



Wendy's[®]
**FIRST QUARTER
2026
CONFERENCE CALL**

MAY 8, 2026



Wendy's®

AARON BROHOLM

Head of Investor Relations

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 May 8, 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.



Wendy's[®]

KEN COOK

Interim CEO

Q1 2026 RESULTS SUMMARY

Global Systemwide Sales of \$3,221M Declined (5.5%) and SRS Declined (6.8%)

U.S Systemwide Sales of \$2,703M Declined (7.3%) and SRS Declined (7.8%)

International Systemwide Sales of \$518M Grew 6.0% and SRS Declined (0.4%)

Opened 27 New International Restaurants Across Key Growth Markets

INTERNATIONAL HIGHLIGHTS

Entered Into Franchise
Agreement to Build up to
1,000 RESTAURANTS
ACROSS CHINA

Introduced New
BOLD, DIGITAL-FIRST
RESTAURANT DESIGN
Future Fresh



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

Aligning Menu and Marketing with Brand
Essence Framework

Building Promotions and Programming
That Resonates with Target Customers

Growing Top-of-Mind Awareness Through
Culturally Relevant Marketing





PROJECT FRESH

OPERATIONAL EXCELLENCE

Improving Execution Through People Activation, Enhanced Training, and Performance Management Tools

Prioritizing Initiatives with Greatest Near-Term Opportunity to Elevate the Customer Experience

Enhancing Technology Capabilities to Create a More Seamless Digital Experience

PROJECT FRESH

SYSTEM OPTIMIZATION

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

Expectations for Planned Footprint Optimization Remain Unchanged

Aligning Operating Hours to Better Match Customer Demand at Select Locations





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**



FIRST QUARTER FINANCIAL RESULTS

\$ Millions (except per share amounts)

	2025	2026	B/(W)
Global Systemwide Sales Growth	(1.1)%	(5.5)%	2-Yr (6.6)%
Global System SRS	(2.1)%	(6.8)%	2-Yr (8.9)%
U.S. Company-Operated Restaurant Margin	14.8%	11.4%	(340)bps
G&A	\$68.2	\$72.8	(6.7)%
Adjusted EBITDA ¹	\$124.5	\$111.3	(10.6)%
Adjusted EPS ¹	\$0.20	\$0.12	(40.0)%
Free Cash Flow	\$68.0	\$36.5	(\$31.5)

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

2025 FRANCHISEE FINANCIALS

NET SALES vs. 2024

U.S.

(6)%

Canada

+1%

EBITDA MARGIN vs. 2024

U.S.

(270)bps

Canada

(160)bps

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

\$190M to \$205M

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**



Wendy's[®]

KEN COOK

Interim CEO

INVESTOR RELATIONS CALENDAR

May 12

Wolfe Investor Conference (Virtual)

May 21

NDR with BTIG (Chicago)

May 27

Bernstein Strategic Decisions Conference (NYC)

June 10

Evercore Consumer and 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 REVENUES TO ADJUSTED REVENUES

The Wendy's Company and Subsidiaries
Reconciliations of Net Income to Adjusted EBITDA and Revenues to Adjusted Revenues
Three Month Periods Ended March 30, 2025 and March 29, 2026
(In Thousands)
(Unaudited)

	Three Months Ended	
	2025	2026
Net income	\$ 39,232	\$ 22,712
Provision for income taxes	15,685	11,453
Income before income taxes	54,917	34,165
Other income, net	(4,986)	(3,350)
Investment loss, net	1,718	—
Interest expense, net	31,477	34,106
Operating profit	83,126	64,921
Plus (less):		
Advertising funds revenue	(100,360)	(108,341)
Advertising funds expense (a)	100,216	108,612
Depreciation and amortization (exclusive of amortization of cloud computing arrangements shown separately below)	36,549	40,575
Amortization of cloud computing arrangements	4,167	4,762
System optimization losses (gains), net	90	(1,625)
Reorganization and realignment costs	(692)	(162)
Impairment of long-lived assets	1,421	2,572
Adjusted EBITDA	<u>\$ 124,517</u>	<u>\$ 111,314</u>
Revenues	\$ 523,472	\$ 540,637
Less:		
Advertising funds revenue	(100,360)	(108,341)
Adjusted revenues	<u>\$ 423,112</u>	<u>\$ 432,296</u>

(a) Excludes advertising funds expense of \$159 for the three months ended March 30, 2025 related to the Company's funding of incremental advertising. There was no funding of incremental advertising during the three months ended March 29, 2026. In addition, excludes other international-related advertising deficit of \$1,153 and \$3 for the three months ended March 30, 2025 and March 29, 2026, 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 Month Periods Ended March 30, 2025 and March 29, 2026
(In Thousands Except Per Share Amounts)
(Unaudited)

	Three Months Ended	
	2025	2026
Net income	\$ 39,232	\$ 22,712
Plus (less):		
Advertising funds revenue	(100,360)	(108,341)
Advertising funds expense (a)	100,216	108,612
System optimization losses (gains), net	90	(1,625)
Reorganization and realignment costs	(692)	(162)
Impairment of long-lived assets	1,421	2,572
Total adjustments	675	1,056
Income tax impact on adjustments (b)	(209)	(192)
Total adjustments, net of income taxes	466	864
Adjusted income	\$ 39,698	\$ 23,576
Diluted earnings per share	\$.19	\$.12
Total adjustments per share, net of income taxes	.01	—
Adjusted earnings per share	\$.20	\$.12

(a) Excludes advertising funds expense of \$159 for the three months ended March 30, 2025 related to the Company's funding of incremental advertising. There was no funding of incremental advertising during the three months ended March 29, 2026. In addition, excludes other international-related advertising deficit of \$1,153 and \$3 for the three months ended March 30, 2025 and March 29, 2026, 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
Three Month Periods Ended March 30, 2025 and March 29, 2026
(In Thousands)
(Unaudited)

	Three Months Ended	
	2025	2026
Net cash provided by operating activities	\$ 85,415	\$ 59,389
Plus (less):		
Capital expenditures	(17,679)	(11,881)
Franchise development fund	(5,813)	(4,580)
Advertising funds impact (a)	6,093	(6,399)
Free cash flow	<u>\$ 68,016</u>	<u>\$ 36,529</u>

(a) Represents the net change in the restricted operating assets and liabilities of our advertising funds, which is included in "Changes in operating assets and liabilities and other, net," and the excess of advertising funds expense over advertising funds revenue, which is included in "Net income."