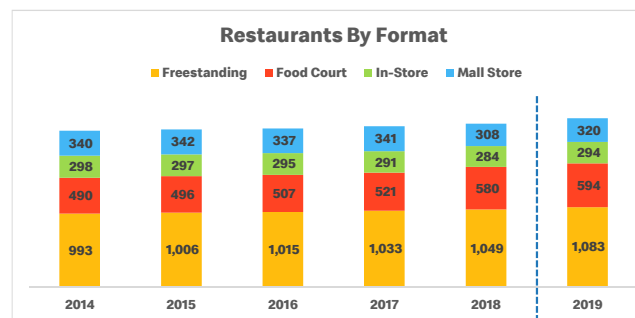
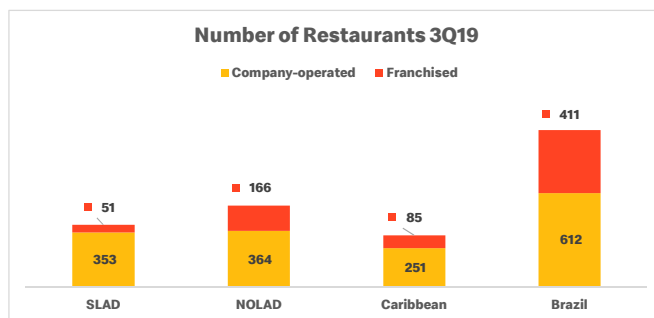
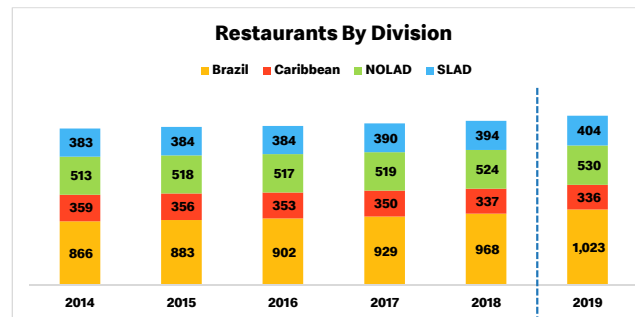
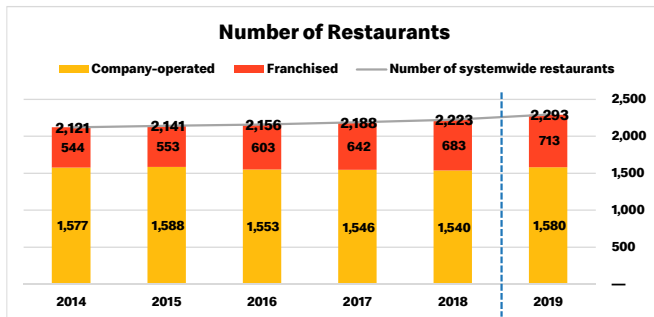


Number of Restaurants



	As of December 31,													
	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	
Number of systemwide restaurants	2,293	2,223	2,188	2,156	2,141	2,121	2,062	1,948	1,840	1,755	1,680	1,640	1,593	
Brazil	1,023	968	929	902	883	866	812	731	662	616	578	564	553	
Caribbean	336	337	350	353	356	359	365	353	147	142	145	145	142	
NOLAD	530	524	519	517	518	513	507	503	484	476	456	448	427	
SLAD	404	394	390	384	384	383	378	361	547	521	501	483	471	
Company-operated	1,580	1,540	1,546	1,553	1,588	1,577	1,538	1,453	1,358	1,292	1,226	1,155	1,092	
Brazil	612	584	579	584	615	614	583	533	488	453	432	426	422	
Caribbean	251	251	263	266	267	270	270	259	96	91	93	89	87	
NOLAD	364	362	363	365	364	352	344	335	314	310	289	242	195	
SLAD	353	343	341	338	342	341	341	326	460	438	412	398	388	
Franchised	713	683	642	603	553	544	524	495	482	463	454	485	501	
Brazil	411	384	350	318	268	252	229	198	174	163	146	138	131	
Caribbean	85	86	87	87	89	89	95	94	51	51	52	56	55	
NOLAD	166	162	156	152	154	161	163	168	170	166	167	206	232	
SLAD	51	51	49	46	42	42	37	35	87	83	89	85	83	
Freestanding	1,083	1,049	1,033	1,015	1,006	993								
Food Court	594	580	521	507	496	490								
In-Store	294	284	291	295	297	298								
Mall Store	320	308	341	337	342	340								
TOTAL	2,291	2,221	2,186	2,154	2,141	2,121								



Revenues & Margins



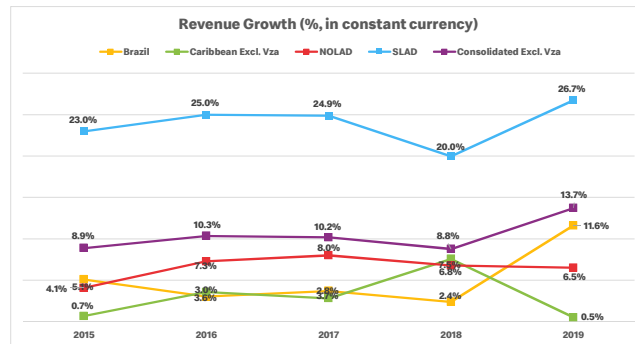
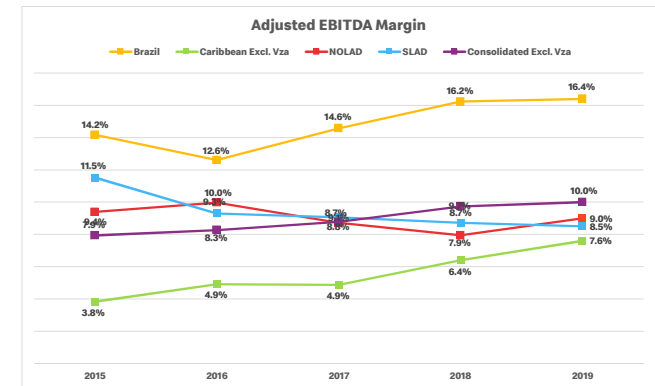
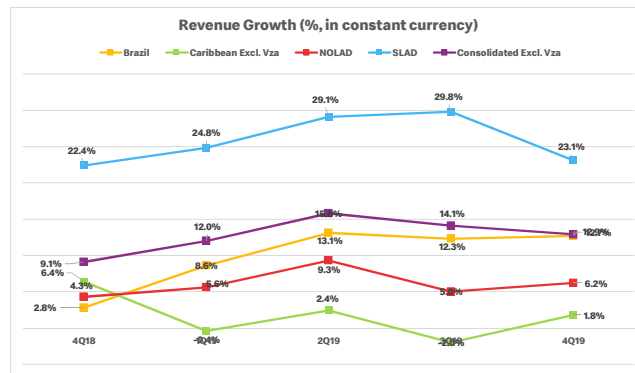
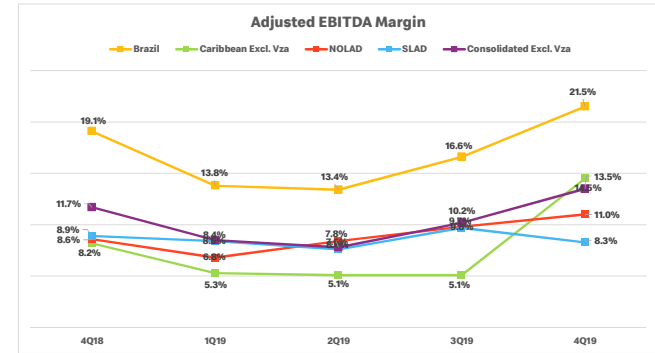
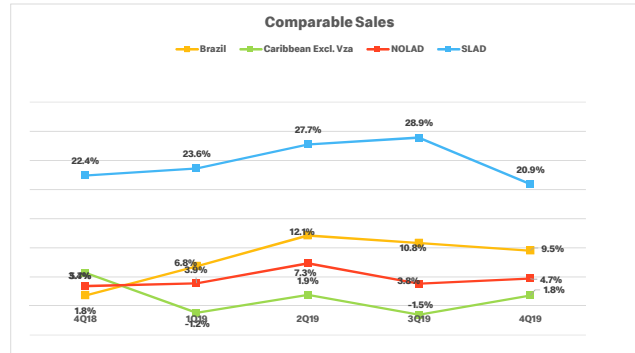
Comparable Sales					
	4Q19	3Q19	2Q19	1Q19	4Q18
Brazil	9.5%	10.8%	12.1%	6.8%	1.8%
Caribbean Excl. Vza	1.8%	-1.5%	1.9%	-1.2%	5.7%
NOLAD	4.7%	3.8%	7.3%	3.9%	3.4%
SLAD	20.9%	28.9%	27.7%	23.6%	22.4%

Revenue Growth (in Constant Currency)					
	4Q19	3Q19	2Q19	1Q19	4Q18
Brazil	12.7%	12.3%	13.1%	8.6%	2.8%
Caribbean Excl. Vza	1.8%	-2.0%	2.4%	-0.4%	6.4%
NOLAD	6.2%	5.0%	9.3%	5.6%	4.3%
SLAD	23.1%	29.8%	29.1%	24.8%	22.4%
Consolidated Excl. Vza	12.9%	14.1%	15.8%	12.0%	9.1%

Adjusted EBITDA Margin					
	4Q19	3Q19	2Q19	1Q19	4Q18
Brazil	21.5%	16.6%	13.4%	13.8%	19.1%
Caribbean Excl. Vza	14.5%	5.1%	5.1%	5.3%	8.2%
NOLAD	11.0%	9.8%	8.4%	6.8%	8.6%
SLAD	8.3%	9.7%	7.6%	8.4%	8.9%
Consolidated Excl. Vza	13.5%	10.2%	7.8%	8.5%	11.7%

Revenue Growth (in Constant Currency)					
	2019	2018	2017	2016	2015
Brazil	11.6%	2.4%	3.7%	3.0%	5.1%
Caribbean Excl. Vza	0.5%	7.5%	2.8%	3.6%	0.7%
NOLAD	6.5%	6.8%	8.0%	7.3%	4.1%
SLAD	26.7%	20.0%	24.9%	25.0%	23.0%
Consolidated Excl. Vza	13.7%	8.8%	10.2%	10.3%	8.9%

Adjusted EBITDA Margin					
	2019	2018	2017	2016	2015
Brazil	16.4%	16.2%	14.6%	12.6%	14.2%
Caribbean Excl. Vza	7.6%	6.4%	4.9%	4.9%	3.8%
NOLAD	9.0%	7.9%	8.7%	10.0%	9.4%
SLAD	8.5%	8.7%	9.1%	9.3%	11.5%
Consolidated Excl. Vza	10.0%	9.7%	8.8%	8.3%	7.9%



Debt



\$millions except leverage ratio

	Total Debt	Cash & Equivalents	Net Debt	Net Debt/LTM Adj. EBITDA
2014	\$801.2	\$139.0	\$662.2	2.6x
2015	\$654.2	\$112.5	\$541.7	2.4x
2016	\$610.2	\$194.8	\$415.4	1.7x
2017	\$621.5	\$328.1	\$293.4	1.0x
2018	\$589.8	\$197.3	\$392.5	1.5x
2019	\$595.8	\$121.9	\$473.9	1.6x

