Reconciliation of GAAP Q3 2025 Financial Results to Non-GAAP Financial Measures

November 2025

NON-GAAP FINANCIAL MEASURES

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 D&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 D&A, adjusted net income attributable to common shareholders, and adjusted diluted earnings per common share are net income, general and administrative expenses, depreciation and amortization, 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 that follow 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.

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.

Adjusted Depreciation and amortization ("adjusted D&A") represents depreciation and amortization expense excluding incremental depreciation expense related to the shortened useful life of legacy capitalized software assets due to the ongoing development and deployment of our new omnichannel platforms and other technology improvements.

The Company may discuss forward-looking projections for certain non-GAAP financial measures, including adjusted EBITDA, adjusted G&A, adjusted D&A. The Company excludes certain expenses and benefits from adjusted EBITDA, adjusted G&A, adjusted D&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

(In thousands)	Three Months Ended		Nine Months Ended	
	September 28, 2025	September 29, 2024	September 28, 2025	September 29, 2024
Net income	**$ 4,473**	**$ 41,788**	**$ 23,487**	**$ 69,238**
Income tax expense	1,753	12,812	10,531	25,347
Interest expense	9,945	10,629	30,608	32,588
Depreciation and amortization	24,914	17,260	62,076	52,528
Stock-based compensation expense	4,639	3,358	12,132	5,903
International restructuring costs [(a)]	231	3,876	4,862	19,604
Other costs [(b)]	1,804	1,495	6,302	5,495
Gain on sale of QC Center properties [(c)]	--	(41,289)	--	(41,289)
Adjusted EBITDA	**$ 47,759**	**$ 49,929**	**$ 149,998**	**$ 169,414**

Footnotes to Non-GAAP Financial Measures

(a) Represents costs associated with the Company's international transformation initiatives. These costs are comprised primarily of losses on franchisee notes receivable, professional services and other related costs, and lease termination costs.

(b) For the three and nine months ended September 28, 2025, other costs represents:
   i. Losses on disposal of equipment incurred in connection with the termination of a COVID-era program that pre-purchased store equipment due to supply chain challenges;
   ii. Costs associated with project-based strategic initiatives that are not related to our ongoing operations as well as transaction costs incurred in connection with the anticipated sale of our 70% interest in a joint venture operating 85 restaurants (refer to "Note 11. Divestitures" in the Company's Form 10-Q for the quarter-ended September 28, 2025 for additional details), of which approximately $0.1 million was attributable to noncontrolling interests, and;
   iii. Costs incurred, net of anticipated insurance recoveries, arising from tornadoes that struck the Texas QC Center as well as the restaurant support center and QC Center in Louisville, Kentucky.

   For the three and nine months ended September 29, 2024, represents a non-cash impairment charge related to fixed and intangible assets related to certain Domestic restaurants.

(c) Represents pre-tax gain on sale, net of transaction costs, realized upon the August 2, 2024 completion of the sale of our Texas and Florida QC Center properties. See "Note 11. Divestitures" in the Company's Form 10-Q for the quarter-ended September 28, 2025 for additional details.

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

(In thousands)	Three Months Ended		Nine Months Ended	
	September 28, 2025	September 29, 2024	September 28, 2025	September 29, 2024
Net income attributable to common shareholders	**$ 4,447**	**$ 41,808**	**$ 22,742**	**$ 68,687**
International restructuring costs [(a)]	231	3,862	4,841	19,514
Accelerated software depreciation [(b)]	6,091	--	6,091	--
Other costs [(c)]	1,659	1,495	6,157	5,495
Gain on sale of QC Center properties [(d)]	--	(41,289)	--	(41,289)
Tax effect of adjustments [(e)]	(1,812)	8,121	(3,879)	3,679
Adjusted net income attributable to common shareholders	**$ 10,616**	**$ 13,997**	**$ 35,952**	**$ 56,086**

Footnotes to Non-GAAP Financial Measures

(a) Represents costs associated with the Company's international transformation initiatives. These costs are comprised primarily of losses on franchisee notes receivable, professional services and other related costs, and lease termination costs.

(b) Represents incremental depreciation expense related to the shortened useful life of legacy capitalized software assets due to the ongoing development and deployment of our new omnichannel platforms and other technology improvements.

(c) For the three and nine months ended September 28, 2025, other costs represents:

i. Losses on disposal of equipment incurred in connection with the termination of a COVID-era program that pre-purchased store equipment due to supply chain challenges;

ii. Costs associated with project-based strategic initiatives that are not related to our ongoing operations as well as transaction costs incurred in connection with the anticipated sale of our 70% interest in a joint venture operating 85 restaurants (refer to "Note 11. Divestitures" in the Company's Form 10-Q for the quarter-ended September 28, 2025 for additional details), of which approximately $0.1 million was attributable to noncontrolling interests, and;

iii. Costs incurred, net of anticipated insurance recoveries, arising from tornadoes that struck the Texas QC Center as well as the restaurant support center and QC Center in Louisville, Kentucky.

For the three and nine months ended September 29, 2024, represents a non-cash impairment charge related to fixed and intangible assets related to certain Domestic restaurants.

(d) Represents pre-tax gain on sale, net of transaction costs, realized upon the August 2, 2024 completion of the sale of our Texas and Florida QC Center properties. See "Note 11. Divestitures" in the Company's Form 10-Q for the quarter-ended September 28, 2025 for additional details.

(e) The tax effect on non-GAAP adjustments was calculated by applying the marginal tax rates of 22.7% for the three and nine months ended September 28, 2025 and 22.6% for the three and nine months ended September 29, 2024.

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

(In thousands)	Three Months Ended		Nine Months Ended	
	September 28, 2025	September 29, 2024	September 28, 2025	September 29, 2024
Diluted earnings per common share	**$ 0.13**	**$ 1.27**	**$ 0.69**	**$ 2.09**
International restructuring costs [(a)]	0.01	0.12	0.15	0.59
Accelerated software depreciation [(b)]	0.18	--	0.18	--
Other costs [(c)]	0.05	0.04	0.19	0.17
Gain on sale of QC Center properties [(d)]	--	(1.25)	--	(1.25)
Tax effect of adjustments [(e)]	(0.05)	0.25	(0.12)	0.11
Adjusted diluted earnings per common share	**$ 0.32**	**$ 0.43**	**$ 1.09**	**$ 1.71**

Footnotes to Non-GAAP Financial Measures

(a) Represents costs associated with the Company's international transformation initiatives. These costs are comprised primarily of losses on franchisee notes receivable, professional services and other related costs, and lease termination costs.

(b) Represents incremental depreciation expense related to the shortened useful life of legacy capitalized software assets due to the ongoing development and deployment of our new omnichannel platforms and other technology improvements.

(c) For the three and nine months ended September 28, 2025, other costs represents:

i. Losses on disposal of equipment incurred in connection with the termination of a COVID-era program that pre-purchased store equipment due to supply chain challenges;

ii. Costs associated with project-based strategic initiatives that are not related to our ongoing operations as well as transaction costs incurred in connection with the anticipated sale of our 70% interest in a joint venture operating 85 restaurants (refer to "Note 11. Divestitures" in the Company's Form 10-Q for the quarter-ended September 28, 2025 for additional details), of which approximately $0.1 million was attributable to noncontrolling interests, and;

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(d) Represents pre-tax gain on sale, net of transaction costs, realized upon the August 2, 2024 completion of the sale of our Texas and Florida QC Center properties. See "Note 11. Divestitures" in the Company's Form 10-Q for the quarter-ended September 28, 2025 for additional details.

(e) The tax effect on non-GAAP adjustments was calculated by applying the marginal tax rates of 22.7% for the three and nine months ended September 28, 2025 and 22.6% for the three and nine months ended September 29, 2024.

RECONCILIATION OF GAAP FINANCIAL RESULTS TO NON-GAAP FINANCIAL MEASURES

The following table reconciles General and administrative expenses to adjusted General and administrative expenses

(In thousands)	Three Months Ended		Nine Months Ended	
	September 28, 2025	September 29, 2024	September 28, 2025	September 29, 2024
General and administrative expenses	**$ 56,478**	**$ 12,883**	**$ 191,763**	**$ 127,806**
International restructuring costs [(a)]	231	3,862	4,841	19,514
Other costs [(b)]	1,804	1,495	6,302	5,495
Gain on sale of QC Center properties [(c)]	--	(41,289)	--	(41,289)
Adjusted General and administrative expenses	**$ 54,443**	**$ 48,815**	**$ 180,620**	**$ 144,086**

Footnotes to Non-GAAP Financial Measures

(a) Represents costs associated with the Company's international transformation initiatives. These costs are comprised primarily of losses on franchisee notes receivable, professional services and other related costs, and lease termination costs.

(b) For the three and nine months ended September 28, 2025, other costs represents:

i. Losses on disposal of equipment incurred in connection with the termination of a COVID-era program that pre-purchased store equipment due to supply chain challenges;

ii. Costs associated with project-based strategic initiatives that are not related to our ongoing operations as well as transaction costs incurred in connection with the anticipated sale of our 70% interest in a joint venture operating 85 restaurants (refer to "Note 11. Divestitures" in the Company's Form 10-Q for the quarter-ended September 28, 2025 for additional details), of which approximately $0.1 million was attributable to noncontrolling interests, and;

iii. Costs incurred, net of anticipated insurance recoveries, arising from tornadoes that struck the Texas QC Center as well as the restaurant support center and QC Center in Louisville, Kentucky.

For the three and nine months ended September 29, 2024, represents a non-cash impairment charge related to fixed and intangible assets related to certain Domestic restaurants.

(c) Represents pre-tax gain on sale, net of transaction costs, realized upon the August 2, 2024 completion of the sale of our Texas and Florida QC Center properties. See "Note 11. Divestitures" in the Company's Form 10-Q for the quarter-ended September 28, 2025 for additional details.

RECONCILIATION OF GAAP FINANCIAL RESULTS TO NON-GAAP FINANCIAL MEASURES

The following table reconciles Depreciation and amortization to adjusted Depreciation and amortization

(In thousands)	Three Months Ended		Nine Months Ended	
	September 28, 2025	September 29, 2024	September 28, 2025	September 29, 2024
Depreciation and amortization	**$ 24,914**	**$ 17,260**	**$ 62,076**	**$ 52,528**
Accelerated software depreciation [(a)]	6,091	--	6,091	--
Adjusted Depreciation and amortization	**$ 18,823**	**$ 17,260**	**$ 55,985**	**$ 52,528**

Footnotes to Non-GAAP Financial Measures

(a) Represents incremental depreciation expense related to the shortened useful life of legacy capitalized software assets due to the ongoing development and deployment of our new omnichannel platforms and other technology improvements.