

# Investor Fact Sheet

WENDY'S CREATES JOY & OPPORTUNITY THROUGH FOOD, FAMILY & COMMUNITY



**RESTAURANTS**  
A place I love to go  
CLEAN & WELL MAINTAINED  
TRUSTED COMMUNITY PARTNER  
UP TO DATE  
ENERGIZING



**FOOD**  
Food I love  
FRESH  
HONEST INGREDIENTS  
CRAVEABLE TASTE  
MADE RIGHT



## The Wendy's Way

FAST FOOD DONE RIGHT  
BY WENDY'S KIND OF PEOPLE



**SERVICE**  
An experience that brings me back  
FRIENDLY  
ACCURATE  
FAST  
FRICTIONLESS



**VALUE**  
Worth what I pay  
COMPETITIVE PRICE  
WENDY'S QUALITY  
GREAT EXPERIENCE  
EVERYDAY AFFORDABILITY

QUALITY IS OUR RECIPE

TREAT PEOPLE WITH RESPECT

DO THE RIGHT THING

PROFIT MEANS GROWTH

GIVE SOMETHING BACK

WE WILL BECOME **THE WORLD'S MOST THRIVING & BELOVED** RESTAURANT BRAND

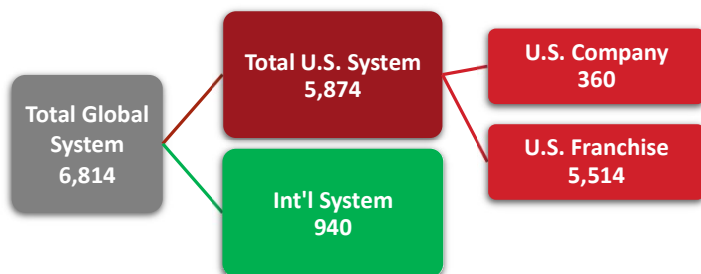
### Same-Restaurant Sales

	2019					2020		
	1Q	2Q	3Q	4Q	FY2019	1Q	2Q	3Q
U.S.	1.2%	1.3%	4.5%	4.5%	2.9%	0.0%	-4.4%	7.0%
International	2.7%	3.9%	3.3%	2.7%	3.2%	-1.6%	-18.4%	-2.1%
Global	1.4%	1.6%	4.4%	4.3%	2.9%	-0.2%	-5.8%	6.1%

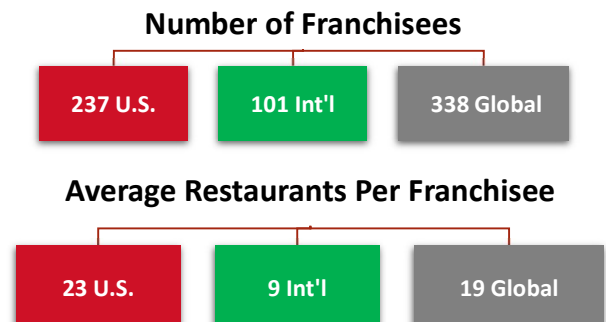
### Company-Operated Restaurant Margin

	2019					2020		
	1Q	2Q	3Q	4Q	FY2019	1Q	2Q	3Q
Company	15.0%	16.5%	16.2%	14.3%	15.5%	10.1%	14.4%	16.9%

### Q3 2020 Restaurant Counts



### Q3 2020 Franchisee Information



Certain information provided in this document includes key business measures. Please visit the Company's Investor Relations website to review the Company's disclosures regarding key business measures. For complete information regarding the Company's results for a certain fiscal period, please refer to the Company's most recent earnings release and corresponding Annual Report on Form 10-K or Quarterly Report on Form 10-Q. These releases and reports are publicly available on the Company's Investor Relations website and the SEC's website.