Trending Schedules

August 8, 2024

Included Within:

Consolidated Operational Highlights; Consolidated Statement of Operations; Consolidated Segment Results; Revenues by Segment; Tim Hortons Segment Results; Burger King Segment Results; Popeyes Segment Results; Firehouse Segment Results; International Segment Results; Restaurant Holdings 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 Interest Expense to Adjusted Interest Expense and 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, AOI and Adjusted EBITDA Growth; Non-GAAP Definitions

Consolidated Operational Highlights
Unaudited

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Months Ending	
	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	6/30/24
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%	5.4%
BK	0.7%	0.2%	4.6%	5.5%	2.8%	8.5%	8.1%	6.4%	4.9%	6.9%	2.6%	(0.7%)
PLK	1.2%	6.4%	8.1%	6.5%	5.6%	9.6%	9.9%	11.2%	11.2%	10.5%	10.4%	4.6%
FHS	–	–	–	–	–	9.4%	6.4%	7.0%	8.0%	7.7%	3.7%	3.3%
INTL	33.8%	28.2%	24.2%	18.5%	25.6%	21.6%	21.5%	15.6%	12.8%	17.6%	11.6%	9.2%
Consolidated	**13.5%**	**13.3%**	**13.4%**	**11.4%**	**12.9%**	**14.7%**	**14.0%**	**10.9%**	**9.6%**	**12.2%**	**8.1%**	**5.0%**
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	$1,939
BK	2,481	2,734	2,764	2,768	10,747	2,684	2,949	2,938	2,903	11,474	2,753	2,925
PLK	1,259	1,359	1,369	1,351	5,338	1,374	1,488	1,520	1,503	5,886	1,517	1,555
FHS	272	292	289	301	1,154	291	306	305	299	1,201	301	316
INTL	3,389	3,636	3,862	3,813	14,700	3,889	4,334	4,532	4,332	17,087	4,216	4,517
Consolidated	**$8,858**	**$9,767**	**$10,112**	**$9,934**	**$38,671**	**$9,834**	**$10,949**	**$11,224**	**$10,886**	**$42,893**	**$10,512**	**$11,252**
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%	4.6%
BK	(0.3%)	0.5%	3.9%	5.0%	2.3%	8.7%	8.3%	6.6%	6.3%	7.4%	3.8%	(0.1%)
PLK	(4.7%)	(0.4%)	1.1%	1.7%	(0.6%)	3.6%	4.4%	5.6%	5.5%	4.8%	5.7%	0.5%
FHS	–	–	–	–	–	6.3%	3.4%	3.6%	3.5%	4.2%	0.2%	(0.1%)
INTL	20.1%	17.3%	14.9%	10.5%	15.4%	12.6%	12.0%	7.7%	4.6%	9.0%	4.2%	2.6%
Consolidated	**7.4%**	**8.2%**	**8.6%**	**7.5%**	**7.9%**	**10.3%**	**9.6%**	**7.0%**	**5.8%**	**8.1%**	**4.6%**	**1.9%**
Net Restaurant Growth												
TH	(0.1%)	(0.4%)	(0.8%)	(1.1%)	(1.1%)	(0.9%)	(0.8%)	(0.4%)	0.1%	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%)	(1.7%)
PLK	6.6%	6.5%	6.9%	6.7%	6.7%	6.3%	5.6%	5.3%	4.9%	4.9%	4.7%	4.3%
FHS	–	–	–	2.4%	2.4%	2.2%	2.0%	2.5%	3.0%	3.0%	3.6%	3.5%
INTL	8.1%	7.8%	7.3%	9.1%	9.1%	8.9%	9.2%	9.5%	8.9%	8.9%	8.4%	8.2%
Consolidated	**4.3%**	**4.0%**	**3.9%**	**4.4%**	**4.4%**	**4.2%**	**4.1%**	**4.2%**	**3.9%**	**3.9%**	**3.9%**	**4.0%**
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	4,507
BK	7,415	7,388	7,401	7,389	7,389	7,317	7,258	7,224	7,144	7,144	7,139	7,133
PLK	3,068	3,118	3,162	3,235	3,235	3,260	3,294	3,329	3,394	3,394	3,412	3,437
FHS	1,219	1,233	1,234	1,242	1,242	1,233	1,244	1,251	1,265	1,265	1,277	1,288
INTL	12,507	12,651	12,830	13,517	13,517	13,639	13,828	14,069	14,742	14,742	14,780	14,959
Consolidated	**28,756**	**28,927**	**29,148**	**29,902**	**29,902**	**29,956**	**30,125**	**30,375**	**31,070**	**31,070**	**31,113**	**31,324**

Note: Beginning 1/1/22, consolidated and INTL results exclude BK Russia. 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. 2023 comparable sales and system wide sales amounts for FHS have been revised to make immaterial corrections and provide comparability with the current calculation methodology. These revisions have no impact on previously reported revenue and adjusted operating income for the FHS segment. These revisions had an immaterial impact to RBI consolidated system-wide sales and no impact to consolidated system-wide sales growth nor comparable sales.

Consolidated Statement of Operations
Audited, $ in millions (nominal)

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Months Ending	
	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	6/30/24
Supply Chain Sales	$556	$648	$697	$682	$2,583	$607	$676	$706	$690	$2,679	$627	$682
Company Restaurant Sales	53	60	62	61	236	61	68	65	77	271	102	347
Franchise and Property Revenues	615	676	698	672	2,661	668	742	753	740	2,903	712	747
Advertising Revenues and Other Services	227	255	269	274	1,025	254	289	313	313	1,169	298	304
Total Revenues	$1,451	$1,639	$1,726	$1,689	$6,505	$1,590	$1,775	$1,837	$1,820	$7,022	$1,739	$2,080
Supply Chain Cost of Sales	$443	$527	$557	$564	$2,091	$497	$551	$572	$574	$2,194	$517	$540
Company Restaurant Expenses	51	57	58	55	221	53	61	58	69	241	89	286
Franchise and Property Expenses	130	125	137	126	518	123	130	119	140	512	126	134
Advertising Expenses and Other Services	247	259	276	295	1,077	271	312	326	364	1,273	311	334
General and Adminstrative Expenses ("G&A")	133	146	156	196	631	175	163	169	197	704	173	185
(Income) Loss from Equity Method Investments ("EMIs")	13	9	8	14	44	7	11	1	(27)	(8)	(3)	(69)
Other Operating Expenses (Income), Net	(16)	(25)	(27)	93	25	17	(7)	10	35	55	(18)	7
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	$1,417
Income from Operations	$450	$541	$561	$346	$1,898	$447	$554	$582	$468	$2,051	$544	$663
Interest Expense, Net	127	129	133	144	533	142	145	143	152	582	148	147
Loss on Early Extinguishment of Debt	-	-	-	-	-	-	-	16	-	16	-	32
Income Before Income Taxes	$323	$412	$428	$202	$1,365	$305	$409	$423	$316	$1,453	$396	$484
Income Tax Expense (Benefit)	53	66	(102)	(134)	(117)	28	58	59	(410)	(265)	68	85
Net Income	**$270**	**$346**	**$530**	**$336**	**$1,482**	**$277**	**$351**	**$364**	**$726**	**$1,718**	**$328**	**$399**
Net Income Attributable to Noncontrolling Interests	87	110	170	107	474	88	110	112	218	528	98	119
Net Income Attributable to Common Shareholders	$183	$236	$360	$229	$1,008	$189	$241	$252	$508	$1,190	$230	$280
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	$0.89
Diluted	$0.59	$0.76	$1.17	$0.74	$3.25	$0.61	$0.77	$0.79	$1.60	$3.76	$0.72	$0.88
Weighted Average Shares Outstanding (mms):												
Basic	309	308	306	306	307	309	312	314	313	312	314	317
Diluted	458	455	454	455	455	456	458	459	453	456	453	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. Consolidated results include results from Carrols Restaurant Group ("Carrols") beginning 5/16/24.

Selected Consolidated Results
Unaudited, $ in millions (nominal)

restaurant brands international

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Months Ending	
	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	6/30/24
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%	5.0%
System-wide Sales	$8,858	$9,767	$10,112	$9,934	$38,671	$9,834	$10,949	$11,224	$10,886	$42,893	$10,512	$11,252
Comparable Sales	7.4%	8.2%	8.6%	7.5%	7.9%	10.3%	9.6%	7.0%	5.8%	8.1%	4.6%	1.9%
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%	4.0%
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	31,324
Consolidated P&L												
Supply Chain Sales	$556	$648	$697	$682	$2,583	$607	$676	$706	$690	$2,679	$627	$682
Company Restaurant Sales	53	60	62	61	236	61	68	65	77	271	102	347
Franchise and Property Revenues	615	676	698	672	2,661	668	742	753	740	2,903	712	747
Advertising Revenues and Other Services	227	255	269	274	1,025	254	289	313	313	1,169	298	304
Total Revenues	**$1,451**	**$1,639**	**$1,726**	**$1,689**	**$6,505**	**$1,590**	**$1,775**	**$1,837**	**$1,820**	**$7,022**	**$1,739**	**$2,080**
Supply Chain Cost of Sales	$443	$527	$557	$564	$2,091	$497	$551	$572	$574	$2,194	$517	$540
Company Restaurant Expenses	51	57	58	55	221	53	61	58	69	241	89	286
Franchise and Property Expenses	130	125	137	126	518	123	130	119	140	512	126	134
Advertising Expenses and Other Services	247	259	276	295	1,077	271	312	326	364	1,273	311	334
Segment G&A	129	136	141	155	561	151	156	164	176	647	167	170
Adjustments:												
Franchise Agreement and Reacquired Franchise Rights Amortization ("FAA")	8	8	8	8	32	8	8	7	8	31	8	11
Cash Distributions Received from EMIs	3	3	5	3	14	3	3	4	4	14	3	4
Adjusted Operating Income ("AOI")	**$462**	**$546**	**$570**	**$506**	**$2,084**	**$505**	**$577**	**$609**	**$509**	**$2,200**	**$540**	**$632**
Share-based compensation and non-cash incentive compensation expense ("SBC")	27	32	34	43	136	45	47	49	53	194	46	41
Depreciation and Amortization, Excluding FAA	41	40	38	39	158	38	41	40	41	160	41	48
Adjusted EBITDA	**$530**	**$618**	**$642**	**$588**	**$2,378**	**$588**	**$665**	**$698**	**$603**	**$2,554**	**$627**	**$721**
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%*	*7.5%*
Disaggregation of Total Revenues												
Supply Chain Sales	$556	$648	$697	$682	$2,583	$607	$676	$706	$690	$2,679	$627	$682
Company Restaurant Sales	53	60	62	61	236	61	68	65	77	271	102	347
Royalties	403	438	451	445	1,737	442	491	503	484	1,920	473	493
Property Revenues	188	209	214	202	813	196	220	221	214	851	206	213
Franchise Fees and Other Revenue	24	29	33	25	111	30	31	29	42	132	33	41
Advertising Revenues and Other Services	227	255	269	274	1,025	254	289	313	313	1,169	298	304
Total Revenues	**$1,451**	**$1,639**	**$1,726**	**$1,689**	**$6,505**	**$1,590**	**$1,775**	**$1,837**	**$1,820**	**$7,022**	**$1,739**	**$2,080**
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%*	*7.1%*

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. Beginning 5/16/24, consolidated results include results from Carrols.

Revenues by Segment
Unaudited, $ in millions (nominal)

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Months Ending	
	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	6/30/24
Revenues by Segment												
TH	$825	$963	$1,026	$987	$3,801	$893	$1,008	$1,052	$1,018	$3,972	$939	$1,031
BK	275	301	309	310	1,196	297	327	329	345	1,297	350	364
PLK	142	158	157	162	619	159	173	177	182	692	178	194
FHS	31	33	38	36	138	37	48	51	51	187	50	53
INTL	178	183	195	194	750	203	219	228	224	874	222	232
RH	–	–	–	–	–	–	–	–	–	–	–	230
Intersegment Eliminations	–	–	–	–	–	–	–	–	–	–	–	(24)
Total Revenues	$1,451	$1,639	$1,726	$1,689	$6,505	$1,590	$1,775	$1,837	$1,820	$7,022	$1,739	$2,080
Disaggregation of Intersegment Eliminations - Revenue												
Royalties - RH in BK	–	–	–	–	–	–	–	–	–	–	–	($10)
Property Revenues - RH in BK	–	–	–	–	–	–	–	–	–	–	–	(4)
Advertising Revenues and Other Services - RH in BK	–	–	–	–	–	–	–	–	–	–	–	(10)
Total Intersegment Eliminations - Revenue	–	–	–	–	–	–	–	–	–	–	–	($24)

Note: Amounts may not recalculate due to rounding.

Tim Hortons ("TH") Segment Results
Unaudited, $ in millions (nominal)

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Months Ending	
	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	6/30/24
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%	5.4%
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	$1,939
Comparable Sales	8.6%	12.5%	10.2%	10.1%	10.4%	14.9%	11.8%	7.6%	8.4%	10.4%	6.9%	4.6%
Net Restaurant Growth	(0.1%)	(0.4%)	(0.8%)	(1.1%)	(1.1%)	(0.9%)	(0.8%)	(0.4%)	0.1%	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	4,507
Segment P&L												
Supply Chain Sales	$556	$648	$697	$682	$2,583	$607	$676	$706	$690	$2,679	$627	$682
Company Restaurant Sales	10	13	13	12	48	11	13	12	11	46	10	12
Franchise and Property Revenues	201	233	245	225	905	213	247	253	241	955	231	259
Advertising Revenues and Other Services	57	69	72	68	266	62	73	82	76	292	70	77
Total Revenues	**$825**	**$963**	**$1,026**	**$987**	**$3,801**	**$893**	**$1,008**	**$1,052**	**$1,018**	**$3,972**	**$939**	**$1,031**
Supply Chain Cost of Sales	$443	$527	$557	$564	$2,091	$497	$552	$572	$574	$2,194	$517	$540
Company Restaurant Expenses	10	10	11	9	40	8	10	10	9	37	9	10
Franchise and Property Expenses	81	84	87	80	332	79	85	80	81	325	81	93
Advertising Expenses and Other Services	68	71	74	69	282	65	78	84	81	309	70	87
Segment G&A	35	38	36	42	151	37	41	43	47	168	42	38
Adjustments:												
Franchise Agreement Amortization	2	2	2	2	7	2	2	2	2	6	2	2
Cash Distributions Received from EMIs	3	3	5	2	13	3	3	4	4	14	3	4
AOI	**$193**	**$237**	**$269**	**$226**	**$925**	**$212**	**$246**	**$269**	**$231**	**$958**	**$224**	**$269**
SBC	8	9	9	11	37	12	13	13	14	51	12	11
Segment Depreciation and Amortization	29	27	26	26	108	25	26	25	25	101	26	26
Adjusted EBITDA	**$230**	**$273**	**$304**	**$263**	**$1,070**	**$248**	**$285**	**$307**	**$271**	**$1,111**	**$262**	**$307**
Disaggregation of Total Revenues												
Supply Chain Sales	$556	$648	$697	$682	$2,583	$607	$676	$706	$690	$2,679	$627	$682
Company Restaurant Sales	10	13	13	12	48	11	13	12	11	46	10	12
Royalties	65	79	82	76	302	71	84	87	82	324	77	86
Property Revenues	130	149	154	144	577	137	158	161	153	609	147	160
Franchise Fees and Other Revenue	6	5	9	5	26	6	5	5	6	22	7	13
Advertising Revenues and Other Services	57	69	72	68	266	62	73	82	76	292	70	77
Total Revenues	**$825**	**$963**	**$1,026**	**$987**	**$3,801**	**$893**	**$1,008**	**$1,052**	**$1,018**	**$3,972**	**$939**	**$1,031**
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*	*0.7309*
% Change YoY	*(0.0%)*	*(3.8%)*	*(3.5%)*	*(7.2%)*	*(3.6%)*	*(6.3%)*	*(4.9%)*	*(2.6%)*	*(0.3%)*	*(3.6%)*	*0.3%*	*(1.9%)*

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				Year-End	3 Months Ending				Year-End	3 Months Ending	
	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	6/30/24
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%	(0.7%)
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	$2,925
Comparable Sales	(0.3%)	0.5%	3.9%	5.0%	2.3%	8.7%	8.3%	6.6%	6.3%	7.4%	3.8%	(0.1%)
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%)	(1.7%)
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	7,133
Segment P&L												
Company Restaurant Sales	$16	$17	$19	$18	$70	$19	$24	$21	$33	$97	$58	$62
Franchise and Property Revenues	160	174	180	174	688	172	186	183	189	731	175	178
Advertising Revenues and Other Services	99	110	111	117	438	106	117	124	123	470	117	124
Total Revenues	**$275**	**$301**	**$309**	**$310**	**$1,196**	**$297**	**$327**	**$329**	**$345**	**$1,297**	**$350**	**$364**
Company Restaurant Expenses	$17	$19	$19	$19	$74	$17	$22	$20	$31	$90	$52	$57
Franchise and Property Expenses	34	34	40	37	144	36	32	32	44	144	33	28
Advertising Expenses and Other Services	107	111	117	134	467	117	131	131	165	543	125	131
Segment G&A	27	29	33	37	126	34	35	37	39	145	36	36
Adjustments:												
Franchise Agreement Amortization	3	3	3	3	11	3	3	3	3	11	2	2
AOI	**$94**	**$112**	**$103**	**$87**	**$396**	**$96**	**$110**	**$111**	**$69**	**$386**	**$106**	**$114**
SBC	5	7	8	10	30	10	10	11	9	41	10	9
Segment Depreciation and Amortization	8	8	8	9	34	9	9	9	9	35	9	10
Adjusted EBITDA	**$107**	**$128**	**$119**	**$105**	**$459**	**$115**	**$129**	**$131**	**$87**	**$462**	**$125**	**$132**
Disaggregation of Total Revenues												
Company Restaurant Sales	$16	$17	$19	$18	$70	$19	$24	$21	$33	$97	$58	$62
Royalties	103	115	116	116	450	113	125	124	121	483	116	122
Property Revenues	54	56	57	54	222	55	58	57	58	227	56	52
Franchise Fees and Other Revenue	3	3	7	4	16	3	3	3	10	20	3	3
Advertising Revenues and Other Services	99	110	111	117	438	106	117	124	123	470	117	124
Total Revenues	**$275**	**$301**	**$309**	**$310**	**$1,196**	**$297**	**$327**	**$329**	**$345**	**$1,297**	**$350**	**$364**
Reclaim the Flame Investment												
Fuel the Flame - Marketing (Advertising Expense)	–	–	–	$9	$9	$6	$10	–	$37	$53	$5	$5
Fuel the Flame - Digital (Other Services Expense)	–	–	–	4	4	1	2	2	3	8	1	1
Royal Reset - Refresh (Capex & D&A)	–	–	–	15	15	1	9	6	8	24	10	6
Royal Reset - Remodel (Working Capital & Royalties)	–	–	–	3	3	6	1	3	8	19	9	4

Note: Includes results from Burger King in the U.S. and Canada. Amounts may not recalculate due to rounding. Franchise, proprty, advertising and other revenues and expenses include intersegment revenues and expenses from RH.

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

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Months Ending	
	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	6/30/24
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%	4.6%
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	$1,555
Comparable Sales	(4.7%)	(0.4%)	1.1%	1.7%	(0.6%)	3.6%	4.4%	5.6%	5.5%	4.8%	5.7%	0.5%
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%	4.3%
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	3,437
Segment P&L												
Company Restaurant Sales	$17	$20	$21	$20	$78	$21	$22	$22	$24	$89	$23	$33
Franchise and Property Revenues	66	75	72	72	284	73	82	80	79	314	80	85
Advertising Revenues and Other Services	59	63	64	70	256	66	69	75	79	289	75	76
Total Revenues	**$142**	**$158**	**$157**	**$162**	**$619**	**$159**	**$173**	**$177**	**$182**	**$692**	**$178**	**$194**
Company restaurant expenses	$16	$19	$19	$18	$72	$19	$20	$20	$22	$80	$19	$29
Franchise and Property Expenses	2	5	2	2	11	2	6	2	2	12	2	5
Advertising Expenses and Other Services	60	64	65	71	261	67	70	77	81	295	76	78
Segment G&A	17	17	18	20	72	21	22	21	22	86	22	21
Adjustments:												
Franchise Agreement Amortization	1	1	1	1	2	1	1	1	1	2	1	1
AOI	**$47**	**$54**	**$52**	**$52**	**$205**	**$51**	**$56**	**$58**	**$56**	**$221**	**$58**	**$62**
SBC	4	5	5	6	20	6	7	6	7	26	7	5
Segment Depreciation and Amortization	2	2	2	2	8	2	2	2	2	9	2	2
Adjusted EBITDA	**$53**	**$60**	**$59**	**$60**	**$232**	**$59**	**$65**	**$67**	**$66**	**$257**	**$67**	**$70**
Disaggregation of Total Revenues												
Company Restaurant Sales	$17	$20	$21	$20	$78	$21	$22	$22	$24	$89	$23	$33
Royalties	62	67	67	67	263	68	73	75	74	291	75	76
Property Revenues	3	3	3	3	12	3	3	3	3	13	3	4
Franchise Fees and Other Revenue	1	5	1	2	8	1	5	2	2	10	2	5
Advertising Revenues and Other Services	59	63	64	70	256	66	69	75	79	289	75	76
Total Revenues	**$142**	**$158**	**$157**	**$162**	**$619**	**$159**	**$173**	**$177**	**$182**	**$692**	**$178**	**$194**

Note: Includes results from Popeyes in the U.S. and Canada. Company Restaurant Sales include results from recently acquired Carrols restaurants. 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 Months Ending	
	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	6/30/24
System-wide Sales Growth	7.4%	2.2%	3.8%	3.9%	4.2%	9.4%	6.4%	7.0%	8.0%	7.7%	3.7%	3.3%
System-wide Sales	$272	$292	$289	$301	$1,154	$291	$306	$305	$299	$1,201	$301	$316
Comparable Sales	4.2%	(1.4%)	0.0%	0.4%	0.6%	6.3%	3.4%	3.6%	3.5%	4.2%	0.2%	(0.1%)
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%	3.5%
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	1,288
Segment P&L												
Company Restaurant Sales	$10	$10	$9	$11	$40	$10	$10	$10	$10	$39	$10	$10
Franchise and Property Revenues	20	22	21	22	85	23	24	27	26	99	25	27
Advertising Revenues and Other Services	1	1	8	3	13	4	14	15	15	48	15	16
Total Revenues	**$31**	**$33**	**$38**	**$36**	**$138**	**$37**	**$48**	**$51**	**$51**	**$187**	**$50**	**$53**
Company restaurant expenses	$8	$9	$9	$9	$35	$8	$9	$8	$8	$34	$9	$9
Franchise and Property Expenses	2	2	2	1	7	2	2	4	1	9	2	2
Advertising Expenses and Other Services	0	1	7	4	12	5	14	15	15	49	15	17
Segment G&A	12	13	14	13	52	13	13	14	18	58	14	14
Adjustments:												
Franchise Agreement Amortization	–	1	0	0	1	–	–	–	–	1	–	–
AOI	**$8**	**$8**	**$9**	**$8**	**$33**	**$9**	**$11**	**$10**	**$8**	**$38**	**$10**	**$13**
SBC	1	2	2	3	8	3	4	4	6	17	3	3
Segment Depreciation and Amortization	1	1	1	1	3	1	1	1	1	3	1	1
Adjusted EBITDA	**$10**	**$11**	**$11**	**$12**	**$44**	**$13**	**$15**	**$15**	**$15**	**$58**	**$14**	**$17**
Disaggregation of Total Revenues												
Company Restaurant Sales	$10	$10	$9	$11	$40	$10	$10	$10	$10	$39	$10	$10
Royalties	16	17	16	18	66	17	18	17	17	69	17	19
Property Revenues	–	–	–	–	–	–	–	–	–	–	–	–
Franchise Fees and Other Revenue	5	5	5	5	19	6	6	9	10	31	8	8
Advertising Revenues and Other Services	1	1	8	3	13	4	14	15	15	48	15	16
Total Revenues	**$31**	**$33**	**$38**	**$36**	**$138**	**$37**	**$48**	**$51**	**$51**	**$187**	**$50**	**$53**

Note: For 2022, FHS system-wide sales growth, system-wide sales ("SWS"), comparable sales ("SSS") and net restaurant growth ("NRG") are for the period from 12/27/21 through 12/31/22. FHS SWS and restaurant count include 14 FHS restaurants in Puerto Rico ("FHS PR") in 2022 but exclude in 2023. For the purpose of calculating FHS SWS growth, NRG and SSS, we exclude FHS PR in both periods. 2023 SSS and SWS have been revised to make immaterial corrections. These revisions have no impact on previously reported revenue and AOI. 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 Months Ending	
	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	6/30/24
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%	9.2%
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	$4,517
Comparable Sales	20.1%	17.3%	14.9%	10.5%	15.4%	12.6%	12.0%	7.7%	4.6%	9.0%	4.2%	2.6%
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%	8.2%
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	14,959
Segment P&L												
Franchise and Property Revenues	$167	$172	$182	$178	$699	$187	$203	$210	$204	$804	$201	$213
Advertising Revenues and Other Services	11	12	13	15	51	16	16	18	21	70	21	20
Total Revenues	**$178**	**$183**	**$195**	**$194**	**$750**	**$203**	**$219**	**$228**	**$224**	**$874**	**$222**	**$232**
Franchise and Property Expenses	$11	$0	$6	$6	$24	$5	$5	$1	$12	$22	$8	$4
Advertising Expenses and Other Services	11	12	14	16	54	18	18	20	21	77	23	22
Segment G&A	38	39	40	43	160	46	45	49	50	190	53	49
Adjustments:												
Franchise Agreement Amortization	3	3	3	3	10	3	3	3	3	11	3	3
Cash Distributions Received from EMIs	–	–	–	1	1	–	–	–	–	–	–	–
AOI	**$120**	**$135**	**$137**	**$133**	**$525**	**$137**	**$154**	**$161**	**$145**	**$597**	**$142**	**$160**
SBC	8	10	11	13	41	14	13	14	17	58	14	12
Segment Depreciation and Amortization	1	2	1	2	7	2	3	3	3	11	3	3
Adjusted EBITDA	**$130**	**$146**	**$149**	**$148**	**$573**	**$153**	**$171**	**$178**	**$164**	**$666**	**$159**	**$176**
Disaggregation of Total Revenues												
Royalties	$156	$161	$170	$168	$655	$173	$192	$199	$189	$753	$188	$200
Property Revenues	1	1	1	1	2	1	–	–	1	2	–	1
Franchise Fees and Other Revenue	10	10	12	10	42	14	10	11	14	49	13	12
Advertising Revenues and Other Services	11	12	13	15	51	16	16	18	21	70	21	20
Total Revenues	**$178**	**$183**	**$195**	**$194**	**$750**	**$203**	**$219**	**$228**	**$224**	**$874**	**$222**	**$232**
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*	*1.0766*
% Change YoY	*(6.9%)*	*(11.7%)*	*(14.6%)*	*(10.7%)*	*(10.9%)*	*(4.4%)*	*2.3%*	*8.1%*	*5.4%*	*2.6%*	*1.2%*	*(1.1%)*

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.

Restaurant Holdings ("RH") Segment Results
Unaudited, $ in millions (nominal)

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Months Ending	
	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	6/30/24
System-wide Sales Growth	–	–	–	–	–	–	–	–	–	–	–	(1.8%)
System-wide Sales	–	–	–	–	–	–	–	–	–	–	–	$453
Comparable Sales	–	–	–	–	–	–	–	–	–	–	–	(1.6%)
Net Restaurant Growth	–	–	–	–	–	–	–	–	–	–	–	0.3%
System Restaurant Count at Period End	–	–	–	–	–	–	–	–	–	–	–	1,036
Segment P&L												
Company Restaurant Sales	–	–	–	–	–	–	–	–	–	–	–	$230
Total Revenues	–	–	–	–	–	–	–	–	–	–	–	**$230**
Food, Beverage and Packaging Costs	–	–	–	–	–	–	–	–	–	–	–	$64
Restaurant Wages and Related Expenses	–	–	–	–	–	–	–	–	–	–	–	72
Restaurant Occupancy Expense and Other	–	–	–	–	–	–	–	–	–	–	–	59
Company Restaurant Expenses	–	–	–	–	–	–	–	–	–	–	–	$194
Advertising Expenses and Other Services	–	–	–	–	–	–	–	–	–	–	–	10
Reacquired Franchise Rights Amortization	–	–	–	–	–	–	–	–	–	–	–	4
Segment G&A	–	–	–	–	–	–	–	–	–	–	–	12
Adjustments:												
Reacquired Franchise Rights Amortization	–	–	–	–	–	–	–	–	–	–	–	4
Adjusted Operating Income	–	–	–	–	–	–	–	–	–	–	–	**$14**
Segment Depreciation and Amortization	–	–	–	–	–	–	–	–	–	–	–	5
Adjusted EBITDA	–	–	–	–	–	–	–	–	–	–	–	**$19**
Intersegment Expenses (to BK)												
Royalties (Restaurant Occupany Expense and Other)	–	–	–	–	–	–	–	–	–	–	–	($10)
Property (Restaurant Occupany Expense and Other)	–	–	–	–	–	–	–	–	–	–	–	(4)
Advertising Expenses and Other Services	–	–	–	–	–	–	–	–	–	–	–	(10)
Total Intersegment Expenditures	–	–	–	–	–	–	–	–	–	–	–	**($24)**

Note: RH includes results from the BK Carrols restaurants beginning May 16, 2024.

Supplemental Operational Information
Home Market and International Results by Brand

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Months Ending	
	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	6/30/24
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%	5.5%
BK - US	0.2%	(0.3%)	4.4%	5.3%	2.4%	8.1%	7.9%	6.0%	4.6%	6.6%	2.4%	(0.8%)
PLK - US	0.6%	6.0%	7.7%	6.1%	5.1%	9.1%	9.4%	11.0%	11.2%	10.2%	10.2%	4.0%
FHS - US	6.7%	1.6%	3.3%	4.0%	3.9%	9.4%	6.1%	6.8%	7.6%	7.4%	2.6%	1.8%
International:												
TH	83.0%	54.7%	66.5%	44.6%	60.2%	44.3%	67.5%	34.1%	21.4%	39.7%	10.8%	5.2%
BK	32.2%	26.5%	21.7%	16.0%	23.6%	19.1%	18.5%	13.2%	10.4%	15.1%	9.4%	7.1%
PLK	46.9%	60.5%	67.1%	66.3%	60.8%	66.7%	66.4%	60.2%	55.0%	61.4%	54.5%	52.2%
FHS	–	–	–	–	–	8.9%	6.3%	14.4%	49.5%	18.2%	23.7%	13.3%
Restaurant Holdings:												
BK - US	–	–	–	–	–	–	–	–	–	–	–	(1.8%)
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	$1,742
BK - US	2,375	2,611	2,641	2,651	10,278	2,568	2,816	2,800	2,773	10,957	2,631	2,793
PLK - US	1,184	1,275	1,280	1,262	5,001	1,292	1,395	1,421	1,404	5,511	1,424	1,452
FHS - US	260	278	276	288	1,102	278	292	291	284	1,145	285	297
International:												
TH	$99	$92	$117	$124	$431	$136	$152	$159	$153	$600	$150	$159
BK	3,166	3,400	3,582	3,507	13,656	3,557	3,952	4,125	3,911	15,545	3,790	4,044
PLK	124	144	163	182	613	193	226	244	264	927	272	310
FHS	–	–	–	–	–	3	4	4	4	15	4	4
Restaurant Holdings:												
BK - US	–	–	–	–	–	–	–	–	–	–	–	$453
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%	4.9%
BK - US	(0.5%)	0.4%	4.0%	5.0%	2.2%	8.7%	8.3%	6.6%	6.4%	7.5%	3.9%	0.1%
PLK - US	(4.6%)	(0.1%)	1.3%	1.5%	(0.5%)	3.4%	4.2%	5.6%	5.8%	4.8%	6.2%	0.6%
FHS - US	4.5%	(1.2%)	0.3%	1.0%	1.1%	6.8%	3.8%	4.0%	3.8%	4.6%	0.3%	(0.1%)
International:												
TH	4.4%	4.8%	1.9%	(4.3%)	0.9%	(3.0%)	3.3%	(4.5%)	(6.3%)	(3.1%)	(10.7%)	(10.4%)
BK	20.3%	17.2%	14.7%	10.2%	15.3%	12.5%	11.7%	7.6%	4.6%	8.9%	4.2%	2.3%
PLK	23.3%	28.7%	31.6%	29.2%	28.4%	29.8%	27.4%	21.0%	14.9%	22.5%	18.3%	19.4%
FHS	–	–	–	–	–	1.1%	(1.8%)	(2.0%)	(8.8%)	(3.0%)	(3.6%)	(10.4%)
Restaurant Holdings:												
BK - US	–	–	–	–	–	–	–	–	–	–	–	(1.6%)

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. 2023 FHS comparable sales and system-wide sales have been revised to make immaterial corrections. These revisions have no impact on previously reported revenue and AOI for the

Supplemental Operational Information

Home Market and International Results by Brand (Continued)

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Months Ending	
	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	6/30/24
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%)	(0.2%)
BK - US	(0.1%)	(0.5%)	(0.4%)	(0.9%)	(0.9%)	(1.7%)	(2.2%)	(2.8%)	(3.7%)	(3.7%)	(2.8%)	(2.0%)
PLK - US	5.7%	6.0%	6.1%	6.1%	6.1%	5.9%	5.1%	5.0%	4.5%	4.5%	4.0%	3.8%
FHS - US	1.0%	1.9%	2.2%	2.0%	2.0%	1.6%	1.2%	1.8%	0.7%	0.7%	2.5%	2.0%
International:												
TH	77.3%	60.1%	52.2%	50.1%	50.1%	44.0%	42.5%	35.6%	21.0%	21.0%	18.0%	14.5%
BK	4.8%	4.8%	4.3%	5.3%	5.3%	5.1%	5.2%	5.6%	5.7%	5.7%	5.5%	5.4%
PLK	13.9%	15.4%	18.0%	27.0%	27.0%	30.6%	33.0%	36.3%	37.5%	37.5%	32.1%	33.1%
FHS	–	–	–	–	–	7.7%	15.4%	15.4%	21.4%	21.4%	35.7%	26.7%
Restaurant Holdings:												
BK - US	–	–	–	–	–	–	–	–	–	–	–	0.3%
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	3,870
BK - US	7,088	7,058	7,062	7,042	7,042	6,964	6,900	6,864	6,778	6,778	6,771	6,764
PLK - US	2,784	2,827	2,858	2,921	2,921	2,947	2,972	3,000	3,051	3,051	3,065	3,086
FHS - US	1,169	1,181	1,180	1,187	1,187	1,174	1,182	1,188	1,195	1,195	1,203	1,206
International:												
TH	773	815	884	1,081	1,081	1,113	1,161	1,199	1,308	1,308	1,313	1,329
BK	11,031	11,103	11,180	11,580	11,580	11,594	11,677	11,811	12,240	12,240	12,235	12,313
PLK	703	733	766	856	856	918	975	1,044	1,177	1,177	1,213	1,298
FHS	–	–	–	–	–	14	15	15	17	17	19	19
Restaurant Holdings:												
BK - US	–	–	–	–	–	–	–	–	–	–	–	1,022
INTL - PLK	–	–	–	–	–	–	–	–	–	–	–	14

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 G&A to Segment G&A

$ in millions (nominal)

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Months Ending	
	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	6/30/24
Income from Operations	$450	$541	$561	$346	$1,898	$447	$554	$582	$468	$2,051	$544	$663
Franchise Agreement Amortization	8	8	8	8	32	8	8	7	8	31	8	11
RH Transaction Costs	–	–	–	–	–	–	–	–	–	–	4	9
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	6
Impact of Equity Method Investments	16	12	13	18	59	9	15	5	(23)	6	–	(64)
Other Operating Expenses (Income), net	(16)	(25)	(27)	93	25	17	(7)	10	35	55	(18)	7
AOI	$462	$546	$570	$506	$2,084	$505	$577	$609	$509	$2,200	$540	$632
Tim Hortons	$193	$237	$269	$226	$925	$212	$246	$269	$231	$958	$224	$269
Burger King	94	112	103	87	396	96	110	111	69	386	106	114
Popeyes	47	54	52	52	205	51	56	58	56	221	58	62
Firehouse	8	8	9	8	33	9	11	10	8	38	10	13
International	120	135	137	133	525	137	154	161	145	597	142	160
Restaurant Holdings	–	–	–	–	–	–	–	–	–	–	–	14
Consolidated AOI	$462	$546	$570	$506	$2,084	$505	$577	$609	$509	$2,200	$540	$632
General and Administrative Expenses	$133	$146	$156	$196	$631	$175	$163	$169	$197	$704	$173	$185
RH Transaction Costs	–	–	–	–	–	–	–	–	–	–	4	9
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	6
Segment G&A	$129	$136	$141	$155	$561	$151	$156	$164	$176	$647	$167	$170
RH Segment G&A	–	–	–	–	–	–	–	–	–	–	–	12
Segment G&A, excluding RH	$129	$136	$141	$155	$561	$151	$156	$164	$176	$647	$167	$158
Net Income	$270	$346	$530	$336	$1,482	$277	$351	$364	$726	$1,718	$328	$399
Income Tax (Benefit) Expense	53	66	(102)	(134)	(117)	28	58	59	(410)	(265)	68	85
Loss on Early Extinguishment of Debt	–	–	–	–	–	–	–	16	–	16	–	32
Interest Expense, net	127	129	133	144	533	142	145	143	152	582	148	147
Income from Operations	$450	$541	$561	$346	$1,898	$447	$554	$582	$468	$2,051	$544	$663
Franchise Agreement and Reacquired Franchise Rights Amortization ("FAA")	8	8	8	8	32	8	8	7	8	31	8	11
RH Transaction Costs	–	–	–	–	–	–	–	–	–	–	4	9
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	6
Impact of Equity Method Investments	16	12	13	18	59	9	15	5	(23)	6	–	(64)
Other Operating Expenses (Income), net	(16)	(25)	(27)	93	25	17	(7)	10	35	55	(18)	7
Depreciation and Amortization, Excluding FAA	41	40	38	39	158	38	41	40	41	160	41	48
SBC	27	32	34	43	136	45	47	49	53	194	46	41
Adjusted EBITDA	$530	$618	$642	$588	$2,378	$588	$665	$698	$603	$2,554	$627	$721

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

restaurant brands international

	3 Months Ending				Year-End	3 Months Ending				Year-End	3 Months Ending	
	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	6/30/24
Interest Expense, Net	$127	$129	$133	$144	$533	$142	$145	$143	$152	$582	$148	$147
Amortization of Deferred Financing Costs and Debt Issuance Discount	7	7	7	7	28	7	7	7	6	27	6	6
Non-Cash Interest Expense Related to IR Swaps	16	16	16	16	64	12	13	12	12	49	3	(2)
Adjusted Interest Expense, Net	$104	$106	$110	$121	$441	$123	$125	$124	$134	$506	$139	$143
Net Income	$270	$346	$530	$336	$1,482	$277	$351	$364	$726	$1,718	$328	$399
Income Tax (Benefit) Expense	53	66	(102)	(134)	(117)	28	58	59	(410)	(265)	68	85
Income Before Income Taxes	$323	$412	$428	$202	$1,365	$305	$409	$423	$316	$1,453	$396	$484
Adjustments:												
Franchise Agreement and Reacquired Franchise Rights Amortization ("FAA")	$8	$8	$8	$8	$32	$8	$8	$7	$8	$31	$8	$11
Amortization of Deferred Financing Costs and Debt Issuance Discount	7	7	7	7	28	7	7	7	6	27	6	6
Interest Expense and Loss on Extinguished Debt	16	16	16	16	64	12	13	28	12	65	3	30
RH Transaction Costs	–	–	–	–	–	–	–	–	–	–	4	9
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	6
Impact of Equity Method Investments	16	12	13	18	59	9	15	5	(23)	6	–	(64)
Other Operating Expenses (Income), net	(16)	(25)	(27)	93	25	17	(7)	10	35	55	(18)	7
Total Adjustments	$35	$28	$32	$183	$278	$77	$43	$62	$59	$241	$5	$5
Adjusted Income Before Income Taxes	$358	$440	$460	$385	$1,643	$382	$452	$485	$375	$1,694	$401	$489
Adjusted Income Tax Expense	63	67	24	59	213	42	65	72	35	214	70	97
Adjusted Net Income	$295	$373	$436	$326	$1,430	$340	$387	$413	$340	$1,480	$331	$392
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	$0.86
Weighted Average Diluted Shares Outstanding	458	455	454	455	455	456	458	459	453	456	453	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	As of 6/30/24
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	$13,092
Finance Leases, net of Current Portion	337	326	310	311	311	310	315	305	312	312	308	302
Current Portion of Long-Term Debt and Finance Leases	105	112	117	127	127	128	132	87	101	101	110	617
Unamortized Deferred Financing Costs and Deferred Issue Discount	131	125	118	111	111	105	98	128	122	122	117	126
Total Debt	**$13,476**	**$13,444**	**$13,398**	**$13,388**	**$13,388**	**$13,364**	**$13,346**	**$13,382**	**$13,389**	**$13,389**	**$13,367**	**$14,137**
Cash and Cash Equivalents	895	838	946	1,178	1,178	1,033	1,213	1,310	1,139	1,139	1,049	942
Net Debt	**$12,581**	**$12,606**	**$12,452**	**$12,210**	**$12,210**	**$12,331**	**$12,133**	**$12,072**	**$12,250**	**$12,250**	**$12,318**	**$13,195**
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	2,649
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**	**5.0x**

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 Months Ending 3/31/24	3 Months Ending 6/30/24
Free Cash Flow												
Net Cash Provided by Operating Activities	$234	$435	$398	$423	$1,490	$95	$392	$433	$403	$1,323	$148	$334
Payments for Property and Equipment	(10)	(18)	(24)	(48)	(100)	(18)	(30)	(25)	(47)	(120)	(26)	(43)
Free Cash Flow	**$224**	**$417**	**$374**	**$375**	**$1,390**	**$77**	**$362**	**$408**	**$356**	**$1,203**	**$122**	**$291**
Net Interest Paid												
Interest Paid	$75	134	$109	$169	$487	$163	$217	$164	$217	$761	$170	$220
Proceeds (Payments) from Derivatives, net within Investing Activities	3	5	10	45	63	11	12	12	71	106	16	18
Proceeds (Payments) from Derivatives, net within Financing Activities	(6)	–	14	26	34	29	34	37	41	141	28	29
Interest Income	–	1	2	4	7	7	9	13	11	40	11	9
Net Interest Paid	**$78**	**$128**	**$83**	**$94**	**$383**	**$116**	**$162**	**$102**	**$94**	**$474**	**$115**	**$164**

Note: Please see quarterly earnings releases for LTM Adjusted EBITDA reconciliations. LTM Adjusted EBITDA for Q2'24 includes results from Carrols from May 16, 2024 to June 30, 2024.

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 Months Ending	
	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	6/30/24
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	$2,080
- 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	1,775
= $ Variance (Nominal)	**$191**	**$201**	**$231**	**$143**	**$766**	**$139**	**$136**	**$111**	**$131**	**$517**	**$149**	**$305**
- FHS Impact	31	33	38	31	133	–	–	–	–	–	–	–
- RH Impact	–	–	–	–	–	–	–	–	–	–	–	206
- Impact of FX Movements	(8)	(42)	(48)	(76)	(174)	(56)	(44)	(19)	1	(118)	(1)	(24)
= Organic Growth $	**$168**	**$210**	**$241**	**$188**	**$807**	**$195**	**$180**	**$130**	**$130**	**$635**	**$150**	**$123**
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%	7.1%
Organic AOI Growth												
Total AOI Current Year Period						$505	$577	$609	$509	$2,200	$540	$632
- Total AOI Prior Year Period						462	546	570	506	2,084	505	577
= $ Variance (Nominal)						**$43**	**$31**	**$39**	**$3**	**$116**	**$35**	**$55**
- FHS Impact						–	–	–	–	–	–	–
- RH Impact						–	–	–	–	–	–	14
- Impact of FX Movements						(19)	(14)	(4)	0	(37)	(5)	(12)
= Organic Growth $						**$62**	**$45**	**$43**	**$3**	**$153**	**$40**	**$53**
Organic AOI Growth %						14.1%	8.9%	7.6%	0.5%	7.5%	7.7%	9.3%
Organic Adjusted EBITDA Growth												
Total Adjusted EBITDA Current Year Period	$530	$618	$642	$588	$2,378	$588	$665	$698	$603	$2,554	$627	$721
- Total Adjusted EBITDA Prior Year Period	480	577	607	584	2,248	530	618	642	588	2,378	588	665
= $ Variance (Nominal)	**$50**	**$41**	**$35**	**$4**	**$130**	**$58**	**$47**	**$56**	**$15**	**$176**	**$39**	**$56**
- FHS Impact	14	13	13	14	54	–	–	–	–	–	–	–
- RH Impact	–	–	–	–	–	–	–	–	–	–	–	19
- Impact of FX Movements	(7)	(21)	(26)	(31)	(85)	(21)	(15)	(4)	0	(41)	(4)	(12)
= Organic Growth $	**$43**	**$49**	**$48**	**$21**	**$161**	**$79**	**$62**	**$60**	**$15**	**$217**	**$43**	**$49**
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%	7.5%

Note: Percentage changes may not recalculate due to rounding.

Non-GAAP Financial Measure	Definition
Adjusted Operating Income ("AOI")	Income from operations adjusted to exclude (i) franchise agreement amortization (“FAA”) and reacquired franchise rights amortization 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 and Restaurant Holdings acquisitions consisting of professional fees, compensation-related expenses and integration costs (“FHS Transaction costs” and "RH 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 six 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) FAA and reacquired franchise rights 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 amounts reclassified from accumulated comprehensive income (loss) into interest expense in connection with restructured interest rate swaps, (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
Segment Depreciation and Amortization	Depreciation and amortization excluding franchise agreement and reacquired franchise rights amortization
Segment G&A (excluding RH)	General and administrative expenses for our five franchisor segments excluding FHS Transaction costs, RH Transaction costs and Corporate restructuring and advisory fees.
Adjusted Interest Expense, Net	Interest expense, net less (i) amortization of deferred financing costs and debt issuance discount and (ii) non-cash interest expense related to amounts reclassified from accumulated comprehensive income (loss) into interest expense in connection with restructured interest rate swaps.