



Wendy's[®]

**Fourth Quarter
2025
Conference Call**

February 13, 2026



Wendy's®

Aaron Broholm

Head of Investor Relations

AGENDA

BUSINESS UPDATE

FINANCIAL RESULTS

2026 FINANCIAL OUTLOOK

IR CALENDAR

Q&A



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 February 13, 2026 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 revenue, adjusted EBITDA, adjusted earnings per share and free cash flow). 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.





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KEN COOK

INTERIM CEO

Q4 2025 RESULTS SUMMARY

Global Systemwide Sales Declined (8.3%) and SRS Declined (10.1%)

U.S Systemwide Sales Declined (10.5%) and SRS Declined (11.3%)

International Systemwide Sales Grew 6.2% and SRS Declined (2.0%)

Opened 59 New International Restaurants Across Key Growth Markets



2025 HIGHLIGHTS

Achieved **OPERATIONAL IMPROVEMENTS** in
U.S. Company-Operated Restaurants

U.S. Digital Mix Reached **ALL-TIME HIGH** of 20.0%,
with U.S. Digital Sales Growing 12.4%

RECORD INTERNATIONAL NET UNIT GROWTH,
121 Net New Restaurants, Reflecting Over 9% Growth

Returned **\$330 MILLION TO SHAREHOLDERS** via
Dividends & Share Repurchases

Strengthened Partnership with Franchisees as **ONE WENDY'S**



PROJECT FRESH

1

**BRAND
REVITALIZATION**

2

**OPERATIONAL
EXCELLENCE**

3

**SYSTEM
OPTIMIZATION**

4

**CAPITAL
ALLOCATION**

**A COMPREHENSIVE TURNAROUND PLAN TO DRIVE PROFITABLE
GROWTH AND IMPROVE FRANCHISEE ECONOMICS**



PROJECT FRESH BRAND REVITALIZATION

Leveraging Consumer Segmentation
Study to Increase Focus on Key Growth
Opportunities

Deploying a New Marketing and Menu
Framework, Highlighting Wendy's Quality,
Value and Brand Differentiators

Improving Marketing Effectiveness,
Optimizing Channel Mix and Increasing
Culturally Relevant Marketing





PROJECT FRESH **OPERATIONAL EXCELLENCE**

Building Momentum Through People Activation, Enhanced Training, and Performance Management

Expanding Field Operations Team for Greater Support to Franchisees

Enhancing Capabilities to Restaurant Technology, Unlocking Operational Efficiencies

PROJECT FRESH

SYSTEM OPTIMIZATION

Partnering with U.S. Franchisees to
Strengthen the System and Franchisee
Economics

Expecting 5% to 6% of U.S. Restaurants to
Close in the First Half of 2026

Adding Flexibility Around Hours of
Operation to Strengthen Restaurant
Profitability





PROJECT FRESH **CAPITAL ALLOCATION**

Redirecting Capital from U.S.
Development Towards Initiatives that
Drive Profitable AUV Growth

Continuing to Utilize the Build-to-Suit
Program in International Markets to
Drive Net Unit Growth

Returning Cash to Shareholders
Through Quarterly Dividend

At Wendy's, our focus
is on serving the
BEST FOOD
and creating a
GREAT
EXPERIENCE
for our customers.

Dave Thomas



Wendy's®

SUZIE THUERK

CHIEF ACCOUNTING
OFFICER & HEAD OF
GLOBAL FP&A



FOURTH QUARTER FINANCIAL RESULTS

\$ Millions (except per share amounts)

	2024	2025	B/(W)
Global Systemwide Sales Growth	5.4%	(8.3)%	2-Yr (2.9)%
Global System SRS	4.3%	(10.1)%	2-Yr (5.8)%
U.S. Company-Operated Restaurant Margin	16.5%	12.7%	(380) bps
G&A	\$67.2	\$67.1	0.1%
Adjusted EBITDA ¹	\$137.5	\$113.3	(17.6)%
Adjusted EPS ¹	\$0.25	\$0.16	(36.0)%

¹ See reconciliation of non-GAAP financial measures in the Appendix



2025 CAPEX AND FREE CASH FLOW

2025 CapEx Investments

\$52.4M

Technology Initiatives

\$69.6M

Restaurant Development

	2024	2025	B/(W)
YTD Free Cash Flow ¹	\$237.7M	\$205.4M	(\$32.3M)

¹ Beginning with the three months ended March 30, 2025, the Company modified its definition of free cash flow to reflect expenditures related to its franchise development fund. The prior periods have been revised to conform to the current year presentation. See reconciliation of non-GAAP financial measures in Appendix.



2025 CAPITAL ALLOCATION

Share Repurchases
14.4M Shares

Dividend
\$0.67/share

Returned **\$330M** to Shareholders in 2025



2026 OUTLOOK

Global Systemwide Sales Growth	Approximately Flat
Adjusted EBITDA	\$460M to \$480M
Adjusted EPS	\$0.56 to \$0.60
Capital Expenditures and Franchise Development Fund Investments	\$120M to \$130M
Free Cash Flow ¹	\$190M to \$205M



¹ Beginning with the three months ended March 30, 2025, the Company modified its definition of free cash flow to reflect expenditures related to its franchise development fund.



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KEN COOK

INTERIM CEO



Investor Relations Calendar

March 10th

Citi 2026 Global Consumer & Retail Conference (Miami)

March 11th

UBS Global Consumer & Retail Conference (NYC)



Q&A

APPENDIX

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 revenues, adjusted EBITDA, adjusted earnings per share and free cash flow). These non-GAAP financial measures exclude certain expenses and benefits as detailed in the accompanying reconciliation tables.



RECONCILIATIONS 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
Three and Twelve Month Periods Ended December 29, 2024 and December 28, 2025
(In Thousands)
(Unaudited)

	Three Months Ended		Twelve Months Ended	
	2024	2025	2024	2025
Net income	\$ 47,497	\$ 26,481	\$ 194,357	\$ 165,075
Provision for income taxes	22,985	6,712	78,056	62,171
Income before income taxes	70,482	33,193	272,413	227,246
Other income, net	(5,542)	(2,320)	(24,924)	(12,621)
Investment (income) loss, net	—	—	(11)	1,718
Loss on early extinguishment of debt, net	—	642	—	642
Interest expense, net	31,081	32,502	123,881	126,467
Operating profit	96,021	64,017	371,359	343,452
Plus (less):				
Advertising funds revenue	(114,930)	(103,347)	(458,092)	(422,085)
Advertising funds expense (a)	112,880	100,988	455,390	419,269
Depreciation and amortization (exclusive of amortization of cloud computing arrangements shown separately below)	33,228	40,290	143,234	152,222
Amortization of cloud computing arrangements	4,064	5,198	14,701	18,647
System optimization gains, net	(646)	(704)	(1,219)	(1,030)
Reorganization and realignment costs	49	77	8,528	(125)
Impairment of long-lived assets	6,840	6,731	9,713	12,095
Adjusted EBITDA	<u>\$ 137,506</u>	<u>\$ 113,250</u>	<u>\$ 543,614</u>	<u>\$ 522,445</u>
Revenues	\$ 574,273	\$ 542,974	\$ 2,246,492	\$ 2,176,891
Less:				
Advertising funds revenue	(114,930)	(103,347)	(458,092)	(422,085)
Adjusted revenues	<u>\$ 459,343</u>	<u>\$ 439,627</u>	<u>\$ 1,788,400</u>	<u>\$ 1,754,806</u>

(a) Excludes advertising funds expense of \$7,146 and \$21,919 for the three and twelve months ended December 29, 2024, respectively, and \$180 and \$713 for the three and twelve months ended December 28, 2025, respectively, related to the Company's funding of incremental advertising. In addition, excludes other international-related advertising deficit of \$187 and \$827 for the three and twelve months ended December 29, 2024, respectively, and \$801 and \$2,570 for the three and twelve months ended December 28, 2025, respectively.



The Wendy's Company and Subsidiaries
Reconciliation of Net Income and Diluted Earnings Per Share to
Adjusted Income and Adjusted Earnings Per Share
Three and Twelve Month Periods Ended December 29, 2024 and December 28, 2025
(In Thousands Except Per Share Amounts)
(Unaudited)

	Three Months Ended		Twelve Months Ended	
	2024	2025	2024	2025
Net income	\$ 47,497	\$ 26,481	\$ 194,357	\$ 165,075
Plus (less):				
Advertising funds revenue	(114,930)	(103,347)	(458,092)	(422,085)
Advertising funds expense (a)	112,880	100,988	455,390	419,269
System optimization gains, net	(646)	(704)	(1,219)	(1,030)
Reorganization and realignment costs	49	77	8,528	(125)
Impairment of long-lived assets	6,840	6,731	9,713	12,095
Loss on early extinguishment of debt, net	—	642	—	642
Total adjustments	4,193	4,387	14,320	8,766
Income tax impact on adjustments (b)	(1,176)	(1,280)	(3,429)	(2,488)
Total adjustments, net of income taxes	3,017	3,107	10,891	6,278
Adjusted income	<u>\$ 50,514</u>	<u>\$ 29,588</u>	<u>\$ 205,248</u>	<u>\$ 171,353</u>
Diluted earnings per share	\$.23	\$.14	\$.95	\$.85
Total adjustments per share, net of income taxes	.02	.02	.05	.03
Adjusted earnings per share	<u>\$.25</u>	<u>\$.16</u>	<u>\$ 1.00</u>	<u>\$.88</u>

(a) Excludes advertising funds expense of \$7,146 and \$21,919 for the three and twelve months ended December 29, 2024, respectively, and \$180 and \$713 for the three and twelve months ended December 28, 2025, respectively, related to the Company's funding of incremental advertising. In addition, excludes other international-related advertising deficit of \$187 and \$827 for the three and twelve months ended December 29, 2024, respectively, and \$801 and \$2,570 for the three and twelve months ended December 28, 2025, respectively.

(b) Adjustments relate to the tax effect of non-GAAP adjustments, which were determined based on the nature of the underlying non-GAAP adjustments and their relevant jurisdictional tax rates.

RECONCILIATION OF NET INCOME AND DILUTED EARNINGS PER SHARE TO ADJUSTED INCOME AND ADJUSTED EARNINGS PER SHARE



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 Month Periods Ended December 29, 2024 and December 28, 2025
(In Thousands)
(Unaudited)

	Twelve Months Ended	
	2024	2025
Net cash provided by operating activities	\$ 355,307	\$ 344,543
Plus (less):		
Capital expenditures	(94,388)	(101,927)
Franchise development fund	(41,246)	(38,410)
Advertising funds impact (a)	18,031	1,191
Free cash flow	<u>\$ 237,704</u>	<u>\$ 205,397</u>

(a) Advertising funds impact for 2024 and 2025 includes the net change in the restricted operating assets and liabilities of the funds of \$(20,733) and \$(4,007), respectively, and the advertising funds surplus included in Net Income of \$2,702 and \$2,816, respectively. Advertising funds impact for 2024 and 2025 excludes the Company's funding of incremental advertising of \$21,919 and \$713, respectively.

