



SELECTED FINANCIALS FACT SHEET

2015-2011
(amts in millions)

	52 Weeks Ended December 29, 2015	52 Weeks Ended December 30, 2014	53 Weeks Ended December 31, 2013	52 Weeks Ended December 25, 2012	52 Weeks Ended December 27, 2011
Summary of Operations:					
Total sales	\$ 1,223,299	\$ 1,179,897	\$ 1,094,032	\$ 1,048,923	\$ 980,973
COS% ⁽²⁾	29.3%	31.2%	29.5%	28.9%	30.3%
COL% ⁽²⁾	29.8%	29.7%	28.5%	29.1%	29.2%
OOE% ⁽²⁾	33.3%	33.2%	31.7%	31.6%	31.6%
Operating income	42,728	34,327	79,925	78,225	26,404 ⁽³⁾
Interest expense	41,784	41,101	42,016	46,691	25,201
Income from continuing operations	6,712	1,672	29,742	15,020	4,706
Loss from discontinued operations, net of taxes	—	—	—	—	—
Net income	\$ 6,712	\$ 1,672	\$ 29,742	\$ 15,020	\$ 4,706 ⁽³⁾
Restaurant Operating Data:					
Number of Pizza Hut restaurants	1,251	1,277	1,263	1,227 ⁽⁴⁾	1,151
Number of Wendy's restaurants	144	143 ⁽⁴⁾	91 ⁽⁴⁾	—	—
Pizza Hut Comparable store sales index ⁽⁵⁾	-0.3%	-3.7%	-3.7%	1.9%	0.4%
Wendy's Comparable store sales index ⁽⁵⁾	2.8%	N/A	N/A	N/A	N/A
Working capital ⁽⁶⁾	\$ (45,081)	\$ (45,231)	\$ (47,964)	\$ (20,957)	\$ (2,893)
Consolidated Balance Sheet Data⁽⁶⁾:					
Total assets	\$ 1,220,790	\$ 1,223,316	\$ 1,205,112	\$ 1,169,782	\$ 848,728
Total debt (including current portion)	\$ 591,263	\$ 595,421	\$ 565,125	\$ 558,125	\$ 372,700
Selected Financial Information:					
EBITDA	\$ 115,332	\$ 96,474	\$ 132,272	\$ 132,458	\$ 108,612
EBITDA margin %	9.9%	8.6%	12.7%	13.2%	11.6%

⁽¹⁾ The fiscal year ended December 31, 2013 includes 53 weeks of operations as compared with 52 weeks for all other years presented. We estimate the additional, or 53rd week, added approximately \$19.0 million of net product sales in 2013.

⁽²⁾ Percentages are shown as a percentage of net product sales

⁽³⁾ Includes \$26.6 million of transaction costs related to the Acquisition.

⁽⁴⁾ We acquired 56 Wendy's units during fiscal 2014 and 91 Wendy's units during fiscal 2013. We acquired 36 Pizza Hut units during the first quarter 2012.

⁽⁵⁾ Comparable store sales refer to period-over-period net product sales comparisons for stores under our operation for at least 12 months.

⁽⁶⁾ Amounts were not adjusted for discontinued operations.