

 DARDEN
**IMPACT
REPORT 2025**



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Message from our President & CEO



To Our Stakeholders,

Darden's commitment to Nourish & Delight Everyone We Serve starts long before any guest walks through our doors. From the way we design, build and operate our more than 2,100 restaurants to how we train over 200,000 team members, we take pride in providing memorable experiences to each one of the 440 million guests we serve annually.

That commitment extends beyond exceptional food and service. It's also about how we support our people, strengthen our communities and care for the environment — all while building a resilient business. To do that, we leverage technology and data-driven insights that help us make smarter decisions and amplify our impact. Our modern, flexible and scalable infrastructure allows us to access, store and analyze data quickly.

These tools, along with the dedication of our teams and partners, are helping us drive meaningful change across the business. This report reflects our progress — and the future we're working toward — across our three focus areas: **People, Planet and Plate**.

People are at the heart of everything we do. Our success is built on the contributions of our team members, and we are deeply invested in their growth and well-being. From competitive pay and industry-leading benefits to a wide range of learning and development programs, we strive to create opportunity at every level. Through training, mentorship and a commitment to promoting from within, we help our people chart long-term career paths — at Darden and beyond.

At the same time, we're using technology to better understand and meet the evolving needs of our team. Workforce analytics and digital platforms are helping us improve scheduling, training, engagement and well-being. These tools support a more inclusive, connected workplace and empower our teams every day. This is evidenced by the fact that our overall level of engagement reached a new, all-time high in our most recent engagement survey.

When it comes to the **Planet**, we know that the decisions we make today will shape the world we share tomorrow. That's why we're investing in tools and technologies that help drive efficiency across our operations and supply chain — from tracking energy

and water in our restaurants to better understanding the practices of the farmers and ranchers who grow the food we serve.

These insights help us identify opportunities, assess progress, and act with greater precision and accountability. They also enable deeper collaboration with suppliers, who play a vital role in our efforts to responsibly source ingredients and build a more transparent, resilient supply chain.

On the **Plate**, we continue to raise the bar on food quality, safety and innovation. We work closely with our partners to ensure the food we serve is sourced responsibly, produced with care and aligned with our values. Whether it's improving traceability, advancing animal welfare standards or driving industry-wide improvements, we're using data and partnerships to operate responsibly and consistently deliver great meals.

We're also staying rooted in our communities — supporting hunger relief efforts, investing in youth and education, and helping open doors to opportunity in the hospitality industry. By aligning these efforts with our business strategy, we ensure our community investments create meaningful, lasting impact.

We are proud of the progress we've made and energized by the opportunities ahead. Thank you for being part of this journey. Together, we are building a stronger, more sustainable future — one decision, one relationship and one meal at a time.

Respectfully,

A handwritten signature in black ink that reads "Rick Cardenas". The signature is fluid and cursive, with a long horizontal stroke at the end.

Rick Cardenas
President and Chief Executive Officer
Darden Restaurants



A FULL-SERVICE RESTAURANT COMPANY

1
MISSION

Be financially successful through great people consistently delivering outstanding food, drinks and service in an inviting atmosphere, making every guest loyal.

10
ICONIC
BRANDS



1
DRIVING
PHILOSOPHY

Brilliant with the Basics

Culinary Innovation
& Execution

• Attentive
Service

• Engaging
Atmosphere

• Enabled by
Our People

4
COMPETITIVE
ADVANTAGES

• Significant
Scale

• Extensive
Data & Insights

• Rigorous Strategic
Planning

• Quality of
Our Employees

“The greatest edge we have on our competitors is the quality of our employees, reflected each day in the job they do.” — Bill Darden

Our Purpose

Nourish & Delight everyone we serve.

Our Values

- Being of Service
- Inclusion & Diversity
- Respect & Caring
- Integrity & Fairness
- Teamwork
- Excellence
- Always Learning, Always Teaching

Our Company

200,000
team members in
2,100+
restaurants across all
50 states
serving
444 million
guests in fiscal 2025

Our Competitive Advantages

Significant Scale enables deep relationships with our supplier partners and creates cost advantages our brands could not achieve on their own. It also allows us to have our own dedicated distribution network, ensuring an uninterrupted supply chain to our restaurants. Further, our size enables us to centralize shared support functions and the associated costs.



Rigorous Strategic Planning at the enterprise level ensures we have the right portfolio of brands; we align strategies and coordinate operations to maximize our portfolio's value; and we capture the available synergies across our brands. For our brands, it allows us to determine their strategic role in the portfolio; identify their distinct advantages and cultivate differentiated positioning; develop a deep understanding of their guests and the competitive landscape; and ensure they adhere to their strategy so they can compete effectively and grow share.



Extensive Data & Insights ensure we continually meet our guests' expectations and allow us to identify opportunities to improve the guest experience and drive incremental sales. The rich insights we glean are shared across our brands and lead to smarter, faster and more impactful decision-making.



Our founder, Bill Darden, said, "The greatest edge we have on our competitors is the **quality of our employees**, reflected each day in the job they do." We constantly work to reinforce that every team member matters and owns a stake in our success. Our people drive our success, and we are focused on hiring, training, rewarding and retaining the best talent in our industry.



Governance

Darden's commitment to integrity, fairness and responsible decision-making is deeply ingrained in our culture. We reinforce this commitment through a best-in-class approach to corporate governance. Our governance framework helps drive our success and stakeholder value by maintaining high ethical standards.

Darden Board Structure

The Board of Directors oversees operations and ensures that the long-term interests of shareholders are served. As noted in our robust [Corporate Governance Guidelines](#), the Board sets strategic goals, monitors financial performance, selects the CEO, provides counsel to and oversight of the CEO on the selection of the senior management team, and assesses significant risks, including those related to topics such as human capital and food safety.

Independence of Directors

Darden's Board currently consists of nine directors, with at least two-thirds required to be independent. The current Chair of the Board, Cynthia T. Jamison, is an independent director. All directors stand for reelection annually, and we have a majority vote standard for uncontested elections. Darden's Corporate Governance Guidelines require Board members to have complete access to management, which strengthens governance and collaboration. The independent directors meet in an executive session, without management members present, at a minimum during each quarterly Board meeting.



Committee Responsibilities

All Board committees are composed of only independent directors.



Nominating and Governance Committee: Identifies individuals qualified to serve as Board members, consistent with Board-approved criteria, and recommends to the Board a slate of director nominees for the next annual meeting. This committee also oversees risks related to corporate governance, director succession planning, political and charitable contributions, insider trading, climate, environmental and social responsibility and reputational risk. Environmental performance, including energy, water, waste and climate metrics, is reported to this committee annually.



Compensation Committee: Oversees the company's overall compensation programs and philosophy, and determines or recommends compensation for the CEO, employee-directors and executive officers, along with associated risks.



Audit Committee: Assists the Board in fulfilling its oversight responsibilities to shareholders. The Audit Committee oversees Darden's financial reporting processes and internal controls, including the process for assessing the risk of fraudulent financial reporting and significant financial risk exposures, and the steps management takes to monitor, mitigate and report those exposures.



Finance Committee: Helps ensure the company has a capital structure, including a financing strategy and financial policies, that is efficiently optimized to maximize returns to shareholders at an acceptable risk threshold. Also oversees Darden's major financial risk exposures and management's monitoring, mitigation activities and policies related to financial risk.

Risk Management

Darden maintains a robust Enterprise Risk Management (ERM) process to identify, prioritize, assess and manage key business risks. Senior management leads our ERM process, with support and guidance from our internal audit team and Audit Committee, and ultimate oversight from the full Board.

The Board assesses Darden's top enterprise and emerging risks at least annually and considers various mitigation or other response options. Each Board committee oversees risk areas relevant to its scope of responsibility and reviews the policies and practices developed by management to address them. These areas of oversight are outlined in each [committee's charter](#). Select top risks are also reviewed in greater detail during quarterly Board and/or committee meetings.

The Audit Committee reports annually to the full Board on Darden's top enterprise and emerging risk exposures and risk management programs.

The leadership team regularly evaluates market and regulatory trends as part of a cross-functional risk review. Through this process, Darden identifies key risks to determine ownership, controls, processes and activities to manage the most relevant risks effectively.

The health and safety of our guests and team members is a key priority for Darden. Our dedicated risk management teams use technology, advanced data analysis and modeling to help keep people safe. These teams, which include security, health and safety and finance professionals, track safety concerns and trends to help effectively address the root causes.

Please refer to [Darden's FY 2025 Form 10-K for risks and uncertainties that could affect our business](#).

Climate-Related Risks

Climate-related risks that could adversely affect sales at Darden's restaurants, including those related to climate change, severe weather conditions and natural disasters, are managed as part of the ERM process.

In fiscal 2025, Darden made the following progress in managing the key climate risks identified in our fiscal 2024 analysis:

Climate Risk	Fiscal 2025 Progress
Potential impacts to our operations from extreme weather events	➡ Developed models and reporting to improve forecasting of impacts to restaurants that enable better storm preparation.
Potential impacts to our supply chain from extreme weather events	➡ Coordinated with suppliers and logistics partners on contingency planning and strategic positioning of supplies in our distribution centers.
Potential increased operating costs due to changes in energy policy	➡ Actively looking to secure long-term energy contracts for restaurants with cost savings and environmental benefit (e.g., community solar) and focusing on continuous improvement in the operational efficiency of our restaurants.
Potential increased climate-related disclosure requirements due to new regulations and/or stakeholder demands	➡ Leveraging new tools to reduce the resource requirements to measure and disclose, along with careful coordination with our legal and compliance teams.

Priority Impacts

In fiscal 2024, Darden analyzed the priority impacts, risks and opportunities across our complete value chain — including upstream and downstream activities and our own operations. The study considered both the financial impacts of key sustainability topics on our business and the overall impacts on our company, guests, communities and other external stakeholders. This analysis helped prioritize our work to focus on topics that have the greatest potential to impact our business and our stakeholders.

We have developed a strategy and governance approach for each of the following focus areas:



PEOPLE

Supply chain workforce

Human capital

Leveraging data and insights

Community engagement



PLANET

Energy and water use

Extreme weather impacts

Nature impacts

Waste management



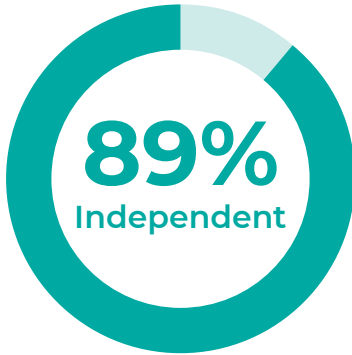
PLATE

Food quality and safety

Animal welfare

Board of Directors At-a-Glance

								
Shân Atkins	Rick Cardenas	Juliana Chugg	James Fogarty	Cynthia Jamison	Daryl Kenningham	William Simon	Charles Sonsteby	Timothy Wilmott
Audit Committee Chair Nominating & Governance Committee	President & Chief Executive Officer	Nominating & Governance Committee Chair Audit Committee	Finance Committee Chair Nominating & Governance Committee	Chair of the Board	Audit Committee Compensation Committee	Audit Committee Compensation Committee	Audit Committee Finance Committee Nominating & Governance Committee	Compensation Committee Chair Finance Committee



5 Current or Former Chief Executive Officers

4 Former Chief Financial Officers

5 Current or Former Restaurant or Hospitality Industry Executives

3 Certified Public Accountants

Codes of Conduct & Ethics

Darden upholds a commitment to ethics and integrity and fairness at every level of our organization. We communicate our expectations and standards through codes of conduct for team members, the CEO and senior financial officers, members of the Board and suppliers.

Darden Code of Conduct for Team Members

Darden is committed to our core value of integrity and fairness, and we understand that fulfilling it requires a sincere commitment from everyone. [Our Code of Conduct](#) describes our expectations for how team members engage with one another, guests, suppliers, shareholders and all who have a stake in Darden’s success.

Team members are expected to be familiar with and adhere to the Code. They must review and acknowledge the Code upon joining Darden, as well as annually, as part of mandatory ethics training. In addition, people leaders have an increased responsibility to model ethical behavior and ensure their teams understand and uphold our values, policies and legal obligations.

Team members are also expected to raise ethical concerns and promptly report any issues. Issues may be directed to their immediate supervisor, the Director of Operations, Employee Relations, HR Business Partner or the Dispute Resolution Program. Alternatively, concerns can be reported to the Ethics & Compliance team via email or the anonymous, toll-free Helpline.

Darden has a zero-tolerance policy for retaliation. No one may threaten or take adverse action against a team member for raising a good faith concern or assisting in the handling or investigation of such a concern.

Non-Discrimination and Non-Harassment

Darden values differences in experience, age, race, length of service, religion and other qualities across our team members, guests, vendors and suppliers. Discrimination or harassment in the workplace for any protected category violates our Code of Conduct and core values. For further information, see our [Non-Discrimination and Non-Harassment Policy](#).

Governance of Artificial Intelligence

In response to the growing importance of Artificial Intelligence (AI), Darden established an AI Governance Council in fiscal 2024. The Council is responsible for providing guidance and oversight of the company’s use of generative AI technology. This includes reviewing and approving new use cases for generative AI, along with promoting the responsible use of technology.

Additional Codes of Conduct

Darden’s [Code of Ethics for CEO and Senior Financial Officers](#) provides policies in addition to the Code of Conduct.

The [Code of Business Conduct and Ethics for Members of the Board of Directors](#) is intended to focus the Board and each director on areas of ethical risk, guide directors to help them recognize and deal with ethical issues, provide mechanisms to report unethical conduct, and help foster a culture of honesty and accountability.

Darden expects suppliers who perform work, deliver services or provide goods to adhere to the same high standards as our team members. In addition, our [Supplier Code of Business Conduct](#) details applicable human rights and labor laws and regulations that govern employee treatment.

Political Advocacy & Expenditures

We actively communicate with policymakers regarding decisions at the local, state and federal levels that may significantly impact our business, team members and guests. We are committed to transparency and accountability in our political and advocacy activities, ensuring they are lawful and consistent with our core values, while protecting and enhancing shareholder value.

Our policy engagement focuses on these areas:



Food, beverage and nutrition



Labor, benefits and employment



General business and tax

For information on political advocacy, see the [Darden Political & Advocacy Expenditures](#).



PEOPLE

Darden exists to serve people — starting with the more than 440 million meals we serve annually. Our commitment to service extends to all the people who have a stake in our business, including our team members and the communities we serve. We look for meaningful ways to have a positive impact and bring smiles to the faces of our guests, our teams and our neighbors in the community.

Team Members

Everything Darden accomplishes is made possible by the hard work and resourcefulness of our team members. We are committed to providing a welcoming, inclusive and supportive environment where everyone can thrive. Darden is also dedicated to the health and safety of our team members and invests in training and career development to help them grow, learn and take on new responsibilities.



Our People Strategy

1
UNIFYING
CULTURE

Every team member matters and owns a stake in our success. To thrive here, you must have a desire to win, a passion to serve and the ability to build relationships along the way.

4
STRATEGIC
IMPERATIVES

Build Teams That Build Guest Loyalty

HIRE ➡ TRAIN ➡ REWARD ➡ RETAIN

5
WINNING
BEHAVIORS



7
CORE
VALUES

- Being of Service
- Inclusion & Diversity
- Respect & Caring
- Integrity & Fairness
- Teamwork
- Excellence
- Always Learning, Always Teaching

Offering Competitive Pay

Our restaurant team members are the face of our brands. These roles are not only critical to our daily operations, but also represent a pipeline for future leaders. We offer competitive pay and opportunities for career growth. The minimum hourly wage for our restaurant team members is

\$12 per hour, including gratuities, but in practice, team members typically earn considerably more. In fact, on average, hourly team members across our brands earn more than \$24 per hour, including tip income.

All Darden brands
average hourly rate
As of May 25, 2025, inclusive of tips



OVERALL
\$24.10



BARTENDER
\$36.39



SERVER
\$29.00



CULINARY
\$20.30



KITCHEN UTILITY
\$18.13



BUSSER
\$19.87



HOST
\$16.01

Providing Comprehensive Benefits

In addition to their pay, we provide both our salaried and our hourly team members with benefits that support their overall financial and physical well-being.

Immediately upon hire:

- Paid Sick Leave
- 401(k) Savings
- Employee Assistance Program
- Medical Insurance*
- Dental Insurance
- Vision Insurance
- Short-Term Disability
- Long-Term Disability**
- Dining Discount
- Your Pay Today (helps access earned income)
- Fast Fluency (English as a second language tools)

*1 year, 30-hour average required for hourly team members.
**1 year, 20-hour average required for hourly team members.

After one year of service:

- Paid Family & Medical Leave
- Access to Health Benefits (when averaging 30 hours or more per week)
- Employee Stock Purchase Plan (when averaging 20 hours or more per week)

Fast Track to Retirement Savings

Beginning on the first day of employment, Darden’s generous 401(k) plan matches up to 120% of the first 6% contributed by employees. The match percentage is set by the company each quarter, based on business results.



Promoting Pathways to Success

At Darden, the best person to fill a job opening is often someone already on our team. We look first to our internal talent pipeline to fill positions at every level. Our hourly workforce is a key source of talent for restaurant management roles. In fiscal 2025, we promoted 1,143 hourly restaurant team members into management, and most other leadership roles were also filled internally.

Each Darden restaurant is a multimillion-dollar business led by a General Manager (GM) or Managing Partner (MP). In fiscal 2025, all but two of the 272 openings for these critical leadership roles were filled by internal candidates. These leaders are responsible for cultivating our culture and bringing our brands to life every day. On average, they earn approximately \$100,000 in total cash compensation annually and have an average tenure of 15 years.

The GM or MP leads a team of three or more restaurant managers, who oversee the culinary team, the service team and front-of-house areas, such as the lobby, bar and off-premise dining. In fiscal 2025, 61% of our restaurant managers were promoted from our hourly roles. Their average annual total cash compensation is \$70,000, with an average tenure of nine years.

Darden recognizes and rewards the performance of our leaders as a key component of our People Strategy:

Long-Term Incentives: GMs and MPs are eligible for annual Darden Stock Units (DSUs), which are awarded based on performance against established metrics. The DSUs track with the price of Darden stock and are paid in cash when vested.

Operations Leader Bonus: This program rewards members of the restaurant management team for their performance against financial goals for the year. Bonuses are based on an annual target amount and paid out quarterly.

Diamond Club Recognition: This program recognizes the top 5% of restaurants across each of Darden’s brands. Restaurants qualify by excelling in team retention, guest satisfaction and financial results. Hourly team members and managers receive a cash bonus, and the GM or MP and their guest are honored at an exclusive VIP celebration at a unique resort setting.



200,000
team members

9,000+
leadership positions across
our restaurants

1,143
hourly team members promoted
into management

61%
of all Restaurant Managers were
promoted from hourly ranks

99%
of all General Managers/Managing
Partners were promoted from within

100%
of all Directors of Operations were
promoted from within

30 Years and More at Darden

On May 30, 2025, Darden President and CEO Rick Cardenas rang the opening bell at the New York Stock Exchange (NYSE) in celebration of the company's 30th anniversary of being traded on the NYSE. He was joined by several team members who have been with Darden for 30 or more years. Pictured left to right are:



- **Lisa Decillis**, Bartender, Seasons 52, Cherry Hill, NJ. Lisa began her career as a Server with Red Lobster.
- **Angel Rosa**, Host, Olive Garden, Waterford, CT. Angel began his career with Darden as a Line Cook with Red Lobster.
- **Dan Kiernan**, President, Olive Garden. Dan began his career with Darden as a Manager at Olive Garden.
- **Chris Albanese**, Senior Vice President of Finance, Cheddar's Scratch Kitchen. Chris began his career at Darden as a Systems Specialist for Employee Services.
- **Gina Studley**, Bartender, Olive Garden, Meridian, CT. Gina began her career with Darden as a Host with Olive Garden.
- **Grace Chiang**, Divisional Vice President of Operations, Olive Garden. Grace began her career with Darden as a Manager at Olive Garden.

- **Rick Cardenas**, President & CEO, Darden Restaurants. Rick began his career with Darden as a Busser at Red Lobster.

- **Nur Ahmed**, Server, Olive Garden, New York, NY. Nur began his career with Darden as a Server at Olive Garden.

- **Levell Rutledge**, Service Manager, Olive Garden, Trussville, AL. Levell began his career at Darden as a Busser at Red Lobster.

- **John Wilkerson**, President, Cheddar's Scratch Kitchen. John began his career at Darden as a Dishwasher at Red Lobster.
- **Randy Babitt**, Vice President of HR Shared Services, Darden Restaurants. Randy began his career at Darden as an Auditor in the Internal Audit department.
- **Kristy Kiernan**, Vice President of HR, Ruth's Chris Steak House. Kristy began her career with Darden as a Host at Red Lobster.
- **Theresa Willings**, Senior Vice President of HR, Olive Garden. Theresa began her career with Darden as an Intern in the HR department.



Journey to Leadership

A lot has happened since July 11, 1973, when Levell Rutledge began working as a busser at Red Lobster at the age of 16. He worked his way up, cross-training in the kitchen, and was promoted to Culinary Professional three years later. After nearly 30 years working in different roles as an hourly team member, Levell was promoted to Manager before eventually transferring to Olive Garden in 2010. For the past 15 years, he served as a manager for multiple locations in Alabama, most recently at the Olive Garden in Trussville. Along the way, he also met and married the love of his life, put four children through college and welcomed 12 grandchildren.

Exactly 52 years after beginning his career at Darden, Levell retired on July 11, 2025, as the longest-tenured team member at the company. A few months prior, on May 30, he traveled to New York City to help ring the opening bell at the New York Stock Exchange in honor of the 30th anniversary of Darden's listing.

As he kicks off retirement with a well-deserved trip to Hawaii, Levell said what he will miss most are the people — both his co-workers and guests, including many regulars. "I worked at Darden for all these years because I love what I do. I've had success depending on other people who depended on me. I've enjoyed being part of a team and seeing how much people can accomplish when they work together."



Training & Development Opportunities

Restaurants are the very first workplace for nearly one in three Americans.¹ That's one reason Darden plays an essential role in helping shape the workforce — by providing an on-ramp for hundreds of thousands of people across the United States. Our training programs focus on customer service, teamwork and accountability, along with the specific responsibilities of each role and the inner workings of a restaurant.

The skills and experience gained at Darden help team members grow and succeed, whether they advance within our company or take what they've learned into future educational or career pursuits. For many, a job with one of our brands is the beginning of a rewarding career with our company. For others, it serves as a stepping stone to their next opportunity.

Darden invests \$40 million annually in a robust training program that begins immediately upon hiring, regardless of role. On average, new team members receive between 40 and 80 hours of training, depending on their position. As team members expand into new roles and responsibilities, additional training is provided to support their continued growth.

¹ National Restaurant Association.

Leadership Development

Our leadership training and development programs include:

- **Manager in Training (MIT)** is an in-depth program that focuses on the processes involved in running a restaurant, leadership development and business acumen. It culminates in a week of classroom and hands-on instruction at our Restaurant Support Center in Orlando, FL, including a leadership conversation with Darden's CEO. Restaurant managers also receive approximately 600 hours of additional training during their first year in the role.
- **GM/MP Leadership Experience** is a week-long learning program focused on the critical skills GMs and MPs need to lead entire restaurants and their management teams. Through instructor-led classroom learning and role-play scenarios, attendees focus on topics such as Building Culture through Inclusion, Hiring for Success, Coaching Managers, Managing Difficult Situations and Growing Sales & Improving Profitability. The program concludes with a Q&A session hosted by the CEO.
- **GM/MP Conferences** are annual, brand-specific leadership events designed to highlight business plans and build excitement among teams. These conferences also include content focused on the continued development of GMs and MPs.

Embracing Inclusion & Diversity

At Darden, everyone is welcome to a seat at our table. When Bill Darden opened his first restaurant in 1938, he employed anyone willing to work hard, work smart and grow with the company — without regard to race, gender or background. We carry this important legacy forward today.



58% of our hourly team members are women

57% of our hourly team members are people of color

29% of leadership across our restaurants and support center teams are people of color

40% of leadership across our restaurants and support center teams are women

58% of our Executive Leadership is comprised of people of color and/or women

33% of our Board of Directors are women

A Culture of Inclusion

Creating a culture of inclusion not only fosters a positive work environment but also supports business outcomes. Darden's Employee Resource Groups (ERGs) play an essential role in building a workplace where every team member matters, and their unique perspectives are valued, heard and celebrated. Open to anyone, our ERGs also support Darden's efforts to engage, educate, retain and develop our team.



Darden African American Network
Sharing the Past, Building the Future



Darden Asian Network
Embracing Asian Cultures



Darden Hispanic or Latin American Network
Many Cultures, One Vision



Darden Pride Network
Celebrating LGBTQ — Uniting All



Darden Serve Network
Serving Those Who Serve



Darden Women's Network
Inspiring & Connecting Women

Communities

Darden restaurants are honored to serve as essential gathering places for families and friends across the country to enjoy a nourishing meal. We are also proud to provide meaningful employment opportunities in the communities we call home. As an extension of these roles, we are committed to reinvesting our resources into the communities we serve.

Both Darden and the Darden Restaurants, Inc. Foundation (Darden Foundation) work together to make a meaningful impact in four key areas that align with our business and where we believe we can make the greatest difference. These include fighting hunger, investing in future generations, helping in times of

need and making a difference in our hometown. Over the past five years, the Darden Foundation has donated more than \$20 million to charitable organizations that support our communities.



Food insecurity affects people in every U.S. county, including one in five children. Millions of people rely on food banks, pantries and local nonprofits for access to food.

We partner with Feeding America to enhance equitable access to nutritious food, prioritizing support in communities

with higher levels of food insecurity. Over the past five years, we have collaborated with Penske Truck Leasing to donate more than 50 refrigerated box trucks to these priority communities. These trucks provide reliable transportation and operating support, helping Feeding America food banks increase access to fresh food by addressing distribution challenges.

Fighting Hunger

With over 2,100 restaurants across the U.S., Darden has both the opportunity and a responsibility to help fight hunger. Our ongoing partnership with Feeding America™ and our Darden Harvest food donation program are two significant ways we contribute to hunger relief.



BY THE NUMBERS

\$2M

to support Feeding America in fiscal 2025

\$20M+

donated to Feeding America by the Darden Foundation since 2010

6M

pounds of surplus food donated through Harvest in fiscal 2025

146M+

pounds of food donated through our Harvest program since its inception



Darden Harvest Food Donation

Darden restaurants feed more than 440 million people each year. We work hard to minimize food waste to save resources and care for the environment. Despite these efforts, there is nearly always food left over. Rather than let it go to waste, we developed the Darden Harvest program to donate our excess food to hungry people in our local communities.

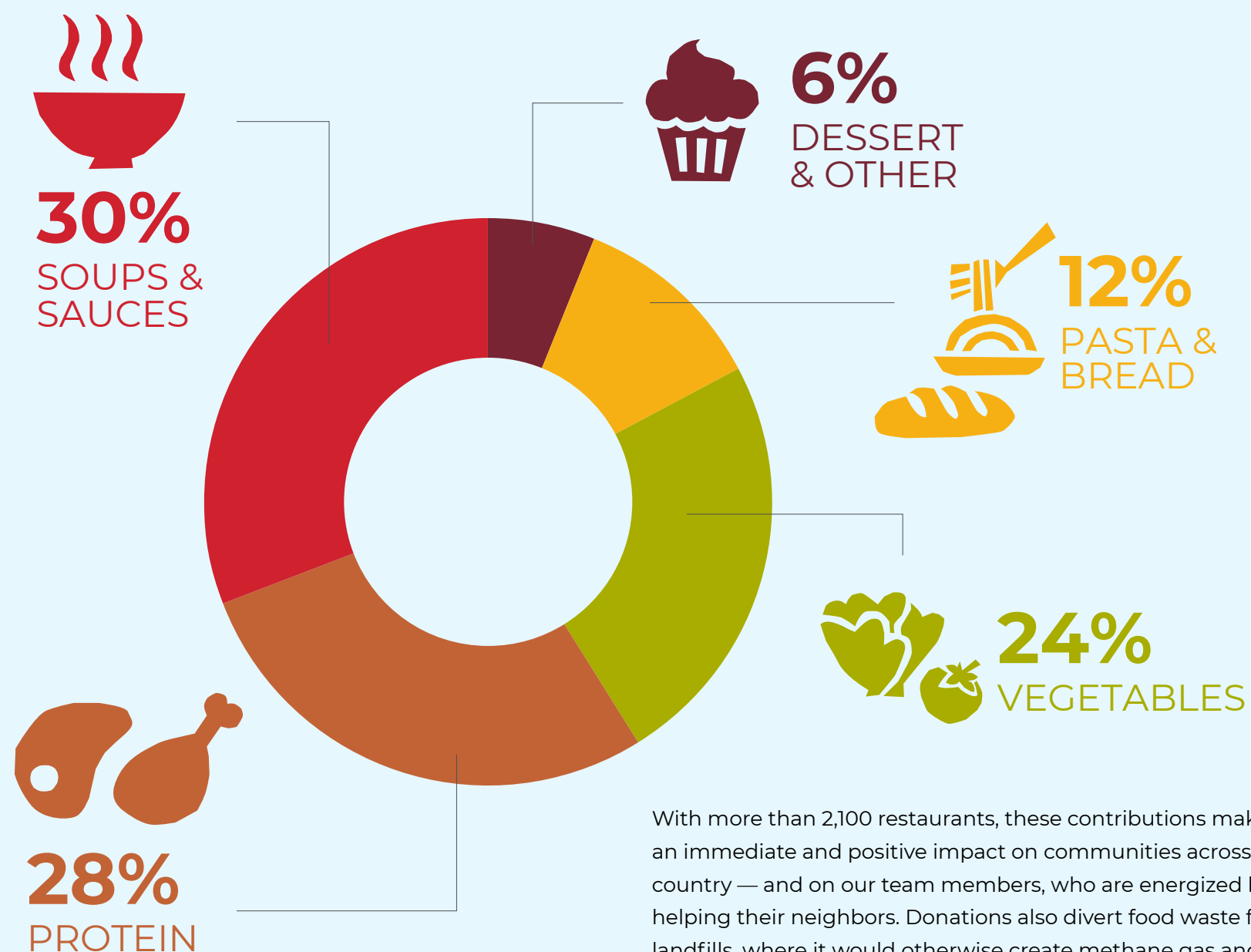
This food does not come from guests' plates. It includes items that were intended to be served but were not used. At the end of the evening, team members in the back of the house prepare surplus food for local charities — even after a long shift, they want to give back to their community.

While sharing surplus food was an easy decision, the key was establishing an efficient and effective logistical process to get the food to the people who need it. Food Donation Connection (FDC), a national nonprofit organization, serves as the liaison, linking Darden restaurants with shelters, soup kitchens, food pantries and others in need.

Each participating restaurant coordinates, weighs and tracks the items it provides, which also supports tax deductions for charitable donations. FDC ensures that the food Darden donates reaches and benefits local families.

We are proud to help make a difference by sharing surplus food. These efforts help fight hunger, boost team morale and reinforce our commitment to using resources responsibly.

Food donation program breakdown — Fiscal 2025



With more than 2,100 restaurants, these contributions make an immediate and positive impact on communities across the country — and on our team members, who are energized by helping their neighbors. Donations also divert food waste from landfills, where it would otherwise create methane gas and contribute to a municipality's carbon footprint.

Investing in Future Generations

Given Darden's role as a key entry point into the workforce, we see firsthand the importance of investing in the success of future generations. Darden and the Darden Foundation support programs and organizations that provide learning and growth opportunities for others across our communities.

College Scholarships

The Darden Foundation's Next Course Scholarship program provides scholarships for the children of Darden team members pursuing a college education. Applications are evaluated on a combination of academic performance, demonstrated leadership, participation in extracurricular activities, recommendations and unique family circumstances. Since its launch in fiscal 2023, we have awarded nearly 300 scholarships, each worth \$3,000.

In addition, the Darden Foundation has funded scholarships, fellowships and professorships through more than \$5.5 million in endowments to universities across the country to promote careers in the hospitality industry and provide financial aid for students to gain valuable experience.



Franchesca Araya, a two-time recipient of Darden's Next Course Scholarship who is double-majoring in Communications and Spanish at the College of Charleston, and her mom, Marjorie Barquero, a 28-year team member and Olive Garden server in Greenville, SC.

Expanding Industry Opportunities

Many people begin their careers in the restaurant industry because of the opportunity it offers for skill development and advancement. Darden supports several innovative training and educational programs provided by the National Restaurant Association Educational Foundation (NRAEF) to prepare people for the restaurant, food service and hospitality industry. The Darden Foundation contributes \$250,000 annually to support NRAEF's four core programs:

ProStart® is a two-year culinary arts and restaurant management program that introduces high school students to career opportunities in the restaurant industry. It provides training on topics ranging from culinary techniques to management skills. The program reaches more than 214,000 students in more than 2,100 schools, and has served more than 1 million participants over the past 27 years.

Restaurant Ready is a national program that partners with State Restaurant Associations and community-based organizations that serve people who have historically faced barriers to opportunity. The program helps participants build job readiness and life skills, while also providing access to local restaurant and hospitality employers and wraparound services that support success.

Apprenticeships offered through the [Restaurant & Hospitality Leadership Center](#) provide accredited training that combines classroom and on-the-job training to support career advancement and employee engagement for new and current team members.

Scholarships are designed to support individuals who are pursuing degrees in the industry. For the 2024-2025 school year, part of Darden's annual contribution helped fund \$1 million in scholarships, ranging from \$2,500 to \$10,000.

Teaming Up to Recover from Disaster

Darden's commitment to service extends to both our team members and our communities, and it is especially evident in how we respond to emergencies. That is why we give \$500,000 annually to the American Red Cross Annual Disaster Giving Program — allowing the Red Cross to respond to disasters anywhere in the United States.

Darden's team also monitors weather warnings and prepares for possible disruptions to our supply chain and operations. For our team members impacted by disasters, our signature employee giving program, Darden Dimes, offers direct financial support to address critical needs.

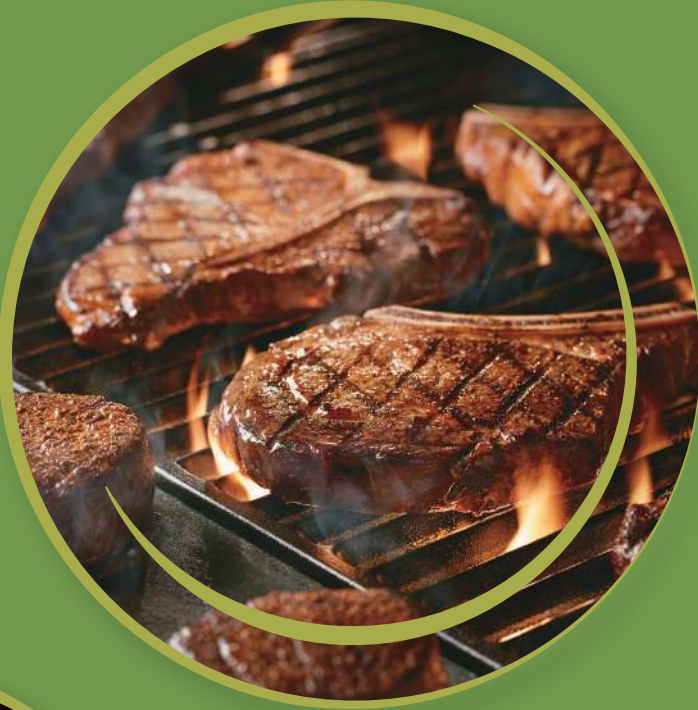
In 2024, hurricanes Helene and Milton caused significant damage across the Southeast, including Florida, home to our headquarters and many of our restaurants.

In advance of these storms, we anticipated the needs of our operations and our team members. For our restaurants, we coordinated with our suppliers and pre-positioned equipment and supplies, including dry ice and refrigerated trailers, to ensure a seamless operation. As a result, we were able to quickly restore service once the storms had passed.

In fiscal 2025, Darden Dimes provided more than \$1.4 million through nearly 10,000 grants to help cover essential needs, including food and temporary housing.

Since the Darden Dimes program began in 1999, the program has approved more than 95,000 grants totaling more than \$39 million.





PLANET

Operating more than 2,100 restaurants requires energy, water and natural resources to produce and deliver the food we serve. We recognize our responsibility to use these resources wisely and minimize our environmental impact. Our approach focuses on integrating environmental considerations into restaurant design and operations, as well as working with suppliers and industry partners to drive sustainable practices.

Environmental Strategy

Our environmental strategy starts where we have the most direct control — our restaurants. We work to reduce energy and water use and minimize waste through operational practices and procedures. We also invest in efficient equipment and technologies that support conservation and incorporate green building practices into new restaurant designs.

Beyond our operations, we are focused on driving improvements across our supply chain, where our analysis shows we have the greatest environmental footprint. To better understand our impact and identify areas of focus, we assess a range of environmental factors, including energy and water use, enteric methane emissions from cattle, land use conversion, deforestation risk and many others. These insights enable us to prioritize opportunities for improvement and inform our supplier engagement strategies.

We also continue to assess and manage climate-related risks to our business, including extreme weather events, supply chain disruptions and evolving regulatory requirements. To support these efforts, we have aligned our environmental

data collection on energy, water, waste and greenhouse gas (GHG) emissions with the Sustainability Accounting Standards Board (SASB) framework for the Food and Beverage sector. In addition, we engage a third party to verify our GHG emissions inventory annually to a limited level of assurance.

This strategy supports our long-term goals of managing operational costs, reducing risk and meeting stakeholder expectations regarding environmental performance.



Our Approach

Darden is committed to continuous improvement in the environmental performance of our operations and supply chain. As part of this effort, we carefully evaluate the impacts, trade-offs, risks and opportunities associated with environmental issues, including climate change, deforestation, water use, waste, nature and biodiversity. Our strategic approach is built on three pillars:



IMPROVING DATA QUALITY

We rely on data-driven, science-based strategies that align with our core business priorities. Our goal is to leverage actual data whenever possible — rather than estimates — for metrics ranging from energy consumption to waste generation, because high-quality data drives better decisions. Many of our supply chain partners are still establishing baselines for greenhouse gas emissions, water use and other key indicators, which is a critical first step toward meaningful and measurable improvement.



TESTING IDEAS WITH PILOT PROJECTS

We run pilot programs to evaluate the effectiveness of new approaches to improve restaurant efficiency, such as subscribing to community solar programs and piloting energy-efficient kitchen equipment. While not every pilot results in long-term implementation, these tests help us learn, refine and make informed decisions before scaling.



PARTNERSHIPS

We collaborate with consultants, suppliers, researchers, non-governmental organizations (NGOs) and industry groups to expand our impact. Our participation in organizations such as the [U.S. Roundtable for Sustainable Beef \(USRSB\)](#), the [U.S. Roundtable for Sustainable Poultry & Eggs](#), and the National Restaurant Association's [Sustainability Expert Exchange](#) helps us address pre-competitive challenges and identify shared opportunities for progress.



Energy Management

We aim to reduce energy consumption across our properties, to lower operating costs and mitigate greenhouse gas (GHG) emissions where possible. Darden is focused on increasing efficiency, conserving energy and expanding the use of renewable energy sources where feasible.

In 2017, we began installing building management systems in all new restaurants to monitor and control heating, ventilation and air conditioning (HVAC) systems, lighting, refrigeration and other restaurant equipment. These systems are now standard in all new restaurants across our brands, helping us manage energy use.

In addition to using more efficient equipment, we conserve energy through operational and process improvements. For example, fryers and grills are labeled with visible instructions that guide staff on when and how to power up equipment for peak service periods, helping teams avoid unnecessary energy use.

Tapping into Renewable Energy

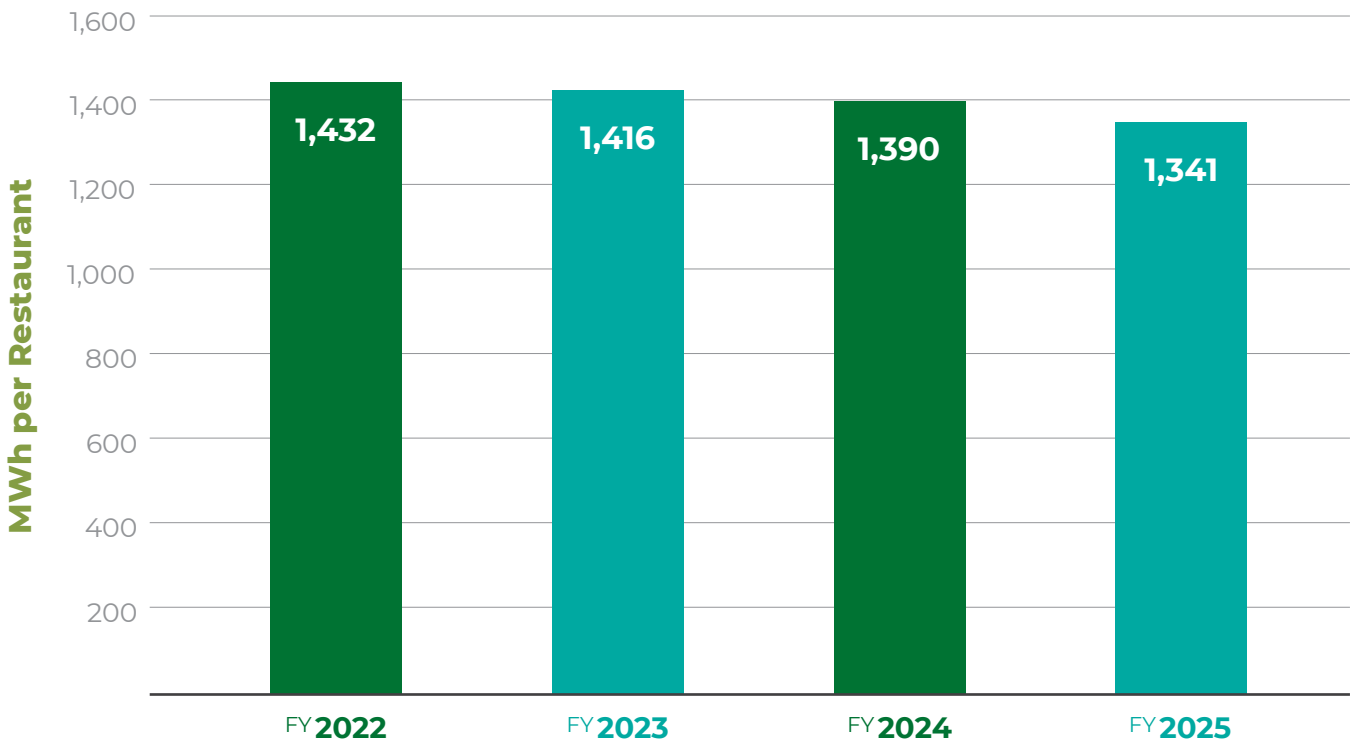
We continue to explore renewable energy as part of our broader strategy to stabilize energy costs and support clean energy generation. A 4,500-panel solar array with a generating capacity of 1.1 megawatts (MW), installed at our Restaurant Support Center in Orlando, FL, continues to provide clean energy.

In addition, we have long-term contracts in place to support the development of renewable energy. This includes community solar projects that expand access to low-carbon energy in areas where our restaurants operate, including

nearly 80 restaurants in New York and Illinois. In fiscal 2025, we signed a new agreement that will cover approximately 30 restaurants in Colorado. The project is still in development, but the contract reflects our ongoing commitment to supporting the growth of renewable energy in key regions.

We also supported the development of a battery system as part of the New York project, which stores solar-generated electricity for use during periods of peak demand or when solar production is low.

Energy Intensity



Energy Consumption



2,938 GWh total energy consumed in FY2025



856,482 KWh renewable energy generated in FY2025

Energy Consumption in Restaurants

Natural gas and electricity are the two primary energy sources in our restaurants, each supporting aspects of daily operations. Understanding how and where we use energy helps us identify conservation opportunities.

Preventative maintenance of our equipment is key to identifying issues that can cause equipment to run inefficiently and waste energy. Whether electric or natural gas, Darden's facility managers follow detailed preventative maintenance programs that keep our air conditioners, water heaters and other equipment running smoothly.

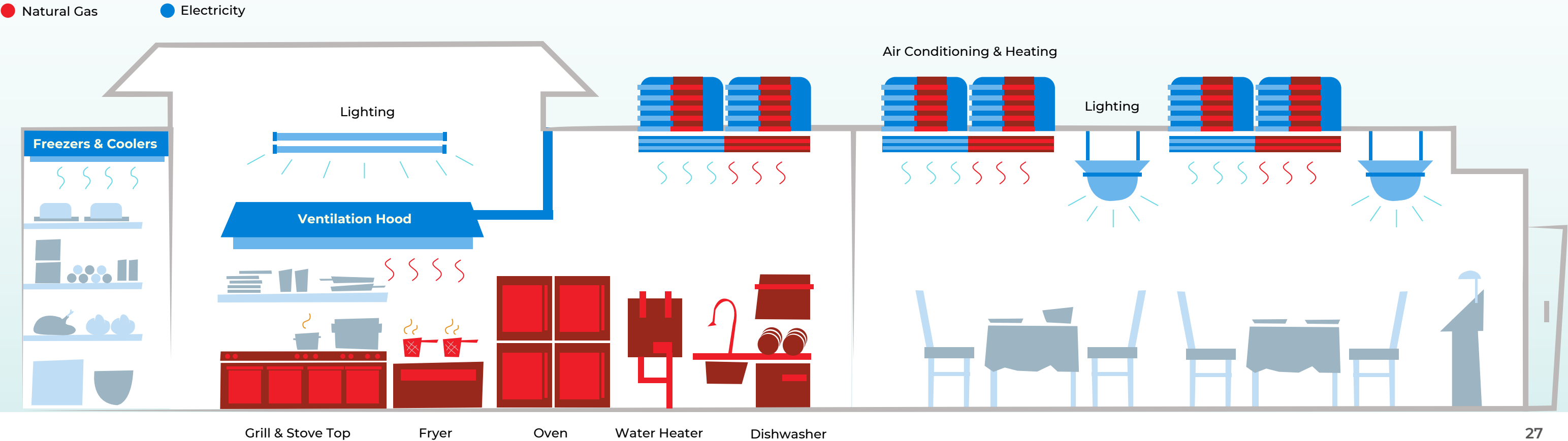
Electricity

Electricity supports a wide range of systems critical to the guest experience, food safety and daily operations. The most significant uses include HVAC and refrigeration, which are essential for a comfortable dining environment and maintaining food quality. Other uses, such as for lighting, computer systems and kitchen equipment, are smaller in scale but still contribute to overall energy consumption.

We continue to evaluate opportunities to improve efficiency across all areas, through equipment upgrades, smart controls and operational improvements.

Natural Gas

Natural gas accounts for approximately half of the total energy use in our restaurants. Today we use natural gas to heat water for cooking and sanitization, preparing meals on grills, in ovens and fryers, and also to heat our restaurants in cold weather. Darden recently evaluated water heating options and found that a series of in-line natural gas tankless water heaters offered increased thermal efficiency and improved performance compared to traditional systems. As a result, they will initially be installed at new restaurants and potentially expanded based on continued evaluations. Our testing has found that natural gas remains a reliable and cost-effective source of energy for food preparation, climate control and heating water, due to its performance in temperature control and heating efficiency. We continue to explore electric alternatives that may become viable as commercial-scale equipment evolves.



Smart Energy Use

Darden has long prioritized reducing energy consumption inside our restaurants, through a combination of energy-efficient equipment, smart systems and practical operating practices. Ongoing collaboration across our operations teams, including design and construction, facilities and procurement, ensures we continue refining our restaurant designs, equipment standards and operational practices to support energy efficiency.

Across our brands, we invest in high-efficiency equipment — including HVAC systems, sealed-combustion water heaters, fryers and spark-ignition cooking equipment — to reduce energy use and long-term operating costs. Air conditioning, for example, can account for up to 40% of a restaurant's utility costs, making HVAC a key focus. In recent years, we have redesigned HVAC systems for new restaurants and increased insulation specifications to help address extreme weather conditions in certain climate zones.

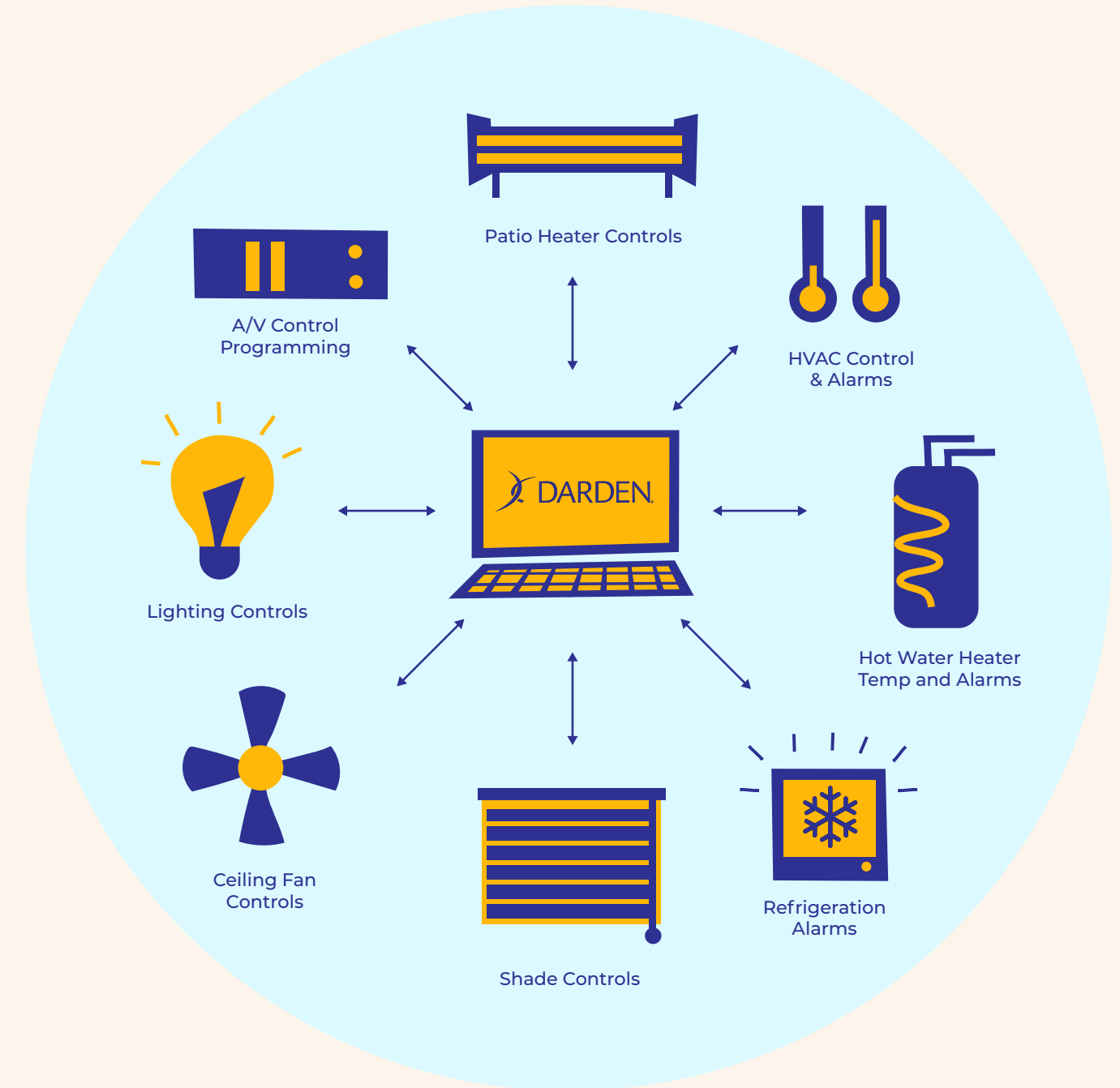
For over a decade, our standard practice has been to purchase HVAC units with the highest available Seasonal Energy Efficiency Ratio (SEER) for commercial settings. These units require a higher upfront investment but deliver measurable cost and energy savings when properly maintained.

We have also made smaller but impactful upgrades, such as replacing V-belts with pleated belts on rooftop units to reduce motor wattage. These updates are part of our standard preventative maintenance scope and add up to meaningful savings across more than 2,100 restaurants.

To further optimize building performance, many locations use an advanced energy-management system of whole-building integrated controls from Nomad Group. This smart platform connects to HVAC, exhaust systems and other equipment, using historical data to adjust equipment runtime based on occupancy patterns. For example, it can delay cooling near closing time or activate night setback mode when a restaurant is secured. This helps reduce energy use without affecting comfort or operations.

We also reinforce daily energy conservation through clear in-restaurant signage. For example, fryers and grills are labeled with power-up instructions to help staff operate equipment only when needed, minimizing unnecessary energy use during prep and transition periods.

These investments reflect our long-term strategy to make energy efficiency a standard part of how we design, operate and maintain our restaurants every day.



Assessing Value Chain Impacts and Opportunities

Darden continues to focus on improving our understanding of the environmental impacts across our value chain. We do this through measurement and analysis using independently verified environmental data generated directly from operations and purchased energy.

Scope 3 emissions, which account for the majority of our total emissions, and other value chain impacts, are inherently more complex to measure. These impacts encompass both upstream and downstream activities, relying on supplier and industry data that continue to evolve in terms of quality and availability. Our primary focus is on Category 1 (Purchased Goods and Services), which makes up the largest portion of our value chain footprint. Within this category, beef and dairy production alone account for approximately 32% of our emissions.

We use the best available data, including life cycle assessments and industry — and geography — based emissions factors, to estimate Scope 3 emissions. While our ability to estimate these emissions has improved, Scope 3 data remains an area of industry-wide development. We are

committed to continually improving the quality of this data to support the development of effective strategies.

We continue to work closely with key suppliers — particularly in the beef supply chain — to support more consistent measurement, increased transparency and testing of practices that can help reduce environmental impacts.

As we broaden our understanding of value chain impacts, we recognize that carbon emissions are only one part of the picture. Evaluating impacts on ecosystems, biodiversity, water systems and surrounding communities also aligns with our long-term priorities and increasingly informs how we assess and improve sourcing practices.

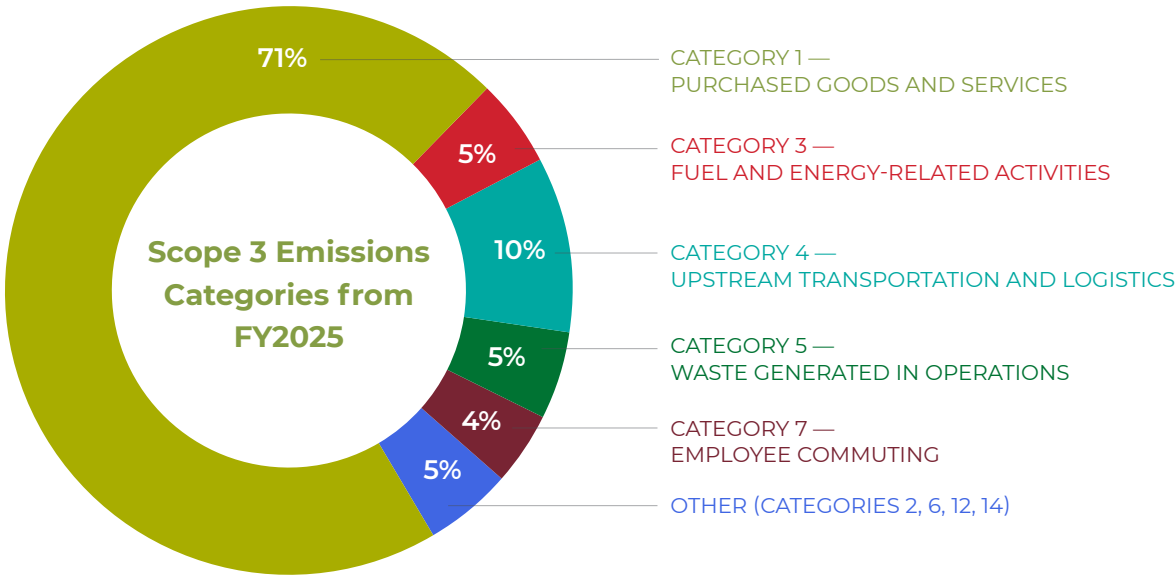
These efforts reflect our broader commitment to science-informed, practical climate action in our sourcing practices. Improving emissions data quality, especially across Scope 3, is a foundational step in this work. We will continue to assess the impacts of our value chain as new tools and supplier data become available, focusing on accuracy, transparency and long-term solutions.

Scope 3 GHG Emissions Categories from our Value Chain

Based on FY2025 data

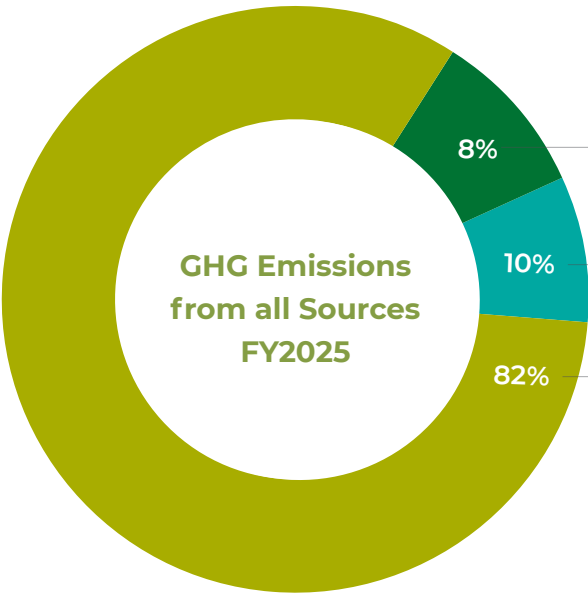
Darden has periodically assessed climate impacts across our operations and supply chain since fiscal 2022. The values shown reflect our fiscal 2025 Scope 3 inventory, which we will continue to refine as data quality and availability improve.

Category	Emissions MT CO ₂ e (metric tons carbon dioxide equivalent)
Category 1 — Purchased goods and services	2,893,968
Category 3 — Fuel and energy-related activities	218,015
Category 4 — Upstream transportation and logistics	393,096
Category 5 — Waste generated in operations	195,905
Category 7 — Employee commuting	147,753
Other (Categories 2, 6, 12, 14)	200,303
Total	4,049,040



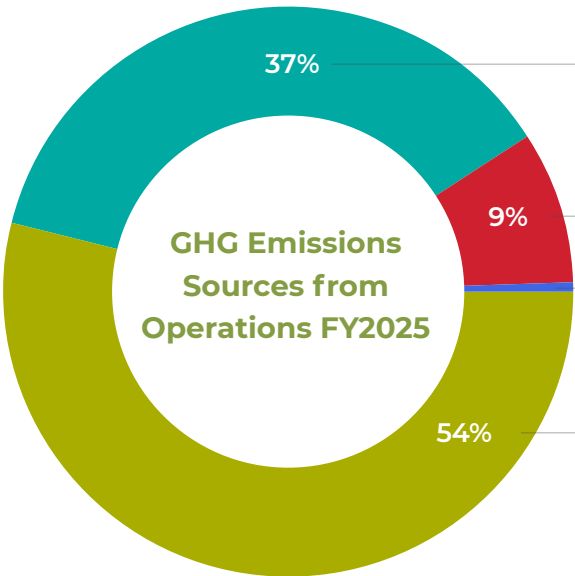
Emissions Profile

Based on FY2025 data



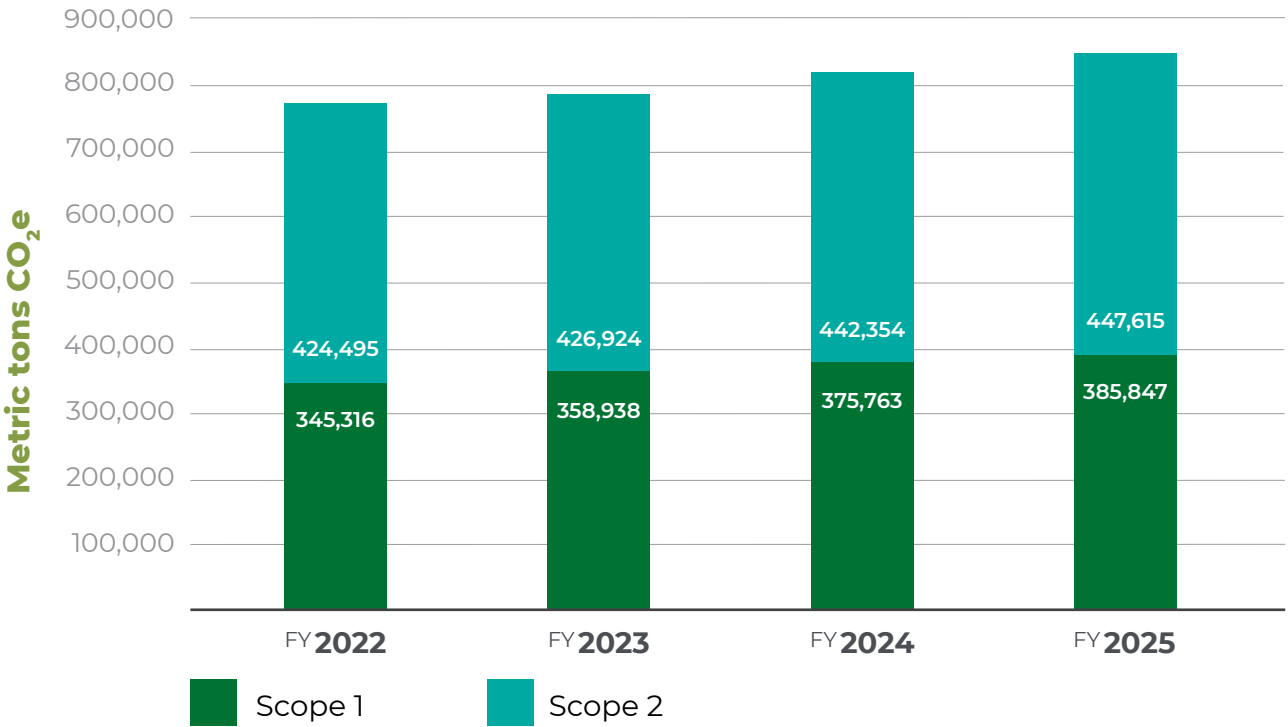
Scope	MT CO ₂ e
Scope 1	385,847
Scope 2	447,615
Scope 3	4,049,040
Total	4,882,502

MT CO₂e = metric tons carbon dioxide equivalent

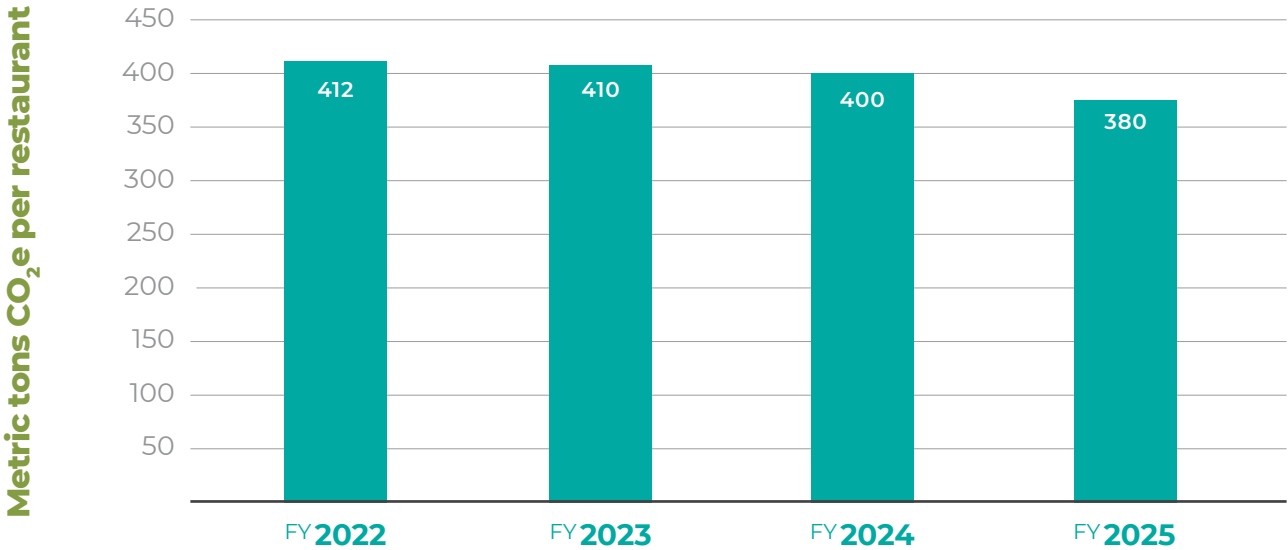


- NATURAL GAS
- REFRIGERANTS
- 1% FLEET FUELS, PROPANE, STEAM AND CHILLED WATER COMBINED
- PURCHASED ELECTRICITY

Scope 1 & 2 Emissions



Scope 1 & 2 GHG Intensity — per restaurant



Darden has built 144 new restaurants and added 181 through acquisitions during the period depicted in the charts above.

Water Conservation

Water is essential to our restaurant operations, from cooking and cleaning to serving guests and maintaining landscaping. Conserving this resource helps us minimize our impact and reduce pressure on local water systems. We continue to implement water-saving measures across our restaurants, including low-flow fixtures, touchless faucets and water-efficient landscaping, to help reduce overall consumption.

In fiscal 2025, we assessed baseline water stress across our U.S. and Canadian operations and found that 38% of the water we consume is drawn from regions classified as having high or extremely high baseline water stress.

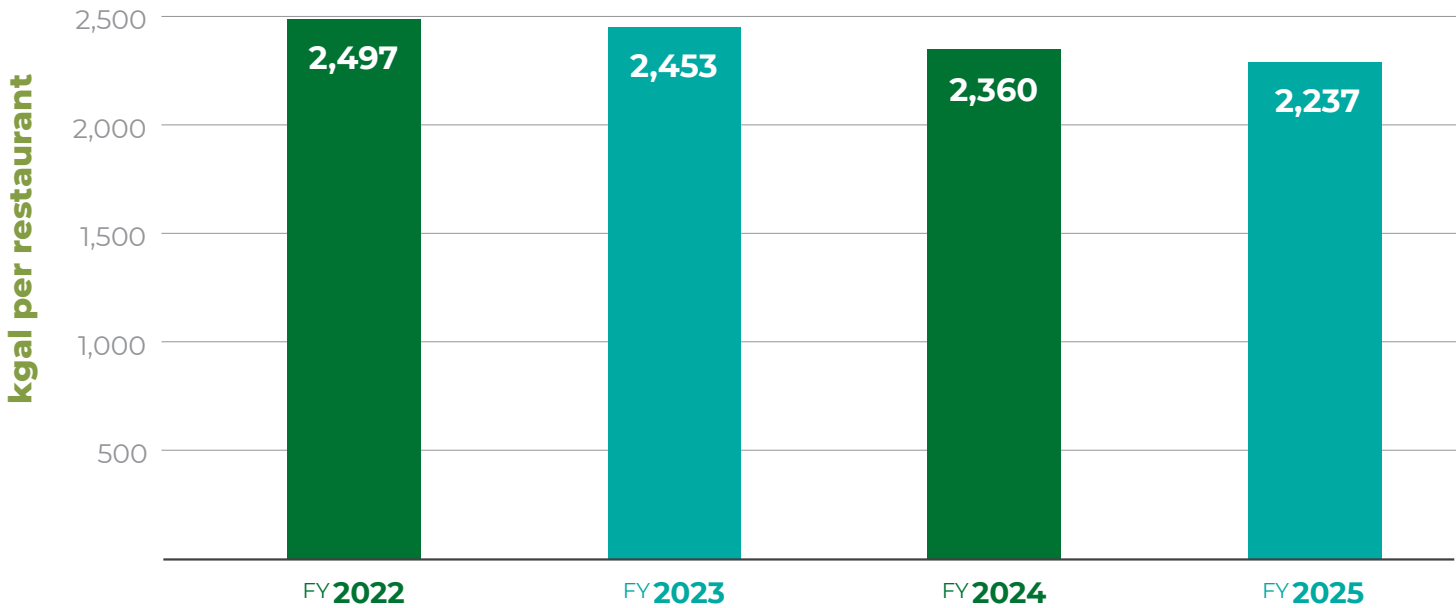
While we focus on responsible water use in our restaurants, we also recognize the importance of water across our broader value chain. Our suppliers depend on water to irrigate crops and manage livestock. As part of our long-term strategy, we are increasing our engagement with suppliers on water conservation and quality. For example, through our participation in the [U.S. Roundtable for Sustainable Beef \(USRSB\)](#), we are exploring ways to assess water use and nutrient management in beef production. We also promote adoption of the [USRSB Sustainability Framework](#) and encourage ranchers in our beef supply chain to implement [grazing management plans](#).

Managing grazing lands responsibly can improve soil health and play a critical role in

protecting water quality and availability. In fiscal 2025, members of Darden’s sustainability and supply chain teams visited beef cattle ranches that have introduced regenerative practices designed to build healthy, resilient grasslands and strengthen water systems. These practices include adaptive multi-paddock grazing, which promotes deeper root systems, and riparian fencing to protect vegetation along streams. Our team saw firsthand how well-managed grasslands and waterways can reduce runoff, support native vegetation, improve filtration, recharge aquifers and deliver cleaner water to downstream communities. These positive impacts benefit both ecosystems and the people who depend on them.

We also engaged with suppliers across other product categories — including dairy, poultry, pork, aquaculture and produce — on water-related risks, opportunities and best practices for managing this essential resource.

Water Intensity



Water Consumption



4.9 billion gallons of water used in FY2025



319 million gallons of reclaimed water used in FY2025

Waste Management

Darden continues to evaluate our waste footprint and identify opportunities to reduce, divert and better manage materials generated across our restaurants. Our aim is to reduce landfill impact through data-driven insights, operational improvements and supplier engagement.

Our restaurants generate various types of waste, including organic material, paper, plastic, glass and metals. Based on our studies, organic waste remains the largest component by weight. This includes food scraps from preparation, as well as leftovers and unused food. We continue to strengthen forecasting practices to reduce food waste by aligning preparation with demand.

We also engage with suppliers to identify opportunities to simplify or reduce packaging, particularly where changes can be made without compromising food safety or quality. In some cases, we collaborate

with vendors to phase out hard-to-recycle or excess materials such as expanded polystyrene. In addition, we are working to right-size hauling services and adjusting waste infrastructure across brands, particularly in geographies with complex ordinances or logistical constraints.

We rely on our waste management vendors to quantify most of our waste volumes. However, the majority of hauler data is based on estimates, such as waste container size and pickup frequency, rather than precise measurement. We believe that quality data is essential to driving measurable improvements.

Waste Diversion in Fiscal 2025

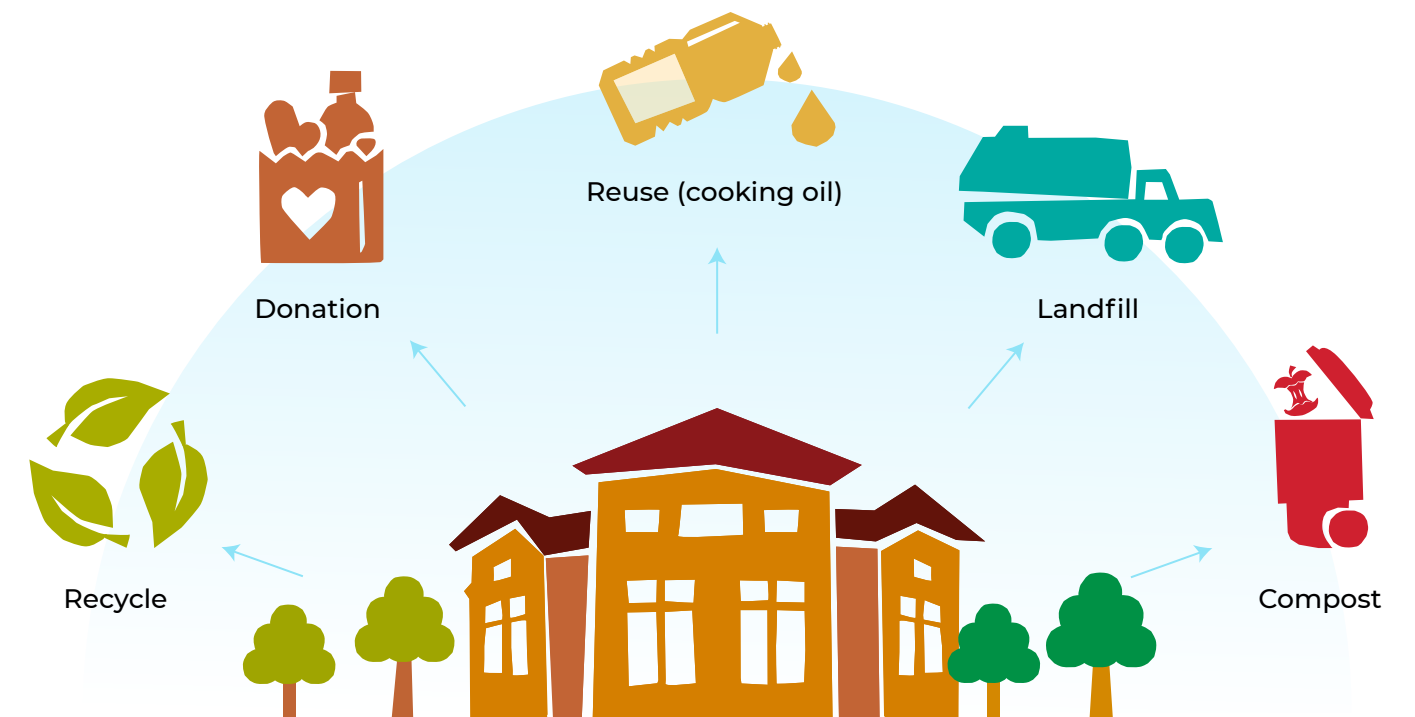
18% approximate diversion rate*

100% of restaurants recycle used cooking oil

67% of restaurants have solid waste recycling programs

5.9 million pounds of surplus food donated to nonprofits

*Represents landfill diversion rate at U.S.-owned and operated restaurants. Waste estimates are based on vendor-supplied data. Does not include surplus food donations, per SASB guidance.



Darden Waste Pathways

Deep-Dive Waste Studies Reveal New Opportunities

In fiscal 2025, Darden conducted waste characterization studies at several Olive Garden, LongHorn Steakhouse and Cheddar’s Scratch Kitchen locations. These audits, led by third-party specialists, [MSW Consultants](#), involved physically collecting, sorting and measuring all restaurant-generated waste over a 24-hour period. Each receptacle was labeled to trace its origin — such as kitchen prep, dish area or guest service — and contents were sorted into 30 categories, including detailed subcategories for food waste.

The studies helped identify where waste originates, the types of materials being discarded, and opportunities for reduction, diversion or reuse. Results revealed new opportunities to expand the Harvest program food donations by standardizing practices around high-value items such as soups, breadsticks and prepared dishes. These insights have led to follow-ups with restaurant teams and the development of additional donation guidance.

The studies also highlighted opportunities to reduce upstream packaging waste. For example, identical products from different suppliers arrived with varying amounts and types of packaging, with some recyclable and others not. These findings have led to ongoing supplier engagement aimed at exploring more efficient and lower-waste alternatives.

We also recognize that education will be critical to scaling progress. Extensive training on recycling, composting organics and food donations takes place in our restaurant operations. As part of our long-term strategy, we are exploring how to integrate additional waste management content into onboarding programs to ensure new managers are aligned with our expectations and standards from the start, supporting more consistent practices across locations and brands.

Insights from these studies are already informing operational adjustments, food donation practices, packaging decisions, waste infrastructure planning and refinements to hauling service schedules. We will continue using data to refine our strategy and engage both internal teams and suppliers in developing practical solutions for reducing waste.



How Darden Is Managing Key Waste Streams Across Our Restaurants*

PERCENTAGE	PRIMARY SOURCES	PROACTIVE WASTE REDUCTION AND DIVERSION PRACTICES
 44% ORGANICS	- Food prep trimmings (inedible) - Unpackaged food waste (leftovers, uneaten protein/vegetables) - Expired packaged food	- Forecasting to minimize prep waste - Harvest program donations for edible surplus - Composting where infrastructure allows
 30% PAPER	- Cardboard - Napkins - To-go bags	- Recycling - Using compostable paper products
 20% PLASTIC	- To-go containers - Packaging wrap - Beverage bottles	- Working with suppliers to decrease single-use plastic - Recycling
 4% GLASS	Beverage bottles	Recycling
 1% METAL	Cans	Recycling
 1% OTHER MATERIALS	- Styrofoam trays - E-waste	- Work with suppliers to decrease Styrofoam packaging - Recycling electronics, batteries and other equipment

*Based on FY25 Waste Characterization Studies

Collaborating for Improved Outcomes

Environmental challenges are complex and interconnected. Addressing these issues requires collaboration across the entire value chain. That's why Darden works closely with suppliers, industry peers and other partners to drive meaningful progress on shared challenges.

Progress in Measuring Performance of Food Supply Chains

In fiscal 2022, Darden committed to assessing and disclosing the environmental impacts of our entire value chain, including both upstream and downstream effects on climate, water and land. As part of that effort, we began engaging suppliers to request environmental performance data. At that time, most suppliers were not equipped to provide meaningful data. As a result, we relied on the best available secondary sources, including life cycle assessments (LCAs), emissions factor databases and other estimates, to understand our greatest impacts.

This analysis identified beef as the largest contributor to our value chain's greenhouse gas emissions, followed by electricity generation, dairy production, natural gas consumption, logistics and transportation, and waste disposal. While these estimates

provided important directional insights and helped establish a baseline, we recognize that emissions factors alone are insufficient for setting meaningful reduction targets or measuring supplier-level progress.

Since the analysis, we have continued to focus on these high-impact areas and have engaged suppliers in improving their measurement capabilities. This includes supporting cross-sector collaborations and financially contributing to organizations that help suppliers develop and disclose their own environmental data. We believe these collective efforts are essential to improving supply chain performance on key environmental issues.

In fiscal 2025, several suppliers across commodity types made progress in developing environmental inventories, establishing baselines and enhancing performance measurement. Highlights include:



Poultry and Eggs: Darden supports the U.S. Roundtable for Sustainable Poultry & Eggs (USRSPE), an independent, multi-stakeholder organization advancing continuous improvement across the poultry and egg value chain. In 2025, USRSPE published its first [Sustainability Framework Report](#), which includes responses from producers on 101 voluntary metrics across 15 priority areas.



Pork: Darden used supplier-provided operational data to quantify climate and water impacts, replacing generalized emissions factors with more precise data. These suppliers are also investing in technology to reduce their environmental footprint, which enables better benchmarking and continuous improvement.



Beef: In 2025, the U.S. Roundtable for Sustainable Beef published Innovation in the U.S. Beef Value Chain: A [Sustainable Beef Research Roadmap](#), a powerful tool to drive the next chapter of progress in beef sustainability. This strategic guide identifies the most urgent research needs to advance environmental sustainability across the beef value chain, unites the industry around shared goals, and provides a clear path forward to support continuous improvement across U.S. beef production.



Dairy: Darden's dairy suppliers are engaged with the [Innovation Center for U.S. Dairy](#), a unique national-level forum that unites leaders from across the entire dairy value chain — farmers, cooperatives, processors, and buyers — to work together on precompetitive priorities that build a stronger, more resilient food system. The Innovation Center advances industry-wide strategies through expert-led committees, leveraging research and data to support continued progress in sustainability. Recent efforts include the [2025 Farmgate Life Cycle Assessment](#), updates to the [FARM Environmental Stewardship program](#), and widespread adoption of the [U.S. Dairy Stewardship Commitment](#) by companies representing more than 77% of U.S. milk production.



Seafood: Darden is a founding member of the [Global Seafood Alliance](#), and we partner with the [National Fisheries Institute](#) and other organizations to support continuous improvement across the seafood supply chain.

We believe that enabling supplier-specific, accurate environmental measurement is key to improving outcomes across food systems. We will continue to invest in partnerships and frameworks that foster transparency, support informed decision-making, and enable collaborative, scalable, long-term progress.

Restoring Grazing Lands for Wildlife and Climate Resilience

The Darden Foundation is proud to support the Rocky Mountain Rangelands Program, which focuses on restoring critical grazing lands and promoting biodiversity across the Western U.S. Through grant funding and cross-sector collaboration, the initiative supports ecosystem resilience while benefiting communities, wildlife and the climate.

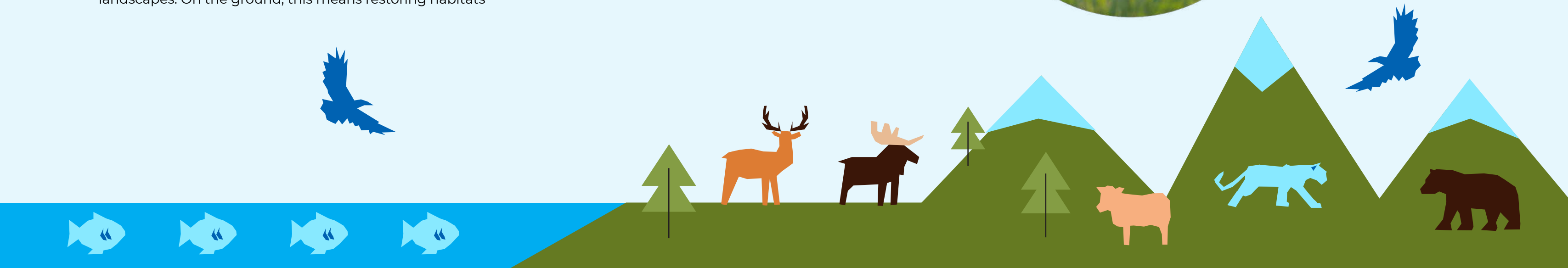
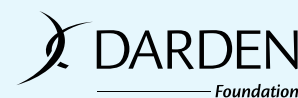
The program brings together partners including the National Fish and Wildlife Foundation, the U.S. Department of the Interior's Bureau of Land Management, the USDA Natural Resources Conservation Service and Cargill.

These agencies work closely with private landowners who voluntarily restore and conserve rangeland habitat for wildlife species adapted to harsh climates and wide-open landscapes. On the ground, this means restoring habitats

that support specific species, removing non-native and/or invasive plant species and utilizing technology to replace fencing.

These projects have restored more than 66,000 acres, treated more than 9,000 acres for invasive plants and upgraded or removed nearly 30 miles of fencing, leading to improved rancher livelihoods, increased biodiversity and carbon sequestration.

To see the program in action, check out the videos of the [LoneTree Ranch Habitat Restoration](#) featuring restoration efforts on partner ranches.



Delivering with Purpose

Behind every meal served across our brands is a sophisticated logistics network designed to ensure that food and supplies are delivered safely, consistently and efficiently to more than 2,100 restaurants across the United States.

Our logistics model is differentiated by the fact that we purchase nearly all food directly from producers rather than through a restaurant distributor. This approach provides us with greater control over the supply chain, enabling us to

maintain higher standards of quality, consistency and cost efficiency. Our scale allows us to operate dedicated delivery vehicles, drivers and support teams across all brands, creating system-wide efficiencies.

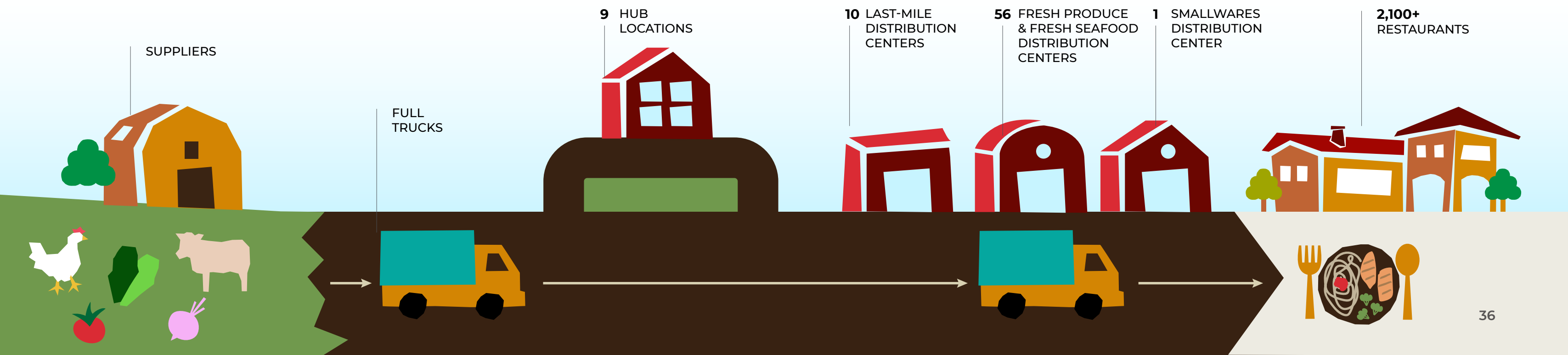
This level of control also strengthens food safety and traceability. Darden team members work closely with suppliers to evaluate food safety protocols and confirm they are functioning as intended. We also use advanced technology to

track and analyze movement of more than 13,000 products in our system, enabling better planning, waste reduction and informed decision-making.

Improving logistics efficiency also supports our environmental efforts. Full truckloads and optimized delivery routes help reduce fuel use and associated greenhouse gas emissions. Accurate forecasting minimizes waste, particularly for perishable items, by ensuring we order only what is needed, when it's needed.



Distribution Overview





PLATE

Every day, our guests trust us to serve great food. We know that the safety and quality of the ingredients used in our recipes are critical to maintaining that trust. Our best-in-class food safety and Total Quality team closely coordinates with our restaurants and our suppliers at every step. We also collaborate with our suppliers to understand the origins of our ingredients and ensure the humane treatment of animals across our supply chain.

Sourcing Food with Care

We carefully source and prepare each component of the meals we serve. Our food safety and Total Quality program addresses the entire process, from the farmers who grow and raise our ingredients to the team members who serve them.

We work closely with our suppliers to understand where ingredients come from, how they are grown or produced, and how they are processed and distributed. This helps ensure that our high standards for food safety are consistently met. In addition to prioritizing food safety, we insist on

using ingredients that meet our high standards for quality, wholesome food.

We also provide clear information on nutritional content and allergens, to help our guests make informed decisions about the food they eat.



Based on spend in fiscal 2025 on food and beverage. Ancillary and administrative costs not included.

Food Safety

Darden's rigorous food safety program incorporates many safeguards to ensure the quality and safety of the food we serve. Our highly qualified Total Quality team manages a comprehensive program that spans our entire supply chain and restaurant operations, supporting both food safety and restaurant cleanliness.

Maintaining Total Quality

Darden's Total Quality program helps us maintain the trust that millions of guests place in us each year. That process begins long before food reaches the plate.

Our in-house experts have significant educational and professional credentials. They are food and nutrition scientists, Registered Environmental Health Specialists, Registered Sanitarians and former health inspectors. We also regularly partner with local health officials and regulatory agencies on food safety issues and consult with industry experts on best practices.

We remain committed to upholding food safety and quality standards throughout our supply chain. Before

purchasing products, we work closely with suppliers to evaluate their processes and confirm that they meet our quality specifications. We remain engaged with suppliers throughout the relationship to help ensure those standards are consistently maintained. Our detailed specifications vary based on the level of risk associated with each product or ingredient.

We also follow the U.S. Food and Drug Administration's comprehensive Hazard Analysis Critical Control Point (HACCP) food safety principles, which emphasize the prevention of food safety hazards. We implement food safety measures at every stage — from farm to fork — to protect the health of our guests and team members.



100%
of Darden
Restaurants

are audited quarterly by third parties, to ensure that our food safety protocols are upheld. In fiscal 2025, out of 232 Class I recalls, four impacted Darden.



Members of Darden's Total Quality team are **Registered Sanitarians** and **Environmental Health Specialists**, a prestigious credential from the National Environmental Health Association.



95%

of Darden suppliers are GFSI (Global Food Safety Initiative) certified.

Leveraging Data and Tools to Support Total Quality

Using sophisticated technology, Darden gathers millions of data points from across our restaurants and supply chain partners that help us identify and maintain the quality of the food we serve.

At our restaurants, our Total Quality Dashboard consolidates key food safety metrics, delivering real-time insights into restaurant performance. This enables the Total Quality team to proactively identify underperforming locations and provide targeted support to drive continuous improvement.

Across our supply chain, Darden employs a comprehensive data management system to rigorously monitor product specifications, third-party audits, food safety documentation and certifications. This ensures every supplier meets our exacting standards — delivering consistently safe, high-quality food that our guests can trust and enjoy with confidence.



Food Safety Throughout the Supply Chain



FARM AND PROCESSING

- Third-party audits to help ensure that our safety and quality standards are met and that our Animal Welfare Policy is upheld.



SUPPLIER

- Rigorous evaluations to verify food safety procedures and product quality.
- Partner compliance with our [Supplier Code of Business Conduct](#).



DISTRIBUTION CENTER

- Annual food safety audits by third parties.
- Daily monitoring of the shelf life of all products by three separate groups, to ensure we serve safe and high-quality food, while minimizing risk to our business.



RESTAURANT

- Thorough training on our robust food safety and restaurant cleanliness practices.
- Twice-daily in-depth walk-throughs by management.
- Quarterly third-party inspections at every restaurant.
- Technology that validates HACCP measures and enables real-time response by our Total Quality team when needed.



Industry Collaboration to Improve Food Safety

We collaborate with industry peers to drive continuous improvement in food safety and stay at the forefront of emerging standards, technologies and regulatory developments.



The **Conference for Food Protection** is a nonprofit organization that brings together representatives from industry, regulatory bodies, academia, consumer and professional organizations to inform food safety laws and regulations. Darden's Total Quality team contributes its expertise to the development of food safety standards and helps shape future guidance and regulations.



National Restaurant Association Quality Assurance Executive Study Group and Expert Exchange Gatherings convene food safety and quality assurance leaders from across the restaurant industry. Darden participates regularly to share insights and discuss the latest updates from the Food and Drug Administration (FDA), emerging issues, new technological advancements and more.



The **International Association for Food Protection** advances food safety worldwide through the ongoing exchange of information aimed at protecting the food supply.



The **National Retail Federation Food Safety Task Force** provides a platform for members to share best practices on food safety.



The **National Environmental Health Association (NEHA)** is a professional network committed to advancing the field of environmental health.



The **Retail Food Safety Advisory Group** plays a key role in advising the Association of Food and Drug Officials, NEHA, the Conference for Food Protection and the National Association of County and City Health Officials. As an active participant, Darden helps represent the retail food industry in advancing initiatives to help reduce cases of food-borne illness.

Supporting Animal Welfare

Darden is committed to ensuring that animals in our supply chain are treated with respect and care, and we work closely with suppliers to ensure they share this commitment. Our goal is for suppliers to contribute to measurable improvements in animal welfare outcomes. We support a science-based approach and collaborate with academic and industry experts to align with evolving best practices.



We expect our suppliers to align with the internationally recognized Five Freedoms of care throughout an animal's life and to provide a valid, verified animal welfare certification. For more details, see Darden's full [Animal Welfare Policy](#).

Each protein type presents unique challenges and opportunities. As a result, Darden's programs, including goal setting and measuring results, vary by protein type. In addition to our Animal Welfare Council, we collaborate closely with industry organizations that share our commitment to continuous improvement.

We also remain aligned with the industry through best-in-class training and certifications from the Professional Animal Auditor Certification Organization ([PAACO](#)), the leading authority on animal welfare auditing. PAACO trains and certifies auditors for the swine, dairy, poultry, beef cattle and feedlot industries. Several Darden supply chain leaders, sustainability professionals and Animal Welfare Council members are certified by PAACO.



Animal Welfare Council

Darden's Animal Welfare Council leads the company's approach to animal welfare. This cross-functional team includes internal leaders from Total Quality, Sustainability, Communications, Government Relations, Legal and Supply Chain — specifically managers responsible for purchasing pork, poultry, beef, eggs and dairy products. External Council members include academic/animal welfare experts as well as multidisciplinary expert advisors.

The Animal Welfare Council's efforts are managed by working groups, which are subsets of the full council. Each working group helps lead Darden's efforts to address specific issues related to each of our primary protein sources.

Under the Council's guidance, we work with our suppliers and industry peers to define appropriate metrics and establish science-based frameworks in line with validated welfare measurement methods. In particular, the Council is focused on humane housing, avoidance of pain, harvest practices, farm animal transportation and the responsible use of antibiotics.

Antibiotics Stewardship



Darden requires its land-based protein suppliers to comply with FDA guidelines and/or all applicable national regulations for antibiotics use. This means that antibiotics that are important in human medicine may not be used with farm animals for growth purposes, and those used by both humans and animals are only used to treat, prevent and control disease in farm animals under the supervision of a veterinarian. Darden supports best practices among farmers to address emerging threats from antimicrobial resistance.

Darden continues to assess industry best practices in addressing antibiotic stewardship and risks associated with antimicrobial resistance. We have found that well-managed farms and plants are key to enabling positive outcomes for animals.

In fiscal 2025, Darden surveyed all vertically integrated broiler chicken suppliers on the use of medically important antibiotics. Supplier responses indicated that all suppliers had policies in compliance with FDA guidelines and most were also aligned with WHO guidelines.

Assessing Animal Welfare

Darden carefully evaluates risks and issues in each of our protein commodity supply chains for environmental, economic, social and animal welfare. We support animal welfare across the key protein categories found on our menus. We work closely with industry organizations to stay informed and to help support industry-wide progress.

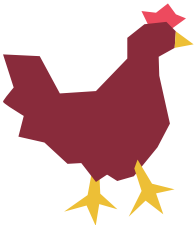
In fiscal 2025, Darden’s commodity-specific working groups assessed the performance of suppliers for those protein sources. The working groups, which focus on beef, pork and poultry, among others, made progress in evaluating and addressing specific issues and risks that had previously been identified.

GOAL

2025 UPDATE

INDUSTRY PARTNERS

POULTRY



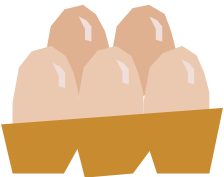
To drive improvements in poultry processing that result in healthy biological function, expression of natural behavior and humane processing.

Thanks to the trust and transparency of our suppliers, Darden’s broiler chicken partners provided Key Welfare Indicator (KWI) data to support our assessment and benchmarking, conducted by leading welfare and sustainability experts across farms, during transport and at processing plants. In our first year, we saw encouraging supplier engagement around animal welfare practices, and while we continue to refine how we evaluate and standardize the data, this foundational work represents a strong start to our long-term commitment



[International Poultry Welfare Alliance](#)

EGGS



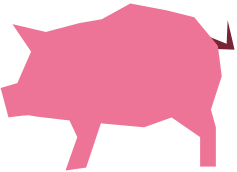
100% cage-free egg products for owned and operated restaurants. International franchises are on track to source cage-free egg products by 2027.

Darden’s supply chain partners were impacted by avian influenza, and some eggs purchased in fiscal 2025 were from traditional farms when cage-free supply was not available. Our international franchises are working to source only cage-free eggs by the end of 2027.



[Roundtable for Sustainable Poultry and Eggs](#)

PORK



Source pork from suppliers with group housing systems for pregnant sows as defined by the [American Association for Swine Veterinarians](#) that also meet our culinary specifications, high quality standards and accessible pricing requirements.

In fiscal 2025, approximately 56% of pork volume purchased by Darden was from suppliers with group housing for sows, based on a mass balance approach and input from our suppliers. For several of our pork products, Darden specifications require group housing.



[National Pork Board](#)
[Protein PACT](#)
[Meat Institute](#)



DATA APPENDIX

About this Report

This Impact Report reflects Darden's ongoing commitment to transparency by sharing our performance and efforts on issues that are important to our stakeholders and our company. Similar details, including our Sustainability Accounting Standards Board (SASB) index have previously been shared on our website, most recently for fiscal 2025. In response to stakeholder feedback, this report marks a return to publishing this information in a compiled report format that includes our latest disclosures within the SASB framework. Unless otherwise noted, the data reflects fiscal 2025 results for our U.S. operations.

Information about Forward-Looking Statements

Forward-looking statements in this communication regarding our expected earnings performance and all other statements that are not historical facts, including without limitation statements concerning our future economic performance, are made under the Safe Harbor provisions of the Private Securities Litigation Reform Act of 1995. Any forward-looking statements speak only as of the date on which such statements are first made, and we undertake no obligation to update such statements to reflect events or circumstances arising after such date. We wish to caution investors not to place undue reliance on any such forward-looking statements. By their nature, forward-looking statements involve risks and uncertainties that could cause actual results to materially differ from those anticipated in the statements. The most significant of these uncertainties are described in Darden's Form 10-K, Form 10-Q and Form 8-K reports. These risks and uncertainties include: a failure to address cost pressures and a failure to effectively deliver cost management activities, economic factors and their impacts on the restaurant industry and general macroeconomic factors including unemployment, energy prices and interest rates, the inability to hire, train, reward and retain restaurant team members, a failure to develop and recruit effective leaders, labor and insurance costs, health concerns including food-related pandemics or outbreaks of flu or other viruses, food safety and food-borne illness concerns, technology failures including failure to maintain a secure cyber

network, compliance with privacy and data protection laws and risks of failures or breaches of our data protection systems, the inability to successfully integrate Chuy's operations into our business, risks relating to public policy changes and federal, state and local regulation of our business, intense competition, changing consumer preferences, an inability or failure to manage the accelerated impact of social media, a failure to execute innovative marketing and guest relationship tactics, climate change, adverse weather conditions and natural disasters, long-term and non-cancelable property leases, failure to execute a business continuity plan following a disaster, shortages or interruptions in the delivery of food and other products and services, failure to drive profitable sales growth, a lack of availability of suitable locations for new restaurants, higher-than-anticipated costs to open, close, relocate or remodel restaurants, risks of doing business with franchisees, licensees and vendors in foreign markets, volatility in the market value of derivatives, volatility leading to the inability to hedge equity compensation market exposure, failure to protect our intellectual property, litigation, unfavorable publicity, disruptions in the financial markets, impairment in the carrying value of our goodwill or other intangible assets, changes in tax laws or unanticipated tax liabilities, failure of our internal controls over financial reporting and other factors and uncertainties discussed from time to time in reports filed by Darden with the Securities and Exchange Commission.

Sustainability Accounting Standards Board (SASB) Index

Reporting to the voluntary SASB Restaurants Sustainability Accounting Standard Version 2023-12 enables us to communicate our progress in a transparent and standardized manner for investors and other important stakeholders. All data is for Darden’s fiscal 2025 unless otherwise noted. In certain instances, a specific SASB topic may be discussed in our reporting, but we do not currently report progress on the corresponding SASB metrics. In these instances, we provide relevant data on the topic below and/or link to the corresponding document or website where these topics and any relevant performance data are discussed in greater detail.

We are committed to continuous improvement and are actively working to improve our data collection and coordination across the organization. We look forward to continuing to identify ways to strengthen our reporting processes and disclosures in the coming years.

A third-party assurance statement for relevant metrics in this table is included within this appendix.

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Energy Management	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	FB-RN-130a.1	(1) 2,938 GWh (2) 42% grid electricity (3) 0.003% renewable
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	FB-RN-140a.1	(1) 4.9 billion gallons (2) 38% in regions with High or Extremely High Water Stress
Food & Packaging Waste Management	(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted	FB-RN-150a.1	(1) 362,372 metric tons (2) Approximately 44% based on fiscal 2025 waste characterization studies at Darden Restaurants (3) 18% diversion rate at U.S.-owned and operated restaurants Managing Waste
	(1) Total weight of packaging, (2) percentage made from recycled or renewable materials, and (3) percentage that is recyclable, reusable, or compostable	FB-RN-150a.2	These data points are not aggregated in a manner consistent with the indicator guidance. Managing Waste

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Food Safety	Percentage of restaurants (1) inspected by a food safety oversight body, and (2) receiving critical violations	FB-RN-250a.1	(1) 100% of Darden’s owned and operated restaurants are inspected by local health departments. They are also audited by a third party on a quarterly basis. (2) This data point is not currently publicly disclosed. Our Total Quality Department helps ensure that all restaurants provide safe, high-quality food in a clean and safe environment. Through rigorous supplier and risk-based product evaluations, we purchase only products that meet or exceed our product specifications. We rely on independent third parties to inspect and evaluate our suppliers and distributors. Suppliers that produce “high-risk” products are subject to a food safety evaluation by Darden personnel at least annually. We require our suppliers to maintain sound manufacturing practices and operate with comprehensive Hazard Analysis and Critical Control Point (HACCP) food safety programs and risk-based preventative controls adopted by the U.S. Food and Drug Administration. These programs focus on preventing hazards that could cause food-borne illnesses by applying scientifically based controls to analyze hazards, identify and monitor critical control points, and establish corrective actions when monitoring shows that a critical limit has not been met. Third-party auditors inspect each restaurant regularly throughout the year to assess food safety and sanitation practices. Our Total Quality team verifies the application of preventative controls through on-site support visits, ensuring an effective and robust food safety system. Total Quality managers provide support to operations staff with education and training in food safety and sanitation. The team also serves as a liaison to regulatory agencies on issues relating to food safety. Ensuring Food Safety & Quality 2025 Annual Report
	(1) Number of recalls issued and (2) total amount of food product recalled	FB-RN-250a.2	(1) In fiscal 2025, of 232 Class I Recalls, only 4 impacted Darden. (2) This data point is not currently publicly disclosed. Ensuring Food Safety & Quality
	Number of confirmed food-borne disease outbreaks, percentage resulting in public health authority investigation	FB-RN-250a.3	This data point is not currently publicly disclosed. Ensuring Food Safety & Quality

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Nutritional Content	Percentage of (1) meal options consistent with dietary guidelines and (2) revenue from these options	FB-RN-260a.1	These data points are not aggregated in a manner consistent with the indicator guidance.
	Percentage of (1) children's meal options consistent with dietary guidelines for children and (2) revenue from these options	FB-RN-260a.2	Several brands maintain different menus across their trade areas to reflect geographic differences in consumer preferences, prices and selections, as well as a smaller-portioned, lower-priced children's menu. These data points are not aggregated in a manner consistent with the indicator guidance.
	Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines for children	FB-RN-310a.1	These data points are not aggregated in a manner consistent with the indicator guidance.
Labor Practices	(1) Voluntary and (2) involuntary turnover rate for restaurant employees	FB-RN-310a.1	(1) Restaurant hourly employees: 67%; Consolidated restaurant management: 16% 2025 Annual Report (2) This data point is not currently publicly disclosed.
	(1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region	FB-RN-310a.2	(1) \$24.10 USD in the United States and Canada, inclusive of earned gratuity (2) This data point is not currently publicly disclosed. Investing in Their Success
	Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations and (2) employment discrimination	FB-RN-310a.3	These data points are not currently publicly disclosed.

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Supply Chain Management & Food Sourcing	Percentage of food purchased that (1) meets environmental and social sourcing standards, and (2) is certified to third-party environmental or social standards	FB-RN-430a.1	(1) 100% of suppliers of land-based protein that handle animals have submitted third-party animal welfare audits. (2) 100% of land-based protein suppliers that handle live animals passed third-party animal welfare audits in fiscal 2025. Supplier Code of Conduct
	Percentage of (1) eggs that originated from a cage free environment and (2) pork that was produced without the use of gestation crates	FB-RN-430a.2	(1) Darden's supply chain partners were impacted by avian influenza, and some eggs purchased in fiscal 2025 were from traditional farms when cage-free supply was not available. Our international franchises are working to source only cage-free eggs by the end of 2027. (2) Approximately 56% of all pork purchased by Darden was from suppliers with group housing for sows. Caring for Farm Animals Animal Welfare Policy
	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	FB-RN-430a.3	The sustainability of our food sources and restaurant operations is a key component of providing great service and food to our guests. During fiscal 2025, we remained focused on our climate strategy, restaurant sustainability metrics and Darden's Animal Welfare Council. We will continue to adapt our sustainability approach with development or enhancement of integrated and strategic priorities in the near term across the enterprise, from the food we source to the operation of our restaurants. Darden manages energy and water conservation within our restaurant operations and engages with our supply chain partners on sustainability topics including climate, deforestation and animal welfare. In fiscal 2025, Darden accelerated the reporting cycle for environmental metrics, to be consistent with our financial results. Previously, environmental performance metrics were reported for the prior year. Additional environmental indicators, including energy and water consumption, waste generation and diversion, as well as Scope 3 greenhouse gas emissions, are reported on our website at www.darden.com/our-impact/communities/sustainability. We shared Darden's Food Principles in 2016 to outline our commitment to guests in areas of food safety, sustainable sourcing, nutritional disclosure and animal welfare. Darden's Food Principles connect each of these strategic business efforts in a guest-centered platform, including sourcing and ingredient commitments to our guests. We have set commitments related to the following food attributes: animal welfare, chickens raised without medically important antibiotics, cage-free eggs and gestation crate-free pork. We continue to work with our supplier partners to make progress toward these commitments, and we provide annual updates on our efforts in the Sustainability section of our website, www.darden.com/our-impact/communities/sustainability. Building on our Food Principles, Darden established an Animal Welfare Policy that adopts an outcomes-based approach to continue to ensure a high level of care for farm animals in the food supply chain. To implement this policy, we established an Animal Welfare Council consisting of leading academics and thought leaders with expertise in the care of animals in food supply chains. The Council advises and supports the Company on our efforts to advance strategy and implementation of an outcomes-based approach to animal welfare, from supplier collaborations to reporting improvements. More information about our sustainability strategy, our commitment to our guests on Food Principles and our progress to date is available at www.darden.com. Caring for Farm Animals Animal Welfare Policy Living our Food Principles

ACTIVITY METRIC	CODE	RESPONSE
Number of (1) entity-owned and (2) franchise restaurants	FB-RN-000.A	(1) 2,159 company-owned restaurants (2) 154 franchised restaurants
Number of employees at (1) entity-owned and (2) franchise locations	FB-RN-000.B	(1) 197,924 team members (hourly and salaried) (2) This data point is not currently aggregated in a manner consistent with the indicator guidance. We provide our EEO-1 report and additional details about our inclusion and diversity programs on our website at www.darden.com .

Task Force on Climate-related Financial Disclosures (TCFD) Index

The Task Force on Climate-related Financial Disclosures (TCFD) aims to develop voluntary, consistent climate-related financial risk disclosures for use by companies in providing information to investors, lenders, insurers and other stakeholders. The following index highlights our key public disclosures on climate change, in alignment with the TCFD recommendations.

GOVERNANCE: the organization's governance around climate-related risks and opportunities.	
DISCLOSURE	RESPONSE
a) Board's oversight of climate-related risks and opportunities.	The Nominating and Governance Committee is charged with discussing and reporting to the Board annually on Darden's major risk exposures and management's risk monitoring and mitigation activities concerning environmental and social responsibility. Environmental performance, including energy and climate metrics, are reported to this committee annually.
b) Management's role in assessing and managing climate-related risks and opportunities.	Darden maintains a robust Enterprise Risk Management (ERM) process to identify, prioritize, assess and manage key business risks, including climate risks. Senior management leads our ERM process, with support and guidance from our internal audit team and Audit Committee, and ultimate oversight from the full Board.

STRATEGY: the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning, where such information is material.

DISCLOSURE

RESPONSE

- a) Climate-related risks and opportunities the organization has identified over the short, medium and long term.
- b) Impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.
- c) Resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

Climate change, adverse weather conditions and natural disasters could adversely affect our sales or results of operations.

The long-term effects of climate change and global warming will result in more severe, volatile weather or extended droughts, which could increase the frequency and duration of weather impacts on our operations.

Adverse weather conditions have in the past and may continue to impact guest traffic at our restaurants, cause the temporary underutilization of outdoor patio seating and, in more severe cases such as hurricanes, tornadoes, wildfires or other natural disasters, cause property damage and temporary closures, sometimes for prolonged periods, which could negatively impact our sales or costs.

Climate change and government regulation relating to climate change, including regulation of greenhouse gas emissions, could result in construction delays and increased costs, interruptions to the availability or increases in the cost of utilities, and shortages or interruptions in the supply or increases to the costs of food items and other supplies.

Supply Chain

We have a limited number of suppliers and distributors for certain of our products and services. Shortages, delays or interruptions in the supply of food items and other supplies to our restaurants may be caused by severe weather; natural disasters such as hurricanes, tornadoes, floods, droughts, wildfires and earthquakes; macroeconomic conditions resulting in disruptions to the shipping and transportation industries; labor issues such as increased costs or worker shortages or other operational disruptions at our suppliers, vendors or other service providers; the inability of our vendors or service providers to manage adverse business conditions, obtain credit or remain solvent; or other conditions beyond our control. Such shortages, delays or interruptions could adversely affect the availability, quality and cost of the items we buy and the operations of our restaurants. Supply chain disruptions have increased some of our costs and limited the availability of certain products for our restaurants and may continue to do so.

If we increase menu prices as a result of increased food costs or remove menu items due to shortages, such responses may negatively impact our sales. If we temporarily close a restaurant or remove popular items from a restaurant’s menu, that restaurant may experience a significant reduction in sales during the time affected by the shortage or thereafter, as a result of our guests changing their dining habits.

Regulation

We are subject to a variety of federal, state and local laws and regulations relating to the use, storage, discharge, emission and disposal of hazardous materials. There also has been increasing focus by United States and overseas governmental authorities on other environmental matters, such as climate change, the reduction of greenhouse gases and water consumption. This increased focus may lead to new initiatives directed at regulating yet-to-be-specified array of environmental matters. Legislative, regulatory or other efforts to combat climate change or other environmental concerns could result in future increases in the cost of raw materials, taxes, transportation and utilities, which could decrease our operating profits and necessitate future investments in facilities and equipment.

Severe Weather

Severe weather and similar conditions may impact sales volumes seasonally in some operating regions. The performance of individual restaurants may also be adversely affected by factors such as demographic trends and severe weather, including hurricanes.

Energy Costs

Our restaurants’ operating margins are also affected by fluctuations in the price of utilities such as electricity and natural gas, whether as a result of inflation or otherwise, on which the restaurants depend for their energy supply.

RISK MANAGEMENT: how the organization identifies, assesses, and manages climate-related risks.

DISCLOSURE

a) Organization’s processes for identifying and assessing climate-related risks.

RESPONSE

The Board assesses Darden’s top enterprise and emerging risks, including climate risks, at least annually and considers various mitigation or other response options. Each Board committee oversees risk areas relevant to its scope of responsibility and reviews the policies and practices developed by management to address them. These areas of oversight are outlined in each committee’s charter. Select top risks are also reviewed in greater detail during quarterly Board and/or committee meetings.

The Audit Committee reports annually to the full Board on Darden’s top enterprise and emerging risk exposures and risk management programs.

The leadership team regularly evaluates market and regulatory trends as part of a cross-functional risk review. Through this process, Darden identifies key risks to determine ownership, controls, processes and activities to manage the most relevant risks effectively.

b) Organization’s processes for managing climate-related risks.

Severe Weather

Darden’s severe weather task force supports our restaurants that are projected to experience severe storms. The safety of our team members and guests is our top priority, and that is why we have a dedicated team to help restaurants prepare for severe weather and reopen safely once it passes. This cross-functional Task Force works with a weather intelligence firm to forecast storm activity and model data to predict their impact on our restaurants.

This allows the Task Force team to provide 24/7 coordinated support for operations leaders and their restaurant teams across all our brands. The team includes experts from: Communications, Corporate Security, Facilities & Construction, Finance, Accounting & Payroll, Government Relations, Human Resources & Employee Relations, Information Technology, Supply Chain and Total Quality.

Regulation

Darden has publicly reported performance in key environmental focus areas, including the greenhouse gas inventory for our operations (Scope 1 and 2) since 2020 in our annual reports on Form 10-K. We have reported key metrics including energy and water usage, waste reduction and diversion of food through our Harvest program on our corporate website since 2012, and we update those disclosures annually. We began disclosing estimates for emissions from our supply chain (Scope 3) on our corporate website in 2022. Darden has aligned its disclosures of environmental metrics with guidance from the Sustainability Accounting Standards Board (SASB 2018-10) for the food and beverage sector.

Energy Costs

Darden installed a 4,500-panel solar array on the roof of our Restaurant Support Center in Orlando, FL. The panels have a generating capacity of 1.1 megawatts (MW) of energy.

Darden is reducing our carbon footprint and supporting the development of renewable energy in the communities where we live and work. In 2023, Darden became an anchor tenant for two community-based solar projects. We subscribed to 15 community solar farms across New York and Illinois that generate approximately 20 MW of renewable energy and help power our local restaurants.

c) How processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management.

Darden has a robust Enterprise Risk Management (ERM) process for strategically identifying, prioritizing and managing risks to our business, including climate risks, which includes regular and appropriate Board oversight. The Company’s management maintains a robust enterprise risk management process, guided by oversight of the overall ERM process from the Audit Committee and risk management philosophy direction from the entire Board. The process also includes regular reports by management to the full Board on top risks identified by the process and periodic reports on other risks to relevant Committees of the Board. In the Company’s Corporate Governance Guidelines, oversight of risks relating to environmental and social responsibility are allocated to the Nominating and Governance Committee, and the metrics reported by management and monitored by the Board are the source and structure for the metrics and data that management discloses externally.

METRICS AND TARGETS: the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

DISCLOSURE

RESPONSE

a) Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

Energy consumption, energy consumption per restaurant, renewable energy generation and consumption, water consumption and waste diversion.

b) Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions, and the related risks.

Darden currently measures annual Scope 1 and 2 greenhouse gas emissions annually and Scope 3 emissions regularly, as data quality and methodologies develop. Beginning in FY2022, Darden has utilized a third party to verify greenhouse gas emissions inventories and other environmental metrics.

c) Targets used by the organization to manage climate-related risks and opportunities and performance against targets.

Darden continues to assess our climate impacts and developing strategies accordingly.

Additional industry-specific metrics:

Total water withdrawn.

4.9 billion gallons

Total water consumed.

4.9 billion gallons

Percent of water withdrawn and consumed in regions with high or extremely high baseline water stress.

38%

INDEPENDENT LIMITED ASSURANCE STATEMENT



To: The Stakeholders of Darden Restaurants, Inc.

Introduction and objectives of work

Apex Companies, LLC (Apex) has been engaged by Darden Restaurants, Inc. (Darden) to provide limited assurance of its greenhouse gas (GHG) emissions and sustainability data for fiscal year 2025. This assurance statement applies to the data and information included within the scope of work described below.

This information and its presentation are the sole responsibility of the management of Darden. Our sole responsibility was to provide independent assurance on the accuracy of the reported data and information, and on the underlying systems and processes used to collect, analyze and review the information.

Scope of work

The scope of our work was limited to assurance over GHG emissions and sustainability data for the period June 1, 2024 to May 26, 2025 (the “Subject Matter”).

- Energy
- Waste
- Water
- Scope 1 GHG emissions
- Scope 2 (location-based) GHG emissions

Data and information supporting the sustainability data, Scope 1 and Scope 2 GHG emissions were primarily historical in nature.

Global Warming Potential (GWP) and emission factor data sets:

- GWP: Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR-6)
- United States Environmental Protection Agency (USEPA) Emissions & Generation Resource Integrated Database (eGRID) (2022 data), 2024
- USEPA Emission Factor Hub, 2023
- Environment Canada, National Inventory Report 1990–2020: Greenhouse Gas Sources and Sinks in Canada, Annex 13 - Electricity in Canada: Summary and Intensity Tables, 2022

Reporting Boundaries

The following are the boundaries used by Darden for reporting sustainability data:

- Operational Control
- Worldwide

Reporting Criteria

The reporting criteria for greenhouse gas emissions was the World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (Scope 1 and Scope 2).

The reporting criteria for sustainability data was the Sustainability Accounting Standards Board (SASB) Accounting Standard (Food & Beverage Sector: Restaurants)¹.

Limitations and Exclusions

Excluded from the scope of our work is any assurance of information relating to:

- Activities outside the defined verification period of Reporting Year 2025
- Activities outside Darden’s operational control

This assurance engagement relies on a risk based selected sample of data and the associated limitations that this entails. The reliability of the reported data is dependent on the accuracy of metering and other production measurement arrangements employed at the site level, which are not addressed as part of this assurance. This independent assurance statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

Responsibilities

The preparation and presentation of the data and information are the sole responsibility of the management of Darden.

Apex was not involved in the drafting of the Report or of the Reporting Criteria. Our responsibilities were to:

- obtain limited assurance about whether the Subject Matter has been prepared in accordance with the Reporting Criteria;
- form an independent conclusion based on the assurance procedures performed and evidence obtained; and
- report our conclusions to the stakeholders of Darden.

Assessment Standards

¹Version 2023-12

- We performed our work in accordance with Apex’s standard procedures and guidelines for external Assurance and International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after Dec. 15, 2015), issued by the International Auditing and Assurance Standards Board. Greenhouse Gas Emissions were verified in accordance with ISO Standard 14064-3 (Second edition 2019-4) Greenhouse Gases - Part 3: Specification with guidance for the verification and validation of greenhouse gas statements. A materiality threshold of ±5-percent was set for the assurance process.

Summary of Work Performed

As part of our independent assurance , our work included:

1. Assessing the appropriateness of the Reporting Criteria for the data and information;
2. Conducting interviews with relevant personnel of Darden and its consultants regarding data collection and reporting systems;
3. Reviewing the data collection and consolidation processes used to compile Subject Matter, including assessing assumptions made, and the data scope and reporting boundaries;
4. Reviewing documentary evidence provided by Darden;
5. Verifying a selection of the data and information to the corresponding source documentation;
6. Reviewing Darden’s systems for quantitative data aggregation and analysis; and
7. Assessing the disclosure and presentation of the data and information to ensure consistency with assured information.

Conclusion

Sustainability Data Statement

On the basis of our methodology and the activities described above, it is our opinion that:

- The sustainability data and information reported by Darden is presented in accordance with the Reporting Criteria and is, in all material respects, fairly stated.
- Darden has established appropriate systems for the collection, aggregation and analysis of quantitative data within the scope of this assurance.

GHG Emissions Statement

On the basis of our methodology and the activities described above, it is our opinion there is no evidence that the data and information:

- is not materially correct and is not a fair representation of the GHG emissions data and information; and
- has not been prepared in accordance with the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2).

A summary of data within the scope of assurance for 2025 is attached.

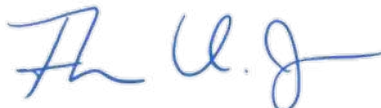
Statement of Independence, Integrity and Competence

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

No member of the assurance team has a business relationship with Darden, its Directors or Managers beyond that required of this assignment. We have conducted this verification independently, and there has been no conflict of interest.

The assurance team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of Apex’s standard methodology for the assurance of sustainability related assertions.



Thomas U. Jones, Lead Verifier
ESG Program Manager
Apex Companies, LLC
Tampa, Florida



Trevor Donaghy, Technical Reviewer
ESG Director
Apex Companies, LLC
Pleasant Hill, California

August 1, 2025

This assurance statement, including the opinion expressed herein, is provided to Darden and is solely for the benefit of Darden in accordance with the terms of our agreement. We consent to the release of this statement to the public or other organizations, but without accepting or assuming any responsibility or liability on our part to any other party who may have access to this statement.

Summary of 2025 Data Subject to Assurance

Metric	Units ²	2025
Energy		
Total energy	GWh	2,938 ³
Grid electricity % of total energy	%	41.49
Renewable energy % of total energy	%	0.03
Waste		
Total waste	MT	362,272
Food waste	%	44
Diverted waste	%	18
Water		
Water withdrawn		
Total water withdrawn	m ³	18,579,388
Water withdrawal in water stressed regions ⁴	m ³	7,097,518
Water withdrawal in water stressed regions ⁴	%	38
Water consumed		
Total water consumed	m ³	18,579,388
Water consumed in water stressed regions ⁴	m ³	7,097,518
Water consumed in water stressed regions ⁴	%	38
GHG Emissions ⁵		
Scope 1 GHG emissions	MT CO ₂ e	385,847
Scope 2 GHG emissions (Location-Based)	MT CO ₂ e	447,615

² Unit abbreviations: Gigawatt hour (GWh), Metric ton (MT), Cubic meter (m³), Metric ton of carbon dioxide equivalents (MT CO₂e)

³ 10,575,921 Gigajoules (GJ)

⁴ High or extremely high water baseline stress regions.

⁵ Types of GHGs: CO₂, N₂O, CH₄, HFCs



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