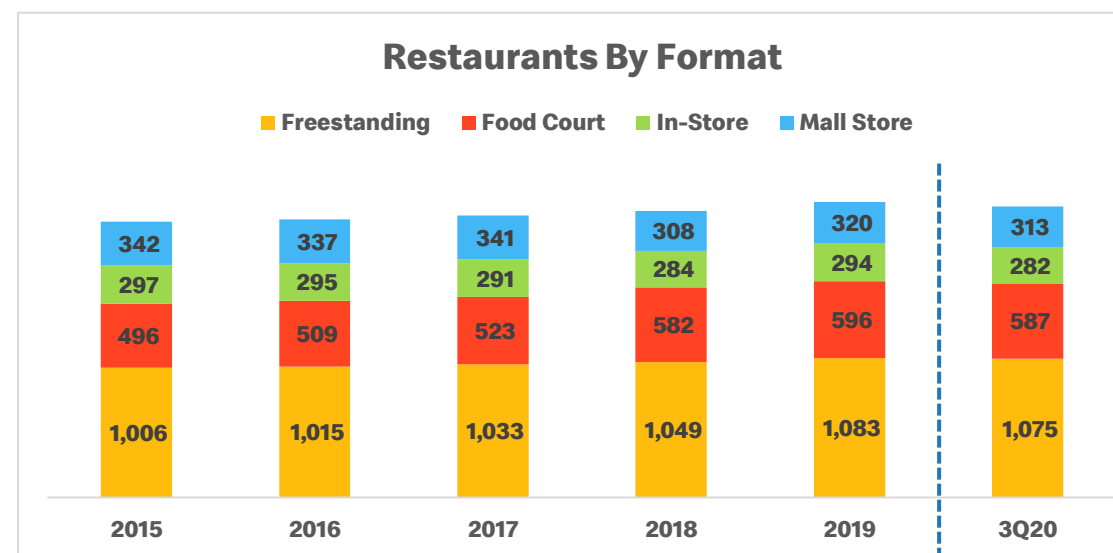
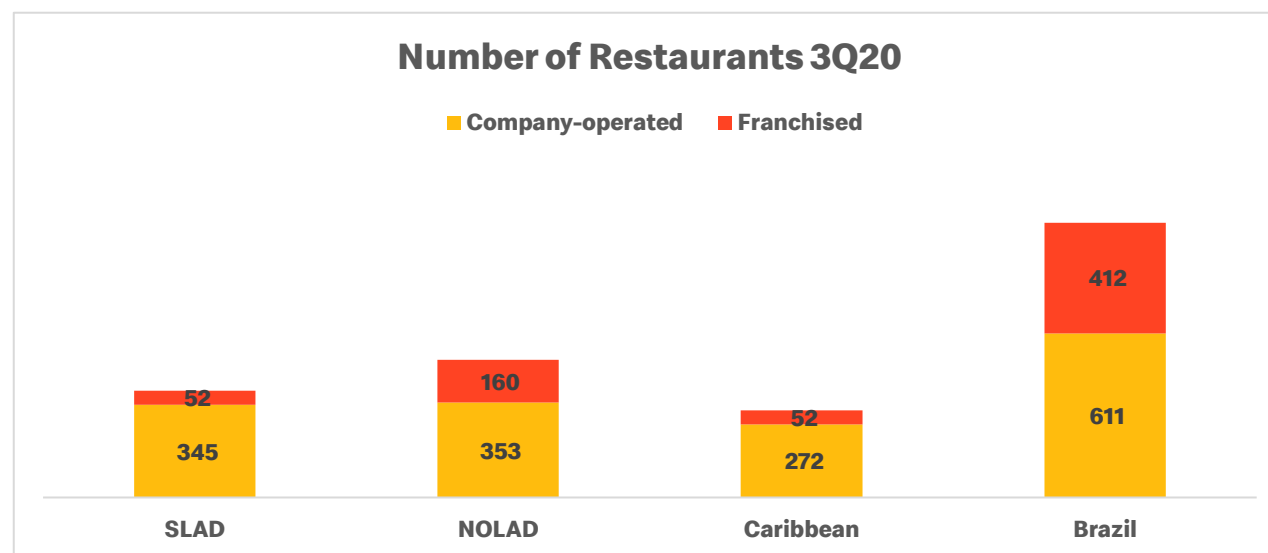
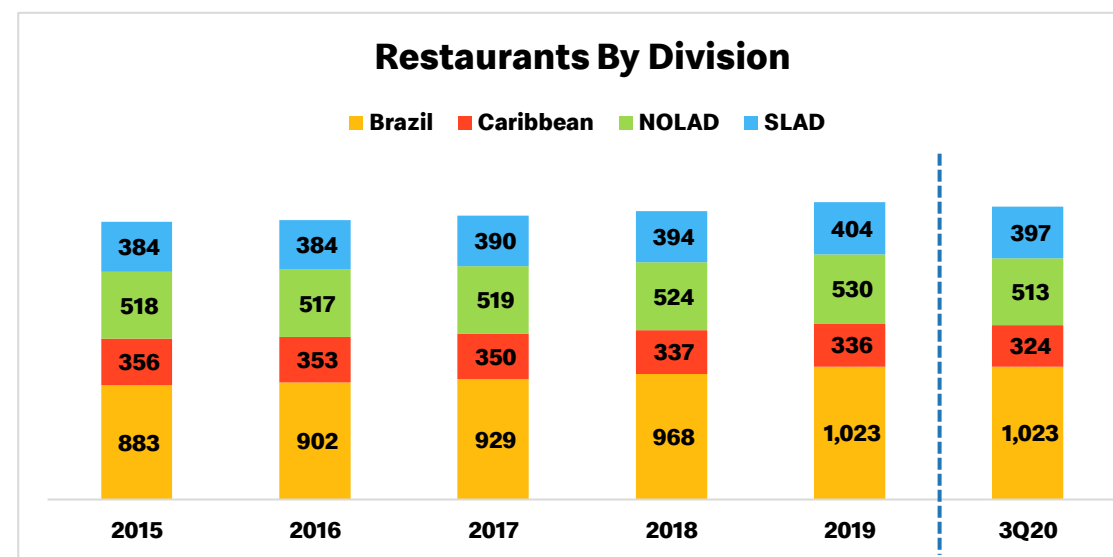
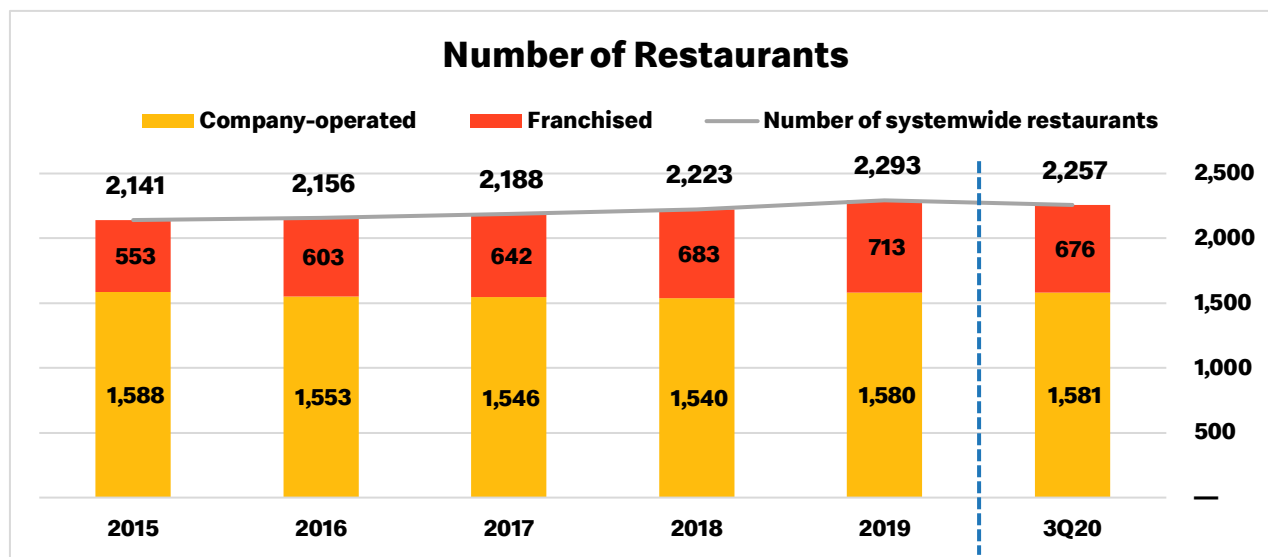


# Number of Restaurants



As of December 31,

	3Q20	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
<b>Number of systemwide restaurants</b>	<b>2,257</b>	<b>2,293</b>	<b>2,223</b>	<b>2,188</b>	<b>2,156</b>	<b>2,141</b>	<b>2,121</b>	<b>2,062</b>	<b>1,948</b>	<b>1,840</b>	<b>1,755</b>	<b>1,680</b>	<b>1,640</b>	<b>1,593</b>
Brazil	1,023	1,023	968	929	902	883	866	812	731	662	616	578	564	553
Caribbean	324	336	337	350	353	356	359	365	353	147	142	145	145	142
NOLAD	513	530	524	519	517	518	513	507	503	484	476	456	448	427
SLAD	397	404	394	390	384	384	383	378	361	547	521	501	483	471
<b>Company-operated</b>	<b>1,581</b>	<b>1,580</b>	<b>1,540</b>	<b>1,546</b>	<b>1,553</b>	<b>1,588</b>	<b>1,577</b>	<b>1,538</b>	<b>1,453</b>	<b>1,358</b>	<b>1,292</b>	<b>1,226</b>	<b>1,155</b>	<b>1,092</b>
Brazil	611	612	584	579	584	615	614	583	533	488	453	432	426	422
Caribbean	272	251	251	263	266	267	270	270	259	96	91	93	89	87
NOLAD	353	364	362	363	365	364	352	344	335	314	310	289	242	195
SLAD	345	353	343	341	338	342	341	341	326	460	438	412	398	388
<b>Franchised</b>	<b>676</b>	<b>713</b>	<b>683</b>	<b>642</b>	<b>603</b>	<b>553</b>	<b>544</b>	<b>524</b>	<b>495</b>	<b>482</b>	<b>463</b>	<b>454</b>	<b>485</b>	<b>501</b>
Brazil	412	411	384	350	318	268	252	229	198	174	163	146	138	131
Caribbean	52	85	86	87	87	89	89	95	94	51	51	52	56	55
NOLAD	160	166	162	156	152	154	161	163	168	170	166	167	206	232
SLAD	52	51	51	49	46	42	42	37	35	87	83	89	85	83
Freestanding	1,075	1,083	1,049	1,033	1,015	1,006	993							
Food Court	587	596	582	523	509	496	490							
In-Store	282	294	284	291	295	297	298							
Mall Store	313	320	308	341	337	342	340							
<b>TOTAL</b>	<b>2,257</b>	<b>2,293</b>	<b>2,223</b>	<b>2,188</b>	<b>2,156</b>	<b>2,141</b>	<b>2,121</b>							



# Revenues & Margins



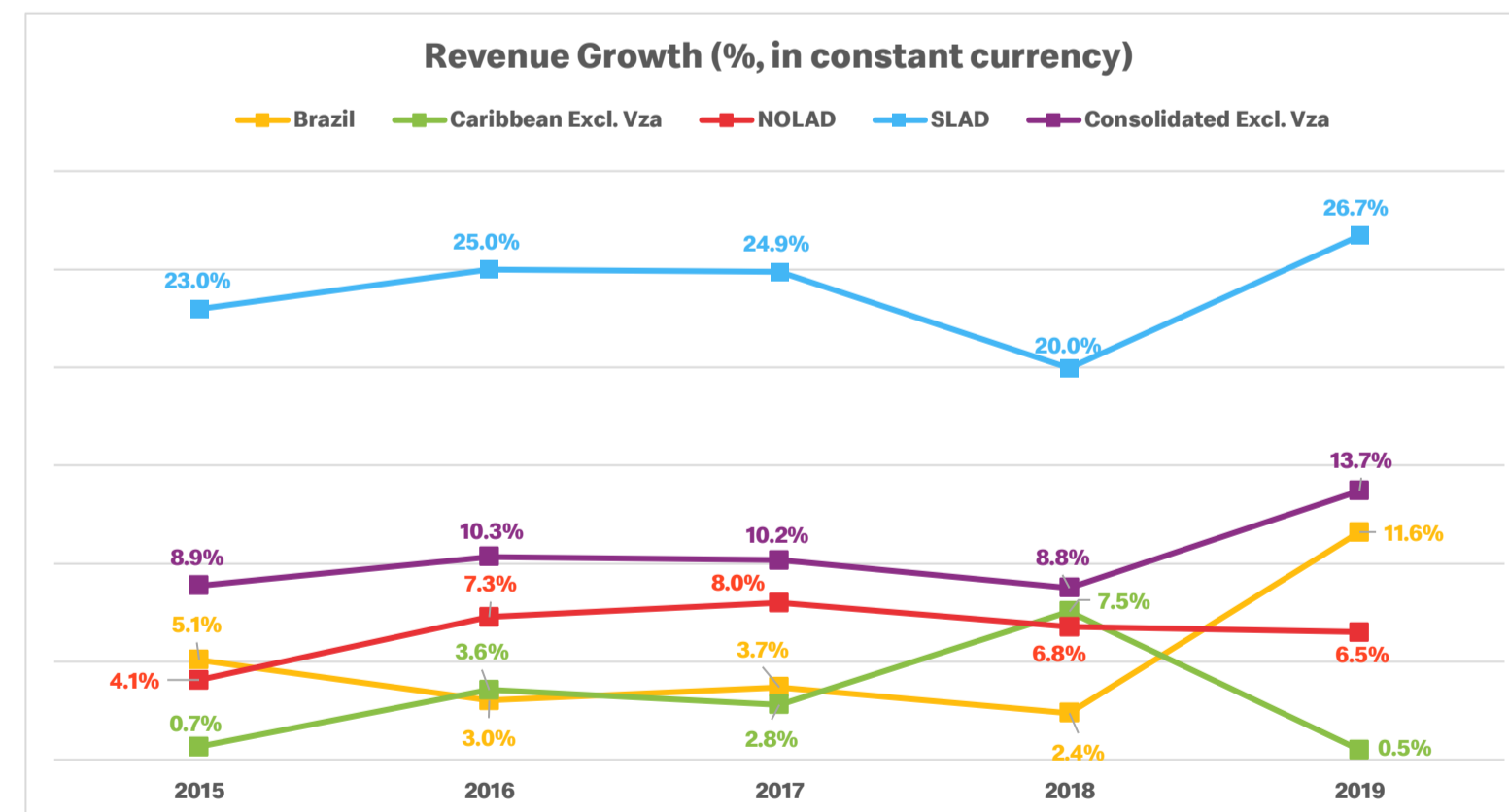
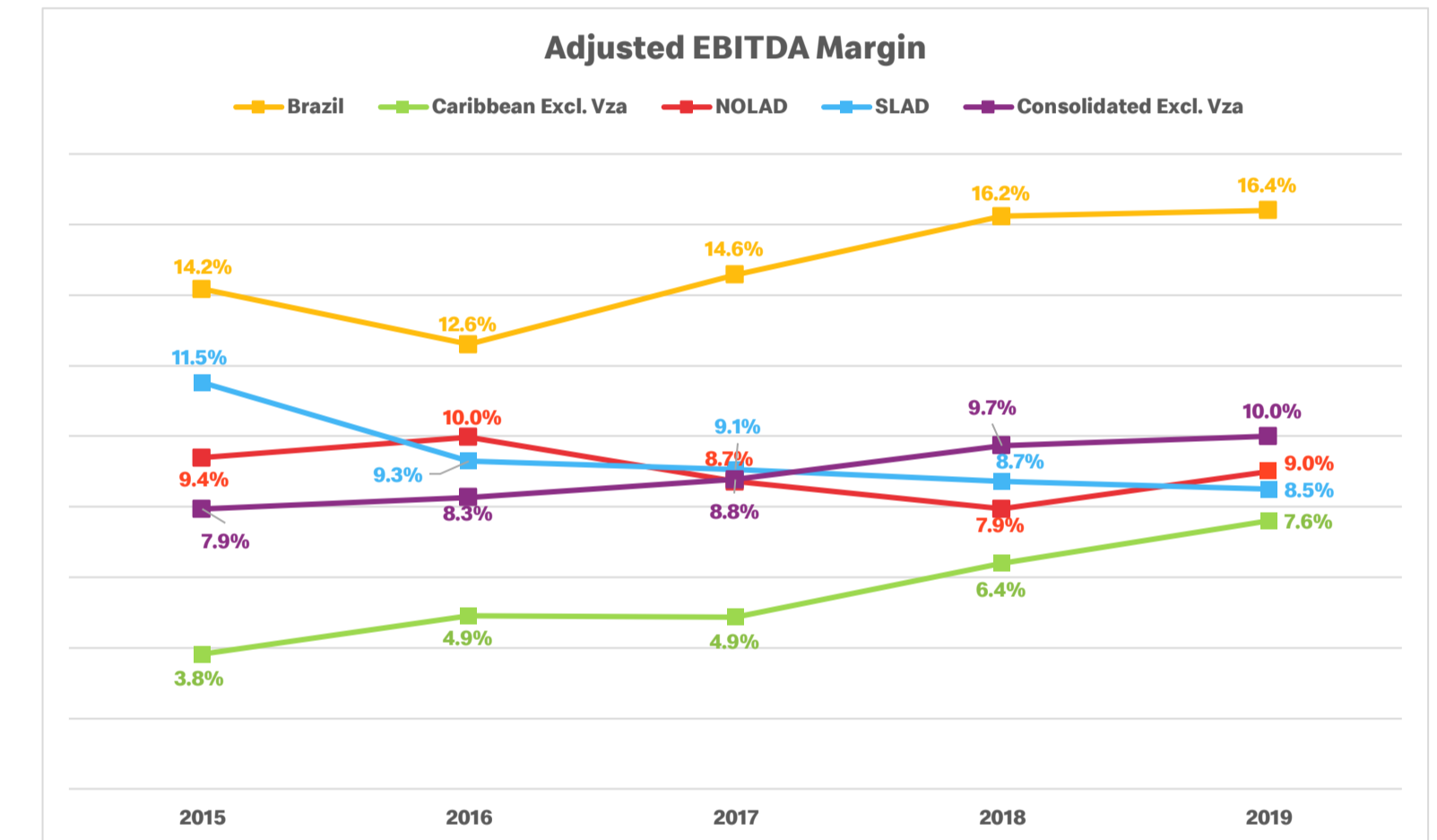
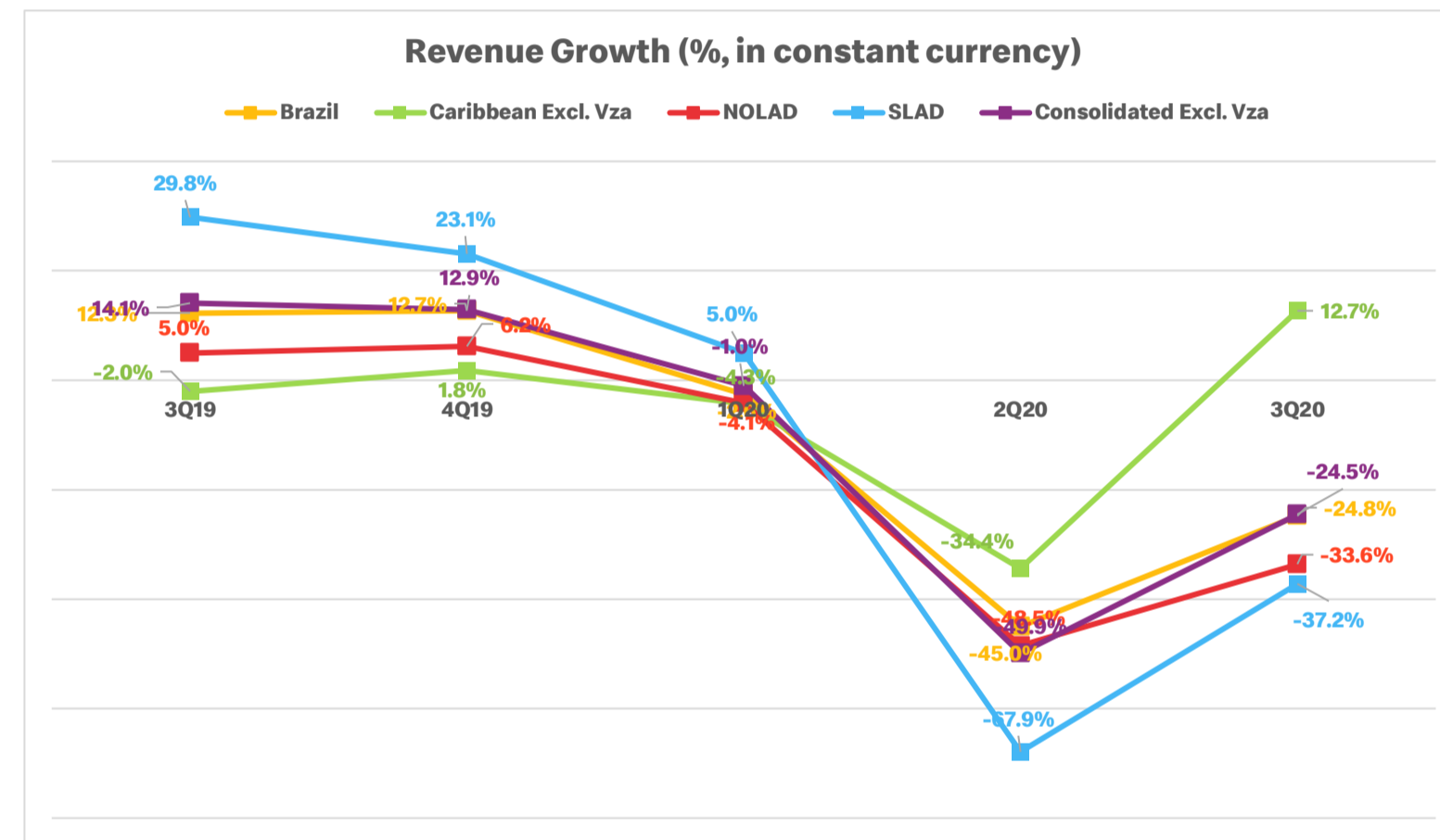
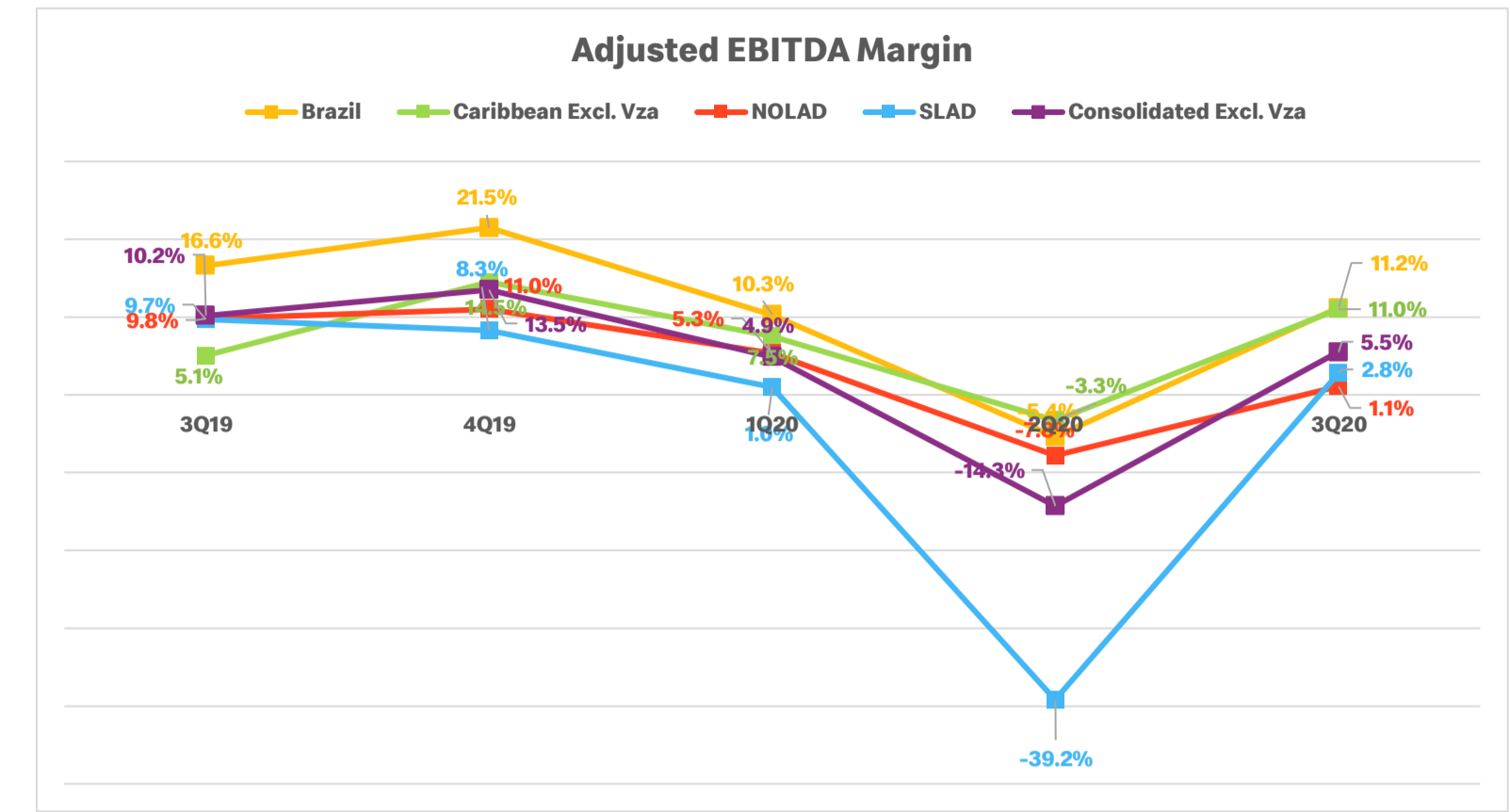
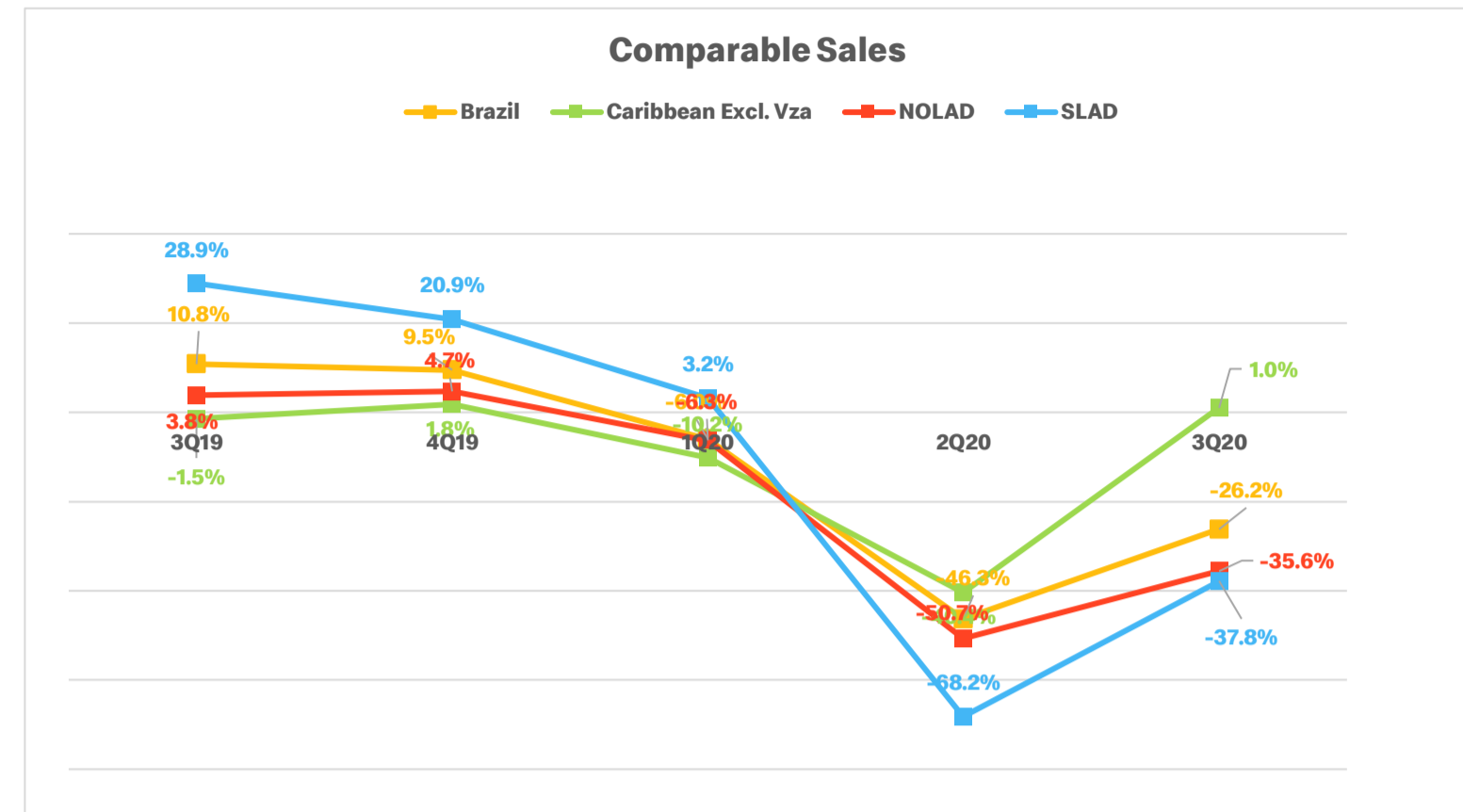
	Comparable Sales				
	3Q20	2Q20	1Q20	4Q19	3Q19
Brazil	-26.2%	-46.3%	-6.0%	9.5%	10.8%
Caribbean Excl. Vza	1.0%	-40.4%	-10.2%	1.8%	-1.5%
NOLAD	-35.6%	-50.7%	-6.3%	4.7%	3.8%
SLAD	-37.8%	-68.2%	3.2%	20.9%	28.9%

	Revenue Growth (in Constant Currency)				
	3Q20	2Q20	1Q20	4Q19	3Q19
Brazil	-24.8%	-45.0%	-2.6%	12.7%	12.3%
Caribbean Excl. Vza	12.7%	-34.4%	-4.3%	1.8%	-2.0%
NOLAD	-33.6%	-48.5%	-4.1%	6.2%	5.0%
SLAD	-37.2%	-67.9%	5.0%	23.1%	29.8%
<b>Consolidated Excl. Vza</b>	<b>-24.5%</b>	<b>-49.9%</b>	<b>-1.0%</b>	<b>12.9%</b>	<b>14.1%</b>

	Adjusted EBITDA Margin				
	3Q20	2Q20	1Q20	4Q19	3Q19
Brazil	11.2%	-5.4%	10.3%	21.5%	16.6%
Caribbean Excl. Vza	11.0%	-3.3%	7.5%	14.5%	5.1%
NOLAD	1.1%	-7.8%	5.3%	11.0%	9.8%
SLAD	2.8%	-39.2%	1.0%	8.3%	9.7%
<b>Consolidated Excl. Vza</b>	<b>5.5%</b>	<b>-14.3%</b>	<b>4.9%</b>	<b>13.5%</b>	<b>10.2%</b>

	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%
<b>Consolidated Excl. Vza</b>	<b>13.7%</b>	<b>8.8%</b>	<b>10.2%</b>	<b>10.3%</b>	<b>8.9%</b>

	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%
<b>Consolidated Excl. Vza</b>	<b>10.0%</b>	<b>9.7%</b>	<b>8.8%</b>	<b>8.3%</b>	<b>7.9%</b>



# 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
3Q20	\$661.1	\$136.5	\$524.6	4.7x

