

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



The Wendy's Way

FAST FOOD DONE RIGHT

BY WENDY'S KIND OF PEOPLE

FOOD

Food I love

FRESH
HONEST INGREDIENTS
CRAVEABLE TASTE
MADE RIGHT



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

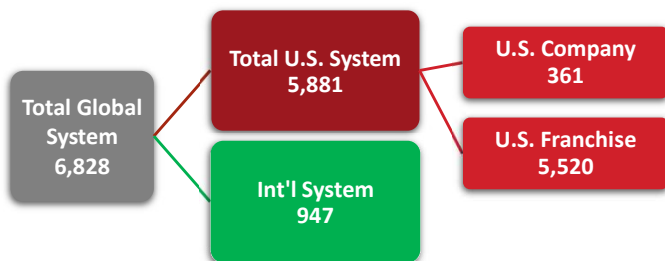
Same-Restaurant Sales

| | 2019 | | | | | 2020 | | | | |
|---------------|------|------|------|------|--------|-------|--------|-------|-------|--------|
| | 1Q | 2Q | 3Q | 4Q | FY2019 | 1Q | 2Q | 3Q | 4Q | FY2020 |
| U.S. | 1.2% | 1.3% | 4.5% | 4.5% | 2.9% | 0.0% | -4.4% | 7.0% | 5.5% | 2.0% |
| International | 2.7% | 3.9% | 3.3% | 2.7% | 3.2% | -1.6% | -18.4% | -2.1% | -2.3% | -6.0% |
| Global | 1.4% | 1.6% | 4.4% | 4.3% | 2.9% | -0.2% | -5.8% | 6.1% | 4.7% | 1.2% |

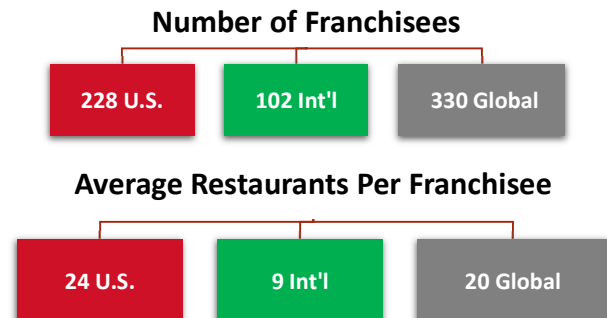
Company-Operated Restaurant Margin

| | 2019 | | | | | 2020 | | | | |
|---------|-------|-------|-------|-------|--------|-------|-------|-------|-------|--------|
| | 1Q | 2Q | 3Q | 4Q | FY2019 | 1Q | 2Q | 3Q | 4Q | FY2020 |
| Company | 15.0% | 16.5% | 16.2% | 14.3% | 15.5% | 10.1% | 14.4% | 16.9% | 17.6% | 14.9% |

Q4 2020 Restaurant Counts



Q4 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. Those releases and reports are publicly available on the Company's Investor Relations website and the SEC's website.