



Trending Schedules

October 30, 2025



This document should be read in conjunction with RBI's SEC filings and earnings press releases found on www.rbi.com/investors. Included Within: Consolidated Statement of Operations; Selected Consolidated Results; Revenues and Adjusted Operating Income ("AOI") by Segment and Disaggregation of Intersegment Eliminations; Segment Results for Tim Hortons, Burger King, Popeyes, Firehouse Subs, International and Restaurant Holdings ("RH"); Global SWS and Restaurant Count by Brand and Home Market KPIs by Brand; International KPIs by Brand and RH KPIs by Brand; Reconciliation of Income from Operations to AOI, G&A to Segment G&A, F&P Expenses to Segment F&P Expenses, and Net Income from Continuing Operations to Adjusted EBITDA; Reconciliation of Interest Expense, Net to Adjusted Interest Expense, Net and Net Income from Continuing Operations to Adjusted Net Income and Adjusted Diluted EPS; Net Leverage, Reconciliation of Free Cash Flow and Net Interest Paid; Reconciliation of Organic Revenue, AOI and Adjusted EBITDA Growth; Non-GAAP Definitions

Consolidated Statement of Operations
Unaudited, \$ in millions, except per share data (nominal)



	3 Months Ending				Year-End 12/31/23	3 Months Ending				Year-End 12/31/24	3 Months Ending		
	3/31/23	6/30/23	9/30/23	12/31/23		3/31/24	6/30/24	9/30/24	12/31/24		3/31/25	6/30/25	9/30/25
Supply Chain Sales	\$607	\$676	\$706	\$690	\$2,679	\$627	\$682	\$699	\$700	\$2,708	\$611	\$732	\$769
Company Restaurant Sales	61	68	65	77	271	102	347	567	576	1,592	558	600	588
Franchise and Property Revenues	668	742	753	740	2,903	712	747	735	725	2,919	663	760	778
Advertising Revenues and Other Services	254	289	313	313	1,169	298	304	290	295	1,187	277	318	314
Total Revenues	\$1,590	\$1,775	\$1,837	\$1,820	\$7,022	\$1,739	\$2,080	\$2,291	\$2,296	\$8,406	\$2,109	\$2,410	\$2,449
Supply Chain Cost of Sales	\$497	\$551	\$572	\$573	\$2,193	\$517	\$540	\$559	\$564	\$2,180	\$496	\$589	\$619
Company Restaurant Expenses	53	61	58	70	242	89	286	473	480	1,328	468	498	498
Franchise and Property Expenses	123	130	119	140	512	126	134	134	150	544	130	144	147
Advertising Expenses and Other Services	271	312	326	364	1,273	311	334	327	358	1,330	311	364	342
General and Administrative Expenses ("G&A")	175	163	169	197	704	173	185	176	199	733	191	188	170
(Income) Loss from Equity Method Investments ("EMIs")	7	11	1	(27)	(8)	(3)	(69)	3	-	(69)	(5)	(5)	(2)
Other Operating Expenses (Income), Net	17	(7)	10	35	55	(18)	7	42	(90)	(59)	83	149	12
Total Operating Costs and Expenses	\$1,143	\$1,221	\$1,255	\$1,352	\$4,971	\$1,195	\$1,417	\$1,714	\$1,661	\$5,987	\$1,674	\$1,927	\$1,786
Income from Operations	\$447	\$554	\$582	\$468	\$2,051	\$544	\$663	\$577	\$635	\$2,419	\$435	\$483	\$663
Interest Expense, Net	142	145	143	152	582	148	147	147	135	577	130	132	129
Loss on Early Extinguishment of Debt	=	=	16	=	16	=	32	1	=	33	=	=	=
Income from Continuing Ops. Before Income Taxes	\$305	\$409	\$423	\$316	\$1,453	\$396	\$484	\$429	\$500	\$1,809	\$305	\$351	\$534
Income Tax Expense (Benefit) from Continuing Ops.	28	58	59	(410)	(265)	68	85	72	139	364	82	87	94
Net Income from Continuing Operations	\$277	\$351	\$364	\$726	\$1,718	\$328	\$399	\$357	\$361	\$1,445	\$223	\$264	\$440
Net Loss from Discontinued Operations	=	=	=	=	=	=	=	=	=	=	2	1	4
Net Income	\$277	\$351	\$364	\$726	\$1,718	\$328	\$399	\$357	\$361	\$1,445	\$221	\$263	\$436
Net Income Attributable to Noncontrolling Interests	88	110	112	218	528	98	119	105	102	424	62	74	121
Net Income Attributable to Common Shareholders	\$189	\$241	\$252	\$508	\$1,190	\$230	\$280	\$252	\$259	\$1,021	\$159	\$189	\$315
Weighted Average Diluted Shares Outstanding (mms)	456	458	459	453	456	453	453	454	455	454	456	457	457
Diluted Earnings per Share from Continuing Ops.	\$0.61	\$0.77	\$0.79	\$1.60	\$3.76	\$0.72	\$0.88	\$0.79	\$0.79	\$3.18	\$0.49	\$0.58	\$0.96

Note: Consolidated results include results from Carrrols Restaurant Group ("Carrrols") beginning 5/16/24, Popeyes China ("PLK China") beginning 7/1/24 and Firehouse Brazil ("FHS Brazil") beginning in 2025. Results from Burger King China ("BK China") are reported as discontinued operations beginning 2/14/25.

Selected Consolidated Results

Unaudited, \$ in millions, except per share data (nominal)



	3 Months Ending				Year-End 12/31/23	3 Months Ending				Year-End 12/31/24	3 Months Ending		
	3/31/23	6/30/23	9/30/23	12/31/23		3/31/24	6/30/24	9/30/24	12/31/24		3/31/25	6/30/25	9/30/25
System-wide Sales Growth	14.7%	14.0%	10.9%	9.6%	12.2%	8.1%	5.0%	3.2%	5.6%	5.4%	2.8%	5.3%	6.9%
System-wide Sales	\$9,834	\$10,949	\$11,224	\$10,886	\$42,893	\$10,512	\$11,252	\$11,433	\$11,279	\$44,476	\$10,496	\$11,853	\$12,282
Comparable Sales	10.3%	9.6%	7.0%	5.8%	8.1%	4.6%	1.9%	0.3%	2.5%	2.3%	0.1%	2.4%	4.0%
Net Restaurant Growth	4.2%	4.1%	4.2%	3.9%	3.9%	3.9%	4.0%	3.8%	3.4%	3.4%	3.3%	2.9%	2.8%
System Restaurant Count at Period End	29,956	30,125	30,375	31,070	31,070	31,113	31,324	31,525	32,125	32,125	32,149	32,229	32,423
<i>Consolidated Results (Incl. Disaggregated Revenues)</i>													
Supply Chain Sales	\$607	\$676	\$706	\$690	\$2,679	\$627	\$682	\$699	\$700	\$2,708	\$611	\$732	\$769
Company Restaurant Sales	61	68	65	77	271	102	347	567	576	1,592	558	600	588
Royalties	442	491	503	484	1,920	473	493	491	483	1,940	445	500	520
Property Revenues	196	220	221	214	851	206	213	212	206	837	185	219	217
Franchise Fees and Other Revenue	30	31	29	42	132	33	41	32	36	142	33	41	41
Advertising Revenues and Other Services	254	289	313	313	1,169	298	304	290	295	1,187	277	318	314
Total Revenues	\$1,590	\$1,775	\$1,837	\$1,820	\$7,022	\$1,739	\$2,080	\$2,291	\$2,296	\$8,406	\$2,109	\$2,410	\$2,449
Supply Chain Cost of Sales	\$497	\$551	\$572	\$573	\$2,193	\$517	\$540	\$559	\$564	\$2,180	\$496	\$589	\$619
Company Restaurant Expenses	53	61	58	70	242	89	286	473	480	1,328	468	498	498
Segment Franchise and Property Expenses	115	122	112	132	481	118	122	115	135	491	114	128	131
Advertising Expenses and Other Services	271	312	326	364	1,273	311	334	327	358	1,330	311	364	342
Segment G&A	151	156	164	176	647	167	170	169	185	691	184	166	162
<i>Adjustments:</i>													
Cash Distributions Received from EMIs	3	3	4	4	14	3	4	4	4	15	3	4	4
Adjusted Operating Income ("AOI")	\$505	\$577	\$609	\$509	\$2,200	\$540	\$632	\$652	\$578	\$2,402	\$539	\$668	\$702
Adjusted Net Income	\$340	\$387	\$413	\$340	\$1,480	\$331	\$392	\$423	\$369	\$1,515	\$343	\$432	\$471
Weighted Average Diluted Shares Outstanding (mms)	456	458	459	453	456	453	453	454	455	454	456	457	457
Adjusted Diluted Earnings per Share	\$0.75	\$0.85	\$0.90	\$0.75	\$3.24	\$0.73	\$0.86	\$0.93	\$0.81	\$3.34	\$0.75	\$0.94	\$1.03

Note: Consolidated results include results from Carrols beginning 5/16/24, PLK China beginning 7/1/24 and FHS Brazil beginning in 2025. Consolidated KPIs include Carrols, PLK China and BK China in all periods, however, financial results from BK China are reported as discontinued operations beginning 2/14/25.

Revenues and AOI by Segment and Disaggregation of Intersegment Eliminations

Unaudited, \$ in millions (nominal)



	3 Months Ending				Year-End 12/31/23	3 Months Ending				Year-End 12/31/24	3 Months Ending		
	3/31/23	6/30/23	9/30/23	12/31/23		3/31/24	6/30/24	9/30/24	12/31/24		3/31/25	6/30/25	9/30/25
Revenues by Segment													
Tim Hortons	\$893	\$1,008	\$1,052	\$1,018	\$3,972	\$939	\$1,031	\$1,044	\$1,027	\$4,040	\$903	\$1,083	\$1,125
Burger King	297	327	329	345	1,297	350	364	362	375	1,451	356	388	387
Popeyes	159	173	177	182	692	178	194	195	201	768	194	210	201
Firehouse	37	48	51	51	187	50	53	53	58	214	54	59	60
International	203	219	228	224	874	222	232	243	237	935	218	250	268
Restaurant Holdings	-	-	-	-	-	-	230	441	445	1,116	432	469	459
Intersegment Eliminations	-	-	-	-	-	-	(24)	(47)	(47)	(117)	(48)	(49)	(49)
Total Revenues	\$1,590	\$1,775	\$1,837	\$1,820	\$7,022	\$1,739	\$2,080	\$2,291	\$2,296	\$8,406	\$2,109	\$2,410	\$2,449
AOI by Segment													
Tim Hortons	\$212	\$246	\$269	\$231	\$958	\$224	\$269	\$284	\$266	\$1,043	\$220	\$278	\$304
Burger King	96	110	111	69	386	106	114	112	78	410	103	121	123
Popeyes	51	56	58	56	221	58	62	62	61	243	60	66	63
Firehouse	9	11	10	8	38	10	13	12	13	48	11	15	14
International	137	154	161	145	597	142	160	166	146	614	138	172	189
Restaurant Holdings	-	-	-	-	-	-	14	16	14	44	7	16	10
Consolidated AOI	\$505	\$577	\$609	\$509	\$2,200	\$540	\$632	\$652	\$578	\$2,402	\$539	\$668	\$702
Disaggregation of Intersegment Eliminations													
Revenue													
Royalties	-	-	-	-	-	-	(\$10)	(\$20)	(\$20)	(\$50)	(\$19)	(\$21)	(\$21)
Property Revenues	-	-	-	-	-	-	(4)	(8)	(8)	(20)	(8)	(6)	(8)
Advertising Revenues and Other Services	-	-	-	-	-	-	(10)	(18)	(19)	(47)	(20)	(22)	(21)
Total Intersegment Eliminations - Revenue	-	-	-	-	-	-	(\$24)	(\$47)	(\$47)	(\$117)	(\$48)	(\$49)	(\$49)
Expenses													
Company Restaurant Expenses	-	-	-	-	-	-	(\$12)	(\$24)	(\$24)	(\$60)	(\$23)	(\$23)	(\$24)
Franchise and Property Expenses	-	-	-	-	-	-	(2)	(4)	(4)	(10)	(4)	(4)	(4)
Advertising Expenses and Other Services	-	-	-	-	-	-	(10)	(18)	(19)	(47)	(20)	(22)	(21)
Total Intersegment Eliminations - Expenses	-	-	-	-	-	-	(\$24)	(\$47)	(\$47)	(\$117)	(\$48)	(\$49)	(\$49)

Note: Amounts may not recalculate due to rounding. Intersegment Revenues and Expenses primarily driven by Carrols intersegment results within the BK segment beginning 5/16/24.

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



	3 Months Ending				Year-End 12/31/23	3 Months Ending				Year-End 12/31/24	3 Months Ending		
	3/31/23	6/30/23	9/30/23	12/31/23		3/31/24	6/30/24	9/30/24	12/31/24		3/31/25	6/30/25	9/30/25
System-wide Sales Growth	16.1%	12.1%	8.1%	9.0%	11.0%	7.8%	5.4%	2.8%	3.2%	4.7%	0.0%	3.9%	4.8%
System-wide Sales	\$1,596	\$1,872	\$1,929	\$1,849	\$7,245	\$1,725	\$1,939	\$1,952	\$1,863	\$7,479	\$1,631	\$1,995	\$2,029
Comparable Sales	14.9%	11.8%	7.6%	8.4%	10.4%	6.9%	4.6%	2.3%	2.2%	3.9%	(0.1%)	3.4%	4.2%
Net Restaurant Growth	(0.9%)	(0.8%)	(0.4%)	0.1%	0.1%	-	0.1%	-	0.3%	0.3%	0.4%	0.3%	0.6%
System Restaurant Count at Period End	4,507	4,501	4,502	4,525	4,525	4,505	4,507	4,504	4,539	4,539	4,523	4,521	4,532
Segment P&L													
Supply Chain Sales	\$607	\$676	\$706	\$690	\$2,679	\$627	\$682	\$699	\$699	\$2,708	\$611	\$732	\$769
Company Restaurant Sales	11	13	12	11	46	10	12	11	11	45	10	12	12
Royalties	71	84	87	82	324	77	86	87	82	332	73	89	90
Property Revenues	137	158	161	153	609	147	160	162	153	622	137	166	166
Franchise Fees and Other Revenue	6	5	5	6	22	7	13	6	6	32	8	7	7
Advertising Revenues and Other Services	62	73	82	76	292	70	77	79	74	301	64	78	80
Total Revenues	\$893	\$1,008	\$1,052	\$1,018	\$3,972	\$939	\$1,031	\$1,044	\$1,027	\$4,040	\$903	\$1,083	\$1,125
Supply Chain Cost of Sales	\$497	\$552	\$572	\$574	\$2,194	\$517	\$540	\$559	\$565	\$2,180	\$496	\$589	\$619
Company Restaurant Expenses	8	10	10	9	38	9	10	9	9	37	9	10	11
Segment Franchise and Property Expenses	77	84	79	79	319	80	91	82	77	330	78	83	86
Advertising Expenses and Other Services	65	78	84	81	309	70	87	78	72	307	66	93	77
Segment G&A	37	41	43	47	168	42	38	36	42	158	37	34	33
<i>Adjustment:</i>													
Cash Distributions Received from EMIs	3	3	4	4	14	3	4	4	4	15	3	4	4
AOI	\$212	\$246	\$269	\$231	\$958	\$224	\$269	\$284	\$266	\$1,043	\$220	\$278	\$304
SBC	12	13	13	14	51	12	11	10	14	47	12	9	9
Segment Depreciation and Amortization	25	26	24	25	101	26	26	27	26	105	26	27	26
Adjusted EBITDA	\$248	\$285	\$307	\$271	\$1,111	\$262	\$307	\$321	\$305	\$1,195	\$258	\$314	\$339
<i>Average Exchange Rate (CAD)</i>	<i>0.7398</i>	<i>0.7447</i>	<i>0.7456</i>	<i>0.7349</i>	<i>0.7413</i>	<i>0.7417</i>	<i>0.7309</i>	<i>0.7332</i>	<i>0.7147</i>	<i>0.7301</i>	<i>0.6972</i>	<i>0.7227</i>	<i>0.7261</i>
<i>% Change YoY</i>	<i>(6.3%)</i>	<i>(4.9%)</i>	<i>(2.6%)</i>	<i>(0.3%)</i>	<i>(3.6%)</i>	<i>0.3%</i>	<i>(1.9%)</i>	<i>(1.7%)</i>	<i>(2.7%)</i>	<i>(1.5%)</i>	<i>(6.0%)</i>	<i>(1.1%)</i>	<i>(1.0%)</i>

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 12/31/23	3 Months Ending				Year-End 12/31/24	3 Months Ending		
	3/31/23	6/30/23	9/30/23	12/31/23		3/31/24	6/30/24	9/30/24	12/31/24		3/31/25	6/30/25	9/30/25
System-wide Sales Growth	8.5%	8.1%	6.4%	4.9%	6.9%	2.6%	(0.7%)	(1.5%)	0.5%	0.2%	(1.7%)	1.0%	2.3%
System-wide Sales	\$2,684	\$2,949	\$2,938	\$2,903	\$11,474	\$2,753	\$2,925	\$2,891	\$2,915	\$11,484	\$2,700	\$2,952	\$2,956
Comparable Sales	8.7%	8.3%	6.6%	6.3%	7.4%	3.8%	(0.1%)	(0.7%)	1.1%	1.0%	(1.3%)	1.3%	3.1%
Net Restaurant Growth	(1.3%)	(1.8%)	(2.4%)	(3.3%)	(3.3%)	(2.4%)	(1.7%)	(1.5%)	(0.9%)	(0.9%)	(1.1%)	(1.2%)	(1.1%)
System Restaurant Count at Period End	7,317	7,258	7,224	7,144	7,144	7,139	7,133	7,119	7,082	7,082	7,062	7,046	7,043
Segment P&L													
Company Restaurant Sales	\$19	\$24	\$21	\$33	\$97	\$58	\$62	\$60	\$62	\$243	\$60	\$61	\$62
Royalties	113	125	124	121	483	116	122	123	123	484	114	124	124
Property Revenues	55	58	57	58	227	56	52	55	56	219	52	55	54
Franchise Fees and Other Revenue	3	3	3	10	20	3	3	2	9	17	2	3	8
Advertising Revenues and Other Services	106	117	124	123	470	117	124	122	125	488	129	144	138
Total Revenues	\$297	\$327	\$329	\$345	\$1,297	\$350	\$364	\$362	\$375	\$1,451	\$356	\$388	\$387
Company Restaurant Expenses	\$17	\$22	\$20	\$31	\$90	\$52	\$57	\$56	\$56	\$221	\$55	\$57	\$59
Segment Franchise and Property Expenses	33	29	30	42	133	31	26	29	37	122	31	33	35
Advertising Expenses and Other Services	117	131	131	165	543	125	131	133	168	558	132	147	141
Segment G&A	34	35	37	39	145	36	36	32	35	139	36	31	30
AOI	\$96	\$110	\$111	\$69	\$386	\$106	\$114	\$112	\$78	\$410	\$103	\$121	\$123
SBC	10	10	11	9	41	10	9	8	10	37	10	7	7
Segment Depreciation and Amortization	9	9	9	9	35	9	10	10	11	40	11	11	11
Adjusted EBITDA	\$115	\$129	\$131	\$87	\$462	\$125	\$132	\$131	\$99	\$487	\$124	\$139	\$140
Reclaim the Flame Investment													
<i>Fuel the Flame</i> - Marketing (Advertising Expense)	\$6	\$10	-	\$37	\$53	\$5	\$5	\$7	\$41	\$58	-	-	-
<i>Fuel the Flame</i> - Digital (Other Services Expense)	1	2	2	3	7	1	1	1	-	3	-	-	-
<i>Royal Reset</i> - Refresh (Capex & D&A)	1	9	6	8	25	10	6	9	15	41	2	2	1
<i>Royal Reset</i> - Remodel (Working Capital & Royalties)	6	1	3	8	19	9	4	7	11	30	8	7	8
Company Restaurants at Period End	48	60	50	138	138	175	175	165	160	160	159	156	162

Note: Includes results from Burger King in the U.S. and Canada. Amounts may not recalculate due to rounding. Franchise, property, advertising and other revenues and expenses include intersegment revenues and expenses from RH. Fuel the Flame Marketing and Digital expenses were completed as of Q4'24. Royal Reset expenses are expected to continue through 2028.

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



	3 Months Ending				Year-End 12/31/23	3 Months Ending				Year-End 12/31/24	3 Months Ending		
	3/31/23	6/30/23	9/30/23	12/31/23		3/31/24	6/30/24	9/30/24	12/31/24		3/31/25	6/30/25	9/30/25
System-wide Sales Growth	9.6%	9.9%	11.2%	11.2%	10.5%	10.4%	4.6%	(0.6%)	2.8%	4.2%	(2.4%)	1.6%	0.7%
System-wide Sales	\$1,374	\$1,488	\$1,520	\$1,503	\$5,886	\$1,517	\$1,555	\$1,509	\$1,543	\$6,124	\$1,475	\$1,578	\$1,519
Comparable Sales	3.6%	4.4%	5.6%	5.5%	4.8%	5.7%	0.5%	(4.0%)	(0.2%)	0.4%	(4.0%)	(1.4%)	(2.4%)
Net Restaurant Growth	6.3%	5.6%	5.3%	4.9%	4.9%	4.7%	4.3%	4.1%	3.7%	3.7%	3.0%	2.5%	2.2%
System Restaurant Count at Period End	3,260	3,294	3,329	3,394	3,394	3,412	3,437	3,465	3,520	3,520	3,516	3,524	3,541
Segment P&L													
Company Restaurant Sales	\$21	\$22	\$22	\$24	\$89	\$23	\$33	\$44	\$48	\$148	\$46	\$46	\$44
Royalties	68	73	75	74	291	75	76	73	76	300	72	76	74
Property Revenues	3	3	3	3	13	3	4	3	4	14	4	4	4
Franchise Fees and Other Revenue	1	5	2	2	10	2	5	3	1	11	3	7	3
Advertising Revenues and Other Services	66	69	75	79	289	75	76	72	72	295	69	77	76
Total Revenues	\$159	\$173	\$177	\$182	\$692	\$178	\$194	\$195	\$201	\$768	\$194	\$210	\$201
Company Restaurant Expenses	\$19	\$20	\$20	\$22	\$80	\$19	\$29	\$38	\$42	\$128	\$39	\$40	\$39
Segment Franchise and Property Expenses	1	5	2	1	10	1	5	2	1	9	2	6	3
Advertising Expenses and Other Services	67	70	77	81	295	76	78	74	75	303	72	80	79
Segment G&A	21	22	21	22	86	22	21	19	22	84	21	19	17
AOI	\$51	\$56	\$58	\$56	\$221	\$58	\$62	\$62	\$61	\$243	\$60	\$66	\$63
SBC	6	7	6	7	26	7	5	5	6	23	6	5	4
Segment Depreciation and Amortization	2	2	2	2	9	2	2	3	3	11	3	3	3
Adjusted EBITDA	\$59	\$65	\$67	\$66	\$257	\$67	\$70	\$68	\$72	\$277	\$68	\$74	\$70
Company Restaurants at Period End	41	41	41	41	41	40	100	100	98	98	98	95	95

Note: Includes results from Popeyes in the U.S. and Canada. Company Restaurant Sales include results from Carrols restaurants acquired 5/16/24. Amounts may not recalculate due to rounding.

Firehouse Subs ("FHS") Segment Results
Unaudited, \$ in millions (nominal)



	3 Months Ending				Year-End 12/31/23	3 Months Ending				Year-End 12/31/24	3 Months Ending		
	3/31/23	6/30/23	9/30/23	12/31/23		3/31/24	6/30/24	9/30/24	12/31/24		3/31/25	6/30/25	9/30/25
System-wide Sales Growth	9.4%	6.4%	7.0%	8.0%	7.7%	3.7%	3.3%	(1.3%)	5.4%	2.7%	7.3%	6.3%	10.7%
System-wide Sales	\$291	\$306	\$305	\$299	\$1,201	\$301	\$316	\$301	\$315	\$1,233	\$322	\$336	\$332
Comparable Sales	6.3%	3.4%	3.6%	3.5%	4.2%	0.2%	(0.1%)	(4.8%)	0.3%	(1.1%)	0.6%	(0.8%)	2.6%
Net Restaurant Growth	2.2%	2.0%	2.5%	3.0%	3.0%	3.6%	3.5%	3.9%	6.3%	6.3%	5.9%	6.4%	7.7%
System Restaurant Count at Period End	1,233	1,244	1,251	1,265	1,265	1,277	1,288	1,300	1,345	1,345	1,352	1,371	1,400
Segment P&L													
Company Restaurant Sales	\$10	\$10	\$10	\$10	\$39	\$10	\$10	\$10	\$11	\$41	\$11	\$11	\$11
Royalties	17	18	17	17	69	17	19	17	18	71	18	19	19
Franchise Fees and Other Revenue	6	6	9	10	31	8	8	10	8	34	8	9	11
Advertising Revenues and Other Services	4	14	15	15	48	15	16	15	21	68	17	20	18
Total Revenues	\$37	\$48	\$51	\$51	\$187	\$50	\$53	\$53	\$58	\$214	\$54	\$59	\$60
Company Restaurant Expenses	\$8	\$9	\$8	\$8	\$34	\$9	\$9	\$9	\$9	\$36	\$9	\$9	\$9
Segment Franchise and Property Expenses	2	1	3	1	8	1	1	4	1	8	2	2	5
Advertising Expenses and Other Services	5	14	15	15	49	15	17	16	22	70	17	20	19
Segment G&A	13	13	14	18	58	14	14	11	12	51	14	13	12
AOI	\$9	\$11	\$10	\$8	\$38	\$10	\$13	\$12	\$13	\$48	\$11	\$15	\$14
SBC	3	4	4	6	17	3	3	2	3	11	3	2	2
Segment Depreciation and Amortization	1	1	1	1	3	1	1	1	1	4	1	1	1
Adjusted EBITDA	\$13	\$15	\$15	\$15	\$58	\$14	\$17	\$15	\$17	\$63	\$16	\$18	\$17

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

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



	3 Months Ending				Year-End 12/31/23	3 Months Ending				Year-End 12/31/24	3 Months Ending		
	3/31/23	6/30/23	9/30/23	12/31/23		3/31/24	6/30/24	9/30/24	12/31/24		3/31/25	6/30/25	9/30/25
System-wide Sales Growth	21.6%	21.5%	15.6%	12.8%	17.6%	11.6%	9.2%	8.0%	11.2%	10.0%	8.6%	9.8%	12.1%
System-wide Sales	\$3,889	\$4,334	\$4,532	\$4,332	\$17,087	\$4,216	\$4,517	\$4,780	\$4,643	\$18,156	\$4,368	\$4,992	\$5,447
Comparable Sales	12.6%	12.0%	7.7%	4.6%	9.0%	4.2%	2.6%	1.8%	4.7%	3.3%	2.6%	4.2%	6.5%
Net Restaurant Growth	8.9%	9.2%	9.5%	8.9%	8.9%	8.4%	8.2%	7.6%	6.1%	6.1%	6.2%	5.4%	5.1%
System Restaurant Count at Period End	13,639	13,828	14,069	14,742	14,742	14,780	14,959	15,137	15,639	15,639	15,696	15,767	15,907
Segment P&L													
Royalties	\$173	\$192	\$199	\$189	\$753	\$188	\$200	\$211	\$204	\$803	\$187	\$213	\$233
Property Revenues	1	-	-	1	2	-	1	1	-	2	1	-	-
Franchise Fees and Other Revenue	14	10	11	14	49	13	12	11	12	48	12	15	12
Advertising Revenues and Other Services	16	16	18	21	70	21	20	20	21	82	18	21	22
Total Revenues	\$203	\$219	\$228	\$224	\$874	\$222	\$232	\$243	\$237	\$935	\$218	\$250	\$268
Segment Franchise and Property Expenses	\$2	\$2	(\$2)	\$9	\$11	\$5	-	\$5	\$21	\$31	\$5	\$9	\$7
Advertising Expenses and Other Services	18	18	20	21	77	23	22	25	20	90	23	23	25
Segment G&A	46	45	49	50	190	53	49	48	50	200	52	47	47
AOI	\$137	\$154	\$161	\$145	\$597	\$142	\$160	\$166	\$146	\$614	\$138	\$172	\$189
SBC	14	13	14	17	58	14	12	12	16	54	16	10	10
Segment Depreciation and Amortization	2	3	3	3	11	3	3	3	3	13	4	4	4
Adjusted EBITDA	\$153	\$171	\$178	\$164	\$666	\$159	\$176	\$181	\$164	\$680	\$158	\$185	\$202
<i>Average Exchange Rate (EUR)</i>	<i>1.0731</i>	<i>1.0891</i>	<i>1.0879</i>	<i>1.0767</i>	<i>1.0817</i>	<i>1.0857</i>	<i>1.0766</i>	<i>1.0991</i>	<i>1.0662</i>	<i>1.0819</i>	<i>1.0531</i>	<i>1.1344</i>	<i>1.1685</i>
<i>% Change YoY</i>	<i>(4.4%)</i>	<i>2.3%</i>	<i>8.1%</i>	<i>5.4%</i>	<i>2.6%</i>	<i>1.2%</i>	<i>(1.1%)</i>	<i>1.0%</i>	<i>(1.0%)</i>	<i>-</i>	<i>(3.0%)</i>	<i>5.4%</i>	<i>6.3%</i>
Supplemental Information (BK China)													
System-wide Sales (\$mms)	\$202	\$207	\$216	\$179	\$804	\$167	\$171	\$174	\$156	\$668	\$147	\$162	\$172
Comparable Sales	4.6%	12.8%	1.7%	(3.7%)	3.7%	(20.7%)	(21.3%)	(24.2%)	(13.8%)	(20.3%)	(5.8%)	2.2%	10.5%
System Restaurant Count at Period End	1,398	1,431	1,473	1,587	1,587	1,551	1,543	1,514	1,474	1,474	1,467	1,367	1,271
Total Revenue (\$mms)	\$10	\$11	\$11	\$10	\$42	\$9	\$10	\$10	\$9	\$37	-	-	-
Bad Debt (Recovery) Expense (\$mms)	-	-	-	-	-	-	-	\$2	\$16	\$18	-	-	-

Note: Amounts may not recalculate due to rounding. INTL KPIs include BK China in all periods. Beginning 2/14/25, Segment P&L results exclude results from BK China which is reported as discontinued operations.

Restaurant Holdings ("RH") Segment Results

Unaudited, \$ in millions (nominal)



	3 Months Ending				Year-End 12/31/23	3 Months Ending				Year-End 12/31/24	3 Months Ending		
	3/31/23	6/30/23	9/30/23	12/31/23		3/31/24	6/30/24	9/30/24	12/31/24		3/31/25	6/30/25	9/30/25
Segment P&L													
BK RH Company Restaurant Sales	-	-	-	-	-	-	\$230	\$440	\$443	\$1,112	\$429	\$465	\$454
RH INTL Company Restaurant Sales	-	-	-	-	-	-	-	1	2	4	3	4	5
Total Revenues	-	-	-	-	-	-	\$230	\$441	\$445	\$1,116	\$432	\$469	\$459
Food, Beverage and Packaging Costs	-	-	-	-	-	-	\$64	\$123	\$126	\$312	\$121	\$134	\$136
Restaurant Wages and Related Expenses	-	-	-	-	-	-	72	141	142	358	145	152	148
Restaurant Occupancy Expense and Other	=	=	=	=	=	=	59	120	119	296	114	120	119
Company Restaurant Expenses	-	-	-	-	-	-	\$194	\$384	\$387	\$965	\$379	\$406	\$403
Advertising Expenses and Other Services	-	-	-	-	-	-	10	19	19	49	21	24	23
Segment G&A	-	-	-	-	-	-	12	23	24	59	24	23	23
AOI	-	-	-	-	-	-	\$14	\$16	\$14	\$44	\$7	\$16	\$10
Segment Depreciation and Amortization, excl. Reacquired Franchise Rights Amortization	=	=	=	=	=	=	5	16	17	38	11	16	15
Adjusted EBITDA	-	-	-	-	-	-	\$19	\$32	\$31	\$82	\$18	\$32	\$25
Intersegment Expenses													
Royalties (Restaurant Occupancy Expense and Other)	-	-	-	-	-	-	(\$10)	(\$20)	(\$20)	(\$50)	(\$19)	(\$21)	(\$21)
Property (Restaurant Occupancy Expense and Other)	-	-	-	-	-	-	(4)	(8)	(8)	(20)	(8)	(6)	(8)
Advertising Expenses and Other Services	-	-	-	-	-	-	(10)	(18)	(19)	(47)	(20)	(22)	(21)
Total Intersegment Expenditures	-	-	-	-	-	-	(\$24)	(\$47)	(\$47)	(\$117)	(\$48)	(\$49)	(\$49)
BK RH Restaurant-Level EBITDA													
RH Adjusted Operating Income	-	-	-	-	-	-	\$14	\$16	\$14	\$44	\$7	\$16	\$10
- INTL RH Adjusted Operating Income	=	=	=	=	=	=	=	(1)	(2)	(3)	(3)	(6)	(7)
= BK RH Adjusted Operating Income	-	-	-	-	-	-	\$14	\$17	\$16	\$47	\$10	\$22	\$16
+ BK RH Segment G&A	-	-	-	-	-	-	12	22	22	56	22	20	19
+ BK RH Segment Depreciation and Amortization, excl. Reacquired Franchise Rights	-	-	-	-	-	-	5	16	16	36	10	15	14
Restaurant-Level EBITDA (BK RH)	-	-	-	-	-	-	\$31	\$54	\$54	\$139	\$42	\$56	\$49
/ BK RH Restaurant Sales	-	-	-	-	-	-	230	440	443	1,112	429	465	454
= BK RH Restaurant-Level Margin	-	-	-	-	-	-	13.3%	12.4%	12.3%	12.5%	9.8%	12.1%	10.9%
Carrols Remodel Capital Expenditures (Accrued)	-	-	-	-	-	-	\$3	\$14	\$47	\$64	\$9	\$11	\$38

Note: RH includes results from the BK Carrols restaurants beginning 5/16/24, PLK China restaurants beginning 7/1/24 and FHS Brazil beginning in 2025. RH KPIs (on supplemental slides) are shown consistent with RBI's reporting calendar, but results from BK Carrols restaurants in the P&L are shown consistent with Carrols reporting calendar which is a 4-4-5 calendar (for Q3'25 ended September 28, 2025). PLK China results are reported one month in arrears. As a result, Q3'25 results include results for PLK China from 6/1/25-8/31/25.

Supplemental Operational Information

Global SWS and Restaurant Count by Brand and Home Market KPIs by Brand I \$ in millions (nominal)



	3 Months Ending				Year-End 12/31/23	3 Months Ending				Year-End 12/31/24	3 Months Ending		
	3/31/23	6/30/23	9/30/23	12/31/23		3/31/24	6/30/24	9/30/24	12/31/24		3/31/25	6/30/25	9/30/25
Global System-wide Sales by Brand													
Tim Hortons	\$1,731	\$2,024	\$2,088	\$2,002	\$7,845	\$1,875	\$2,097	\$2,109	\$2,024	\$8,105	\$1,783	\$2,164	\$2,204
Burger King	\$6,241	\$6,901	\$7,063	\$6,814	\$27,019	\$6,543	\$6,969	\$7,173	\$7,043	\$27,728	\$6,563	\$7,358	\$7,768
Popeyes	\$1,568	\$1,714	\$1,764	\$1,767	\$6,813	\$1,789	\$1,865	\$1,847	\$1,894	\$7,394	\$1,824	\$1,989	\$1,974
Firehouse Subs	\$294	\$310	\$309	\$303	\$1,216	\$306	\$320	\$305	\$318	\$1,249	\$327	\$341	\$338
Global Restaurant Count by Brand													
Tim Hortons	5,620	5,662	5,701	5,833	5,833	5,818	5,836	5,878	6,043	6,043	6,039	6,075	6,126
Burger King	18,911	18,935	19,035	19,384	19,384	19,374	19,446	19,509	19,732	19,732	19,716	19,666	19,633
Popeyes	4,178	4,269	4,373	4,571	4,571	4,625	4,735	4,817	4,979	4,979	5,015	5,086	5,229
Firehouse Subs	1,247	1,259	1,266	1,282	1,282	1,296	1,307	1,321	1,371	1,371	1,379	1,402	1,435
Home Markets Operational Information by Brand													
Tim Hortons - Canada													
System-wide Sales Growth	16.6%	12.8%	8.5%	9.3%	11.5%	8.3%	5.5%	2.9%	3.2%	4.8%	0.0%	3.8%	4.6%
System-wide Sales	\$1,420	\$1,683	\$1,737	\$1,654	\$6,494	\$1,542	\$1,742	\$1,758	\$1,662	\$6,703	\$1,450	\$1,788	\$1,822
Comparable Sales	15.5%	12.5%	8.1%	8.7%	10.9%	7.5%	4.9%	2.7%	2.5%	4.3%	0.1%	3.6%	4.2%
Net Restaurant Growth	(1.2%)	(1.0%)	(0.6%)	(0.1%)	(0.1%)	(0.3%)	(0.2%)	(0.3%)	(0.2%)	(0.2%)	0.1%	(0.1%)	0.2%
System Restaurant Count at Period End	3,882	3,878	3,874	3,894	3,894	3,872	3,870	3,861	3,886	3,886	3,874	3,865	3,869
Burger King - US													
System-wide Sales Growth	8.1%	7.9%	6.0%	4.6%	6.6%	2.4%	(0.8%)	(1.5%)	0.9%	0.2%	(1.6%)	1.1%	2.3%
System-wide Sales	\$2,568	\$2,816	\$2,800	\$2,773	\$10,957	\$2,631	\$2,793	\$2,759	\$2,798	\$10,980	\$2,589	\$2,823	\$2,821
Comparable Sales	8.7%	8.3%	6.6%	6.4%	7.5%	3.9%	0.1%	(0.4%)	1.5%	1.2%	(1.1%)	1.5%	3.2%
Net Restaurant Growth	(1.7%)	(2.2%)	(2.8%)	(3.7%)	(3.7%)	(2.8%)	(2.0%)	(1.6%)	(1.1%)	(1.1%)	(1.4%)	(1.6%)	(1.5%)
System Restaurant Count at Period End	6,964	6,900	6,864	6,778	6,778	6,771	6,764	6,752	6,701	6,701	6,678	6,659	6,654
Popeyes - US													
System-wide Sales Growth	9.1%	9.4%	11.0%	11.2%	10.2%	10.2%	4.0%	(0.8%)	2.7%	3.9%	(2.6%)	1.9%	0.9%
System-wide Sales	\$1,292	\$1,395	\$1,421	\$1,404	\$5,511	\$1,424	\$1,452	\$1,408	\$1,441	\$5,726	\$1,387	\$1,480	\$1,422
Comparable Sales	3.4%	4.2%	5.6%	5.8%	4.8%	6.2%	0.6%	(3.8%)	0.1%	0.6%	(4.0%)	(0.9%)	(2.0%)
Net Restaurant Growth	5.9%	5.1%	5.0%	4.5%	4.5%	4.0%	3.8%	3.6%	3.2%	3.2%	2.6%	2.1%	1.9%
System Restaurant Count at Period End	2,947	2,972	3,000	3,051	3,051	3,065	3,086	3,107	3,148	3,148	3,145	3,151	3,166
Firehouse Subs - US													
System-wide Sales Growth	9.4%	6.1%	6.8%	7.6%	7.4%	2.6%	1.8%	(3.7%)	2.5%	0.8%	3.6%	2.4%	6.7%
System-wide Sales	\$278	\$292	\$291	\$284	\$1,145	\$285	\$297	\$280	\$291	\$1,153	\$296	\$304	\$299
Comparable Sales	6.8%	3.8%	4.0%	3.8%	4.6%	0.3%	(0.1%)	(5.2%)	0.0%	(1.3%)	0.3%	(1.1%)	2.5%
Net Restaurant Growth	1.6%	1.2%	1.8%	0.7%	0.7%	2.5%	2.0%	1.9%	3.2%	3.2%	2.4%	2.8%	3.4%
System Restaurant Count at Period End	1,174	1,182	1,188	1,195	1,195	1,203	1,206	1,211	1,233	1,233	1,232	1,240	1,252

Supplemental Operational Information

International KPIs by Brand and RH KPIs by Brand I \$ in millions (nominal)



	3 Months Ending				Year-End 12/31/23	3 Months Ending				Year-End 12/31/24	3 Months Ending		
	3/31/23	6/30/23	9/30/23	12/31/23		3/31/24	6/30/24	9/30/24	12/31/24		3/31/25	6/30/25	9/30/25
INTL - Tim Hortons													
System-wide Sales Growth	44.3%	67.5%	34.1%	21.4%	39.7%	10.8%	5.2%	(1.5%)	5.3%	4.7%	4.0%	7.1%	10.6%
System-wide Sales	\$136	\$152	\$159	\$153	\$600	\$150	\$159	\$156	\$160	\$626	\$152	\$169	\$175
Comparable Sales	(3.0%)	3.3%	(4.5%)	(6.3%)	(3.1%)	(10.7%)	(10.4%)	(14.6%)	(9.8%)	(11.4%)	(7.6%)	(0.9%)	0.4%
Net Restaurant Growth	44.0%	42.5%	35.6%	21.0%	21.0%	18.0%	14.5%	14.6%	15.0%	15.0%	15.5%	16.9%	16.0%
System Restaurant Count at Period End	1,113	1,161	1,199	1,308	1,308	1,313	1,329	1,374	1,504	1,504	1,516	1,554	1,594
INTL - Burger King													
System-wide Sales Growth	19.1%	18.5%	13.2%	10.4%	15.1%	9.4%	7.1%	6.3%	9.6%	8.0%	6.9%	7.9%	10.2%
System-wide Sales	\$3,557	\$3,952	\$4,125	\$3,911	\$15,545	\$3,790	\$4,044	\$4,282	\$4,128	\$16,244	\$3,863	\$4,406	\$4,812
Comparable Sales	12.5%	11.7%	7.6%	4.6%	8.9%	4.2%	2.3%	1.9%	4.9%	3.3%	2.7%	4.1%	6.4%
Net Restaurant Growth	5.1%	5.2%	5.6%	5.7%	5.7%	5.5%	5.4%	4.9%	3.3%	3.3%	3.4%	2.5%	1.6%
System Restaurant Count at Period End	11,594	11,677	11,811	12,240	12,240	12,235	12,313	12,390	12,650	12,650	12,654	12,620	12,590
INTL - Popeyes													
System-wide Sales Growth	66.7%	66.4%	60.2%	55.0%	61.4%	54.5%	52.2%	46.1%	40.3%	47.5%	35.6%	36.8%	38.4%
System-wide Sales	\$193	\$226	\$244	\$264	\$927	\$272	\$310	\$337	\$352	\$1,271	\$349	\$412	\$455
Comparable Sales	29.8%	27.4%	21.0%	14.9%	22.5%	18.3%	19.4%	11.9%	11.2%	14.8%	7.7%	8.9%	11.0%
Net Restaurant Growth	30.6%	33.0%	36.3%	37.5%	37.5%	32.1%	33.1%	29.5%	24.0%	24.0%	23.6%	20.3%	24.9%
System Restaurant Count at Period End	918	975	1,044	1,177	1,177	1,213	1,298	1,352	1,459	1,459	1,499	1,562	1,688
INTL - Firehouse Subs													
System-wide Sales Growth	8.9%	6.3%	14.4%	49.5%	18.2%	23.7%	13.3%	(1.1%)	(11.6%)	5.2%	6.4%	16.0%	26.0%
System-wide Sales	\$3	\$4	\$4	\$4	\$15	\$4	\$4	\$4	\$4	\$16	\$4	\$5	\$5
Comparable Sales	1.1%	(1.8%)	(2.0%)	(8.8%)	(3.0%)	(3.6%)	(10.4%)	(12.6%)	12.7%	(4.3%)	(13.1%)	(9.0%)	(7.9%)
Net Restaurant Growth	7.7%	15.4%	15.4%	21.4%	21.4%	35.7%	26.7%	40.0%	52.9%	52.9%	42.1%	63.2%	66.7%
System Restaurant Count at Period End	14	15	15	17	17	19	19	21	26	26	27	31	35
RH - Burger King (Carrols)													
Comparable Sales	-	-	-	-	-	4.2%	(1.6%)	(2.2%)	1.6%	0.4%	(1.0%)	2.9%	4.8%
System Restaurant Count at Period End	-	-	-	-	-	\$1,023	\$1,022	\$1,021	\$1,017	\$1,017	\$1,015	\$1,012	\$1,012
RH - International													
System-wide Sales	-	-	-	-	-	\$2	\$2	\$2	\$2	\$9	\$3	\$5	\$6
System Restaurant Count at Period End	-	-	-	-	-	11	14	14	19	19	24	32	56

Note: RH - Burger King (Carrols) and RH - International (Popeyes China and Firehouse Brazil) KPIs for Q1'24 and Q2'24 shown for informational purposes only.

Reconciliation of G&A to Segment G&A, F&P Expenses to Segment F&P Expenses and Net Income from Continuing Ops. to Income from Ops. to AOI to Adj. EBITDA
 \$ in millions (nominal)



	3 Months Ending				Year-End 12/31/23	3 Months Ending				Year-End 12/31/24	3 Months Ending		
	3/31/23	6/30/23	9/30/23	12/31/23		3/31/24	6/30/24	9/30/24	12/31/24		3/31/25	6/30/25	9/30/25
General and Administrative (G&A) Expenses	\$175	\$163	\$169	\$197	\$704	\$173	\$185	\$176	\$199	\$733	\$191	\$188	\$170
RH and BK China Transaction Costs	-	-	-	-	-	4	9	4	5	22	6	16	7
FHS Transaction Costs	19	-	-	-	19	-	-	-	-	-	-	-	-
Corporate Restructuring and Advisory Fees	5	7	5	21	38	2	6	3	9	20	1	5	1
Segment G&A	\$151	\$156	\$164	\$176	\$647	\$167	\$170	\$169	\$185	\$691	\$184	\$166	\$162
RH Segment G&A	-	-	-	-	-	-	12	23	24	59	24	23	23
Segment G&A, excluding RH	\$151	\$156	\$164	\$176	\$647	\$167	\$158	\$146	\$161	\$632	\$160	\$143	\$139
Franchise and Property (F&P) Expenses	\$123	\$130	\$119	\$140	\$512	\$126	\$134	\$134	\$150	\$544	\$130	\$144	\$147
Franchise Agreement and Reacquired FAA	8	8	7	8	31	8	11	19	15	53	16	17	16
Segment Franchise and Property Expenses	\$115	\$122	\$112	\$132	\$481	\$118	\$122	\$115	\$135	\$491	\$114	\$128	\$131
Net Income from Continuing Operations	\$277	\$351	\$364	\$726	\$1,718	\$328	\$399	\$357	\$361	\$1,445	\$223	\$264	\$440
Income Tax (Benefit) Expense from Continuing Ops.	28	58	59	(410)	(265)	68	85	72	139	364	82	87	94
Loss on Early Extinguishment of Debt	-	-	16	-	16	-	32	1	-	33	-	-	-
Interest Expense, net	142	145	143	152	582	148	147	147	135	577	130	132	129
Income from Operations	\$447	\$554	\$582	\$468	\$2,051	\$544	\$663	\$577	\$635	\$2,419	\$435	\$483	\$663
Franchise Agreement and Reacquired Franchise Rights Amortization ("FAA")	8	8	7	8	31	8	11	19	15	53	16	17	16
RH and BK China Transaction Costs	-	-	-	-	-	4	9	4	5	22	6	16	7
FHS Transaction Costs	19	-	-	-	19	-	-	-	-	-	-	-	-
Corporate Restructuring and Advisory Fees	5	7	5	21	38	2	6	3	9	20	1	5	1
Impact of Equity Method Investments	9	15	5	(23)	6	-	(64)	7	4	(53)	(2)	(1)	2
Other Operating Expenses (Income), net	17	(7)	10	35	55	(18)	7	42	(90)	(59)	83	149	12
AOI	\$505	\$577	\$609	\$509	\$2,200	\$540	\$632	\$652	\$578	\$2,402	\$539	\$668	\$702
Segment Depreciation and Amortization	38	41	40	41	160	41	48	59	62	210	55	61	60
SBC	45	47	49	53	194	46	41	37	48	172	48	33	32
Adjusted EBITDA	\$588	\$665	\$698	\$603	\$2,554	\$627	\$721	\$748	\$688	\$2,784	\$642	\$762	\$794

Reconciliation of Interest Expense, Net to Adjusted Interest Expense, Net and Net Income from Continuing Operations to Adjusted Net Income and Adjusted Diluted EPS

\$ in millions except per share data



	3 Months Ending				Year-End 12/31/23	3 Months Ending				Year-End 12/31/24	3 Months Ending		
	3/31/23	6/30/23	9/30/23	12/31/23		3/31/24	6/30/24	9/30/24	12/31/24		3/31/25	6/30/25	9/30/25
Interest Expense, Net	\$142	\$145	\$143	\$152	\$582	\$148	\$147	\$147	\$135	\$577	\$130	\$132	\$129
Amortization of Deferred Financing Costs and Debt Issuance Discount	7	7	7	6	27	6	6	7	6	25	6	7	6
Non-Cash Interest Expense Related to IR Swaps	12	13	12	12	49	3	(2)	(2)	(1)	(2)	(4)	(6)	(5)
Adjusted Interest Expense, Net	\$123	\$125	\$124	\$134	\$506	\$139	\$143	\$142	\$130	\$554	\$128	\$131	\$128
Net Income from Continuing Operations	\$277	\$351	\$364	\$726	\$1,718	\$328	\$399	\$357	\$361	\$1,445	\$223	\$264	\$440
Income Tax (Benefit) Expense from Continuing Ops.	28	58	59	(410)	(265)	68	85	72	139	364	82	87	94
Income from Continuing Ops. Before Income Taxes	\$305	\$409	\$423	\$316	\$1,453	\$396	\$484	\$429	\$500	\$1,809	\$305	\$351	\$534
<i>Adjustments:</i>													
Franchise Agreement and Reacquired FAA	\$8	\$8	\$7	\$8	\$31	\$8	\$11	\$19	\$15	\$53	\$16	\$17	\$16
Amortization of Deferred Financing Costs and Debt Issuance Discount	7	7	7	6	27	6	6	7	6	25	6	7	6
Interest Expense and Loss on Extinguished Debt	12	13	28	12	65	3	30	(1)	(1)	31	(4)	(6)	(5)
RH and BK China Transaction Costs	-	-	-	-	-	4	9	4	5	22	6	16	7
FHS Transaction Costs	19	-	-	-	19	-	-	-	-	-	-	-	-
Corporate Restructuring and Advisory Fees	5	7	5	21	38	2	6	3	9	20	1	5	1
Impact of Equity Method Investments	9	15	5	(23)	6	-	(64)	7	4	(53)	(2)	(1)	2
Other Operating Expenses (Income), net	17	(7)	10	35	55	(18)	7	42	(90)	(59)	83	149	12
Total Adjustments	\$77	\$43	\$62	\$59	\$241	\$5	\$5	\$81	(\$52)	\$39	\$106	\$187	\$39
Adjusted Income Before Income Taxes	\$382	\$452	\$485	\$375	\$1,694	\$401	\$489	\$510	\$448	\$1,848	\$411	\$538	\$573
Adjusted Income Tax Expense	42	65	72	35	214	70	97	87	79	333	68	106	102
Adjusted Net Income	\$340	\$387	\$413	\$340	\$1,480	\$331	\$392	\$423	\$369	\$1,515	\$343	\$432	\$471
Adjusted Diluted Earnings per Share	\$0.75	\$0.85	\$0.90	\$0.75	\$3.24	\$0.73	\$0.86	\$0.93	\$0.81	\$3.34	\$0.75	\$0.94	\$1.03
Weighted Average Diluted Shares Outstanding	456	458	459	453	456	453	453	454	455	454	456	457	457

Net Leverage, Reconciliation of Free Cash Flow and Net Interest Paid
\$ in millions



Balance Sheet and Leverage	As of				Year-End 12/31/23	As of				Year-End 12/31/24	As of		
	3/31/23	6/30/23	9/30/23	12/31/23		3/31/24	6/30/24	9/30/24	12/31/24		3/31/25	6/30/25	9/30/25
Net Leverage													
Long-Term Debt, net of Current Portion	\$12,821	\$12,801	\$12,862	\$12,854	\$12,854	\$12,832	\$13,092	\$13,571	\$13,455	\$13,455	\$13,441	\$13,428	\$13,415
Finance Leases, net of Current Portion	310	315	305	312	312	308	302	305	286	286	280	282	269
Current Portion of Long-Term Debt and Finance Leases	128	132	87	101	101	110	617	126	222	222	218	221	116
Unamortized Deferred Financing Costs and Deferred Issue Discount	105	98	128	122	122	117	126	124	117	117	111	104	98
Total Debt	\$13,364	\$13,346	\$13,382	\$13,389	\$13,389	\$13,367	\$14,137	\$14,126	\$14,080	\$14,080	\$14,050	\$14,035	\$13,898
Cash and Cash Equivalents	1,033	1,213	1,310	1,139	1,139	1,049	942	1,176	1,334	1,334	899	1,026	1,206
Net Debt	\$12,331	\$12,133	\$12,072	\$12,250	\$12,250	\$12,318	\$13,195	\$12,950	\$12,746	\$12,746	\$13,151	\$13,009	\$12,692
LTM Adjusted EBITDA	2,436	2,483	2,539	2,554	2,554	2,593	2,649	2,699	2,784	2,784	2,799	2,840	2,886
Net Leverage	5.1x	4.9x	4.8x	4.8x	4.8x	4.8x	5.0x	4.8x	4.6x	4.6x	4.7x	4.6x	4.4x

Free Cash Flow and Net Interest Paid	3 Months Ending				Year-End 12/31/23	3 Months Ending				Year-End 12/31/24	3 Months Ending		
	3/31/23	6/30/23	9/30/23	12/31/23		3/31/24	6/30/24	9/30/24	12/31/24		3/31/25	6/30/25	9/30/25
Free Cash Flow													
Net Cash Provided by Operating Activities	\$95	\$392	\$433	\$403	\$1,323	\$148	\$334	\$540	\$481	\$1,503	\$118	\$449	\$592
Payments for Property and Equipment	(18)	(30)	(25)	(47)	(120)	(26)	(43)	(55)	(77)	(201)	(64)	(38)	(61)
Free Cash Flow	\$77	\$362	\$408	\$356	\$1,203	\$122	\$291	\$485	\$404	\$1,302	\$54	\$411	\$531
Net Interest Paid													
Interest Paid	\$163	\$217	\$164	\$217	\$761	\$170	\$220	\$179	\$216	\$785	\$153	\$207	\$154
Proceeds (Payments) from Derivatives, net within Investing Activities	11	12	12	71	106	16	18	18	19	71	18	18	18
Proceeds (Payments) from Derivatives, net within Financing Activities	29	34	37	41	141	28	29	28	24	109	17	17	18
Interest Income	7	9	13	11	40	11	9	9	10	39	8	6	9
Net Interest Paid	\$116	\$162	\$102	\$94	\$474	\$115	\$164	\$124	\$163	\$566	\$110	\$166	\$109

Note: See quarterly earnings releases for LTM Adjusted EBITDA reconciliations. LTM Adjusted EBITDA for 2024 and Q4'24 includes Carrols from 5/16/24 to 12/31/24.

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

\$ in millions



	3 Months Ending				Year-End 12/31/23	3 Months Ending				Year-End 12/31/24	3 Months Ending		
	3/31/23	6/30/23	9/30/23	12/31/23		3/31/24	6/30/24	9/30/24	12/31/24		3/31/25	6/30/25	9/30/25
Organic Revenue Growth													
Total Revenues Current Year Period	\$1,590	\$1,775	\$1,837	\$1,820	\$7,022	\$1,739	\$2,080	\$2,291	\$2,296	\$8,406	\$2,109	\$2,410	\$2,449
- Total Revenues Prior 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	2,291
= \$ Variance (Nominal)	\$139	\$136	\$111	\$131	\$517	\$149	\$305	\$454	\$476	\$1,384	\$370	\$330	\$158
- RH Impact	-	-	-	-	-	-	206	394	399	999	384	214	15
- Impact of FX Movements	(56)	(44)	(19)	1	(118)	(1)	(24)	(21)	(32)	(78)	(61)	(7)	(4)
= Organic Growth \$	\$195	\$180	\$130	\$130	\$635	\$150	\$123	\$81	\$109	\$463	\$47	\$123	\$147
Organic Revenue Growth %	13.9%	11.4%	7.6%	7.7%	9.9%	9.5%	7.1%	4.4%	6.1%	6.7%	2.8%	6.6%	7.8%
Organic AOI Growth													
Total AOI Current Year Period	\$505	\$577	\$609	\$509	\$2,200	\$540	\$632	\$652	\$578	\$2,402	\$539	\$668	\$702
- Total AOI Prior Year Period	462	546	570	506	2,084	505	577	609	509	2,200	540	632	652
= \$ Variance (Nominal)	\$43	\$31	\$39	\$3	\$116	\$35	\$55	\$43	\$69	\$202	(\$1)	\$36	\$50
- RH Impact	-	-	-	-	-	-	14	16	14	44	7	2	(6)
- Impact of FX Movements	(19)	(14)	(4)	=	(37)	(5)	(12)	(10)	(12)	(38)	(20)	(2)	=
= Organic Growth \$	\$62	\$45	\$43	\$3	\$153	\$40	\$53	\$36	\$67	\$196	\$13	\$36	\$56
Organic AOI Growth %	14.1%	8.9%	7.6%	0.5%	7.5%	7.7%	9.3%	6.1%	13.7%	9.0%	2.6%	5.7%	8.8%
Organic Adjusted EBITDA Growth													
Total Adjusted EBITDA Current Year Period	\$588	\$665	\$698	\$603	\$2,554	\$627	\$721	\$748	\$688	\$2,784	\$642	\$762	\$794
- Total Adjusted EBITDA Prior Year Period	530	618	642	588	2,378	588	665	698	603	2,554	627	721	748
= \$ Variance (Nominal)	\$58	\$47	\$56	\$15	\$176	\$39	\$56	\$50	\$85	\$230	\$15	\$42	\$45
- RH Impact	-	-	-	-	-	-	19	32	31	82	18	13	(7)
- Impact of FX Movements	(21)	(15)	(4)	=	(41)	(4)	(12)	(10)	(13)	(40)	(22)	(2)	=
= Organic Growth \$	\$79	\$62	\$60	\$15	\$217	\$43	\$49	\$28	\$67	\$188	\$19	\$31	\$52
Organic Adjusted EBITDA Growth %	15.6%	10.3%	9.3%	2.6%	9.3%	7.4%	7.5%	4.1%	11.4%	7.5%	3.2%	4.4%	7.2%

Note: Percentage changes may not recalculate due to rounding. Revenue growth, Adjusted Operating Income growth, and Adjusted EBITDA growth on an organic basis, are non-GAAP measures that exclude the impact of FX movements and the results of our RH segment. We calculate the impact of FX movements by translating prior year results at current year monthly average exchange rates.

Non-GAAP Financial Measure	Definition
Adjusted Operating Income ("AOI")	Income from Operations adjusted to exclude (i) franchise agreement and reacquired franchise right intangible asset 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 consisting of professional fees, compensation-related expenses and integration costs ("FHS Transaction costs"), (ii) non-recurring fees and expenses incurred in connection with the Carrols Acquisition, the PLK China acquisition and the BK China acquisition, consisting primarily of professional fees, compensation related expenses and integration costs ("RH and BK China Transaction costs") and (iii) 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").
Adjusted EBITDA	Earnings (net income or loss from continuing operations) before interest expense, net, (gain) loss on early extinguishment of debt, income tax expense (benefit) from continuing operations, and depreciation and amortization 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	Adjusted Net Income is defined as Net income from continuing operations excluding (i) franchise agreement and reacquired franchise right intangible asset 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.
Restaurant-Level Margin (BK RH)	Defined as (1) BK RH Adjusted Operating Income adjusted to exclude depreciation, amortization, and general and administrative expenses, divided by (2) restaurant sales. This metric is used to evaluate BK RH store-level operating performance and profitability.
Segment Depreciation and Amortization	Depreciation and amortization excluding franchise agreement and reacquired franchise rights amortization.
Segment G&A	General and administrative expenses excluding FHS Transaction costs, RH and BK China Transaction costs and Corporate restructuring and advisory fees.
Segment G&A (excluding RH)	Segment G&A for our five franchisor segments.
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.
Segment Franchise and Property Expense	Franchise and property expenses excluding franchise agreement amortization ("FAA") and reacquired franchise rights amortization as a result of acquisition accounting.
Net Leverage	Net Debt divided by LTM Adjusted EBITDA.
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.