



# Appendix



## Reconciliation of GAAP to Non-GAAP Financial Measures

The Company's presentations may include certain non-GAAP financial measures such as free cash flow, leverage ratio, EBITDA and EBITDAR. This supplemental information should not be construed in isolation or as a substitute for related GAAP measures. The Company believes that free cash flow is useful to investors and management because it provides an understanding of how much cash the Company has available to pursue opportunities that drive shareholder value such as payment of dividends, share repurchases, payment of debt and investments in the business. The Company believes that leverage ratio is useful to investors and management as an indicator of the Company's ability to incur additional debt, service existing debt and comply with covenants in our existing credit facilities.

The Company is not providing a reconciliation for non-GAAP estimates on a forward-looking basis for free cash flow, leverage ratio, EBITDA and EBITDAR included in this presentation as it is unable to provide a meaningful or accurate calculation or estimation of reconciling items and the information is not available without unreasonable effort. This is due to the inherent difficulty of forecasting the timing or amount of various items that have not yet occurred, are out of the Company's control and/or cannot be reasonably predicted, and that would impact the Company's free cash flow, leverage ratio, EBITDA and EBITDAR. For the same reasons, the Company is unable to address the probable significance of the unavailable information. Forward-looking non-GAAP financial measures provided without the most directly comparable GAAP financial measures may vary materially from the corresponding GAAP financial measures.



## Reconciliation of GAAP to Non-GAAP Financial Measures

	Fiscal Year ended 12/28/2019	1 Year Period Ended 9/26/2020
<b>Net Income</b>	\$ 562,354	\$ 757,244
Add:		
Interest Expense, net of interest income	19,843	25,534
Depreciation and amortization	195,978	210,028
Income Taxes	<u>161,023</u>	<u>220,123</u>
<b>EBITDA</b>	<b>\$ 939,198</b>	<b>\$ 1,212,929</b>
Add:		
Non-cash share-based awards	<u>31,136</u>	<u>32,357</u>
<b>Adjusted EBITDA</b>	<b>\$ 970,334</b>	<b>\$ 1,245,286</b>
Add:		
Rent	<u>356,920</u>	<u>377,219</u>
<b>EBITDAR (B)</b>	<b>\$ 1,327,254</b>	<b>\$ 1,622,505</b>
Total Outstanding Debt	\$ 463,220	\$ 1,000,847
Consolidated Rent Expense x 6	<u>2,141,520</u>	<u>2,263,314</u>
Total (A)	\$ 2,604,740	\$ 3,264,161
EBITDAR (B)	\$ 1,327,254	\$ 1,622,505
<b>Leverage Ratio (A/B)</b>	<b>2.0</b>	<b>2.0</b>