



Wendy's®

KEN COOK

CHIEF FINANCIAL OFFICER



LONG TERM FINANCIAL ALGORITHM

2028 TARGETS

CAPITAL ALLOCATION POLICY

OUR LONG-TERM STRATEGY

**DOUBLE DOWN ON
FRESH, FAMOUS FOOD**



**DELIVER AN EXCEPTIONAL
CUSTOMER EXPERIENCE**



**ACCELERATE
GLOBAL UNIT GROWTH**



CREATING VALUE FOR FRANCHISEES AND SHAREHOLDERS



OUR VALUE CREATION FRAMEWORK

Value Creation for **FRANCHISEES**

- SRS Growth
- Restaurant Profitability
- New Unit Growth

Value Creation for **SHAREHOLDERS**

- Systemwide Sales Growth
- Disciplined Capital Allocation
- Increased Adj. EBITDA
& Cash Generation



OUR LONG-TERM STRATEGY

OUR LONG-TERM FINANCIAL ALGORITHM

3-4%

Annual Net
Unit Growth

5-6%

Annual Systemwide
Sales Growth*

7-8%

Adj. EBITDA
Growth*

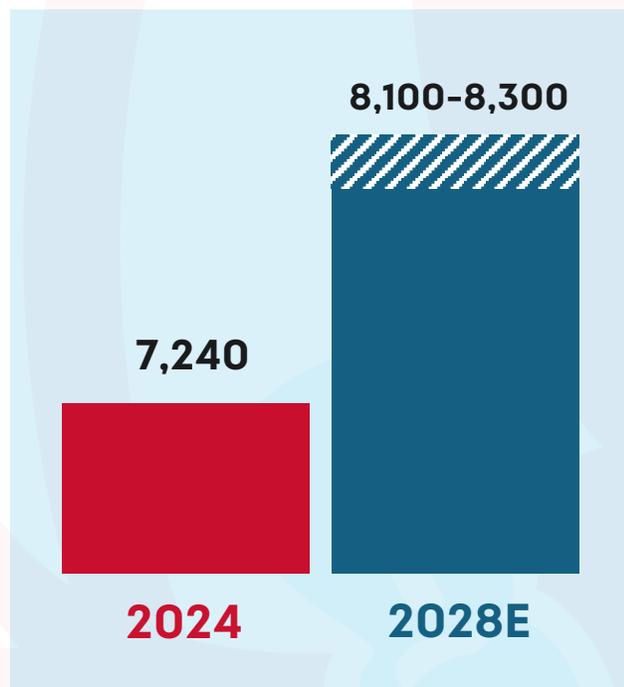


* Non-GAAP financial measure. See Appendix for additional information.

OUR LONG-TERM STRATEGY

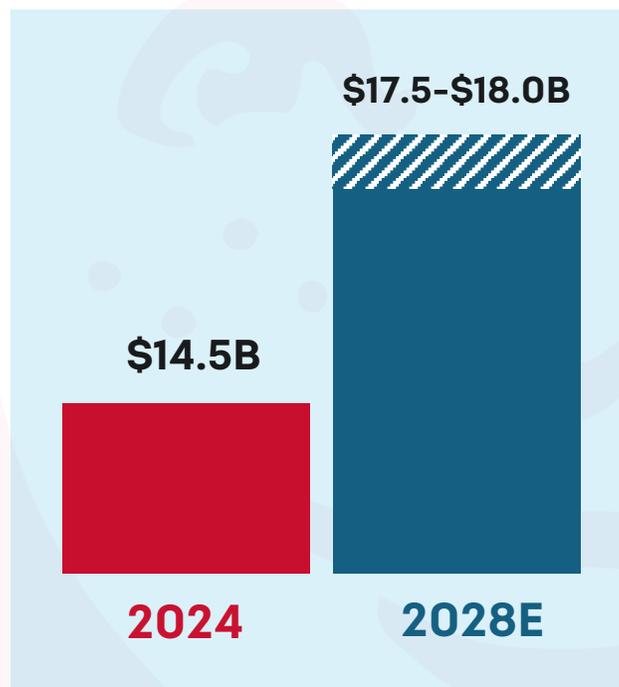
2028: OUR GROWTH TARGETS

GLOBAL UNITS



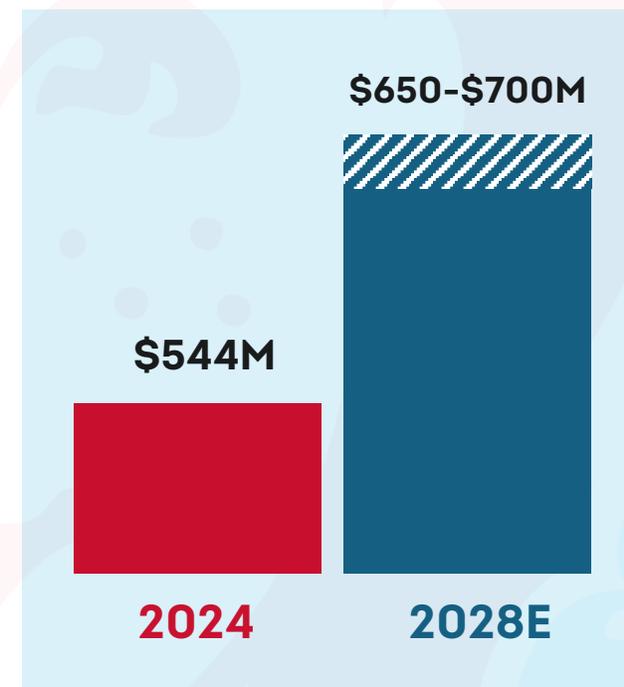
Add ~1,000 net restaurants to the system

SYSTEMWIDE SALES*



Grow systemwide sales by up to \$3.5B

ADJUSTED EBITDA*



Increase Adjusted EBITDA by up to 30%

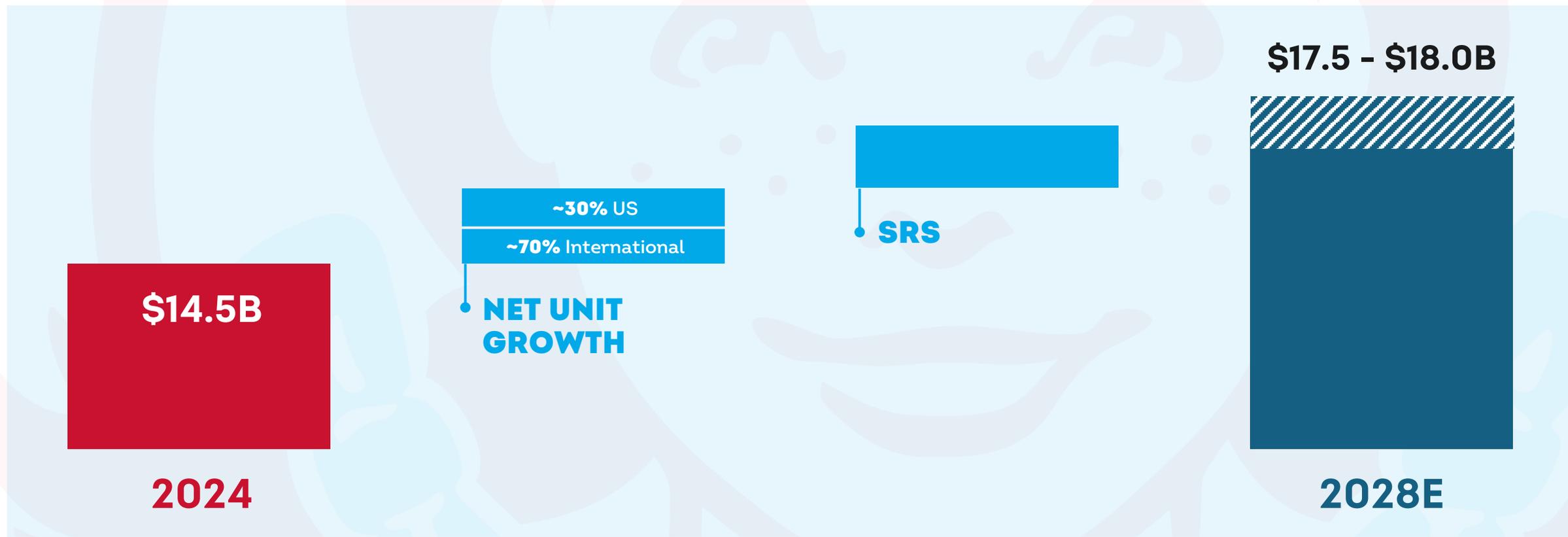


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*Non-GAAP financial measure. See Appendix for additional information.

OUR LONG-TERM STRATEGY

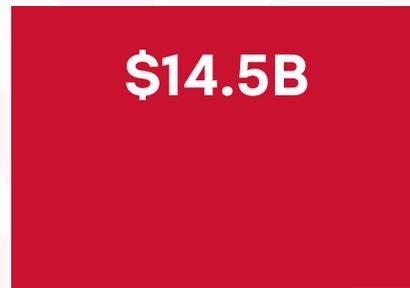
GLOBAL SYSTEMWIDE SALES GROWTH IN 2028



*Visual chart not to scale

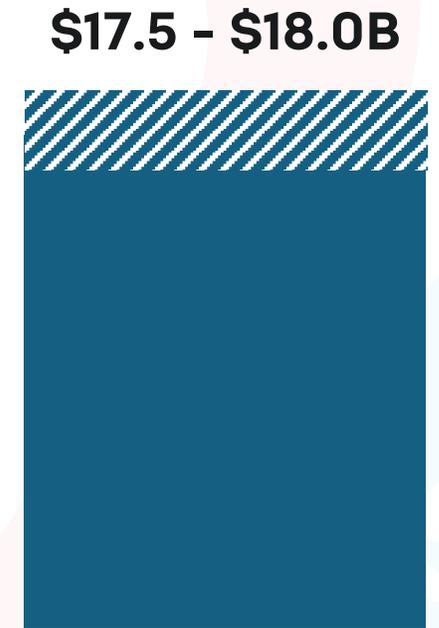
OUR LONG-TERM STRATEGY

GLOBAL SYSTEMWIDE SALES GROWTH IN 2028



2024

A white rectangular box with a thin red border containing strategic details. At the top, a blue bar is split into two segments: the left segment is labeled '~30% US' and the right segment is labeled '~70% International'. Below this bar, the text 'NET UNIT GROWTH' is written in blue, followed by a bulleted list of four items: 'Global Next Gen Design', 'Development Incentives', 'Localized Resources', and 'Globalizing Supply Chain'. A blue dot is positioned to the left of the 'NET UNIT GROWTH' text, with a vertical line connecting it to the top of the bar.



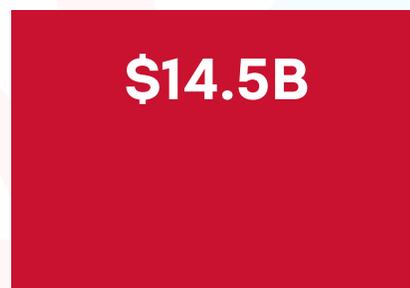
2028E



*Visual chart not to scale

OUR LONG-TERM STRATEGY

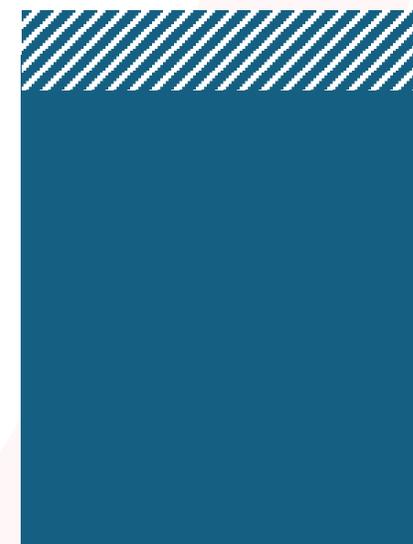
GLOBAL SYSTEMWIDE SALES GROWTH IN 2028



2024



\$17.5 - \$18.0B



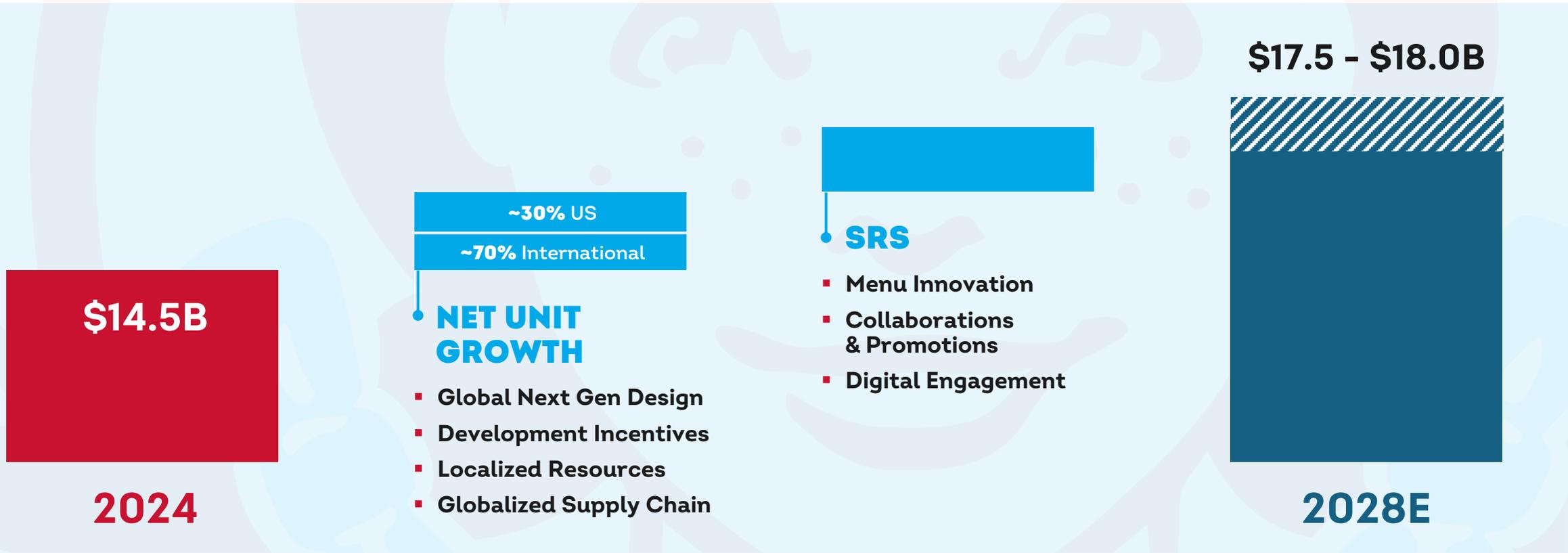
2028E



*Visual chart not to scale

OUR LONG-TERM STRATEGY

GLOBAL SYSTEMWIDE SALES GROWTH IN 2028



*Visual chart not to scale

OUR LONG-TERM STRATEGY

ADJUSTED EBITDA DRIVERS IN 2028



*Visual chart not to scale



CAPITAL ALLOCATION

OUR CAPITAL ALLOCATION PRIORITIES

1

CONTINUE TO
**INVEST IN
THE BUSINESS
FOR GROWTH**

2

PAY AN
**ATTRACTIVE
DIVIDEND**

3

MAINTAIN A
**STRONG
BALANCE
SHEET**

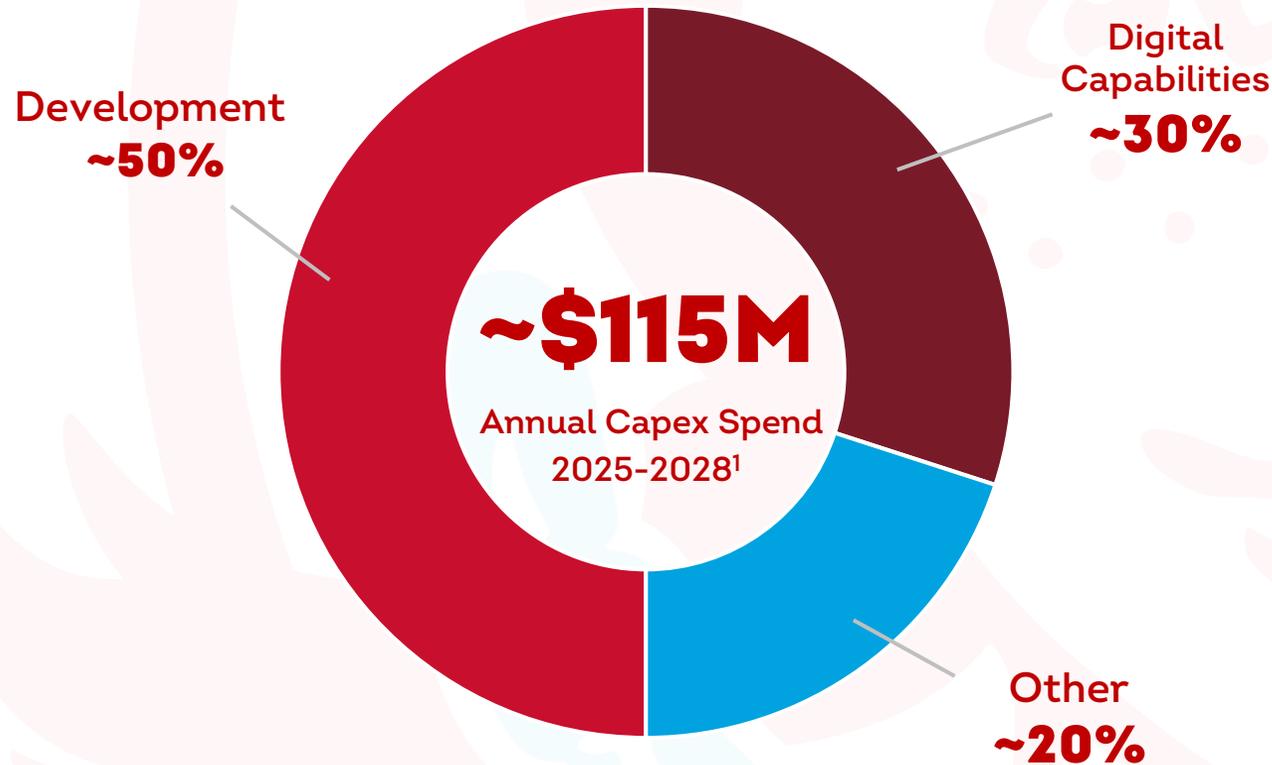
4

UTILIZE
**EXCESS
CASH TO
REPURCHASE
SHARES**



1 CONTINUE TO INVEST IN THE BUSINESS FOR GROWTH

DISCIPLINED INVESTMENT IN THE BUSINESS IS OUR #1 PRIORITY



- Disciplined approach to investing in highest return opportunities
- Growth investments focused on:
 - New Unit Development
 - Property Acquisition
 - Digital Menu Boards + Voice AI
 - Kiosk rollout



¹ Not inclusive of Build to Suit spend

1 CONTINUE TO INVEST IN THE BUSINESS FOR GROWTH

ACCELERATING RESTAURANT DEVELOPMENT

Wendy's®

BUILD-TO-SUIT PROGRAM

~\$70M

2025 Company
Investment

Accelerate **New Unit Growth** around the World

Attractive Return on Investment for the **Company**

Improves Payback Period for **Franchisees**



2 PAY AN ATTRACTIVE DIVIDEND

TARGET DIVIDEND PAYOUT RATIO



TARGET PAYOUT RATIO

50-60%

of Adjusted Earnings



Future dividend payments, if any, will be at the discretion of our Board of Directors.

TARGET LEVERAGE RATIO

Maintain Investment Grade

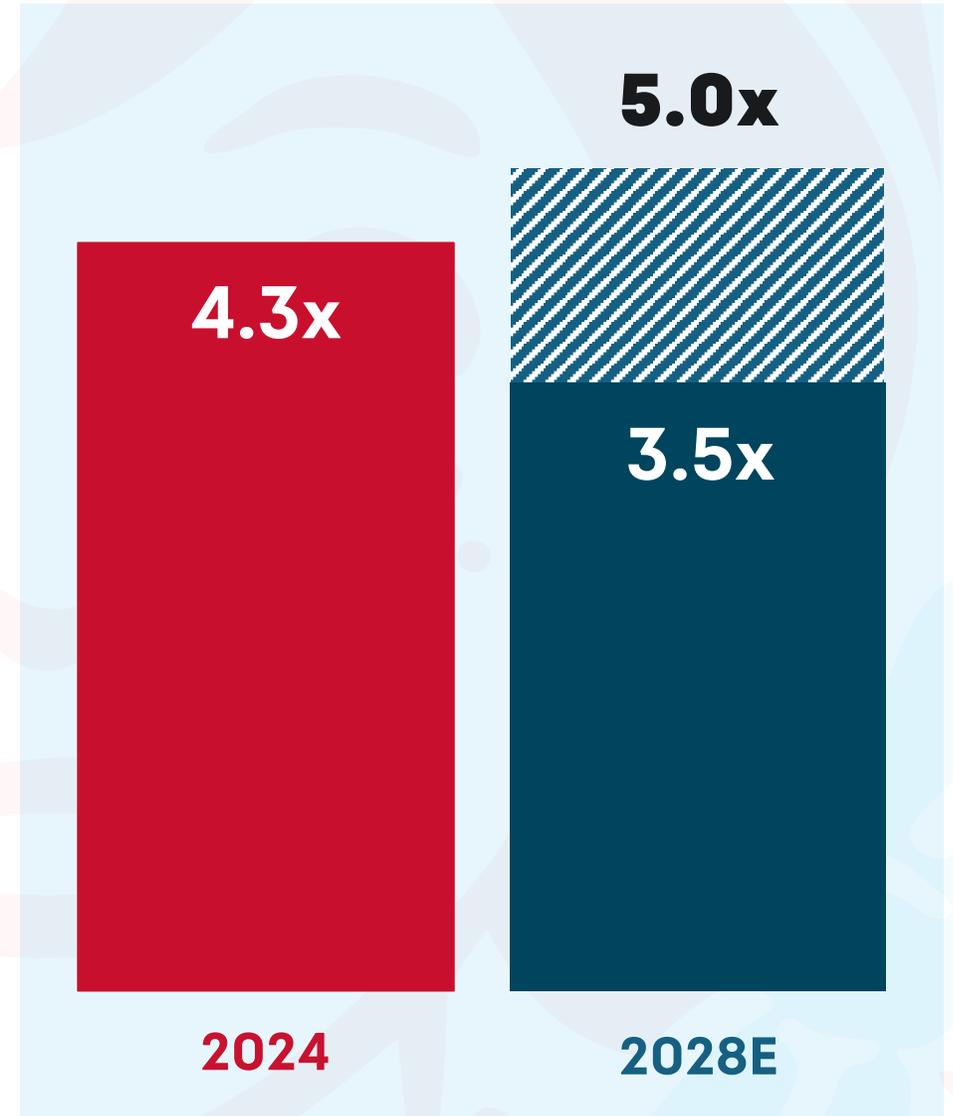
Debt Rating on Securitized Notes

3.5x – 5.0x

Long-Term Leverage Ratio

\$830M

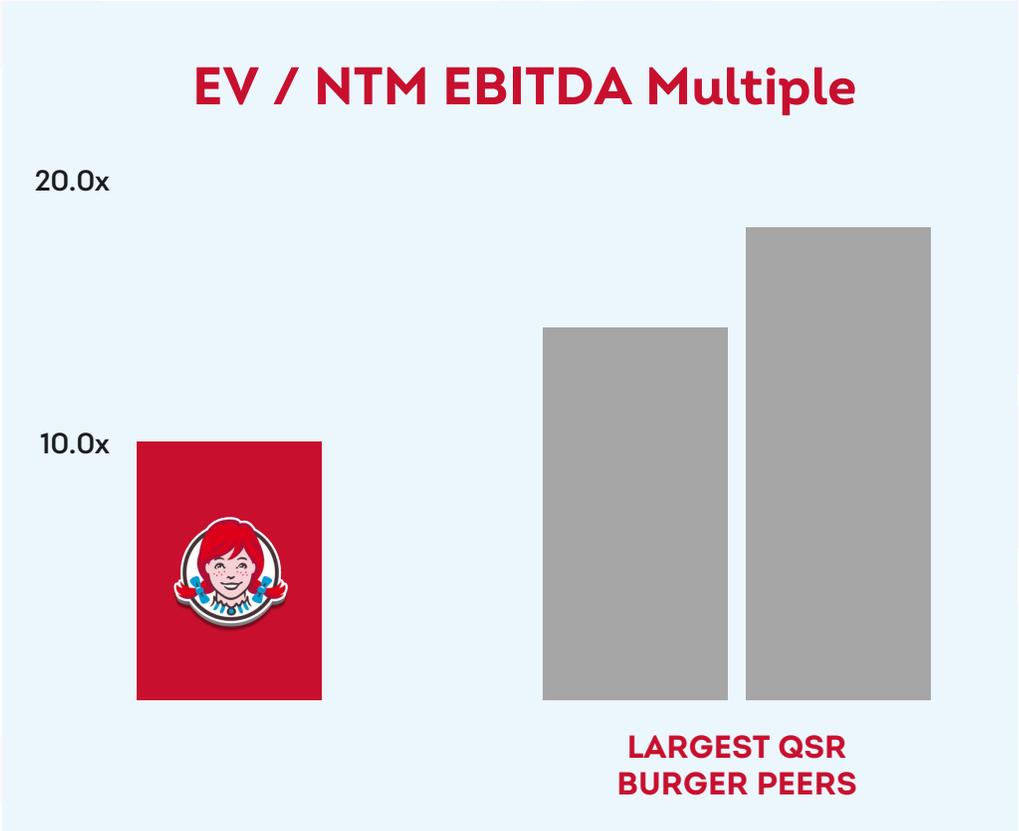
in Debt Maturities through 2028



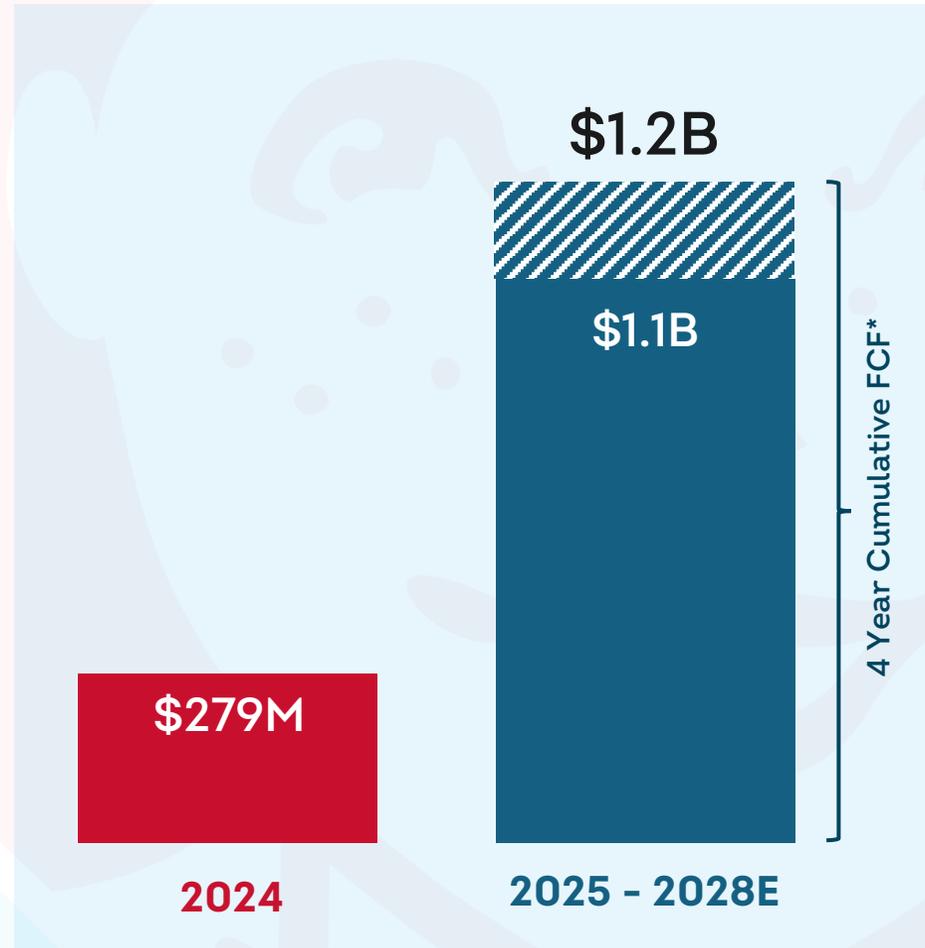
4 UTILIZE EXCESS CASH TO REPURCHASE SHARES

ATTRACTIVE OPPORTUNITY FOR SHARE REPURCHASE

Up to
\$200M
2025 Planned Share Repurchases



OUR GROWTH PLANS TRANSLATE TO SIGNIFICANT FREE CASH FLOW GENERATION



Visual chart not to scale

* Non-GAAP financial measure. See Appendix for additional information, including certain reconciliations.

KEY TAKEAWAYS

We are **WELL-POSITIONED** to leverage Wendy's **STRENGTHS** and **BRAND EQUITY** to **SCALE OUR SYSTEM**

We have a **FOCUSED STRATEGY** that we are executing with a new level of **OPERATIONAL INTENSITY**

We will **DRIVE PROFITABLE GROWTH** to create value for **OUR CUSTOMERS, OUR FRANCHISEES** and **OUR SHAREHOLDERS**



GO GOTTA BEE





APPENDIX

FORWARD-LOOKING STATEMENTS AND NON-GAAP FINANCIAL MEASURES

This presentation, and certain information that management may discuss in connection with this presentation, contains certain statements that are “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995 (the “Reform Act”). For all such forward-looking statements, we claim the protection of the safe harbor for forward-looking statements contained in the Reform Act.

Many important factors could affect our future results and could cause those results to differ materially from those expressed in or implied by our forward-looking statements. Such factors include, but are not limited to, those identified under the caption “Forward-Looking Statements” in our release issued on March 6, 2025 and in the “Special Note Regarding Forward-Looking Statements and Projections” and “Risk Factors” sections of our most recent Form 10-K / Form 10-Qs.

In addition, this presentation and certain information management may discuss in connection with this presentation reference non-GAAP financial measures (i.e., adjusted EBITDA, free cash flow, and systemwide sales). These non-GAAP financial measures exclude certain expenses and benefits. Reconciliations of non-GAAP financial measures to the most directly comparable GAAP financial measures are provided in the Appendix to this presentation.



RECONCILIATION OF NON-GAAP FINANCIAL MEASURES

In addition to the GAAP financial measures included in this presentation, the Company has presented certain non-GAAP financial measures (i.e., adjusted EBITDA, free cash flow, and systemwide sales). These non-GAAP financial measures exclude certain expenses and benefits as detailed in the accompanying reconciliation tables.

The non-GAAP financial measures discussed herein include forward-looking projections, including with respect to adjusted EBITDA, free cash flow and systemwide sales. The Company excludes certain expenses and benefits from adjusted EBITDA, adjusted earnings per share and free cash flow, such as the impact from our advertising funds, including the net change in the restricted operating assets and liabilities and any excess or deficit of advertising fund revenues over advertising fund expenses, impairment of long-lived assets, reorganization and realignment costs, system optimization gains, net, amortization of cloud computing arrangements, gain on early extinguishment of debt, net, and the timing and resolution of certain tax matters. Due to the uncertainty and variability of the nature and amount of those expenses and benefits, the Company is unable without unreasonable effort to provide projections of net income, earnings per share or net cash provided by operating activities, or a reconciliation of those projected measures.



Reconciliation of Net Income to Adjusted EBITDA and Revenue to Adjusted Revenues

The Wendy's Company and Subsidiaries
Reconciliations of Net Income to Adjusted EBITDA and Revenues to Adjusted Revenues
Twelve Months Ended December 29, 2024
(In Thousands)
(Unaudited)

	<u>Twelve Months Ended</u> <u>2024</u>
Net income	\$ 194,357
Provision for income taxes	78,056
Income before income taxes	<u>272,413</u>
Other income, net	(24,924)
Investment (income) loss, net	(11)
Gain on early extinguishment of debt, net	—
Interest expense, net	<u>123,881</u>
Operating profit	371,359
Plus (less):	
Advertising funds revenue	(458,092)
Advertising funds expense (a)	455,390
Depreciation and amortization (exclusive of amortization of cloud computing arrangements shown separately below)	143,234
Amortization of cloud computing arrangements	14,701
System optimization gains, net	(1,219)
Reorganization and realignment costs	8,528
Impairment of long-lived assets	9,713
Adjusted EBITDA	<u>\$ 543,614</u>
Revenues	\$ 2,246,492
Less:	
Advertising funds revenue	<u>(458,092)</u>
Adjusted revenues	<u>\$ 1,788,400</u>

(a) Excludes advertising funds expense of \$21,919 for the twelve months ended and December 29, 2024, related to the Company's funding of incremental advertising. In addition, excludes other international-related advertising deficit of \$827 for the twelve months ended December 29, 2024.



Reconciliation of Net Cash Provided by Operating Activities to Free Cash Flow

The Wendy's Company and Subsidiaries
 Reconciliation of Net Cash Provided by Operating Activities to Free Cash Flow
 Twelve Months Ended December 29, 2024
 (In Thousands)
 (Unaudited)

	Twelve Months Ended
	2024
Net cash provided by operating activities	\$ 355,307
Plus (less):	
Capital expenditures	(94,388)
Advertising funds impact (a)	18,031
Free cash flow	\$ 278,950

(a) Advertising funds impact for 2024 includes the net change in the restricted operating assets and liabilities of the funds of \$(20,733) and the advertising funds surplus included in Net Income of \$2,702. Advertising funds impact for 2024 excludes the Company's incremental funding of advertising of \$21,919.

