



Wendy's - Restaurant Information

	1Q11	2Q11	3Q11	4Q11	2011	1Q12	2Q12	3Q12	4Q12	2012	1Q13	2Q13	3Q13	4Q13	2013	1Q14
Same-Restaurant Sales - North America																
Company-owned	-0.9%	2.3%	1.8%	5.1%	2.0%	0.8%	3.2%	2.7%	-0.2%	1.6%	1.0%	0.4%	3.2%	3.1%	1.9%	1.3%
Franchised	0.3%	2.3%	0.7%	4.2%	1.9%	0.7%	3.2%	2.9%	-0.6%	1.6%	0.6%	0.3%	3.1%	2.8%	1.7%	0.6%
Systemwide	0.0%	2.3%	0.9%	4.4%	1.9%	0.7%	3.2%	2.8%	-0.5%	1.6%	0.7%	0.4%	3.1%	2.9%	1.8%	0.7%
Restaurant Count																
Company-owned	1,395	1,400	1,404	1,417	1,417	1,414	1,425	1,447	1,427	1,427	1,427	1,421	1,369	1,183	1,183	1,001
Franchised	5,170	5,171	5,174	5,177	5,177	5,167	5,122	5,096	5,133	5,133	5,117	5,121	5,170	5,374	5,374	5,546
Systemwide	6,565	6,571	6,578	6,594	6,594	6,581	6,547	6,543	6,560	6,560	6,544	6,542	6,539	6,557	6,557	6,547
Sales Detail (in millions)																
Wendy's restaurant sales	\$490.4	\$525.7	\$515.4	\$518.6	\$2,050.1	\$501.8	\$547.9	\$542.4	\$537.2	\$2,129.3	\$515.7	\$554.8	\$541.3	\$491.0	\$2,102.9	\$418.0
Bakery and kids' meal promotion items sold to franchisees	\$18.9	\$18.6	\$19.1	\$19.9	\$76.5	\$18.1	\$18.2	\$15.9	\$16.8	\$69.0	\$15.0	\$16.4	\$16.7	\$14.9	\$62.9	\$14.6
Total Wendy's sales	\$509.3	\$544.3	\$534.5	\$538.5	\$2,126.6	\$519.9	\$566.1	\$558.3	\$554.0	\$2,198.3	\$530.7	\$571.2	\$558.0	\$505.9	\$2,165.8	\$432.6
Cost of Sales (% of Sales)																
Food and paper	32.1%	33.5%	33.8%	33.1%	33.1%	33.6%	33.1%	33.1%	33.0%	33.2%	32.9%	32.8%	32.9%	32.7%	32.8%	32.1%
Restaurant labor	30.8%	29.6%	29.2%	30.1%	29.9%	30.8%	29.7%	30.0%	30.0%	30.1%	30.8%	29.1%	29.1%	29.6%	29.7%	30.7%
Occupancy, advertising and other operating costs	23.7%	23.0%	23.3%	21.8%	23.0%	23.8%	23.1%	23.0%	21.1%	22.7%	23.5%	21.4%	22.5%	21.5%	22.2%	24.1%
Reported Company Restaurant Margin %	13.4%	13.9%	13.7%	15.0%	14.0%	11.8%	14.1%	13.9%	15.9%	14.0%	12.8%	16.7%	15.5%	16.2%	15.3%	13.1%
Reported Company Restaurant Margin \$	\$65.8	\$73.1	\$70.4	\$77.7	\$286.8	\$59.0	\$77.2	\$75.6	\$85.3	\$297.1	\$66.0	\$92.4	\$83.9	\$79.7	\$322.0	\$54.6