



Q2 2022 Results

August 3, 2022

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Notices

Forward-Looking Statements

Certain statements in this presentation may constitute “forward-looking” statements within the meaning of applicable Canadian securities legislation which involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of the Company or the industry in which they operate, to be materially different from any future results, performance or achievements expressed or implied by such forward looking statements. When used in this presentation, such statements use words such as “may”, “will”, “expect”, “believe”, “plan” and other similar terminology. These statements reflect management’s current expectations regarding future events and operating performance and speak only as of the date of this presentation. These forward-looking statements involve a number of risks and uncertainties, including those related to: (a) the Company’s ability to maintain profitability and manage its growth including SRS Growth, System Sales Growth, increases in net income, Adjusted EBITDA, Adjusted EBITDA Margin on System Sales and Free Cash Flow; (b) competition in the industry in which the Company operates; (c) the general state of the economy; (d) integration of acquisitions by the Company; and (e) risk of future legal proceedings against the Company. These risk factors and others are discussed in detail under the heading “Risk Factors” in the Company’s Annual Information Form dated March 22, 2022. New risk factors may arise from time to time and it is not possible for management of the Company to predict all of those risk factors or the extent to which any factor or combination of factors may cause actual results, performance or achievements of the Company to be materially different from those contained in forward-looking statements. Given these risks and uncertainties, investors should not place undue reliance on forward-looking statements as a prediction of actual results. Although the forward-looking statements contained in this presentation are based upon what management believes to be reasonable assumptions, the Company cannot assure investors that actual results will be consistent with these forward-looking statements. These forward-looking statements are made as of the date of this presentation.

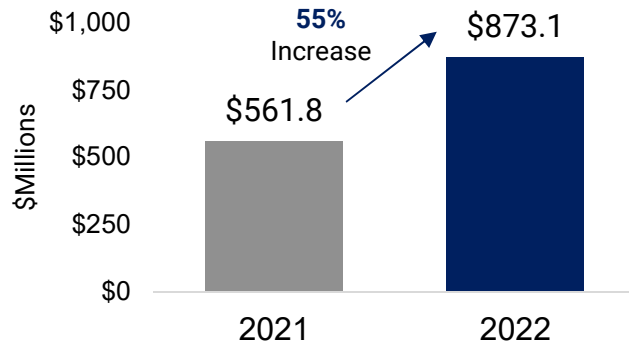
Non-GAAP Measures

This presentation makes reference to certain measures that are not calculated in accordance with IFRS. These measures are provided as additional information to complement IFRS measures by providing further understanding of the Company’s results of operations from management’s perspective. Accordingly, they should not be considered in isolation nor as a substitute for analysis of the Company’s financial information reported under IFRS. The Company uses the following non-GAAP measures to provide investors with supplemental measures on its operating performance and thus highlight trends in its core business that may not otherwise be apparent when relying solely on IFRS financial measures: “System Sales”, “System Sales Growth”, “E-Commerce System Sales”, “SRS Growth”, “Adjusted EBITDA”, “Adjusted EBITDA Margin on System Sales”, “Net Debt” and “Free Cash Flow”. Definitions and reconciliation of these terms can be found in the Company’s quarterly MD&A.

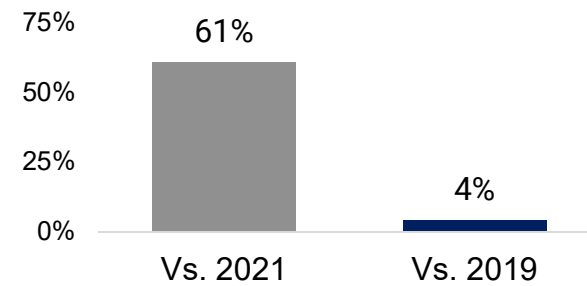


Q2 Highlights

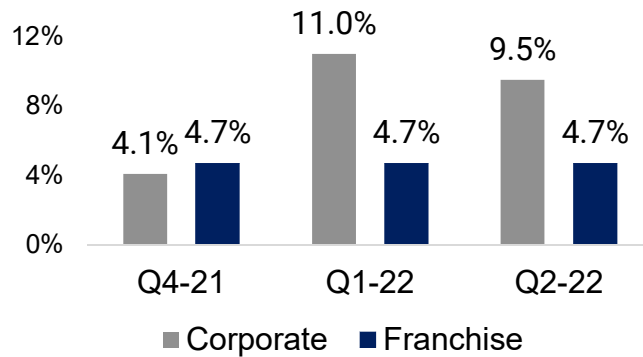
System Sales



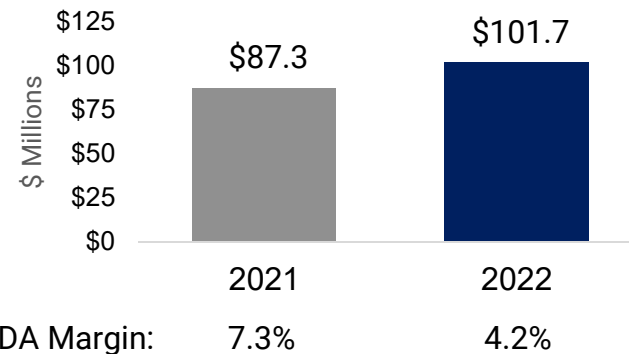
Same Restaurant Sales Growth



EBITDA Margin

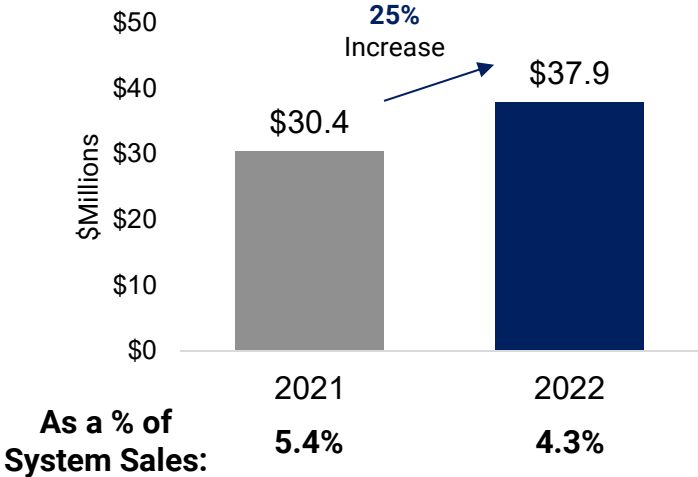


Retail & Catering Sales

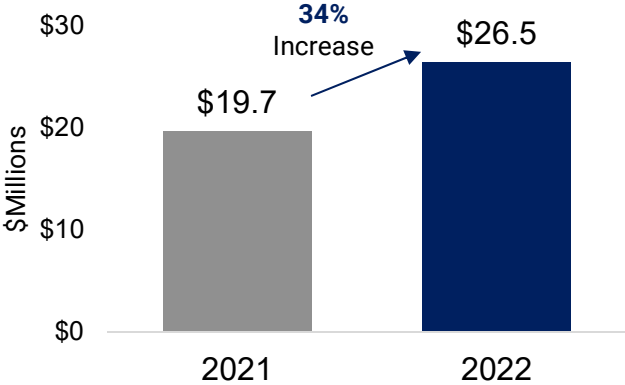


Q2 Highlights

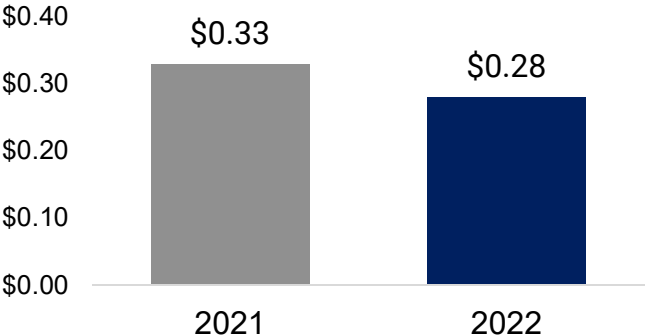
Adjusted EBITDA



Earnings Pre-FV Changes and Taxes



Diluted EPS



Q2 Overview

- 1 Strong demand with significant increase in sales
- 2 Effective menu price strategy to reinforce our value leadership
- 3 Retail margin recovery delayed due to grocer repricing challenges
- 4 Strong year over year growth adjusted for government subsidies



***Learning from and adapting to real-time, direct Guest feedback
with continued focus on value and experience***



FINANCIAL REVIEW

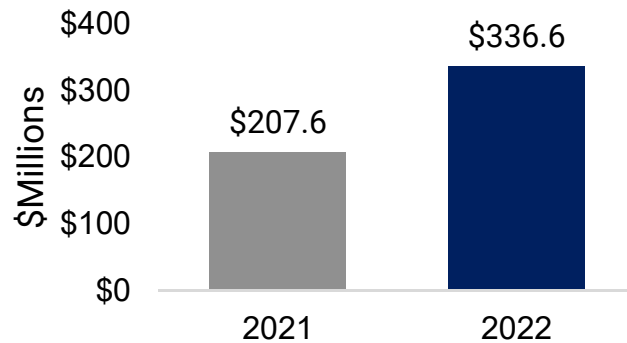
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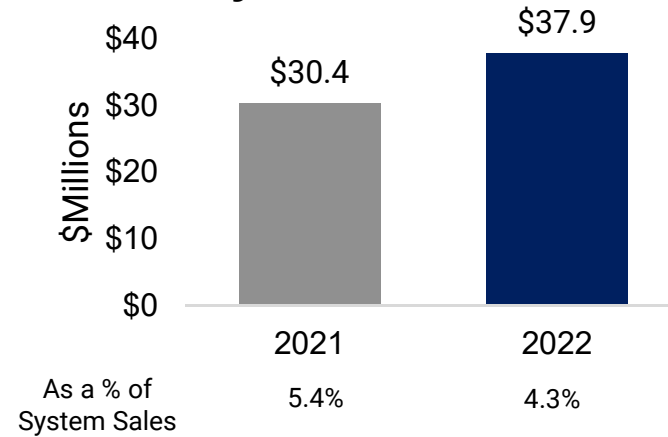
Q2 Financial Results



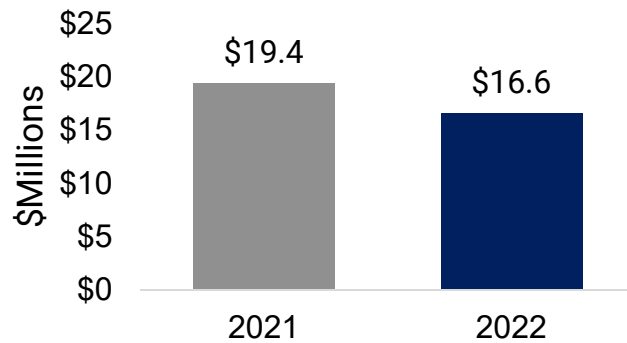
Gross Revenue



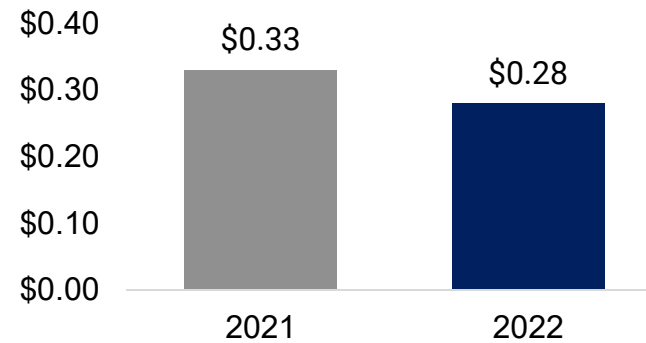
Adjusted EBITDA



Net Earnings



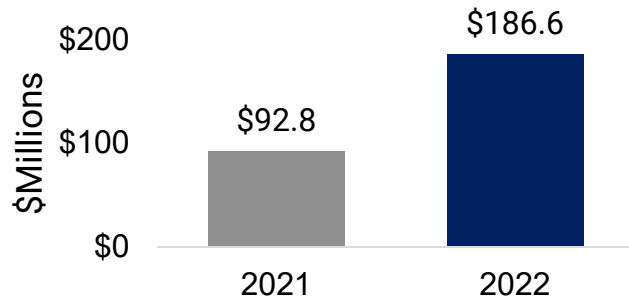
Diluted EPS



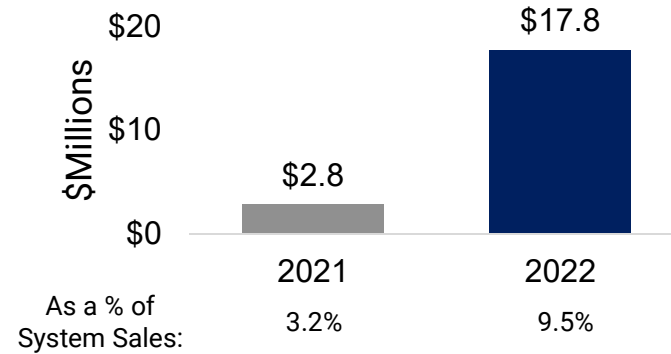
Q2 Corporate and Franchise Segments



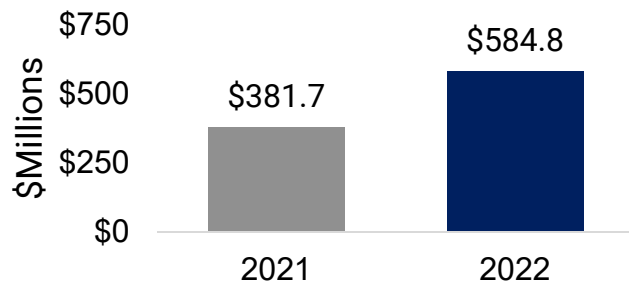
Corporate System Sales



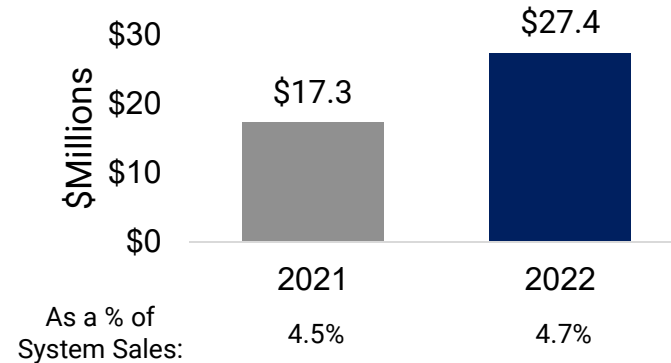
Corporate Adjusted EBITDA



Franchise System Sales



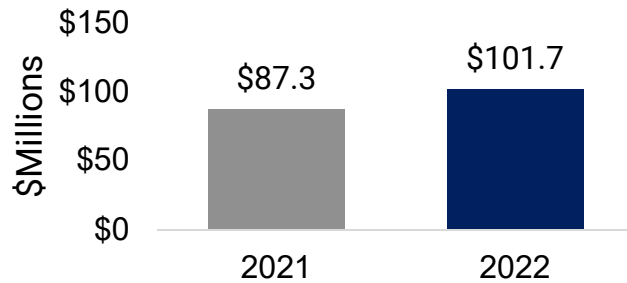
Franchise Adjusted EBITDA



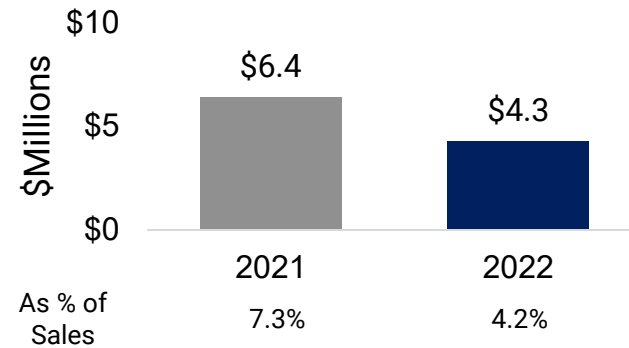
Q2 Retail & Catering and Central Segments



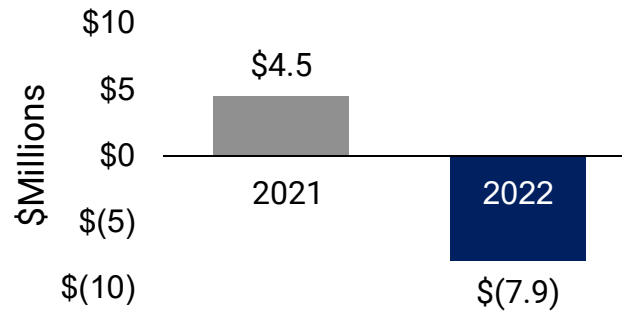
Retail & Catering Sales



Retail & Catering Adjusted EBITDA



Central Adjusted EBITDA Before Net Royalty Expense



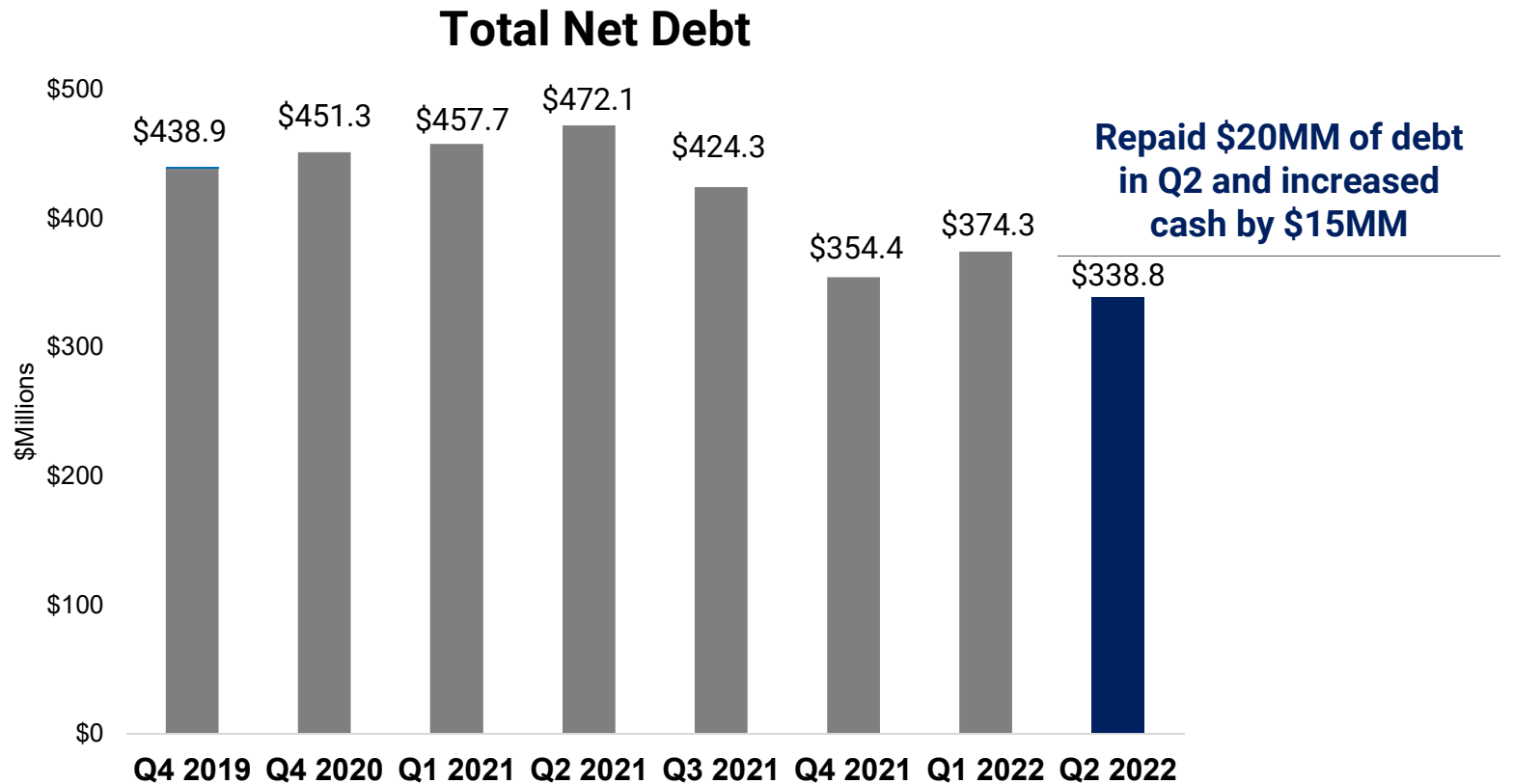
Restaurant Unit Count



	Corporate	Franchise	Joint Venture	Total
Number of Units at Beginning of 2022	219	1,036	6	1,261
New Openings	2	6	-	8
Closures	(2)	(14)	(1)	(17)
Sold	(3)	(26)	-	(29)
Corporate Buybacks	3	(3)	-	-
Restaurants Re-Franchised	-	-	-	-
Number of Units at End of Q2 2022	219	999	5	1,223
Net Change Since Beginning of 2022	-	(37)	(1)	(38)
Net Change Since Beginning of 2021	9	(86)	(41)	(118)



Stable Leverage



Total Liquidity of \$521MM at the end of Q2 2022





CLOSING REMARKS

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Continued Value Creation



Restaurant Portfolio Realignment

- Divested Prime Pubs
- Continued focus on brands with SRS Growth, strong free cash flow generation and attractive opportunities for new unit growth
- Invest in asset-light businesses (e.g. franchise versus corporate)

Debt repayments increase financial flexibility

- Moderate leverage of 2.3x EBITDA supports future growth

Capital allocation

- Re-introduction of dividends as soon as reasonably practical based on government legislation





Q & A

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