.8%)	(1.1%)	(1.1%)	(0.9%)	(0.8%)	(0.4%)	0.1%	0.1%	–
BK	0.2%	(0.2%)	(0.1%)	(0.6%)	(0.6%)	(1.3%)	(1.8%)	(2.4%)	(3.3%)	(3.3%)	(2.4%)
PLK	6.6%	6.5%	6.9%	6.7%	6.7%	6.3%	5.6%	5.3%	4.9%	4.9%	4.7%
FHS	–	–	–	2.4%	2.4%	2.2%	2.0%	2.5%	3.0%	3.0%	3.6%
INTL	8.1%	7.8%	7.3%	9.1%	9.1%	8.9%	9.2%	9.5%	8.9%	8.9%	8.4%
Consolidated	**4.3%**	**4.0%**	**3.9%**	**4.4%**	**4.4%**	**4.2%**	**4.1%**	**4.2%**	**3.9%**	**3.9%**	**3.9%**
System Restaurant Count at Period End											
TH	4,547	4,537	4,521	4,519	4,519	4,507	4,501	4,502	4,525	4,525	4,505
BK	7,415	7,388	7,401	7,389	7,389	7,317	7,258	7,224	7,144	7,144	7,139
PLK	3,068	3,118	3,162	3,235	3,235	3,260	3,294	3,329	3,394	3,394	3,412
FHS	1,219	1,233	1,234	1,242	1,242	1,233	1,244	1,251	1,265	1,265	1,277
INTL	12,507	12,651	12,830	13,517	13,517	13,639	13,828	14,069	14,742	14,742	14,780
Consolidated	**28,756**	**28,927**	**29,148**	**29,902**	**29,902**	**29,956**	**30,125**	**30,375**	**31,070**	**31,070**	**31,113**

Note: Beginning 1/1/22, consolidated results exclude BK Russia, with the exception of 2 months of royalties in the first quarter of 2022. Consolidated SWS growth, NRG and comparable sales do not include the results of FHS (which was acquired 12/15/21) for Q1'21-Q3'22.

Consolidated Statement of Operations

Audited, $ in millions (nominal)

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Mo. End
	3/31/22	6/30/22	9/30/22	12/31/22	12/31/22	3/31/23	6/30/23	9/30/23	12/31/23	12/31/23	3/31/24
Sales	$609	$708	$759	$743	$2,819	$668	$744	$771	$767	$2,950	$729
Franchise and Property Revenues	615	676	698	672	2,661	668	742	753	740	2,903	712
Advertising Revenues and Other Services	227	255	269	274	1,025	254	289	313	313	1,169	298
Total Revenues	**$1,451**	**$1,639**	**$1,726**	**$1,689**	**$6,505**	**$1,590**	**$1,775**	**$1,837**	**$1,820**	**$7,022**	**$1,739**
Cost of Sales	$494	$584	$615	$619	$2,312	$550	$612	$630	$643	$2,435	$606
Franchise and Property Expenses	130	125	137	126	518	123	130	119	140	512	126
Advertising Expenses and Other Services	247	259	276	295	1,077	271	312	326	364	1,273	311
General and Adminstrative Expenses ("G&A")	133	146	156	196	631	175	163	169	197	704	173
(Income) Loss from Equity Method Investments ("EMIs")	13	9	8	14	44	7	11	1	(27)	(8)	(3)
Other Operating Expenses (Income), Net	(16)	(25)	(27)	93	25	17	(7)	10	35	55	(18)
Total Operating Costs and Expenses	**$1,001**	**$1,098**	**$1,165**	**$1,343**	**$4,607**	**$1,143**	**$1,221**	**$1,255**	**$1,352**	**$4,971**	**$1,195**
Income from Operations	$450	$541	$561	$346	$1,898	$447	$554	$582	$468	$2,051	$544
Interest Expense, Net	127	129	133	144	533	142	145	143	152	582	148
Loss on Early Extinguishment of Debt	–	–	–	–	–	–	–	16	–	16	-
Income Before Income Taxes	323	412	428	202	1,365	305	409	423	316	1,453	396
Income Tax Expense (Benefit)	53	66	(102)	(134)	(117)	28	58	59	(410)	(265)	68
Net Income	**$270**	**$346**	**$530**	**$336**	**$1,482**	**$277**	**$351**	**$364**	**$726**	**$1,718**	**$328**
Net Income Attributable to Noncontrolling Interests	87	110	170	107	474	88	110	112	218	528	98
Net Income Attributable to Common Shareholders	**$183**	**$236**	**$360**	**$229**	**$1,008**	**$189**	**$241**	**$252**	**$508**	**$1,190**	**$230**
Earnings per Common Share:											
Basic	$0.59	$0.77	$1.18	$0.75	$3.28	$0.61	$0.77	$0.80	$1.63	$3.82	$0.73
Diluted	$0.59	$0.76	$1.17	$0.74	$3.25	$0.61	$0.77	$0.79	$1.60	$3.76	$0.72
Weighted Average Shares Outstanding (mms):											
Basic	309	308	306	306	307	309	312	314	313	312	314
Diluted	458	455	454	455	455	456	458	459	453	456	453

Note: Beginning 1/1/22, consolidated results exclude BK Russia, with the exception of 2 months of royalties in the first quarter of 2022.

Selected Consolidated Results
Unaudited, $ in millions (nominal)

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Mo. End
	3/31/22	6/30/22	9/30/22	12/31/22	12/31/22	3/31/23	6/30/23	9/30/23	12/31/23	12/31/23	3/31/24
System-wide Sales Growth	13.5%	13.3%	13.4%	11.4%	12.9%	14.7%	14.0%	10.9%	9.6%	12.2%	8.1%
System-wide Sales	$8,858	$9,767	$10,112	$9,934	$38,671	$9,832	$10,946	$11,223	$10,885	$42,886	$10,512
Comparable Sales	7.4%	8.2%	8.6%	7.5%	7.9%	10.3%	9.6%	7.0%	5.8%	8.1%	4.6%
Net Restaurant Growth	4.3%	4.0%	3.9%	4.4%	4.4%	4.2%	4.1%	4.2%	3.9%	3.9%	3.9%
System Restaurant Count at Period End	28,756	28,927	29,148	29,902	29,902	29,956	30,125	30,375	31,070	31,070	31,113
Consolidated P&L											
Sales	$609	$708	$759	$743	$2,819	$668	$744	$771	$767	$2,950	$729
Franchise and Property Revenues	615	676	698	672	$2,661	668	742	753	740	2,903	712
Advertising Revenues and Other Services	227	255	269	274	1,025	254	289	313	313	1,169	298
Total Revenues	**$1,451**	**$1,639**	**$1,726**	**$1,689**	**$6,505**	**$1,590**	**$1,775**	**$1,837**	**$1,820**	**$7,022**	**$1,739**
Cost of Sales	494	584	615	619	2,312	550	612	630	643	2,435	606
Franchise and Property Expenses	130	125	137	126	518	123	130	119	140	512	126
Advertising Expenses and Other Services	247	259	276	295	1,077	271	312	326	364	1,273	311
Segment G&A	129	136	141	155	561	151	156	164	176	647	167
Adjustments:											
Franchise Agreement Amortization	8	8	8	8	32	8	8	7	8	31	8
Cash Distributions Received from EMIs	3	3	5	3	14	3	3	4	4	14	3
AOI	**$462**	**$546**	**$570**	**$506**	**$2,084**	**$505**	**$577**	**$609**	**$509**	**$2,200**	**$540**
Share-based compensation and non-cash incentive compensation expense ("SBC")	27	32	34	43	136	45	47	49	53	194	46
Segment Depreciation and Amortization	41	40	38	39	158	38	41	40	41	160	41
Adjusted EBITDA	**$530**	**$618**	**$642**	**$588**	**$2,378**	**$588**	**$665**	**$698**	**$603**	**$2,554**	**$627**
Organic Growth YoY	*9.2%*	*8.7%*	*8.3%*	*4.0%*	*7.5%*	*15.6%*	*10.3%*	*9.3%*	*2.6%*	*9.3%*	*7.4%*
Disaggregation of Total Revenues											
Sales	$609	$708	$759	$743	$2,819	$668	$744	$771	$767	$2,950	$729
Royalties	403	438	451	445	1,737	442	491	503	484	1,920	473
Property Revenues	188	209	214	202	813	196	220	221	214	851	206
Franchise Fees and Other Revenue	24	29	33	25	111	30	31	29	42	132	33
Advertising Revenues and Other Services	227	255	269	274	1,025	254	289	313	313	1,169	298
Total Revenues	**$1,451**	**$1,639**	**$1,726**	**$1,689**	**$6,505**	**$1,590**	**$1,775**	**$1,837**	**$1,820**	**$7,022**	**$1,739**
Organic Growth YoY	*13.5%*	*15.1%*	*16.5%*	*12.8%*	*14.5%*	*13.9%*	*11.4%*	*7.6%*	*7.7%*	*9.9%*	*9.5%*

Note: Beginning 1/1/22, consolidated results exclude BK Russia, with the exception of 2 months of royalties in the first quarter of 2022. Consolidated SWS growth, NRG and comparable sales do not include results of FHS (which was acquired 12/15/21) for Q1'21-Q3'22.

Tim Hortons ("TH") Segment Results

Unaudited, $ in millions (nominal)

	3 Months Ending 3/31/22	6/30/22	9/30/22	12/31/22	Year-End 12/31/22	3 Months Ending 3/31/23	6/30/23	9/30/23	12/31/23	Year-End 12/31/23	3 Mo. End 3/31/24
System-wide Sales Growth	10.0%	14.8%	11.1%	10.5%	11.7%	16.1%	12.1%	8.1%	9.0%	11.0%	7.8%
System-wide Sales	$1,457	$1,746	$1,828	$1,701	$6,732	$1,596	$1,872	$1,929	$1,849	$7,245	$1,725
Comparable Sales	8.6%	12.5%	10.2%	10.1%	10.4%	14.9%	11.8%	7.6%	8.4%	10.4%	6.9%
Net Restaurant Growth	(0.1%)	(0.4%)	(0.8%)	(1.1%)	(1.1%)	(0.9%)	(0.8%)	(0.4%)	0.1%	0.1%	–
System Restaurant Count at Period End	4,547	4,537	4,521	4,519	4,519	4,507	4,501	4,502	4,525	4,525	4,505
Segment P&L											
Sales	$566	$661	$710	$694	$2,631	$618	$688	$718	$701	$2,725	$637
Franchise and Property Revenues	201	233	245	225	905	213	247	253	241	955	231
Advertising Revenues and Other Services	57	69	72	68	266	62	73	82	76	292	70
Total Revenues	**$825**	**$963**	**$1,026**	**$987**	**$3,801**	**$893**	**$1,008**	**$1,052**	**$1,018**	**$3,972**	**$939**
Cost of Sales	453	537	568	573	2,131	505	562	582	583	2,231	526
Franchise and Property Expenses	81	84	87	80	332	79	85	80	81	325	81
Advertising Expenses and Other Services	68	71	74	69	282	65	78	84	81	309	70
Segment G&A	35	38	36	42	151	37	41	43	47	168	42
Adjustments:											
Franchise Agreement Amortization	2	2	2	2	7	2	2	2	2	6	2
Cash Distributions Received from EMIs	3	3	5	2	13	3	3	4	4	14	3
AOI	**$193**	**$237**	**$269**	**$226**	**$925**	**$212**	**$246**	**$269**	**$231**	**$958**	**$224**
SBC	8	9	9	11	37	12	13	13	14	51	12
Segment Depreciation and Amortization	29	27	26	26	108	25	26	25	25	101	26
Adjusted EBITDA	**$230**	**$273**	**$304**	**$263**	**$1,070**	**$248**	**$285**	**$307**	**$271**	**$1,111**	**$262**
Disaggregation of Total Revenues											
Sales	$566	$661	$710	$694	$2,631	$618	$688	$718	$701	$2,725	$637
Royalties	65	79	82	76	302	71	84	87	82	324	77
Property Revenues	130	149	154	144	577	137	158	161	153	609	147
Franchise Fees and Other Revenue	6	5	9	5	26	6	5	5	6	22	7
Advertising Revenues and Other Services	57	69	72	68	266	62	73	82	76	292	70
Total Revenues	**$825**	**$963**	**$1,026**	**$987**	**$3,801**	**$893**	**$1,008**	**$1,052**	**$1,018**	**$3,972**	**$939**
Average Exchange Rate (CAD)	*0.7895*	*0.7835*	*0.7658*	*0.7368*	*0.7689*	*0.7398*	*0.7447*	*0.7456*	*0.7349*	*0.7413*	*0.7417*
% Change YoY	*(0.0%)*	*(3.8%)*	*(3.5%)*	*(7.2%)*	*(3.6%)*	*(6.3%)*	*(4.9%)*	*(2.6%)*	*(0.3%)*	*(3.6%)*	*0.3%*

Note: Includes results from Tim Hortons in Canada and the U.S. Amounts may not recalculate due to rounding.

Burger King ("BK") Segment Results

Unaudited, $ in millions (nominal)

	3 Months Ending 3/31/22	6/30/22	9/30/22	12/31/22	Year-End 12/31/22	3 Months Ending 3/31/23	6/30/23	9/30/23	12/31/23	Year-End 12/31/23	3 Mo. End 3/31/24
System-wide Sales Growth	0.7%	0.2%	4.6%	5.5%	2.8%	8.5%	8.1%	6.4%	4.9%	6.9%	2.6%
System-wide Sales	$2,481	$2,734	$2,764	$2,768	$10,747	$2,684	$2,949	$2,938	$2,903	$11,474	$2,753
Comparable Sales	(0.3%)	0.5%	3.9%	5.0%	2.3%	8.7%	8.3%	6.6%	6.3%	7.4%	3.8%
Net Restaurant Growth	0.2%	(0.2%)	(0.1%)	(0.6%)	(0.6%)	(1.3%)	(1.8%)	(2.4%)	(3.3%)	(3.3%)	(2.4%)
System Restaurant Count at Period End	7,415	7,388	7,401	7,389	7,389	7,317	7,258	7,224	7,144	7,144	7,139
Segment P&L											
Sales	$16	$17	$19	$18	$70	$19	$24	$21	$33	$97	$58
Franchise and Property Revenues	160	174	180	174	688	172	186	183	189	731	175
Advertising Revenues and Other Services	99	110	111	117	438	106	117	124	123	470	117
Total Revenues	**$275**	**$301**	**$309**	**$310**	**$1,196**	**$297**	**$327**	**$329**	**$345**	**$1,297**	**$350**
Cost of Sales	17	19	19	19	74	17	22	20	31	90	52
Franchise and Property Expenses	34	34	40	37	144	36	32	32	44	144	33
Advertising Expenses and Other Services	107	111	117	134	467	117	131	131	165	543	125
Segment G&A	27	29	33	37	126	34	35	37	39	145	36
Adjustments:											
Franchise Agreement Amortization	3	3	3	3	11	3	3	3	3	11	2
Cash Distributions Received from EMIs	–	–	–	–	–	–	–	–	–	–	–
AOI	**$94**	**$112**	**$103**	**$87**	**$396**	**$96**	**$110**	**$111**	**$69**	**$386**	**$106**
SBC	5	7	8	10	30	10	10	11	9	41	10
Segment Depreciation and Amortization	8	8	8	9	34	9	9	9	9	35	9
Adjusted EBITDA	**$107**	**$128**	**$119**	**$105**	**$459**	**$115**	**$129**	**$131**	**$87**	**$462**	**$125**
Disaggregation of Total Revenues											
Sales	$16	$17	$19	$18	$70	$19	$24	$21	$33	$97	$58
Royalties	103	115	116	116	450	113	125	124	121	483	116
Property Revenues	54	56	57	54	222	55	57	57	58	227	56
Franchise Fees and Other Revenue	3	3	7	4	16	3	4	3	10	20	3
Advertising Revenues and Other Services	99	110	111	117	438	106	117	124	123	470	117
Total Revenues	**$275**	**$301**	**$309**	**$310**	**$1,196**	**$297**	**$327**	**$329**	**$345**	**$1,297**	**$350**
Reclaim the Flame Investment											
Fuel the Flame - Marketing (Advertising Expense)	–	–	–	$9	$9	$6	$10	–	$37	$53	$5
Fuel the Flame - Digital (Other Services Expense)	–	–	–	4	4	1	2	2	3	8	1
Royal Reset - Refresh (Capex & D&A)	–	–	–	15	15	1	9	6	8	24	10
Royal Reset - Remodel (Working Capital & Royalties)	–	–	–	3	3	6	1	3	8	19	9

Note: Includes results from Burger King in the U.S. and Canada. Amounts may not recalculate due to rounding.

Popeyes Louisiana Kitchen ("PLK") Segment Results
Unaudited, $ in millions (nominal)

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Mo. End
	3/31/22	6/30/22	9/30/22	12/31/22	12/31/22	3/31/23	6/30/23	9/30/23	12/31/23	12/31/23	3/31/24
System-wide Sales Growth	1.2%	6.4%	8.1%	6.5%	5.6%	9.6%	9.9%	11.2%	11.2%	10.5%	10.4%
System-wide Sales	$1,259	$1,359	$1,369	$1,351	$5,338	$1,374	$1,488	$1,520	$1,503	$5,886	$1,517
Comparable Sales	(4.7%)	(0.4%)	1.1%	1.7%	(0.6%)	3.6%	4.4%	5.6%	5.5%	4.8%	5.7%
Net Restaurant Growth	6.6%	6.5%	6.9%	6.7%	6.7%	6.3%	5.6%	5.3%	4.9%	4.9%	4.7%
System Restaurant Count at Period End	3,068	3,118	3,162	3,235	3,235	3,260	3,294	3,329	3,394	3,394	3,412
Segment P&L											
Sales	$17	$20	$21	$20	$78	$21	$22	$22	$24	$89	$23
Franchise and Property Revenues	66	75	72	72	284	73	82	80	79	314	80
Advertising Revenues and Other Services	59	63	64	70	256	66	69	75	79	289	75
Total Revenues	**$142**	**$158**	**$157**	**$162**	**$619**	**$159**	**$173**	**$177**	**$182**	**$692**	**$178**
Cost of Sales	16	19	19	18	72	19	20	20	22	80	19
Franchise and Property Expenses	2	5	2	2	11	2	6	2	2	12	2
Advertising Expenses and Other Services	60	64	65	71	261	67	70	77	81	295	76
Segment G&A	17	17	18	20	72	21	22	21	22	86	22
Adjustments:											
Franchise Agreement Amortization	1	1	1	1	2	1	1	1	1	2	1
Cash Distributions Received from EMIs	–	–	–	–	–	–	–	–	–	–	–
AOI	**$47**	**$54**	**$52**	**$52**	**$205**	**$51**	**$56**	**$58**	**$56**	**$221**	**$58**
SBC	4	5	5	6	20	6	7	6	7	26	7
Segment Depreciation and Amortization	2	2	2	2	8	2	2	2	2	9	2
Adjusted EBITDA	**$53**	**$60**	**$59**	**$60**	**$232**	**$59**	**$65**	**$67**	**$66**	**$257**	**$67**
Disaggregation of Total Revenues											
Sales	$17	$20	$21	$20	$78	$21	$22	$22	$24	$89	$23
Royalties	62	67	67	67	263	68	73	75	74	291	75
Property Revenues	3	3	3	3	12	3	3	3	3	13	3
Franchise Fees and Other Revenue	1	5	1	2	8	1	5	2	2	10	2
Advertising Revenues and Other Services	59	63	64	70	256	66	69	75	79	289	75
Total Revenues	**$142**	**$158**	**$157**	**$162**	**$619**	**$159**	**$173**	**$177**	**$182**	**$692**	**$178**

Note: Includes results from Popeyes in the U.S. and Canada. Amounts may not recalculate due to rounding.

Firehouse Subs ("FHS") Segment Results

Unaudited, $ in millions (nominal)

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Mo. End
	3/31/22	6/30/22	9/30/22	12/31/22	12/31/22	3/31/23	6/30/23	9/30/23	12/31/23	12/31/23	3/31/24
System-wide Sales Growth	7.4%	2.2%	3.8%	3.9%	4.2%	8.7%	5.1%	6.7%	7.8%	7.1%	4.3%
System-wide Sales	$272	$292	$289	$301	$1,154	$289	$303	$304	$298	$1,194	$301
Comparable Sales	4.2%	(1.4%)	0.0%	0.4%	0.6%	6.2%	2.2%	3.5%	3.5%	3.8%	0.3%
Net Restaurant Growth	1.8%	2.5%	2.5%	2.4%	2.4%	2.2%	2.0%	2.5%	3.0%	3.0%	3.6%
System Restaurant Count at Period End	1,219	1,233	1,234	1,242	1,242	1,233	1,244	1,251	1,265	1,265	1,277
Segment P&L											
Sales	$10	$10	$9	$11	$40	$10	$10	$10	$10	$39	$10
Franchise and Property Revenues	20	22	21	22	85	23	24	27	26	99	25
Advertising Revenues and Other Services	1	1	8	3	13	4	14	15	15	48	15
Total Revenues	**$31**	**$33**	**$38**	**$36**	**$138**	**$37**	**$48**	**$51**	**$51**	**$187**	**$50**
Cost of Sales	8	9	9	9	35	8	9	8	8	34	9
Franchise and Property Expenses	2	2	2	1	7	2	2	4	1	9	2
Advertising Expenses and Other Services	0	1	7	4	12	5	14	15	15	49	15
Segment G&A	12	13	14	13	52	13	13	14	18	58	14
Adjustments:											
Franchise Agreement Amortization	–	1	0	0	1	–	–	–	–	1	–
Cash Distributions Received from EMIs	–	–	–	–	–	–	–	–	–	–	–
AOI	**$8**	**$8**	**$9**	**$8**	**$33**	**$9**	**$11**	**$10**	**$8**	**$38**	**$10**
SBC	1	2	2	3	8	3	4	4	6	17	3
Segment Depreciation and Amortization	1	1	1	1	3	1	1	1	1	3	1
Adjusted EBITDA	**$10**	**$11**	**$11**	**$12**	**$44**	**$13**	**$15**	**$15**	**$15**	**$58**	**$14**
Disaggregation of Total Revenues											
Sales	$10	$10	$9	$11	$40	$10	$10	$10	$10	$39	$10
Royalties	16	17	16	18	66	17	18	17	17	69	17
Property Revenues	–	–	–	–	–	–	–	–	–	–	–
Franchise Fees and Other Revenue	5	5	5	5	19	6	6	9	10	31	8
Advertising Revenues and Other Services	1	1	8	3	13	4	14	15	15	48	15
Total Revenues	**$31**	**$33**	**$38**	**$36**	**$138**	**$37**	**$48**	**$51**	**$51**	**$187**	**$50**

Note: For 2022, FHS system-wide sales growth, system-wide sales, comparable sales and net restaurant growth are for the period from 12/27/21 through 12/31/22. FHS system-wide sales and restaurant count include 14 FHS restaurants in Puerto Rico ("FHS PR") in 2022 but exclude in 2023. For the purpose of calculating FHS system-wide sales growth, net restaurant growth and comparable sales, we exclude FHS PR in both the current and prior year periods. Amounts may not recalculate due to rounding.

International ("INTL") Segment Results
Unaudited, $ in millions (nominal)

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Mo. End
	3/31/22	6/30/22	9/30/22	12/31/22	12/31/22	3/31/23	6/30/23	9/30/23	12/31/23	12/31/23	3/31/24
System-wide Sales Growth	33.8%	28.2%	24.2%	18.5%	25.6%	21.6%	21.5%	15.6%	12.8%	17.6%	11.6%
System-wide Sales	$3,389	$3,636	$3,862	$3,813	$14,700	$3,889	$4,334	$4,532	$4,332	$17,087	$4,216
Comparable Sales	20.1%	17.3%	14.9%	10.5%	15.4%	12.6%	12.0%	7.7%	4.6%	9.0%	4.2%
Net Restaurant Growth	8.1%	7.8%	7.3%	9.1%	9.1%	8.9%	9.2%	9.5%	8.9%	8.9%	8.4%
System Restaurant Count at Period End	12,507	12,651	12,830	13,517	13,517	13,639	13,828	14,069	14,742	14,742	14,780
Segment P&L											
Sales	–	–	–	–	–	–	–	–	–	–	–
Franchise and Property Revenues	167	172	182	178	699	187	203	210	204	804	201
Advertising Revenues and Other Services	11	12	13	15	51	16	16	18	21	70	21
Total Revenues	**$178**	**$183**	**$195**	**$194**	**$750**	**$203**	**$219**	**$228**	**$224**	**$874**	**$222**
Cost of Sales	–	–	–	–	–	–	–	–	–	–	–
Franchise and Property Expenses	11	0	6	6	24	5	5	1	12	22	8
Advertising Expenses and Other Services	11	12	14	16	54	18	18	20	21	77	23
Segment G&A	38	39	40	43	160	46	45	49	50	190	53
Adjustments:											
Franchise Agreement Amortization	3	3	3	3	10	3	3	3	3	11	3
Cash Distributions Received from EMIs	–	–	–	1	1	–	–	–	–	–	–
AOI	**$120**	**$135**	**$137**	**$133**	**$525**	**$137**	**$154**	**$161**	**$145**	**$597**	**$142**
SBC	8	10	11	13	41	14	13	14	17	58	14
Segment Depreciation and Amortization	1	2	1	2	7	2	3	3	3	11	3
Adjusted EBITDA	**$130**	**$146**	**$149**	**$148**	**$573**	**$153**	**$171**	**$178**	**$164**	**$666**	**$159**
Disaggregation of Total Revenues											
Sales	–	–	–	–	–	–	–	–	–	–	–
Royalties	156	161	170	168	655	173	192	199	189	753	188
Property Revenues	1	1	1	1	2	1	–	–	1	2	–
Franchise Fees and Other Revenue	10	10	12	10	42	14	10	11	14	49	13
Advertising Revenues and Other Services	11	12	13	15	51	16	16	18	21	70	21
Total Revenues	**$178**	**$183**	**$195**	**$194**	**$750**	**$203**	**$219**	**$228**	**$224**	**$874**	**$222**
Average Exchange Rate (EUR)	*1.1226*	*1.0649*	*1.0068*	*1.0215*	*1.0539*	*1.0731*	*1.0891*	*1.0879*	*1.0767*	*1.0817*	*1.0857*
% Change YoY	*(6.9%)*	*(11.7%)*	*(14.6%)*	*(10.7%)*	*(10.9%)*	*(4.4%)*	*2.3%*	*8.1%*	*5.4%*	*2.6%*	*1.2%*

Note: INTL excludes results from the U.S. and Canada. Beginning 1/1/22, INTL results exclude BK Russia, with the exception of 2 months of royalties in Q1'2022. INTL excludes FHS PR from 1/1/22 to 12/31/22. FHS PR was reclassified to INTL on 1/1/23. Amounts may not recalculate due to rounding.

Supplemental Operational Information
Home Market and International Results by Brand

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Mo. End
	3/31/22	6/30/22	9/30/22	12/31/22	12/31/22	3/31/23	6/30/23	9/30/23	12/31/23	12/31/23	3/31/24
System-wide Sales Growth											
TH - Canada	11.7%	16.7%	12.1%	11.2%	12.9%	16.6%	12.8%	8.5%	9.3%	11.5%	8.3%
BK - US	0.2%	(0.3%)	4.4%	5.3%	2.4%	8.1%	7.9%	6.0%	4.6%	6.6%	2.4%
PLK - US	0.6%	6.0%	7.7%	6.1%	5.1%	9.1%	9.4%	11.0%	11.2%	10.2%	10.2%
FHS - US	6.7%	1.6%	3.3%	4.0%	3.9%	7.4%	4.8%	6.6%	7.4%	6.9%	3.3%
International:											
TH	83.0%	54.7%	66.5%	44.6%	60.2%	44.3%	67.5%	34.1%	21.4%	39.7%	10.8%
BK	32.2%	26.5%	21.7%	16.0%	23.6%	19.1%	18.5%	13.2%	10.4%	15.1%	9.4%
PLK	46.9%	60.5%	67.1%	66.3%	60.8%	66.7%	66.4%	60.2%	55.0%	61.4%	54.5%
FHS	–	–	–	–	–	8.9%	3.1%	16.6%	51.2%	18.3%	20.5%
System-wide Sales (in US$ millions)											
TH - Canada	$1,301	$1,568	$1,645	$1,518	$6,032	$1,420	$1,683	$1,737	$1,654	$6,494	$1,542
BK - US	2,375	2,611	2,641	2,651	10,278	2,568	2,816	2,800	2,773	10,957	2,631
PLK - US	1,184	1,275	1,280	1,262	5,001	1,292	1,395	1,421	1,404	5,511	1,424
FHS - US	260	278	276	288	1,102	276	289	290	283	1,138	286
International:											
TH	$99	$92	$117	$124	$431	$136	$152	$159	$153	$600	$150
BK	3,166	3,400	3,582	3,507	13,656	3,557	3,952	4,125	3,911	15,545	3,790
PLK	124	144	163	182	613	193	226	244	264	927	272
FHS	–	–	–	–	–	3	4	4	4	15	4
Comparable Sales											
TH - Canada	10.1%	14.2%	11.1%	11.0%	11.6%	15.5%	12.5%	8.1%	8.7%	10.9%	7.5%
BK - US	(0.5%)	0.4%	4.0%	5.0%	2.2%	8.7%	8.3%	6.6%	6.4%	7.5%	3.9%
PLK - US	(4.6%)	(0.1%)	1.3%	1.5%	(0.5%)	3.4%	4.2%	5.6%	5.8%	4.8%	6.2%
FHS - US	4.5%	(1.2%)	0.3%	1.0%	1.1%	6.7%	2.6%	3.9%	3.8%	4.2%	0.3%
International:											
TH	4.4%	4.8%	1.9%	(4.3%)	0.9%	(3.0%)	3.3%	(4.5%)	(6.3%)	(3.1%)	(10.7%)
BK	20.3%	17.2%	14.7%	10.2%	15.3%	12.5%	11.7%	7.6%	4.6%	8.9%	4.2%
PLK	23.3%	28.7%	31.6%	29.2%	28.4%	29.8%	27.4%	21.0%	14.9%	22.5%	18.3%
FHS	–	–	–	–	–	1.1%	(2.7%)	(1.8%)	(7.6%)	(2.9%)	(4.0%)

Note: INTL results exclude U.S. for TH and Canada for BK, PLK and FHS. FHS INTL excludes Puerto Rico from 1/1/22 to 12/31/22. Restaurants in Puerto Rico were reclassified to INTL beginning 1/1/23.

Supplemental Operational Information
Home Market and International Results by Brand (Continued)

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Mo. End
	3/31/22	6/30/22	9/30/22	12/31/22	12/31/22	3/31/23	6/30/23	9/30/23	12/31/23	12/31/23	3/31/24
Net Restaurant Growth											
TH - Canada	(0.2%)	(0.5%)	(1.0%)	(1.3%)	(1.3%)	(1.2%)	(1.0%)	(0.6%)	(0.1%)	(0.1%)	(0.3%)
BK - US	(0.1%)	(0.5%)	(0.4%)	(0.9%)	(0.9%)	(1.7%)	(2.2%)	(2.8%)	(3.7%)	(3.7%)	(2.8%)
PLK - US	5.7%	6.0%	6.1%	6.1%	6.1%	5.9%	5.1%	5.0%	4.5%	4.5%	4.0%
FHS - US	1.0%	1.9%	2.2%	2.0%	2.0%	1.6%	1.2%	1.8%	0.7%	0.7%	2.5%
International:											
TH	77.3%	60.1%	52.2%	50.1%	50.1%	44.0%	42.5%	35.6%	21.0%	21.0%	18.0%
BK	4.8%	4.8%	4.3%	5.3%	5.3%	5.1%	5.2%	5.6%	5.7%	5.7%	5.5%
PLK	13.9%	15.4%	18.0%	27.0%	27.0%	30.6%	33.0%	36.3%	37.5%	37.5%	32.1%
FHS	–	–	–	–	–	7.7%	15.4%	15.4%	21.4%	21.4%	35.7%
System Restaurant Count at Period End											
TH - Canada	3,928	3,917	3,899	3,896	3,896	3,882	3,878	3,874	3,894	3,894	3,872
BK - US	7,088	7,058	7,062	7,042	7,042	6,964	6,900	6,864	6,778	6,778	6,771
PLK - US	2,784	2,827	2,858	2,921	2,921	2,947	2,972	3,000	3,051	3,051	3,065
FHS - US	1,169	1,181	1,180	1,187	1,187	1,174	1,182	1,188	1,195	1,195	1,203
International:											
TH	773	815	884	1,081	1,081	1,113	1,161	1,199	1,308	1,308	1,313
BK	11,031	11,103	11,180	11,580	11,580	11,594	11,677	11,811	12,240	12,240	12,235
PLK	703	733	766	856	856	918	975	1,044	1,177	1,177	1,213
FHS	–	–	–	–	–	14	15	15	17	17	19

Note: INTL results exclude U.S. for TH and Canada for BK, PLK and FHS. FHS INTL excludes Puerto Rico from 1/1/22 to 12/31/22. Restaurants in Puerto Rico were reclassified to INTL beginning 1/1/23.

Reconciliation of Income from Operations to AOI, Net Income to Adjusted EBITDA and Segment G&A to G&A
$ in millions (nominal)

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Mo. End
	3/31/22	6/30/22	9/30/22	12/31/22	12/31/22	3/31/23	6/30/23	9/30/23	12/31/23	12/31/23	3/31/24
Income from Operations	$450	$541	$561	$346	$1,898	$447	$554	$582	$468	$2,051	$544
Franchise Agreement Amortization	8	8	8	8	32	8	8	7	8	31	8
CRG Transaction Costs	–	–	–	–	–	–	–	–	–	–	4
FHS Transaction Costs	1	4	3	16	24	19	–	–	–	19	–
Corporate Restructuring and Advisory Fees	3	6	12	25	46	5	7	5	21	38	2
Impact of Equity Method Investments	16	12	13	18	59	9	15	5	(23)	6	–
Other Operating Expenses (Income), net	(16)	(25)	(27)	93	25	17	(7)	10	35	55	(18)
AOI	$462	$546	$570	$506	$2,084	$505	$577	$609	$509	$2,200	$540
Tim Hortons	$193	$237	$269	$226	$925	$212	$246	$269	$231	$958	$224
Burger King	94	112	103	87	396	96	110	111	69	386	106
Popeyes	47	54	52	52	205	51	56	58	56	221	58
Firehouse	8	8	9	8	33	9	11	10	8	38	10
International	120	135	137	133	525	137	154	161	145	597	142
Consolidated	$462	$546	$570	$506	$2,084	$505	$577	$609	$509	$2,200	$540
Segment G&A	$129	$136	$141	$155	$561	$151	$156	$164	$176	$647	$167
CRG Transaction Costs	–	–	–	–	–	–	–	–	–	–	4
FHS Transaction Costs	1	4	3	16	24	19	–	–	–	19	–
Corporate Restructuring and Advisory Fees	3	6	12	25	46	5	7	5	21	38	2
General and Administrative Expenses	$133	$146	$156	$196	$631	$175	$163	$169	$197	$704	$173
Net Income	$270	$346	$530	$336	$1,482	$277	$351	$364	$726	$1,718	$328
Income Tax (Benefit) Expense	53	66	(102)	(134)	(117)	28	58	59	(410)	(265)	68
Loss on Early Extinguishment of Debt	–	–	–	–	–	–	–	16	–	16	–
Interest Expense, net	127	129	133	144	533	142	145	143	152	582	148
Income from Operations	$450	$541	$561	$346	$1,898	$447	$554	$582	$468	$2,051	$544
Franchise Agreement Amortization ("FAA")	8	8	8	8	32	8	8	7	8	31	8
CRG Transaction Costs	–	–	–	–	–	–	–	–	–	–	4
FHS Transaction Costs	1	4	3	16	24	19	–	–	–	19	–
Corporate Restructuring and Advisory Fees	3	6	12	25	46	5	7	5	21	38	2
Impact of Equity Method Investments	16	12	13	18	59	9	15	5	(23)	6	–
Other Operating Expenses (Income), net	(16)	(25)	(27)	93	25	17	(7)	10	35	55	(18)
Depreciation and Amortization, Excluding FAA	41	40	38	39	158	38	41	40	41	160	41
SBC	27	32	34	43	136	45	47	49	53	194	46
Adjusted EBITDA	$530	$618	$642	$588	$2,378	$588	$665	$698	$603	$2,554	$627

Reconcilation of Net Income to Adjusted Net Income and Adjusted Diluted EPS
$ in millions except per share data

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Mo. End
	3/31/22	6/30/22	9/30/22	12/31/22	12/31/22	3/31/23	6/30/23	9/30/23	12/31/23	12/31/23	3/31/24
Net Income	$270	$346	$530	$336	$1,482	$277	$351	$364	$726	$1,718	$328
Income Tax (Benefit) Expense	53	66	(102)	(134)	(117)	28	58	59	(410)	(265)	68
Income Before Income Taxes	$323	$412	$428	$202	$1,365	$305	$409	$423	$316	$1,453	$396
Adjustments:											
Franchise Agreement Amortization	$8	$8	$8	$8	$32	$8	$8	$7	$8	$31	$8
Amortization of Deferred Financing Costs and Debt Issuance Discount	7	7	7	7	28	7	7	7	6	27	6
Interest Expense and Loss on Extinguished Debt	16	16	16	16	64	12	13	28	12	65	3
CRG Transaction Costs	–	–	–	–	–	–	–	–	–	–	4
FHS Transaction Costs	1	4	3	16	24	19	–	–	–	19	–
Corporate Restructuring and Advisory Fees	3	6	12	25	46	5	7	5	21	38	2
Impact of Equity Method Investments	16	12	13	18	59	9	15	5	(23)	6	–
Other Operating Expenses (Income), net	(16)	(25)	(27)	93	25	17	(7)	10	35	55	(18)
Total Adjustments	$35	$28	$32	$183	$278	$77	$43	$62	$59	$241	$5
Adjusted Income Before Income Taxes	$358	$440	$460	$385	$1,643	$382	$452	$485	$375	$1,694	$401
Adjusted Income Tax Expense	63	67	24	59	213	42	65	72	35	214	70
Adjusted Net Income	$295	$373	$436	$326	$1,430	$340	$387	$413	$340	$1,480	$331
Adjusted Diluted Earnings per Share	$0.64	$0.82	$0.96	$0.72	$3.14	$0.75	$0.85	$0.90	$0.75	$3.24	$0.73
Weighted Average Diluted Shares Outstanding	458	455	454	455	455	456	458	459	453	456	453

Net Leverage, Reconciliation of Free Cash Flow and Net Interest Paid

$ in millions

Balance Sheet and Leverage	As of 3/31/22	As of 6/30/22	As of 9/30/22	As of 12/31/22	Year-End 12/31/22	As of 3/31/23	As of 6/30/23	As of 9/30/23	As of 12/31/23	Year-End 12/31/23	As of 3/31/24
Net Leverage											
Long-Term Debt, net of Current Portion	$12,903	$12,881	$12,853	$12,839	$12,839	$12,821	$12,801	$12,862	$12,854	$12,854	$12,832
Finance Leases, net of Current Portion	337	326	310	311	311	310	315	305	312	312	308
Current Portion of Long-Term Debt and Finance Leases	105	112	117	127	127	128	132	87	101	101	110
Unamortized Deferred Financing Costs and Deferred Issue Discount	131	125	118	111	111	105	98	128	122	122	117
Total Debt	**$13,476**	**$13,444**	**$13,398**	**$13,388**	**$13,388**	**$13,364**	**$13,346**	**$13,382**	**$13,389**	**$13,389**	**$13,367**
Cash and Cash Equivalents	895	838	946	1,178	1,178	1,033	1,213	1,310	1,139	1,139	1,049
Net Debt	**$12,581**	**$12,606**	**$12,452**	**$12,210**	**$12,210**	**$12,331**	**$12,133**	**$12,072**	**$12,250**	**$12,250**	**$12,318**
LTM Adjusted EBITDA	2,298	2,339	2,374	2,378	2,378	2,436	2,483	2,539	2,554	2,554	2,593
Adjusted EBITDA Net Leverage	**5.5x**	**5.4x**	**5.2x**	**5.1x**	**5.1x**	**5.1x**	**4.9x**	**4.8x**	**4.8x**	**4.8x**	**4.8x**

Free Cash Flow and Net Interest Paid	3 Months Ending 3/31/22	3 Months Ending 6/30/22	3 Months Ending 9/30/22	3 Months Ending 12/31/22	Year-End 12/31/22	3 Months Ending 3/31/23	3 Months Ending 6/30/23	3 Months Ending 9/30/23	3 Months Ending 12/31/23	Year-End 12/31/23	3 Mo. End 3/31/24
Free Cash Flow											
Net Cash Provided by Operating Activities	$234	$435	$398	$423	$1,490	$95	$392	$433	$403	$1,323	$148
Payments for Property and Equipment	(10)	(18)	(24)	(48)	(100)	(18)	(30)	(25)	(47)	(120)	(26)
Free Cash Flow	**$224**	**$417**	**$374**	**$375**	**$1,390**	**$77**	**$362**	**$408**	**$356**	**$1,203**	**$122**
Net Interest Paid											
Interest Paid	$75	134	$109	$169	$487	$163	$217	$164	$217	$761	$170
Proceeds (Payments) from Derivatives, net within Investing Activities	3	5	10	45	63	11	12	12	71	106	16
Proceeds (Payments) from Derivatives, net within Financing Activities	(6)	–	14	26	34	29	34	37	41	141	28
Interest Income	–	1	2	4	7	7	9	13	11	40	11
Net Interest Paid	**$78**	**$128**	**$83**	**$94**	**$383**	**$116**	**$162**	**$102**	**$94**	**$474**	**$115**

Note: Please see quarterly earnings releases for LTM Adjusted EBITDA reconciliations.

Reconcilation of Organic Revenue, Organic Adjusted Operating Income and Organic Adjusted EBITDA Growth

$ in millions

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Mo. End
	3/31/22	6/30/22	9/30/22	12/31/22	12/31/22	3/31/23	6/30/23	9/30/23	12/31/23	12/31/23	3/31/24
Organic Revenue Growth											
Total Revenues Current Year Period	$1,451	$1,639	$1,726	$1,689	$6,505	$1,590	$1,775	$1,837	$1,820	$7,022	$1,739
- Total Revenues Prior Year Period	1,260	1,438	1,495	1,546	5,739	1,451	1,639	1,726	1,689	6,505	1,590
= $ Variance (Nominal)	**$191**	**$201**	**$231**	**$143**	**$766**	**$139**	**$136**	**$111**	**$131**	**$517**	**$149**
- FHS Impact	31	33	38	31	133	–	–	–	–	–	–
- Impact of FX Movements	(8)	(42)	(48)	(76)	(174)	(56)	(44)	(19)	1	(118)	(1)
= Organic Growth $	**$168**	**$210**	**$241**	**$188**	**$807**	**$195**	**$180**	**$130**	**$130**	**$635**	**$150**
Organic Revenue Growth %	13.5%	15.1%	16.5%	12.8%	14.5%	13.9%	11.4%	7.6%	7.7%	9.9%	9.5%
Organic AOI Growth											
Total AOI Current Year Period						$505	$577	$609	$509	$2,200	$540
- Total AOI Prior Year Period						462	546	570	506	2,084	505
= $ Variance (Nominal)						**$43**	**$31**	**$39**	**$3**	**$116**	**$35**
- Impact of FX Movements						(19)	(14)	(4)	0	(37)	(5)
= Organic Growth $						**$62**	**$45**	**$43**	**$3**	**$153**	**$40**
Organic AOI Growth %						14.1%	8.9%	7.6%	0.5%	7.5%	7.7%
Organic Adjusted EBITDA Growth											
Total Adjusted EBITDA Current Year Period	$530	$618	$642	$588	$2,378	$588	$665	$698	$603	$2,554	$627
- Total Adjusted EBITDA Prior Year Period	480	577	607	584	2,248	530	618	642	588	2,378	588
= $ Variance (Nominal)	**$50**	**$41**	**$35**	**$4**	**$130**	**$58**	**$47**	**$56**	**$15**	**$176**	**$39**
- FHS Impact	14	13	13	14	54	–	–	–	–	–	–
- Impact of FX Movements	(7)	(21)	(26)	(31)	(85)	(21)	(15)	(4)	0	(41)	(4)
= Organic Growth $	**$43**	**$49**	**$48**	**$21**	**$161**	**$79**	**$62**	**$60**	**$15**	**$217**	**$43**
Organic Adjusted EBITDA Growth %	9.2%	8.7%	8.3%	4.0%	7.5%	15.6%	10.3%	9.3%	2.6%	9.3%	7.4%

Note: Percentage changes may not recalculate due to rounding.

Non-GAAP Financial Measure Definitions

Non-GAAP Financial Measure	Definition
Adjusted Operating Income ("AOI")	Income from operations adjusted to exclude (i) franchise agreement amortization ("FAA") as a result of acquisition accounting, (ii) (income) loss from equity method investments, net of cash distributions received from equity method investments, (iii) other operating expenses (income), net and, (iv) income/expenses from non-recurring projects and non-operating activities. For the periods referenced in the following financial results, income/expenses from non-recurring projects and non-operating activities included (i) non-recurring fees and expense incurred in connection with the Firehouse Acquisition consisting of professional fees, compensation-related expenses and integration costs ("FHS Transaction costs"); and (ii) non-operating costs from professional advisory and consulting services associated with certain transformational corporate restructuring initiatives that rationalize our structure and optimize cash movements as well as services related to significant tax reform legislation and regulations ("Corporate restructuring and advisory fees"). Management believes that these types of expenses are either not related to our underlying profitability drivers or not likely to re-occur in the foreseeable future and the varied timing, size and nature of these projects may cause volatility in our results unrelated to the performance of our core business that does not reflect trends of our core operations. AOI is used by management to measure operating performance of the business, excluding these other specifically identified items that management believes are not relevant to management's assessment of our operating performance. AOI, as defined above, also represents our measure of segment income for each of our five operating segments.
EBITDA	Earnings (net income or loss) before interest expense, net, (gain) loss on early extinguishment of debt, income tax (benefit) expense, and depreciation and amortization and is used by management to measure operating performance of the business.
Adjusted EBITDA	EBITDA excluding (i) the non-cash impact of share-based compensation and non-cash incentive compensation expense, (ii) (income) loss from equity method investments, net of cash distributions received from equity method investments, (iii) other operating expenses (income), net, and (iv) income or expense from non-recurring projects and non-operating activities (as described above).
LTM Adjusted EBITDA	Adjusted EBITDA for the last twelve-month period to the date reported.
Adjusted Net Income	Net income excluding (i) franchise agreement amortization as a result of acquisition accounting, (ii) amortization of deferred financing costs and debt issuance discount, (iii) loss on early extinguishment of debt and interest expense, which represents non-cash interest expense related to losses reclassified from accumulated comprehensive income (loss) into interest expense in connection with interest rate swaps de-designated in May 2015, November 2019 and September 2021, (iv) (income) loss from equity method investments, net of cash distributions received from equity method investments, (v) other operating expenses (income), net, and (vi) income or expense from non-recurring projects and non-operating activities (as described above).
Adjusted Diluted EPS	Calculated by dividing Adjusted Net Income by the weighted average diluted shares outstanding of RBI during the reporting period. Adjusted Net Income and Adjusted Diluted EPS are used by management to evaluate the operating performance of the business, excluding certain non-cash and other specifically identified items that management believes are not relevant to management's assessment of operating performance
Free Cash Flow	Total of Net cash provided by operating activities minus Payments for property and equipment. Free Cash Flow is a liquidity measure used by management as one factor in determining the amount of cash that is available for working capital needs or other uses of cash, however, it does not represent residual cash flows available for discretionary expenditures. LTM Free Cash Flow is defined as Free Cash Flow for the last twelve-month period to the date reported
Net Interest Paid	Total of cash interest paid in the period, cash proceeds (payments) related to derivatives, net from both investing activities and financing activities and cash interest income received. This liquidity measure is used by management to understand the net effect of interest paid, received and related hedging payments and receipts