



Reconciliations of GAAP Financial Results to Non-GAAP Financial Measures

IMPORTANT INFORMATION

In addition to the results provided in accordance with U.S. GAAP, we provide certain non-GAAP measures, which present results on an adjusted basis. These are supplemental measures of performance that are not required by or presented in accordance with U.S. GAAP and include the following: adjusted EBITDA, adjusted G&A, adjusted net income attributable to common shareholders and adjusted diluted earnings per common share. We believe that our non-GAAP financial measures enable investors to assess the operating performance of our business relative to our performance based on U.S. GAAP results and relative to other companies. We believe that the disclosure of these non-GAAP measures is useful to investors as they reflect metrics that our management team and Board utilize to evaluate our operating performance, allocate resources and administer employee incentive plans. The most directly comparable U.S. GAAP measures to adjusted EBITDA, adjusted G&A, adjusted net income attributable to common shareholders and adjusted diluted earnings per common share are net income, general and administrative expenses, net income attributable to common shareholders and diluted earnings per common share, respectively. These non-GAAP measures should not be construed as a substitute for or a better indicator of the Company's performance than the Company's U.S. GAAP results. The tables below reconcile our GAAP financial results to our non-GAAP financial measures.

Adjusted EBITDA represents Net income before Net interest expense, Income tax expense, Depreciation and amortization, Stock-based compensation expense, and other adjustments that vary from period to period in accordance with the Company's Non-GAAP policy. The Company believes adjusted EBITDA is a meaningful measure as it is widely used by analysts and investors to value the Company and its restaurants on a consistent basis. Our measure of adjusted EBITDA might not be comparable to similarly titled measures used by other companies.

Our definition of adjusted General and administrative expenses ("adjusted G&A") excludes the same one-time items as adjusted EBITDA in the above definition but does not exclude stock-based compensation.

The Company may discuss forward-looking projections for certain non-GAAP financial measures, including adjusted EBITDA and adjusted G&A. The Company excludes certain expenses and benefits from adjusted EBITDA and adjusted G&A that, due to the uncertainty and variability of the nature and amount of those expenses and benefits, the Company is unable to, without unreasonable effort or expense, provide a reconciliation of those projected measures.

RECONCILIATION OF GAAP FINANCIAL RESULTS TO NON-GAAP FINANCIAL MEASURES

The following table reconciles Net income to Adjusted EBITDA:

<i>(In thousands)</i>	Three Months Ended	
	March 30, 2025	March 31, 2024
Net income	\$9,343	\$14,914
Income tax expense	4,543	7,741
Interest expense	10,079	11,063
Depreciation and amortization	18,343	17,674
International restructuring costs ^(a)	2,180	9,543
Net expenses due to natural disasters ^(b)	892	--
Strategic initiative costs ^(c)	575	--
Stock-based compensation expense	3,669	(370)
Adjusted EBITDA	\$49,624	\$60,565

Footnotes to Non-GAAP Financial Measures

- (a) Represents costs associated with the Company's International Transformation Plan.
- (b) Represents expenses incurred, net of expected insurance recoveries, resulting from a tornado that struck our Texas QC Center in March 2025.
- (c) Represents costs associated with project-based strategic initiatives. We consider these costs to be separate and distinct from other professional fees incurred in the ordinary course of business and not reflective of the ongoing costs to operate our business.

RECONCILIATION OF GAAP FINANCIAL RESULTS TO NON-GAAP FINANCIAL MEASURES

The following table reconciles Net income attributable to common shareholders to Adjusted net income attributable to common shareholders:

<i>(In thousands)</i>	Three Months Ended	
	March 30, 2025	March 31, 2024
Net income attributable to common shareholders	\$9,028	\$14,636
International restructuring costs ^(a)	2,135	9,523
Net expenses due to natural disasters ^(b)	892	--
Strategic initiative costs ^(c)	575	--
Tax effect of adjustments ^(d)	(818)	(2,152)
Adjusted net income attributable to common shareholders	\$11,812	\$22,007

Footnotes to Non-GAAP Financial Measures

- (a) Represents costs associated with the Company's International Transformation Plan.
- (b) Represents expenses incurred, net of expected insurance recoveries, resulting from a tornado that struck our Texas QC Center in March 2025.
- (c) Represents costs associated with project-based strategic initiatives. We consider these costs to be separate and distinct from other professional fees incurred in the ordinary course of business and not reflective of the ongoing costs to operate our business.
- (d) The tax effect on non-GAAP adjustments was calculated by applying the marginal tax rates of 22.7% and 22.6% for the three months ended March 30, 2025 and March 31, 2024, respectively.

RECONCILIATION OF GAAP FINANCIAL RESULTS TO NON-GAAP FINANCIAL MEASURES

The following table reconciles Diluted earnings per common share to Adjusted diluted earnings per common share:

<i>(In thousands)</i>	Three Months Ended	
	March 30, 2025	March 31, 2024
Diluted earnings per common share	\$0.27	\$0.44
International restructuring costs ^(a)	0.06	0.29
Net expenses due to natural disasters ^(b)	0.03	--
Strategic initiative costs ^(c)	0.02	--
Tax effect of adjustments ^(d)	(0.02)	(0.06)
Adjusted diluted earnings per common share	\$0.36	\$0.67

Footnotes to Non-GAAP Financial Measures

(a) Represents costs associated with the Company's International Transformation Plan.

(b) Represents expenses incurred, net of expected insurance recoveries, resulting from a tornado that struck our Texas QC Center in March 2025.

(c) Represents costs associated with project-based strategic initiatives. We consider these costs to be separate and distinct from other professional fees incurred in the ordinary course of business and not reflective of the ongoing costs to operate our business.

(d) The tax effect on non-GAAP adjustments was calculated by applying the marginal tax rates of 22.7% and 22.6% for the three months ended March 30, 2025 and March 31, 2024, respectively.

RECONCILIATION OF GAAP FINANCIAL RESULTS TO NON-GAAP FINANCIAL MEASURES

The following table reconciles General and administrative expense to Adjusted General and administrative expenses:

<i>(In thousands)</i>	Three Months Ended	
	March 30, 2025	March 31, 2024
General and administrative expenses	\$65,167	\$57,877
International restructuring costs ^(a)	2,135	9,523
Net expenses due to natural disasters ^(b)	892	--
Strategic initiative costs ^(c)	575	--
Adjusted General and administrative expenses	\$61,565	\$48,354

Footnotes to Non-GAAP Financial Measures

(a) Represents costs associated with the Company's International Transformation Plan.

(b) Represents expenses incurred, net of expected insurance recoveries, resulting from a tornado that struck our Texas QC Center in March 2025.

(c) Represents costs associated with project-based strategic initiatives. We consider these costs to be separate and distinct from other professional fees incurred in the ordinary course of business and not reflective of the ongoing costs to operate our business.