



IMPACT REPORT 2026





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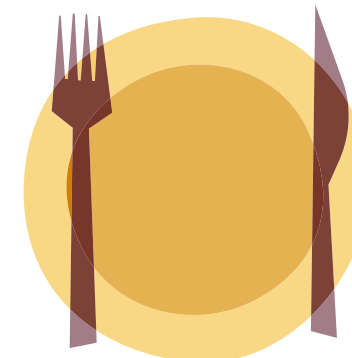
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MESSAGE FROM OUR PRESIDENT & CEO

To Our Stakeholders,

Every day, thousands of people help bring Darden's purpose to life. From the team members serving guests in our restaurants to the suppliers and farmers and industry partners who contribute to our success, their dedication, expertise and commitment help us **Nourish and Delight Everyone We Serve**. This report reflects their contributions and the important role they play in strengthening our business, supporting our communities and positioning Darden for the future.

Throughout fiscal 2026, one theme consistently emerged: the value of listening. Conversations with team members, suppliers, ranchers, researchers and community partners strengthened our understanding of the issues most important to our business and helped inform many of the approaches highlighted throughout this report. These relationships continue to shape how we operate, where we focus our efforts and how we prepare for the future.

Our team members remain at the heart of our success. Their commitment to service, care and hospitality brings our values to life every day. In fiscal 2026, we continued investing in competitive pay, comprehensive benefits, training and leadership development opportunities that help our people grow and build meaningful careers. We promoted 1,374 hourly restaurant team members into management roles and invested approximately \$150 million in training and development programs designed to support long-term career growth.

The care our team members show every day also extends into the communities we serve. Through the Darden Harvest program, our teams donated millions of pounds of surplus food to local organizations helping individuals and families in need. We also continued supporting education and workforce development initiatives that help people build skills and pursue opportunities in the restaurant industry.

Across our operations and supply chain, we continued learning from the people closest to the resources and production systems that support our business. Through engagement with suppliers, ranchers, producers and industry organizations, we expanded our understanding of energy, water and waste management practices, environmental impacts and opportunities for continuous improvement. These conversations reinforced the importance of collaboration, practical solutions and informed decision-making shaped by high-quality data and operational realities.

The trust our guests place in our brands begins with the quality, safety and care behind every meal we serve. From the suppliers and producers who provide ingredients to the team members who prepare and serve meals in our restaurants, many people contribute to that experience every day. In fiscal 2026, we continued working with suppliers and industry partners to support responsible sourcing, strengthen food safety programs and improve data and traceability across key areas of our supply chain. Together, these efforts help support the integrity of our food and the long-term resilience of our business.

As we look ahead, we remain committed to listening, learning and building on the relationships that help make Darden successful. The people highlighted throughout this report are not only helping us meet today's opportunities and responsibilities, they are also helping shape the future of our business. For that, I am grateful.

Respectfully,



Rick Cardenas
President and Chief Executive Officer
Darden Restaurants, Inc.





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.

9
ICONIC
BRANDS



1
DRIVING
PHILOSOPHY

BRILLIANT WITH THE BASICS

Culinary Innovation
& Execution



Attentive
Service



Engaging
Atmosphere



Enabled by
Our People

4
DARDEN
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

2,200+

restaurants across all

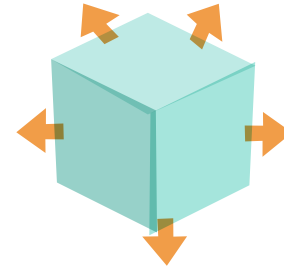
50

states serving

455M+

guests in fiscal 2026

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.



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.



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.



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.

Bill Darden

Darden Restaurants
Founder



GOVERNANCE

Darden is built on a strong foundation of integrity, fairness and responsible decision-making. These principles shape our culture and guide our daily operations. We reinforce this commitment through a best-in-class corporate governance framework that upholds high ethical standards and supports long-term value for all stakeholders.

BOARD STRUCTURE

Darden's Board of Directors oversees operations with a focus on serving the long-term interests of shareholders. The Board sets strategic goals, monitors financial performance, appoints the CEO, provides counsel to 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, as outlined in our [Corporate Governance Guidelines](#).

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. The independent directors meet in an executive session, without members of management present, at a minimum during each quarterly Board meeting.



Board members have complete access to management to support effective, informed leadership as outlined in Darden's [Corporate Governance Guidelines](#).

COMMITTEES

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 – as well as associated risks – and determines or recommends compensation for the CEO, employee-directors and executive officers.



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's capital structure, including the financing strategy and financial policies, is optimized to maximize returns to shareholders at an acceptable risk threshold. Also oversees Darden's major financial risk exposures and mitigation activities and policies related to financial risk.

BOARD OF DIRECTORS AT-A-GLANCE



MARGARET SHÂN ATKINS
Audit Committee Chair
Nominating & Governance Committee



RICK CARDENAS
President &
Chief Executive Officer



JULIANA CHUGG
Nominating & Governance Committee Chair
Audit Committee



JAMES FOGARTY
Finance Committee Chair
Nominating & Governance Committee



CYNTHIA JAMISON
Chair of the Board



DARYL KENNINGHAM
Audit Committee
Compensation Committee



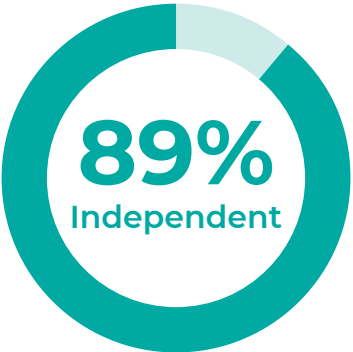
WILLIAM SIMON
Audit Committee
Compensation Committee



CHARLES SONSTEBY
Audit Committee
Finance Committee
Nominating & Governance Committee



TIMOTHY WILMOTT
Compensation Committee Chair
Finance Committee



RISK MANAGEMENT

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

The Board evaluates Darden’s top enterprise and emerging risks at least annually and considers a variety of mitigation or other responses. Each Board committee oversees risk areas relevant to the scope of responsibilities outlined in their respective [charters](#) and reviews the policies and practices to address them. Priority risks are reviewed in greater detail during quarterly Board and/or committee meetings. Additionally, 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 and assesses key risks to determine ownership, controls, processes and activities to effectively manage the risks most critical to the Company.

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.

Darden's [FY2026 Form 10-K](#) references specific risks and uncertainties that could affect our business.

CLIMATE-RELATED RISKS

Climate-related considerations — including severe weather conditions and natural disasters that may influence product availability and restaurant operations — are managed through our ERM process to support preparedness and business continuity.

Our approach to managing the climate-related risks we have identified includes:

Climate-Related Risk	Approach
Potential impacts to our operations from extreme weather events	Advanced modeling and reporting to improve forecasting and enable better storm preparation.
Potential impacts to our supply chain from extreme weather events	Coordination with suppliers and logistics partners on contingency planning and strategic positioning of supplies in our distribution centers.
Potential increased operating costs due to energy policy	Continuous improvement in the operational efficiency of our restaurants.
Potential increased climate-related disclosure requirements due to new regulations and/or stakeholder demands	Ongoing monitoring of evolutions in disclosure requirements and investments in data tools to minimize the resource requirements to measure and disclose.

PRIORITY IMPACTS

Darden periodically analyzes the priority impacts, risks, and opportunities across our complete value chain, including upstream and downstream activities and our own operations. We consider 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 helps prioritize and align our focus with topics that have the greatest potential to impact our business and our stakeholders. The people who work in our restaurants and in our supply chain power Darden's performance across these topics.

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



PEOPLE

- Human capital
- Supply chain workforce
- 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

CODES OF CONDUCT

Darden is committed to our core values of integrity and fairness, and upholding these values requires a shared commitment across our organization and value chain. This commitment is formalized in our Code of Conduct for our team members, our Code of Ethics for the CEO and Senior Financial Officers, our Code of Conduct and Ethics for Members of the Board of Directors and our Supplier Code of Conduct (collectively, the Codes of Conduct).



TEAM MEMBERS

[Our Code of Conduct](#) for team members 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 of Conduct. They must review and acknowledge the Code of Conduct 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 help 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, a Director of Operations, Employee Relations, their HR Business Partner, or our 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 concern in good faith or assisting in the handling or investigation of any such concern.

EXECUTIVES

Darden's [Code of Ethics for CEO and Senior Financial Officers](#) includes additional policies for senior financial officers to promote transparency, avoid conflicts of interest and ensure fair treatment of customers, suppliers, competitors, investors and employees.

BOARD MEMBERS

The [Code of Business Conduct and Ethics for Members of the Board of Directors](#) focuses the Board and each director on areas of ethical risk, provides guidance to help directors recognize and address ethical issues, outlines mechanisms to report unethical conduct and helps foster a culture of honesty and accountability.

SUPPLIERS

Darden expects suppliers that provide goods or services to, or perform work for, Darden to adhere to the same high standards as our team members. In addition, our [Supplier Code of Business Conduct \(Supplier Code\)](#) sets forth expectations regarding compliance with applicable human rights and labor laws and regulations governing the treatment of employees.

ETHICS

Ethics underpin how we operate, make decisions and build trust with our stakeholders. We are committed to conducting business with integrity, accountability and transparency, guided by a clear set of values that define standards of behavior across our organization and value chain. These principles shape our approach to ethics — ensuring that we not only meet legal and regulatory requirements but also uphold the highest standards of professional conduct.

NON-DISCRIMINATION AND NON-HARASSMENT

Darden values differences in experience and background 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](#).

VALUING HUMAN RIGHTS

Darden is committed to respecting and promoting human rights throughout our business, in the communities we serve and across our value chain. We believe that all people should be treated with integrity, fairness and respect, and we expect the same of those who work with and for Darden. This commitment is reflected in our Codes of Conduct, each of which set expectations for how we treat people and how we do business.

OUR SUPPLIERS

In addition to the focus on integrity, fairness and respect in our Codes of Conduct, human rights protections are explicitly embedded in our Supplier Code. Suppliers are contractually bound by the Supplier Code to comply with applicable human rights and labor laws and regulations with regard to the treatment of their employees, including, without limitation, anti-corruption laws, conflicts of interest, fair competition laws, and human rights and labor laws.

HUMAN RIGHTS AND LABOR LAWS

Suppliers must comply with applicable human rights and labor laws and regulations with regard to Suppliers’ treatment of their employees.

ANTI-CORRUPTION LAWS

Suppliers must never, directly or indirectly, offer to pay bribes to anyone, accept kickbacks or offer anything of value — even to Darden employees — for any purpose.

CONFLICTS OF INTEREST

Suppliers must act objectively in business dealings involving Darden and avoid even the appearance of conflicts of interest.

FAIR COMPETITION LAWS

Suppliers must comply with applicable fair competition laws, which generally prohibit anti-competitive behavior and unfair business practices.

ACCOUNTABILITY, REPORTING, AND RESPONSE

Darden expects suppliers to educate relevant employees and subcontractors about the Supplier Code and to ensure compliance in connection with work performed for Darden. Darden may request information to verify supplier compliance and periodically requires recertification of suppliers' commitment to the Supplier Code. Darden also reserves the right to terminate supplier relationships for breaches of the Supplier Code that are not resolved within the applicable notice and cure period.

Suppliers must abide by the highest ethical standards in the recruitment and employment of their employees. Suppliers must not engage in any form of discrimination or harassment based on race, ethnicity, sex, gender, gender identity, gender expression, national or social origin, caste, age, political affiliation, military or veteran status, religion, sexual orientation, union membership or affiliation, crime victim status, physical ability, health, pregnancy, marital or family status, or any other protected status. Darden also prohibits any form of retaliation by Suppliers against their employees for having engaged in any form of protected activity.

We provide reporting channels for suppliers and their employees to raise concerns or report an actual or potential ethical or legal compliance issue to Darden, including a confidential toll-free helpline and online reporting portals (with anonymous reporting where permitted by law). Darden prohibits retaliation against individuals who, in good faith, report questionable behavior or noncompliance with the Supplier Code. Reported allegations are reviewed and investigated as appropriate, and Darden takes steps warranted by the findings, which may include corrective action requirements, termination of a supplier agreement and/or other measures consistent with the Supplier Code and applicable agreements.

LONGSTANDING COMMITMENT

Darden's commitment to human rights is longstanding, and we will continue to uphold and strengthen that commitment across our business and value chain. Our standards are reflected in our Codes of Conduct, which together establish expectations for respectful treatment, ethical conduct and compliance with applicable human rights and labor requirements. These expectations apply to our team members, our Board and our suppliers, and are supported by reporting and accountability mechanisms intended to facilitate good-faith reporting and prohibit retaliation. We will continue to communicate these expectations, maintain reporting channels for concerns (including confidential and anonymous reporting where permitted) and take appropriate follow-up actions consistent with our policies and supplier standards.



AI GOVERNANCE

Darden's approach to artificial intelligence (AI) is focused on amplifying the expertise of our people to help us deliver on our promise of exceptional service, while also making our teams more effective and efficient. Generative AI helps us streamline routine and repetitive tasks, solve problems faster and work more efficiently across our business. Whether it's improving internal workflows, supporting our restaurant teams, or enabling faster access to insights, AI allows our team members to focus more on high-value work.

In response to the growing importance of 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, including reviewing and approving new use cases for generative AI, along with promoting the responsible use of the technology.

POLITICAL ADVOCACY & EXPENDITURES

We engage with policymakers at the local, state and federal levels regarding legislative, regulatory and policy matters that may materially affect our business, team members and guests. We are committed to conducting our political and advocacy activities in a transparent and accountable manner, in compliance with applicable laws and regulations, and consistent with our core values and our objective of protecting and enhancing shareholder value.



Our policy engagement includes these areas of focus:



**FOOD, BEVERAGE
AND NUTRITION**



**LABOR, BENEFITS
AND EMPLOYMENT**



**GENERAL BUSINESS
AND TAX**

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



PEOPLE

At our core, Darden's focus is serving people. That starts with the more than 455 million meals we prepare and serve each year and extends to everyone who has a stake in our business, including our guests, our team members and the communities we call home.

TEAM MEMBERS

The hard work, talent and commitment of our team members make all of Darden's success possible. We create a welcoming, inclusive and supportive workplace where every person can thrive. We also invest in safety, training and development that empowers our team to learn, advance and embrace 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

- GET BETTER EVERY DAY
- GROW INDIVIDUALS & TEAMS
- DEVELOP RELATIONSHIPS
- SIMPLIFY
- OWN IT

7 CORE VALUES

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

OFFERING COMPETITIVE PAY

The team members who serve our guests in each of Darden’s restaurants are the face of our brands. They are not only critical to our daily operations but also represent a pipeline for future leaders across the organization. We offer competitive pay and opportunities for career growth. The minimum hourly wage for our restaurant team members is \$12 per hour, including tips, 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.



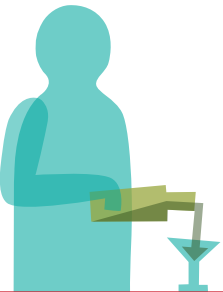
AVERAGE HOURLY RATE ACROSS ALL DARDEN BRANDS

As of May 31, 2026, inclusive of tips

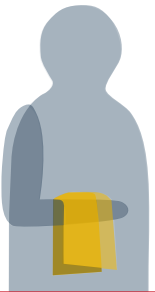
OVERALL
\$24.63



BARTENDER
\$37.40



KITCHEN UTILITY
\$18.61



SERVER
\$29.88



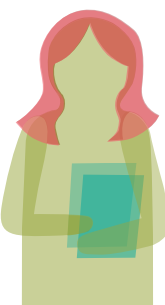
BUSSER
\$19.92



CULINARY
\$20.32



HOST
\$16.15



PROVIDING COMPREHENSIVE BENEFITS

We provide both our salaried and our hourly team members with comprehensive benefits that support their overall financial and physical well-being. Immediately upon hire, our team members receive:

- Paid Sick Leave
- 401(k) Savings
- Employee Assistance Program
- Medical Insurance*
- Dental Insurance
- Vision Insurance
- Short-Term Disability
- Long-Term Disability**
- Dining Discounts
- Darden Credit Union
- Your Pay Today (helps access earned income)
- Fast Fluency (English as a second language tools)
- Paid Family & Medical Leave***
- Employee Stock Purchase Plan**

* One year, 30-hour average required for hourly team members.
** One year, 20-hour average required for hourly team members.
*** One year of service.



PAID SICK LEAVE

Darden is proud to offer its hourly team members the opportunity to begin accruing paid sick leave on their very first shift, with one hour available for every 30 hours worked, up to a maximum of 40 hours per year.

PROMOTING PATHWAYS TO SUCCESS

At Darden, the first place we look to fill job openings at every level is our own team. The majority of our restaurant management roles are filled from our hourly workforce. In fiscal 2026, we promoted 1,374 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 2026, 100% of the 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.

Each 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 2026, 68% of our restaurant managers were promoted from our hourly roles.

Their average annual total cash compensation is \$70,000, with an average tenure of eight years.

PERFORMANCE AWARDS

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

Program	Metrics	Who	What
Long-Term Incentives	Performance against established metrics	GMs and MPs	Paid annually in Darden Stock Units (DSUs)*
Operations Leader Bonus	Performance against established metrics	The restaurant management team	Paid quarterly
Diamond Club	The top 5% of restaurants of each Darden brand are recognized for excelling in team retention, guest satisfaction and financial results	GM or MP Hourly team members and managers	Exclusive VIP celebration at a unique resort setting Cash bonus

* DSUs track with the price of Darden stock and are paid in cash when vested.

BUILDING A CAREER AT DARDEN

Darden provides a range of opportunities across our brands, supported by training, mentorship, leadership development programs, internal mobility and a culture of growth and opportunity.



Darden has invested in my growth more than I ever expected. That support, including opportunities to continue my education and develop as a leader, has helped me succeed professionally and build a strong life for my family. ”

Jenifer French

Senior Director of Operations,
Cheddar’s Scratch Kitchen



- Hostess, Olive Garden (1994)
- Culinary Manager, Olive Garden (1997)
- General Manager, Olive Garden (2001–2003)
- Director of Operations, Olive Garden (2009–2026)
- Senior Director of Operations, Cheddar’s Scratch Kitchen (2026–present)



Programs like Darden’s Mini MBA and the leaders around me have shaped how I lead. The most rewarding part of my career has been helping others achieve their goal of running their own restaurant. ”

Mark Cook

Senior Director of Operations,
Yard House



- Food Runner, Barback and Server, Yard House (2003–2005)
- Restaurant Manager, Yard House (2005–2007)
- Assistant General Manager, Yard House (2007–2008)
- General Manager, Yard House (2008–2013)
- Director of Operations, Yard House (2013–2025)
- Senior Director of Operations, Yard House (2025–present)



I was always told the possibilities were endless if I was willing to work for it, and I’ve seen that come to life in my career. I progressed from hostess to Managing Partner in under seven years and became one of the youngest Managing Partners in the brand’s history. ”

Geneva Meintzer

Managing Partner,
The Capital Grille



- Hostess, The Capital Grille (2017–2018)
- Sales Professional, The Capital Grille (2018–2020)
- Server, The Capital Grille (2020–2021)
- Assistant Manager, The Capital Grille (2021–2024)
- Managing Partner, The Capital Grille (2024–present)



This career has given me the confidence and stability to support my family, no matter where life takes us. As a military spouse, being able to transfer between locations and continue building my career, with the support of strong leaders and development programs, has made all the difference. ”

Rebecka Feeley,

Managing Partner,
Cheddar’s Scratch Kitchen



- Server and Bartender, Cheddar’s Scratch Kitchen (2017)
- Certified Trainer and Team Lead, Cheddar’s Scratch Kitchen (2017–2018)
- Culinary Manager, Cheddar’s Scratch Kitchen (2018–2021)
- Service Manager, Cheddar’s Scratch Kitchen (2021–2023)
- Managing Partner, Cheddar’s Scratch Kitchen (2023–present)

TRAINING & DEVELOPMENT OPPORTUNITIES

Darden provides an on-ramp to the workforce for hundreds of thousands of people across the U.S. 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.

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.

Restaurants are the very first workplace for nearly one in three Americans.*

*National Restaurant Association.



LEADERSHIP DEVELOPMENT

Our leadership training and development programs include:

- **Manager in Training (MIT)**, which focuses on the processes involved in running a restaurant, leadership development and business acumen. This program culminates in a week of classroom and hands-on instruction at our Restaurant Support Center in Orlando, Florida. Restaurant managers also receive approximately 600 hours of additional training during their first year in the role.
- **GM/MP Leadership Experience**, a multi-day, in-person training focused on the critical skills GMs and MPs need to lead entire restaurants and their management teams. Modules include Building Culture through Inclusion, Hiring for Success, Coaching Managers, Managing Difficult Situations and Growing Sales & Improving Profitability.
- **GM/MP Conferences**, our 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.

Darden invests \$150 million annually in a robust training program that begins immediately upon hiring, regardless of role.

NEW TRAINING FOR DIRECTORS OF OPERATIONS

In fiscal 2026, Darden promoted 26 individuals into the Director of Operations role, which is responsible for overseeing approximately 8 to 10 restaurants. Launched in January 2026, Darden’s new Director of Operations Leadership Experience is a four-day, in-person training designed to equip those newly promoted to the role with the mindset, tools and business acumen needed to drive performance across multiple restaurants.



“

Leaders encouraged me, pushed me and reminded me not to give up. I sought feedback, learned from others and kept working to become a stronger leader. With the support, advocacy and mentorship of my director and many others, I achieved the goal I had worked toward for years. On October 15, 2025, I was promoted to Director of Operations. I’m deeply passionate about teaching and developing others. There’s nothing like witnessing the ‘Aha!’ moments when something finally clicks for someone. Helping people the way so many helped me throughout my career is incredibly fulfilling. ”

Matt Hood

Director of Operations

LongHorn Steakhouse
Carolina Division

1st Job at Darden:
Server, 2004



“

Stepping into leadership has been an incredibly meaningful milestone — especially in the same restaurant I helped open 15 years ago. I’ve been fortunate to grow with this restaurant from day one. I’ve experienced everything alongside it: grand openings, busy nights and slow seasons, staff changes, new faces becoming familiar ones, and regular guests becoming friends. I’ve watched teams evolve, people develop, and our community strengthen around us. Being part of something from the very beginning — and continuing to contribute to its future — has been a true blessing. ”

Diana Diaz

Restaurant Manager

LongHorn Steakhouse
Bayonne, NJ

1st Job at Darden:
Server, 2011



CREATING A WELCOMING ENVIRONMENT

Everyone is welcome to a seat at Darden's tables. When Bill Darden opened his first restaurant in 1938, he built a team based on hard work, curiosity and a desire to grow — without regard to race, gender or background. Today, we proudly carry that legacy forward through an inclusive culture that gives every team member the opportunity to thrive.



58% of our hourly team members are women

56% of our hourly team members are members of racial and ethnic minority groups

38% of leadership across our restaurants and support center teams are members of racial and ethnic minority groups

44% of leadership across our restaurants and support center teams are women

61% of our Executive Leadership is comprised of members of racial and ethnic minority groups and/or women

33% of our Board of Directors are women

A CULTURE OF INCLUSION

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. Our ERGs are open to everyone at our Restaurant Support Center and support 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

“

As a newer employee, ERGs have shown me **the power of community**. You don’t have to identify with a specific group to participate. Everyone is welcome, and it’s a great way to connect, contribute and feel supported. ”

Janiris Matos Diaz
Project Leader, HR Technology

Janiris’ ERG Involvement
Darden African American Network (DAAN), Darden Asian Network, Darden Hispanic or Latin American Network, Darden Pride Network, Darden Serve Network, Darden Women’s Network



“

ERGs show you a different side of Darden. They help you connect with others, learn from different perspectives, experience new cultures and gain exposure to people and opportunities that you wouldn’t normally encounter in your day-to-day. ”

Loren Furbert
PC Support

Loren’s ERG Involvement
Darden African American Network, Darden Asian Network, Darden Women’s Network



“

Even after many years at Darden, ERGs remain one of the fastest ways to build **relationships**. They help break down barriers across teams, making it easier to share ideas and connect across the organization. ”

Justin Scruton
Manager, Guest Relations

Justin’s ERG Involvement
Darden African American Network, Darden Asian Network, Darden Serve Network, Darden Women’s Network



COMMUNITIES

We don’t take for granted our role in the communities we serve — uniting people with great food, meaningful jobs and a commitment to giving back.

Darden and the Darden Restaurants, Inc. Foundation (Darden Foundation) work together to make a meaningful impact across the following areas:

- Fighting hunger
- Investing in future generations
- Helping in times of need
- Making a difference in our hometown

Aligned with our business, we believe we can make the greatest difference in these key areas. Over the past five years, the Darden Foundation has donated more than \$20 million to charitable organizations that support our communities.



FIGHTING HUNGER

With more than 2,200 restaurants nationwide, Darden embraces both the opportunity and our responsibility to help fight hunger. Through our partnership with Feeding America® and our Darden Harvest program, we support hunger relief in communities across the country.

Food insecurity touches every U.S. county, impacting millions of people — including one in five children — who rely on food banks, pantries and local nonprofits for access to nutritious meals.

Together with Feeding America, we work to expand equitable access to food, prioritizing communities facing high levels of food insecurity. In the past six years, the Darden Foundation has collaborated with Penske Truck Leasing to donate more than 60 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.

Each Darden restaurant works hard to minimize food waste, saving resources and caring for the environment. Despite these efforts, there is nearly always extra food. Rather than let it go to waste, we developed the Darden Harvest program to donate our excess food to hungry people in our communities.

This food does not come from guests’ plates. It consists of items intended for service but ultimately not used. At the end of each shift, Darden team members prepare, process and package surplus food for donation to local charities.

BY THE NUMBERS

\$2M

from the Darden Foundation to support Feeding America in fiscal 2026

6M

pounds of surplus food donated through Harvest in fiscal 2026

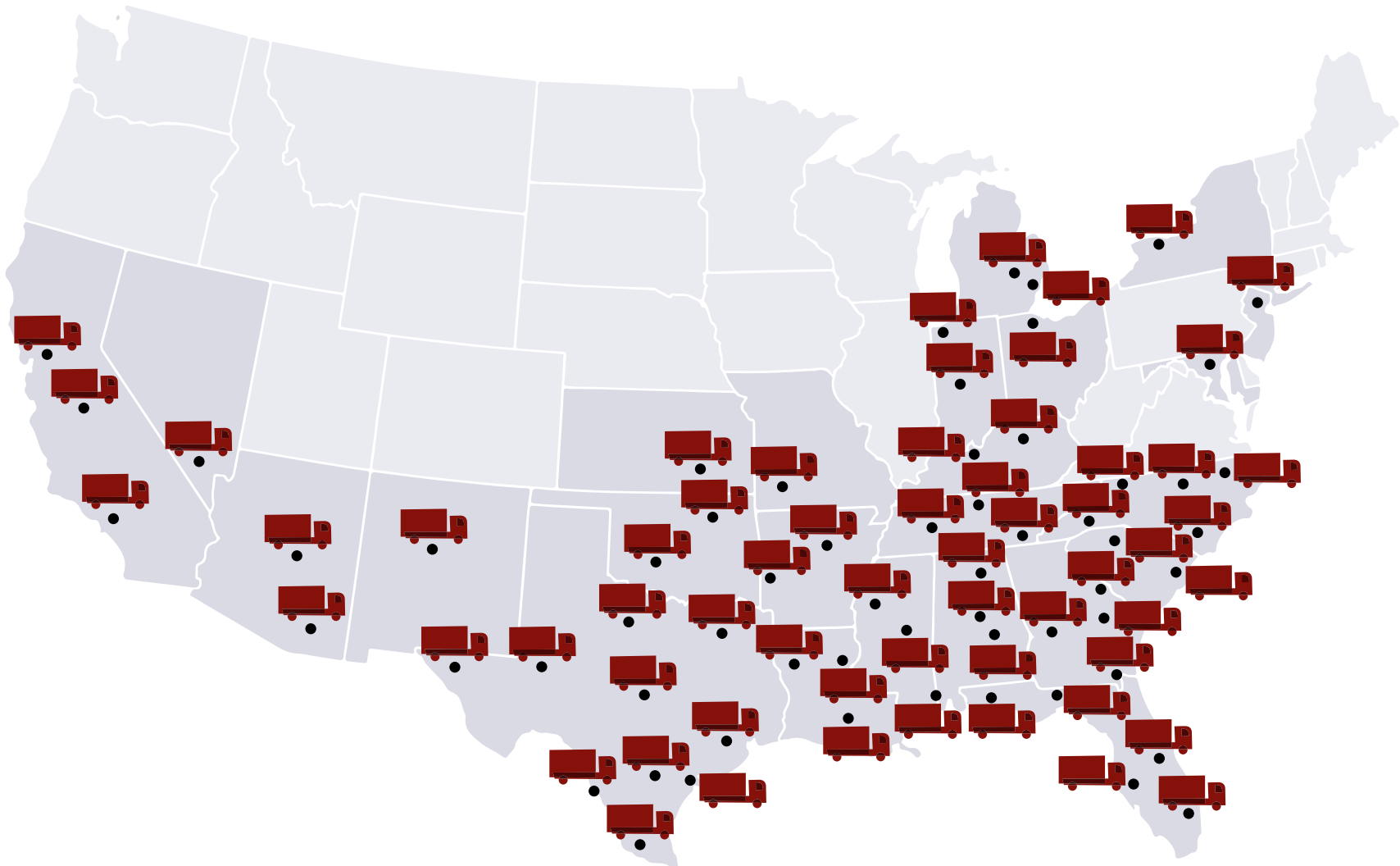
\$22M+

donated to Feeding America by the Darden Foundation since 2010

152M+

pounds of food donated through the Darden Harvest program since its inception

THE DARDEN FOUNDATION HELPS FEEDING AMERICA® ADD REFRIGERATED TRUCKS ACROSS THE COUNTRY TO FIGHT HUNGER



60+

trucks added for local food banks since 2021, helping to increase access to nutritious food in communities across the U.S.

Made possible through donations from the Darden Foundation, totaling

\$12.5M

Each 26-foot refrigerated box truck can transport

12K lbs.

of food at a time

DARDEN HARVEST FOOD DONATION

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



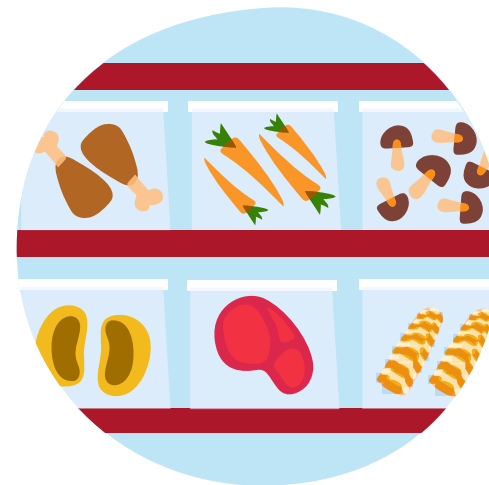
1. IDENTIFY

Darden identifies the types of surplus food not served to guests that can be packaged and stored for donation at each restaurant — ensuring quality, safety and nutritional value.



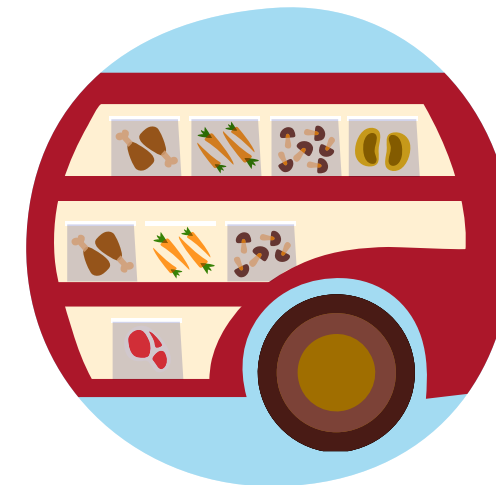
2. PARTNER

National nonprofit and Darden partner, Food Donation Connection helps match each restaurant with a community partner well-suited to accept and distribute the types of food donations available at that location.



3. PREPARE

Restaurant teams prepare surplus food for donation at the end of each shift by packaging, labeling and safely storing items, following established food safety standards to maintain quality.



4. RECORD & PICK UP

Restaurant teams weigh and track items donated before coordinating pickup by partners.



5. PREPARE & DISTRIBUTE

Community partners prepare and distribute food to individuals and families, helping expand access to nutritious meals while strengthening local communities.

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. Scholarships are awarded based on academic performance, demonstrated leadership, extracurricular activities, recommendations and unique family circumstances. Since launching in fiscal 2023, the Darden Foundation has awarded nearly 400 scholarships worth \$3,000 each.

THE JOE R. LEE SCHOLARSHIP FUND

To honor the life and legacy of Darden’s first CEO, Joe R. Lee, the Darden Foundation established a \$1 million endowed scholarship fund at the University of Central Florida’s (UCF) Rosen College of Hospitality Management. The fund supports students enrolled in Rosen College’s bachelor’s degree programs in Sustainable Food Business Management or Hospitality Management. UCF’s commitment to cultivating the next generation of leaders in hospitality aligns with the values of Darden and Joe R. Lee, helping reduce financial barriers and turn hospitality career aspirations into reality.



EXPANDING INDUSTRY OPPORTUNITIES

The Darden Foundation contributes \$250,000 annually to support the National Restaurant Association Educational Foundation’s culinary industry training, education and career development programs, including:

ProStart®, a culinary arts and restaurant management program that introduces high school students to career opportunities in the restaurant industry and provides training on topics ranging from culinary techniques to management skills.

Restaurant Ready, which provides job-readiness training, support services, industry credentials, and employment opportunities.



SPOTLIGHT

A PROSTART® TO DARDEN LEADERSHIP

Josh Evans didn’t set out to build a career in the restaurant industry. As a high school student, he enrolled in ProStart® for fun, not realizing it would spark a passion that would shape his future.

Through the program, Josh gained hands-on experience, competed in culinary competitions and was introduced to his first role at Olive Garden, where early mentorship helped him build confidence and develop his skills.

That experience opened the door to many more opportunities. Over time, Josh pursued culinary education and developed an interest in food science,

eventually building a career that brought him back to Darden. Today, he serves as Vice President of Culinary for Cheddar’s Scratch Kitchen, bringing together his technical expertise and passion for food to support menu development and culinary innovation across the brand.

Reflecting on his journey, Josh credits ProStart® with helping him take the first step and discover the range of opportunities in the food industry. Darden’s support of programs like ProStart® helps introduce students to careers in the restaurant industry and build a pipeline of future talent.





PLANET

Serving guests across more than 2,200 restaurants requires energy, water and other natural resources throughout our operations and supply chain. Darden and its suppliers are committed to being good stewards of these resources, and responsibly managing our environmental impact.

ENVIRONMENTAL STRATEGY

Our environmental strategy begins with our restaurants, where we have the most direct control. We work to reduce energy and water use and minimize waste by identifying and implementing more efficient operational practices and technologies. These efforts help reduce environmental impact while also managing operating costs through more efficient use of resources.

We invest in energy-efficient equipment and incorporate green building practices into the design of new restaurants.

Beyond our restaurants, we focus on understanding our environmental risks and impacts and partnering with suppliers and industry organizations to drive improvements. We assess a range of environmental factors — including energy and water use, value chain emissions, land use and habitat resilience — to better understand these impacts and prioritize our efforts. As Darden's restaurant portfolio and revenue grow, intensity metrics for our emissions, water and waste profile provide a more meaningful view of operational efficiency and performance improvements than absolute metrics.



Our attention to rigorous assessment and analysis of environmental risks and opportunities supports informed, practical decision-making.

OUR APPROACH

We continue to leverage the best available data to inform our environmental strategy and support continuous improvement across our operations and supply chain. Darden has historically used industry benchmarks, life cycle assessments (LCAs) and regional emissions factors to assess high-level environmental impacts and inform initial estimates. While these tools provide useful directional insights, they do not fully reflect operational performance within our restaurants and supply chain.

As a result, we are increasingly focused on generating and using actual data through restaurant-level metering, utility data and waste studies to better assess and manage performance within our operations. We are also working with suppliers to improve visibility into operational practices and environmental data, which continues to strengthen our ability to assess supply chain impacts as data collection and disclosure advance. We are committed to improving data quality over time to better inform priorities, strengthen decision-making and support reduction efforts.

We evaluate environmental issues through a practical lens, considering impacts, trade-offs, risks and opportunities across areas such as climate, water use, waste and biodiversity.

This approach is built on three core pillars:



IMPROVING DATA QUALITY

We prioritize data-driven, science-based approaches that align with our core business priorities and aim to use actual data wherever possible.





TESTING IDEAS

Pilot programs help us evaluate new approaches and provide valuable insights to assess feasibility, refine our approach and make informed decisions before scaling.





PARTNERSHIPS

We collaborate with suppliers, researchers, non-governmental organizations (NGOs), experts and industry groups to identify opportunities to work together to drive progress.



ENERGY MANAGEMENT

Optimizing energy use across our restaurants is a key focus for Darden, supporting efforts to manage operating costs and reduce greenhouse gas emissions (GHGs).

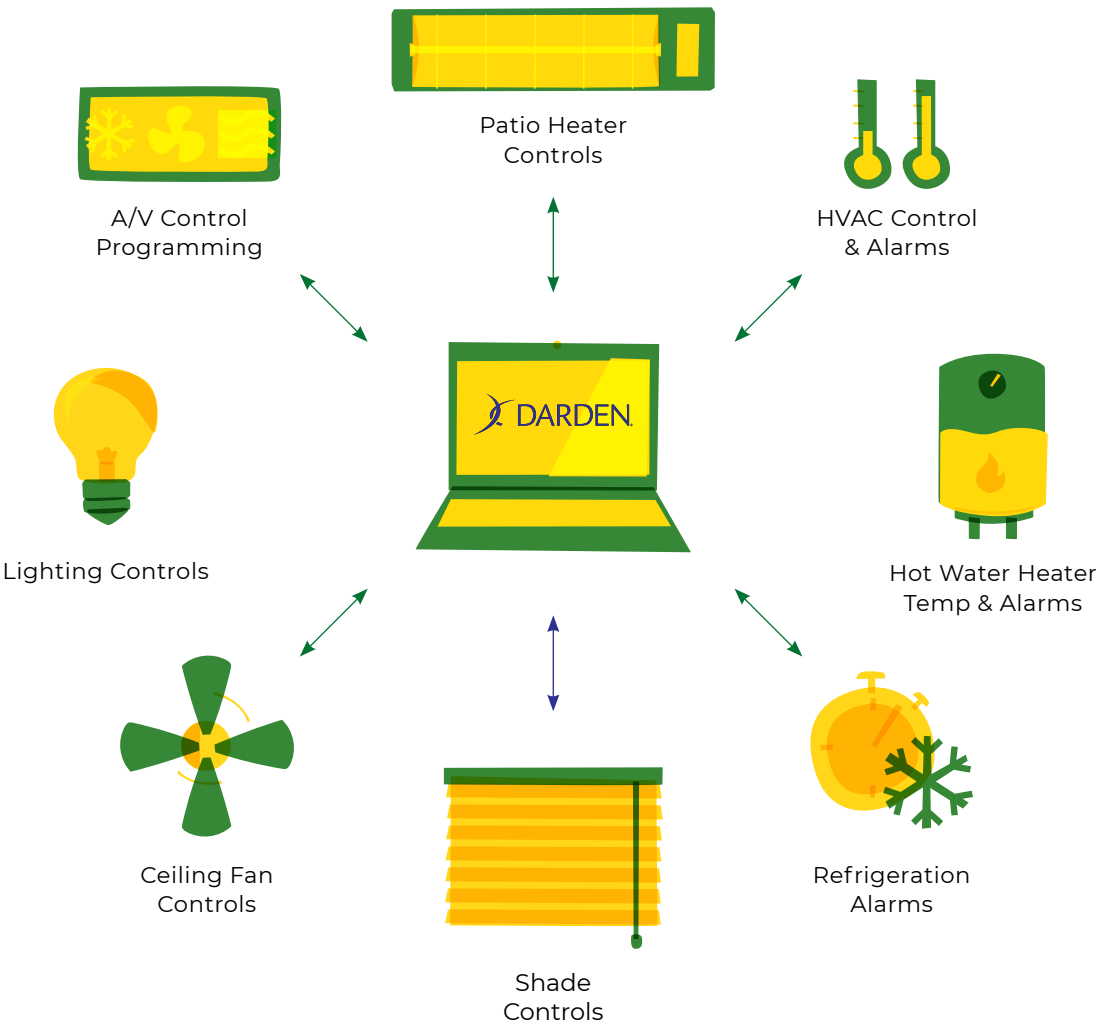
In fiscal 2026, we increased our focus on energy performance, driven in part by the availability of more decision-useful data. Better visibility into when, where and how our restaurants consume energy is helping optimize energy management.

We maintain building-level control systems in many restaurants. Some Darden restaurants are equipped with integrated building management platforms that connect heating, ventilation and air conditioning (HVAC), lighting and other equipment, and use historical data to align system runtimes with operating patterns.



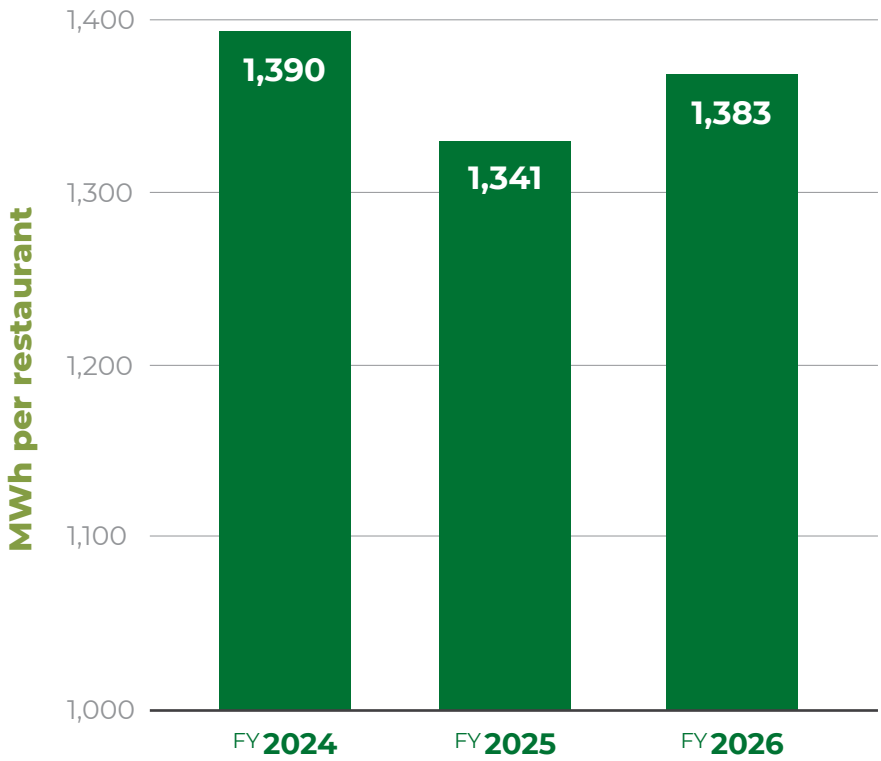
We evaluate equipment- and system-level improvements to optimize energy demand. For example, insights from HVAC installations at select locations informed redesigned systems for new restaurants and enhanced insulation specifications in more extreme climates.

Darden has also tested smart, variable-speed kitchen ventilation systems that adjust airflow based on temperature and cooking activity. These systems are designed to reduce indirect HVAC energy demand by limiting the removal of conditioned air.



ENERGY INTENSITY

As we continue to grow, absolute energy use increases with the number of restaurants in operation. Energy intensity, measured as energy use per restaurant, provides a more consistent measure to evaluate efficiency and track performance over time.



ENERGY CONSUMPTION



ENERGY USE IN OUR RESTAURANTS

We integrate thoughtful energy use into our restaurant operations. Our Design and Construction team partners with our Supply Chain Procurement team to specify and source equipment designed for long-term reliability and energy efficiency. We also conduct rigorous pilot testing before new equipment specifications are deployed more broadly. Once equipment is operating in restaurants, technologies such as integrated controls and advanced metering help provide visibility into equipment performance and energy efficiency. Data from operating restaurants also helps inform future design considerations.

Our Facilities teams support operators by optimizing equipment settings to meet performance expectations and troubleshooting issues when they arise. Because restaurant systems are interconnected, equipment performance is carefully managed across operations, including the relationship between kitchen exhaust systems and restaurant air conditioning. This coordination helps deliver a comfortable experience for guests and team members while managing energy consumption.

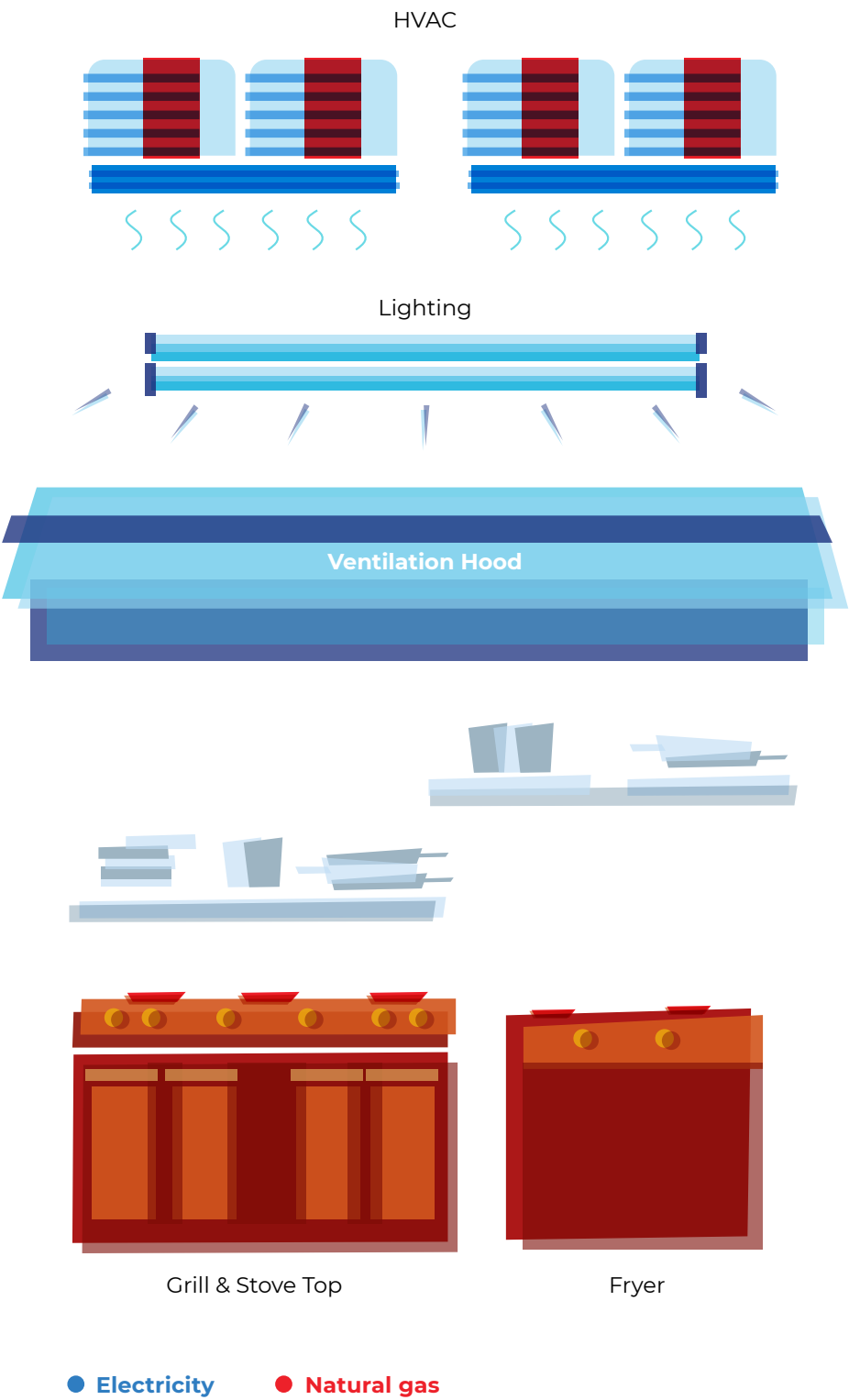
We use preventative maintenance to keep equipment operating efficiently and identify issues that could lead to higher energy use. Darden’s facility managers follow

detailed maintenance programs to ensure air conditioners, water heaters and other equipment operate as intended and continue performing efficiently.

Our operations rely on both electricity and natural gas to support different aspects of our restaurants:

- **Electricity** powers systems critical to food safety and daily operations, including HVAC and refrigeration, which help maintain a comfortable dining environment and preserve food quality. Electricity also powers lighting, computer systems and various kitchen equipment.
- **Natural gas** accounts for approximately half of our total energy use and is primarily used for water heating, cooking on grills, ovens and fryers, and space heating in colder climates.

Natural gas remains a reliable and cost-effective energy source for food preparation, climate control and water heating due to its performance in temperature control and heating efficiency. We are also exploring electric alternatives as commercial-scale technologies evolve.



EMISSIONS

Darden’s Scope 1 and 2 emissions primarily result from electricity and natural gas in our restaurants, respectively. Our Scope 3 emissions account for the majority of our overall emissions profile and represent a meaningful opportunity to deepen measurement and inform long-term reductions across our value chain.

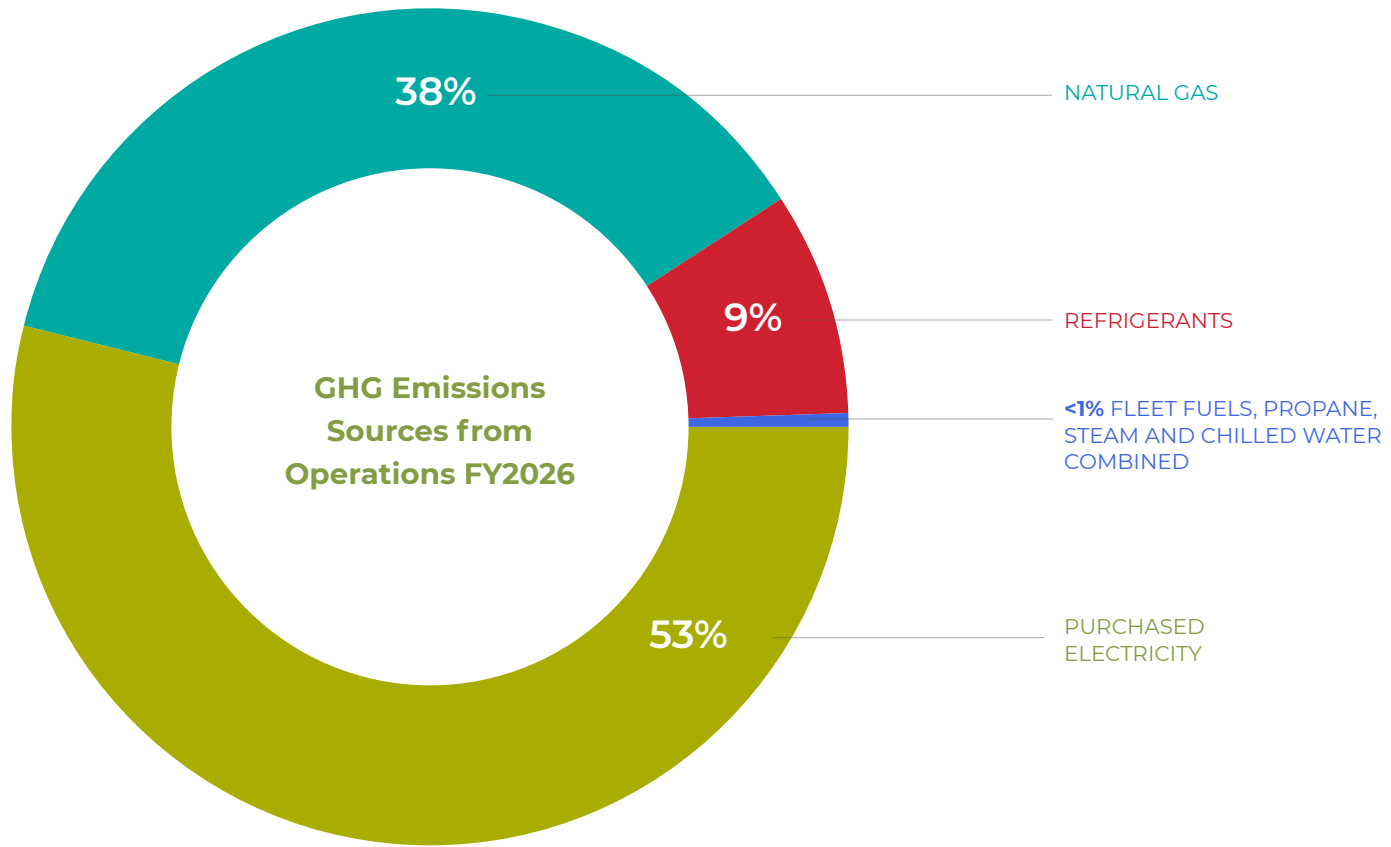
Overall energy use in fiscal 2026 increased proportional to the addition of new restaurants, and energy intensity increased slightly year over year due to the inclusion of restaurants added in a recent acquisition. Darden is kicking off demand management projects aimed at reducing purchased electricity and the associated Scope 2 emissions.

We use the best available data, including supplier specific emissions, life-cycle assessments and industry and regional emissions factors, to estimate our Scope 3 emissions. Scope 3 data collection remains an area of ongoing development across the industry. We are committed to improving data quality to better inform our priorities and reduction efforts.

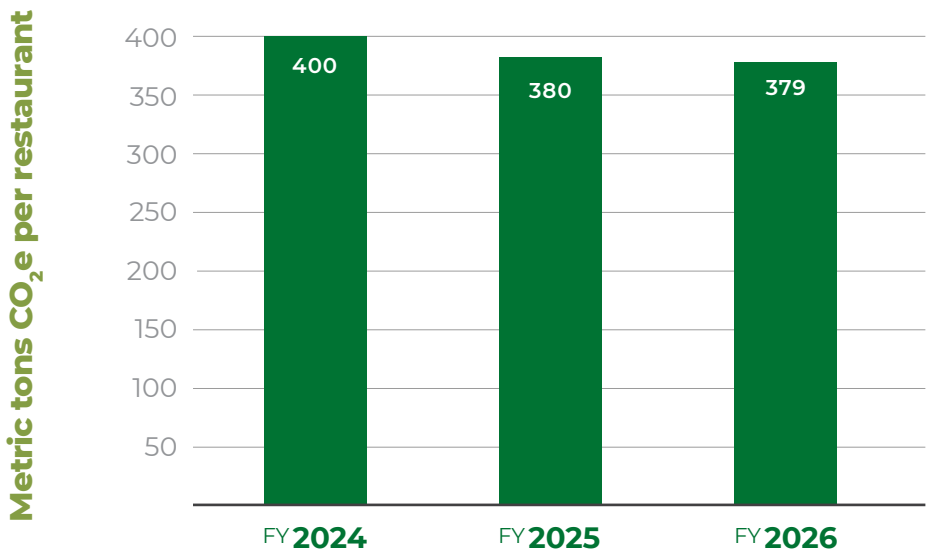
Emissions from our Purchased Goods and Services (Scope 3, Category 1) represent the largest share of our value chain footprint. Beef and dairy production alone account for approximately 32% of our emissions.

Darden has periodically assessed climate impacts across our operations and supply chain since fiscal 2022. Scope 3 emissions are calculated on a biennial basis, with the most recent inventory completed in fiscal 2025. We will continue to refine this inventory as data quality and availability improve.

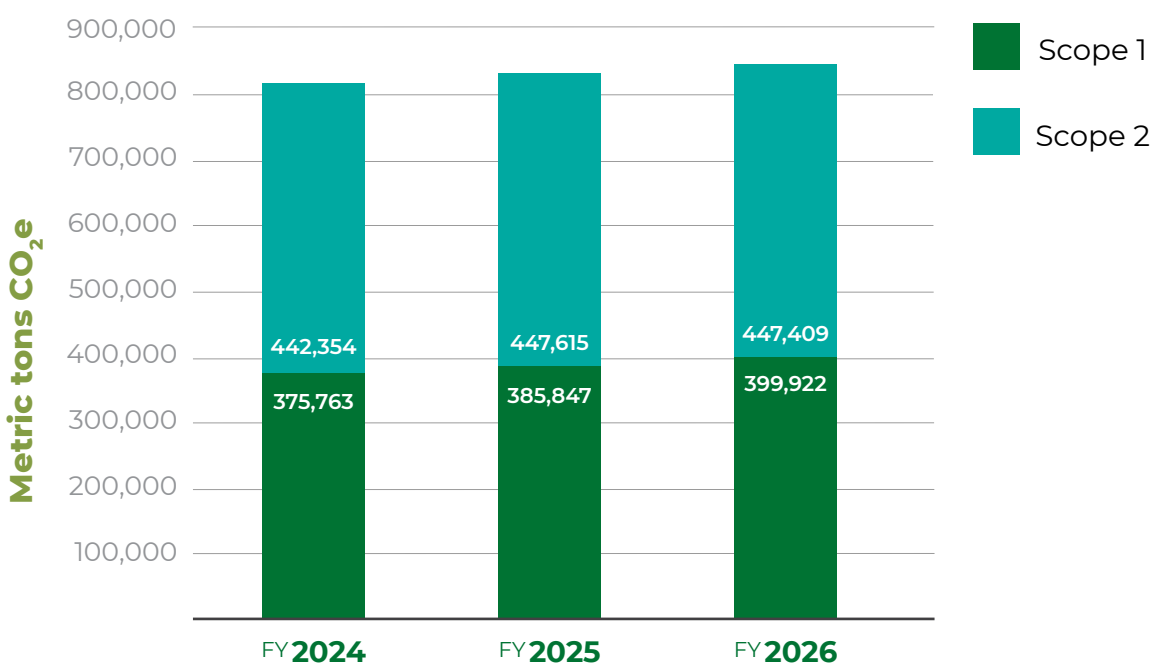
EMISSIONS PROFILE



SCOPE 1 & 2 GHG INTENSITY — PER RESTAURANT



SCOPE 1 & 2 EMISSIONS

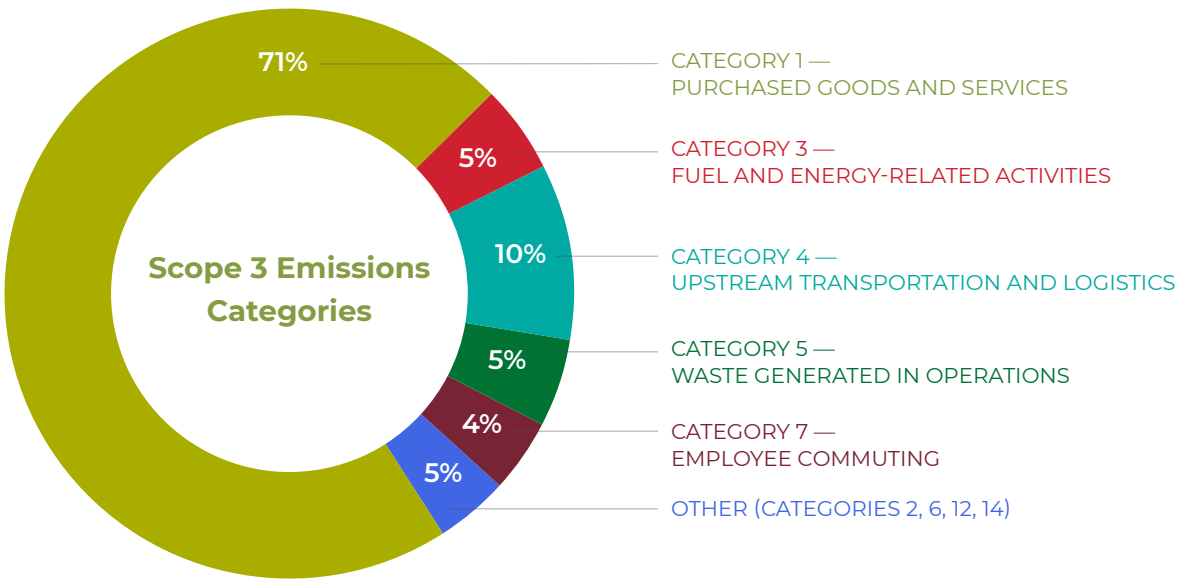


Darden has added over 300 restaurants through acquisition and built new restaurants during the period depicted in the charts above.

SCOPE 3

Based on FY2025 data

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



WATER CONSERVATION

Water is essential to our restaurant operations, from cooking and cleaning to serving guests and maintaining landscaping. Darden primarily focuses on conserving water in our restaurants, where we can have the most direct impact.

Our Design and Construction team and Supply Chain Procurement team incorporate water-saving features such as low-flow fixtures, touchless faucets, water-efficient landscaping, and sensors and smart controls. Operational teams also implement training and processes to help manage water use.

In fiscal 2026, we expanded water use analysis across brands to better understand operational needs and identify efficiency opportunities. We found that approximately 90% of our water use is concentrated in three areas: food and beverage preparation, sanitation and irrigation. These areas represent our primary focus for efficiency improvements.

We are leveraging water metering technology in select restaurants to better understand usage patterns, detect leaks and identify equipment operating outside expected parameters. These insights support more targeted operational improvements and inform future conservation efforts.



Water use also extends across our supply chain. Life-cycle assessments show that the commodities with the largest impacts on water systems are produce, seafood and animal proteins, including poultry, beef and dairy. This helps us focus supplier engagement on areas with the greatest potential impact.

We engage suppliers to better understand water-related risks and share best practices. In fiscal 2026, Darden visited supply chain partners' operations in the beef, poultry, dairy, aquaculture and row crop sectors to better understand how water management practices affect operations and local ecosystems. We learned how critical soil health and management are to building resilient systems that can better withstand extreme weather patterns such as drought and flooding, as healthy soils help retain moisture during dry periods and reduce nutrient loss during heavy rainfall. We also observed the implementation of water reuse and recycling practices designed to reduce overall water consumption, water treatment needs and wastewater discharge.

Through participation in the U.S. Roundtable for Sustainable Beef (USRSB), we support approaches to assess water use and nutrient management in beef production, including use of the [USRSB Sustainability Framework](#), which helps identify opportunities for continuous improvement. We also support management practices focused on soil health that help build resilience across grazing lands.



WATER USE IN RESTAURANTS

~90%

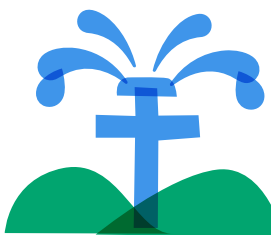
of restaurant water use is concentrated in food and beverage preparation, sanitation and irrigation



FOOD AND BEVERAGE PREPARATION

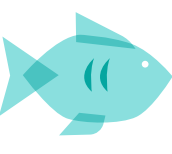
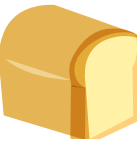
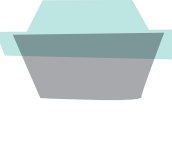
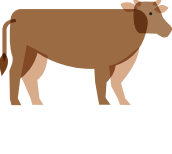
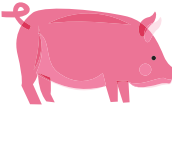


SANITATION

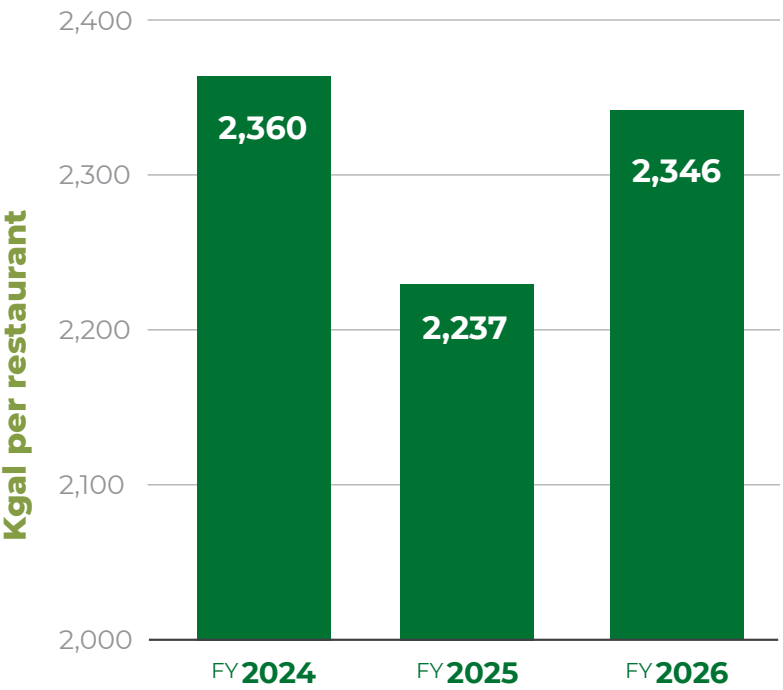


IRRIGATION OF LANDSCAPED AREAS

WATER USE ACROSS OUR SUPPLY CHAIN

	16% PRODUCE		5% SOUPS / SAUCES / BASES
	13% SEAFOOD		5% OIL / SHORTENING / DRESSINGS
	12% POULTRY		4% BAKERY
	11% MILK / CHEESE / BUTTER		3% PACKAGING
	10% BEEF		3% DESSERTS
	7% NON-ALCOHOLIC BEVERAGES		2% PORK
	6% OTHER COMMODITIES		2% PASTA

WATER INTENSITY



WATER CONSUMPTION

-  5.2 billion gallons of water used in FY2026
-  330 million gallons of reclaimed water used in FY2026

WASTE MANAGEMENT

Darden continues to identify opportunities to reduce, divert and better manage waste generated across our restaurants and supply chain. We work with suppliers, industry groups and other partners to increase diversion and reduce waste through practical solutions and collaboration.



We have historically relied on waste management vendors to quantify most of our waste volumes. Much of this data is based on estimates, such as container sizes and pickup frequency, rather than actual weights. As we continue to improve data quality, an area of ongoing opportunity across the industry, we perform detailed restaurant waste studies to better understand waste generation, validate vendor estimates and identify the most impactful opportunities for improvement.

Forecasting tools and operational data help our brands better align food preparation with demand and reduce overproduction. Many of our brands offer multiple portion size options, helping reduce post-consumer food waste while maintaining guest satisfaction.

In fiscal 2026, we assessed different technologies to divert organic waste from landfill, including equipment that processes food waste into outputs, such as compost and animal feed, helping return materials to productive use. We also engaged food producers to identify opportunities to divert surplus product to food donation channels where feasible.

We continue to evaluate packaging and operational adjustments, such as right-sizing product formats and reducing unnecessary materials, to decrease upstream waste. We are also exploring alternative uses for materials that are difficult to recycle, including construction materials made from recycled plastics.



SPOTLIGHT

TURNING WASTE INSIGHTS INTO ACTION

In fiscal 2026, we expanded waste studies to additional brands, including The Capital Grille, Ruth's Chris Steak House and Yard House, building on prior studies at Olive Garden, LongHorn Steakhouse and Cheddar's Scratch Kitchen.

These studies showed that waste generation varies across brands, due to differences in menu design, preparation methods and operating models, reinforcing the need for targeted approaches rather than a one-size-fits-all solution.

Food waste spans multiple categories, including inedible preparation scraps, overproduction and post-consumer waste. We are focused on identifying the greatest opportunities for reduction, particularly improving forecasting to reduce overproduction.



WASTE DIVERSION IN
FISCAL 2026

16%
approximate diversion rate*

100%
of restaurants recycle used cooking oil

~67%
of restaurants have solid waste
recycling programs

6+
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.

MANAGING KEY WASTE STREAMS ACROSS RESTAURANT OPERATIONS

FOOD WASTE

Darden reduces waste through improved forecasting, menu design, donation programs such as the Darden Harvest Program and diversion pathways.

OIL & GREASE

Darden recovers and recycles materials through vendor-managed programs.

OTHER MATERIALS

Darden supports recycling and waste handling practices depending on local infrastructure.

FOOD SERVICE WARES

Darden prioritizes packaging designed to be reusable, recyclable and/or compostable.

E-WASTE & EQUIPMENT

Darden manages responsible disposal and recycling through vendor partnerships.

SUPPLIER PACKAGING

Darden specifies packaging requirements that support food quality and safety while managing disposal and diversion pathways where infrastructure and local recycling options exist.



DRIVING PROGRESS ACROSS OUR SUPPLY CHAIN

Because environmental issues are complex and interconnected, driving progress requires collaboration and a systems-based approach. Darden works closely with suppliers, industry peers and other partners to identify opportunities for improvement and solutions.



IMPROVING SUPPLY CHAIN DATA AND PERFORMANCE

High-quality data is foundational to effective action. Since fiscal 2022, we have engaged suppliers to better understand impacts across climate, water and land use.

Our initial assessments relied primarily on secondary data sources, including life cycle assessments (LCAs) and commodity and regionally specific emission factors. We identified beef production as the largest contributor to value chain emissions, followed by electricity generation, dairy production, natural gas consumption, logistics and transportation, and waste disposal.

While these estimates established a baseline, they do not enable us to track supplier-level performance or support targeted improvement strategies. In fiscal 2026, we continued to prioritize data quality across our highest-impact categories, focusing on expanded supplier engagement and gaining a clearer understanding of data gaps.

Improving data quality at scale is an industry-level issue. We work with partners to advance consistent data collection, shared frameworks and more accurate measurement in the areas that can support improved outcomes for the environment, our supply chain partners, communities and our guests. These collaborations enable more reliable performance tracking and support progress across our highest-impact categories.

SPOTLIGHT

SUPPORTING RESPONSIBLE BEEF PRODUCTION

Beef represents a significant portion of Darden's sourcing spend and is a core offering across many of our brands, making it a key area of focus. Darden sources the majority of its beef from the U.S., where established production systems and strong supplier relationships support our understanding of environmental practices, and where grazing systems and well-managed grasslands play an important role in livestock production and stewardship of natural resources.

Environmental outcomes are largely influenced by how cattle are raised, and Darden supports best management practices across grazing systems. This includes practices related to animal genetics, grazing and feeding strategies, and soil health. Darden also engages with the [USRSB](#) to support continuous improvement across the beef value chain. For more information, see [Strengthening Grazing Land and Ecosystem Resilience](#).

Through engagement with producers and industry partners, Darden continues to listen to, learn from and collaborate with ranchers to support practices that can contribute to healthy soils, biodiversity, resilient watersheds and productive operations.

KEY PARTNERSHIPS ADVANCING ENVIRONMENTAL MEASUREMENT AND PERFORMANCE

Darden works with a range of organizations to improve environmental measurement and performance across food supply chains, including:



Meat Institute

Darden participates in initiatives led by the Meat Institute to improve environmental data collection and aggregation across beef, pork and poultry supply chains. This includes efforts to incorporate supplier data in centralized systems, enabling more representative and reliable insights.



U.S. Roundtable for Sustainable Beef (USRSB)

Darden supports the USRSB, a multi-stakeholder organization that brings together representatives from across the U.S. beef value chain, as well as civil society, to advance continuous improvement in environmental sustainability. In 2026, USRSB continued to advance its Innovation in the U.S. Beef Value Chain: [A Sustainable Beef Research Roadmap](#), identifying priority areas for investment to improve environmental performance and support continuous improvement across U.S. beef production systems.



U.S. Roundtable for Sustainable Poultry & Eggs (USRSPE)

Darden supports USRSPE, a multi-stakeholder organization focused on advancing sustainability across the poultry and egg value chain, including the publication of its [Sustainability Framework Report](#), which features responses from producers across 101 voluntary metrics and 15 priority areas. In 2026, Darden continued to engage with USRSPE and monitor developments across the poultry and egg value chain.



Innovation Center for U.S. Dairy

Darden's dairy suppliers participate in the [Innovation Center for U.S. Dairy](#), which brings together stakeholders across the dairy value chain to advance industry-wide sustainability efforts through research, data and shared commitments. Recent initiatives include updates to the [FARM Environmental Stewardship program](#), the [2025 Farmgate Life Cycle Assessment](#) and continued adoption of the [U.S. Dairy Stewardship Commitment](#).



Seafood Supply Chain Engagement

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. In fiscal 2026, we focused on strengthening our understanding of aquaculture supply chains, including feed sourcing, welfare and habitat impacts. Insights from this work will inform future supplier engagement and performance measurement efforts.

SPOTLIGHT

STRENGTHENING GRAZING LAND AND ECOSYSTEM RESILIENCE

Improving soil health and grazing lands management practices support more productive ranching, healthier ecosystems above and below the grass and improved water systems. The Darden Foundation has helped fund the Rocky Mountain Rangelands Program, which focuses on restoring grazing lands and improving habitat conditions across the Western U.S.

Through partnerships with organizations and companies such as 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, the program brings together stakeholders to implement conservation practices at scale.

The project has helped restore habitats that support native species, by funding the removal of non-native and invasive vegetation, which can reduce water availability, degrade soil conditions, increase wildfire risk and reduce grassland health and resilience. The program also supports solutions that reduce reliance on traditional fencing, helping improve wildlife movement and habitat connectivity across grazing lands.

To date, the program has helped restore nearly 80,000 acres, treated over 21,000 acres for invasive species and upgraded or removed more than 30 miles of fencing.

In fiscal 2026, Darden representatives visited project sites in high-mountain desert landscapes of Idaho and Oregon to better understand on-the-ground realities and priorities of ranching operations. These discussions reinforced the important role ranchers play as long-term stewards of the land, drawing on generations of experience and a deep understanding of local ecosystems and grazing conditions.

The discussions also highlighted the need for greater stakeholder alignment and identified emerging risks, including the loss of grazing land to development and an aging rancher population with limited succession, both of which may impact the long-term resilience of the U.S. beef supply chain. These insights reinforce the importance of restoring grazing lands, supporting soil health and improving pasture conditions while helping sustain resilient ranching operations over time.



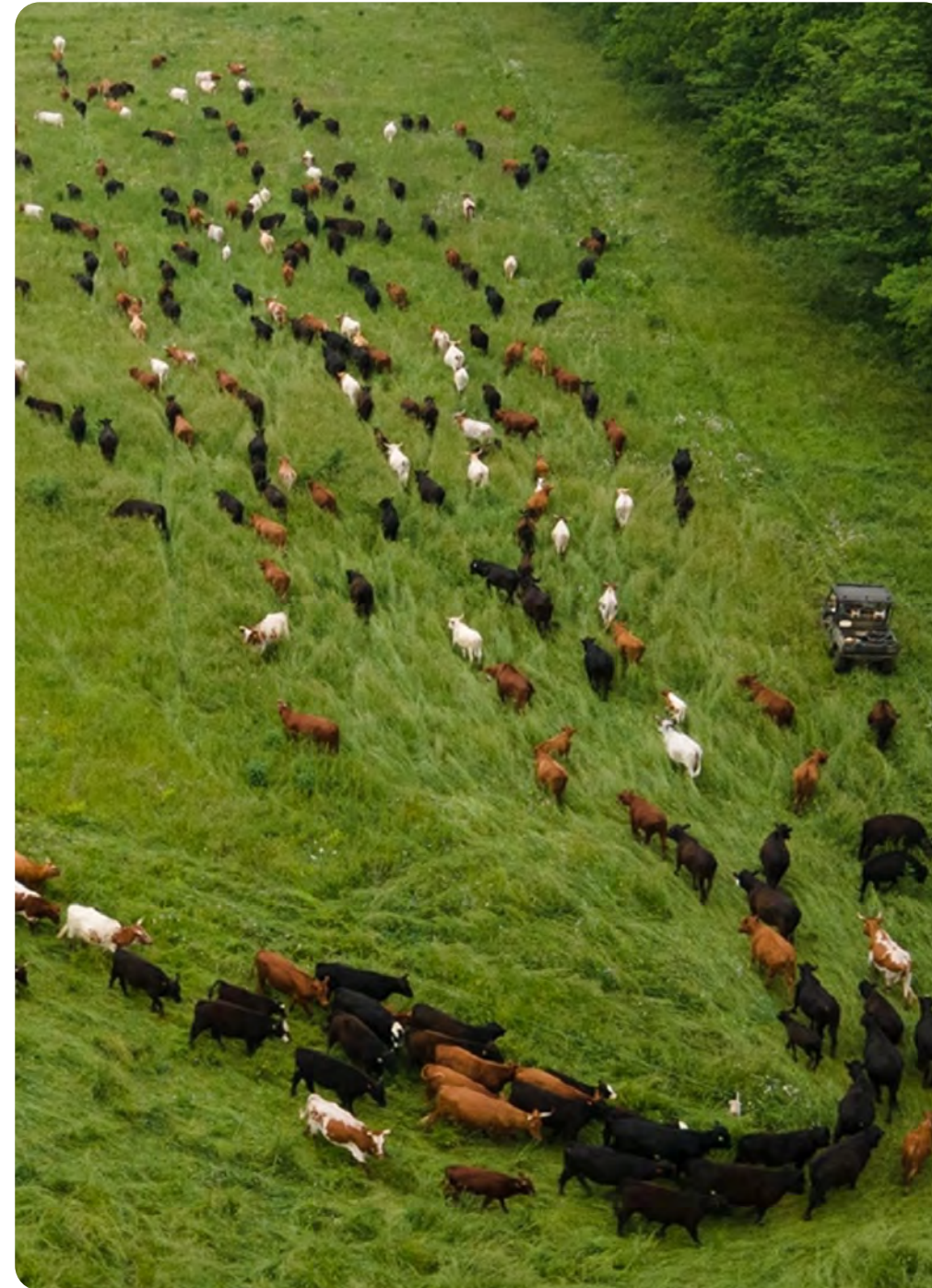
UNDERSTANDING NATURE IMPACTS IN OUR SUPPLY CHAIN

Since 2020, Darden has periodically assessed environmental risk across our supply chain, focusing on commodities commonly associated with deforestation and land use change, including beef, palm oil, soy, cocoa, coffee and wood fiber.

Our initial screening, based on fiscal 2019 purchasing spend data, identified potential areas of exposure. Since then, we have worked with suppliers to improve traceability and better understand sourcing practices, including the use of third-party certifications relevant to each commodity.

As of fiscal 2023, our assessment found that the majority of our spending on commodities linked to deforestation and land use change was low to no risk. This reflects our sourcing profile, with most key commodities sourced from the U.S. and other regions considered lower risk for deforestation, based on recognized frameworks such as the Accountability Framework initiative (AFi).

In fiscal 2024, we conducted a more detailed review of beef sourcing in regions considered at higher risk to further validate this assessment. We found that less than 1% of our beef spend was sourced from these regions. Supplier engagement confirmed this sourcing was supported by third-party certifications and documentation showing it originated from regions with low deforestation risk.



In fiscal 2025, we expanded our assessment to additional commodity categories including pork, chicken and aquaculture seafood, where upstream inputs such as animal feed and grains may present deforestation risk in certain regions. This analysis included tracing feed sourcing across key supply chains and found that most feed inputs were sourced locally or regionally near farming operations, resulting in lower deforestation risk, or were supported by third-party certifications.

In fiscal 2026, we assessed both direct and indirect palm oil exposure and found that a majority of supply by volume was sourced from low-risk regions and/or supported by reputable third-party certifications such as the Roundtable on Sustainable Palm Oil (RSPO). The remaining portion reflects limited traceability of certain intermediate products from upstream producers, and we continue to work with suppliers to improve visibility and assess associated risk. This assessment leveraged guidance from the AFi and was independently assured by APEX Companies in accordance with the International Standard on Assurance Engagements (ISAE) 3000 standard for non-financial information.

Based on these assessments, we currently consider deforestation risk for the commodities assessed to date to be negligible across our supply chain at this time. We will continue to monitor developments and partner with suppliers to further strengthen traceability and documentation as needed, while focusing our efforts on the environmental priorities most closely connected to our sourcing footprint and where we believe we can drive the greatest impact.

DELIVERING WITH PURPOSE

Behind every meal served across our brands is a sophisticated logistics network that ensures food and supplies are delivered safely, consistently and efficiently to more than 2,200 restaurants nationwide.

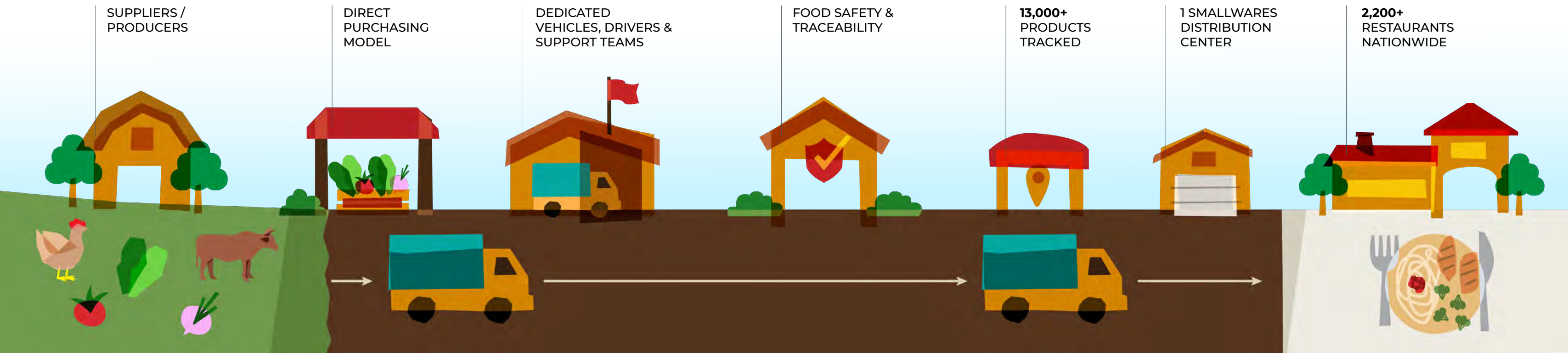
Our direct purchasing model provides greater control over quality, consistency and cost. By sourcing food directly from producers rather than traditional distributors, we also improve visibility across our supply chain. Our scale enables us to operate dedicated delivery vehicles, drivers and support teams across brands, supporting operational efficiency.

This level of control also enhances food safety and traceability. Darden team members collaborate closely with suppliers to assess food safety protocols and verify performance. We also leverage advanced technology to track and analyze the movement of more than 13,000 products throughout our system, enabling better planning, waste reduction and data-driven decision-making.

In fiscal 2026, we initiated efforts to reduce unplanned and additional restaurant deliveries of tabletop and kitchen items from our Smallwares Distribution Center in Orlando. We also began consolidating inbound shipments to reduce total deliveries and truckloads.

Improving logistics efficiency also supports our environmental efforts. Full truckloads and optimized delivery routes help reduce fuel use and associated GHG emissions. More accurate forecasting minimizes waste, particularly perishable items, by ensuring we order only what is needed, precisely when it is needed.

DISTRIBUTION OVERVIEW





PLATE

Our guests trust us to serve great food every day. The people who make up our Food Safety and Quality team work closely with our restaurants and suppliers to uphold rigorous standards, trace ingredient origins and promote humane animal care throughout 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. We do not compromise our high standards for quality, wholesome ingredients.

Many of our brands provide clear information on nutritional content and allergens to help guests make informed decisions about the food they eat.



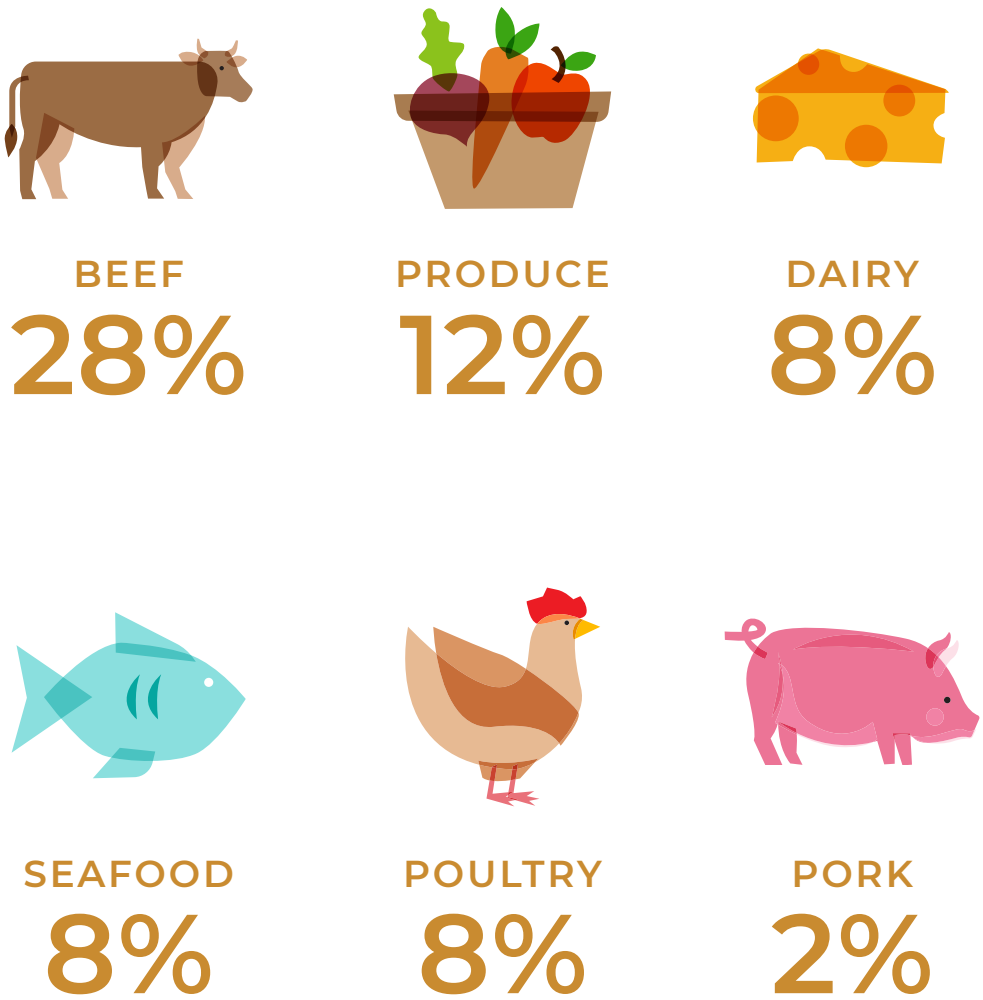
DARDEN BUYS
APPROXIMATELY

\$3.5 BILLION
IN FOOD PRODUCTS
PER YEAR

FROM
1,400
SUPPLIERS

IN
30
DIFFERENT COUNTRIES

TOP ITEMS IN OUR FOOD BASKET*



* Based on spend in fiscal 2026 on food and beverage. Ancillary and administrative costs not included.

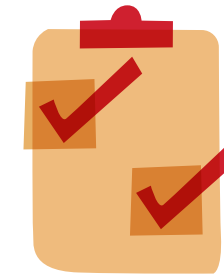
FOOD SAFETY

Darden's rigorous food safety program includes many safeguards to ensure the quality and safety of every meal we serve. Our expert Total Quality team oversees 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 uphold the trust millions of guests place in us each year, beginning long before food reaches the plate. Our in-house experts bring deep educational and professional credentials. We also work closely with local health officials and regulatory agencies on food safety issues and consult with industry experts to stay aligned on best practices.

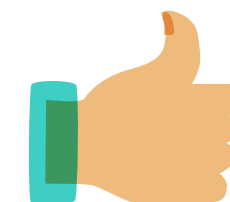
We follow the U.S. Food and Drug Administration's (FDA) comprehensive Hazard Analysis Critical Control Point (HACCP) food safety principles, which emphasize the prevention of food safety hazards. Our teams implement food safety measures at every stage — from farm to fork — to protect the health of our 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 2026, out of 262 Class I recalls, only 1 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 Global Food Safety Initiative (GFSI)-certified.

INDUSTRY COLLABORATION TO IMPROVE FOOD SAFETY

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



Retail Food Safety Advisory Group



ANIMAL WELFARE STRATEGY

Darden is committed to the respectful and responsible treatment of animals throughout our supply chain. We engage academic and industry experts and collaborate with suppliers who share this commitment.

Our goal is for suppliers to contribute to measurable improvements in animal welfare outcomes where it is needed. We support a science-based approach and align with evolving best practices. In fiscal 2026, our understanding was enhanced by hearing directly from farmers and ranchers who are closest to the operational and logistical challenges involved in supporting animal welfare, along with the ingenuity and resourcefulness they bring to identifying solutions.

Darden supply chain leaders, sustainability professionals and Animal Welfare Council members are trained by the Professional Animal Auditor Certification Organization (PAACO), the leading authority on animal welfare auditing.



ANIMAL WELFARE COUNCIL

Darden's Animal Welfare Council guides the company's animal welfare strategy. This cross-functional team brings together internal leaders from Total Quality, Sustainability, Communications, Government Relations, Legal and Supply Chain, including managers responsible for sourcing pork, poultry, beef, seafood, eggs and dairy products.

The Council also includes external members, including animal welfare academics and thought leaders with expertise in the care of animals in food supply chains. Its work is advanced by dedicated working groups — subsets of the full council — each focused on addressing specific topics related to each of Darden's primary protein sources.

The Council's priorities include humane housing, pain avoidance, harvest practices, farm animal transportation and the responsible use of antibiotics. Council input informs Darden's approach to animal welfare within our supply chain. The Council members bring subject-matter expertise across a variety of species and topics. In fiscal 2026, Darden's animal welfare commodity working groups focused on emerging risks to animals from pathogens, traceability, supplier engagement and regulatory developments.

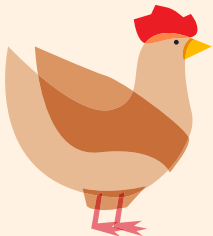
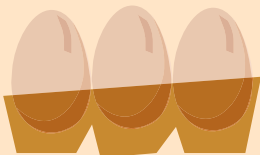
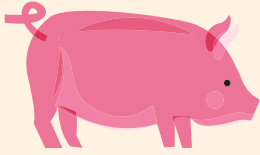
Darden’s Animal Welfare Council drives collaboration with suppliers and industry peers to define meaningful metrics and develop science-based frameworks aligned with validated welfare measurement methods.

ASSESSING ANIMAL WELFARE

Darden has established goals to drive progress in 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.

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. Darden and its Animal Welfare Council have also reviewed the [Five Domains model](#) for animal welfare and have applied aspects of that framework in our evaluation of animal outcomes. For more details, see Darden’s full [Animal Welfare Policy](#).

Each protein type supply chain is unique, and Darden’s programs — including our goals — are tailored to address the specific opportunities they represent. In addition to guidance from our Animal Welfare Council, we work closely with industry organizations that share our commitment to continuous improvement.

	Goal	2026 Update
 Poultry	Partner with producers and farmers to drive healthy biological function, expression of natural behavior and humane poultry processing.	Thanks to the trust and transparency of our suppliers, Darden’s broiler chicken partners provided Key Welfare Indicator (KWI) data to complete a 2-year pilot to collect and analyze KWIs for broiler chickens in our supply chain. The results demonstrate our suppliers in aggregate are performing at or above available industry benchmarks and relevant animal welfare audit standards. We plan to continue refining and standardizing the data to add value back into this supply chain. This work is foundational to our long-term commitment to drive progress in animal welfare.
 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 specifications are for cage-free eggs for owned and operated restaurants. Due to supply chain constraints, there were times in fiscal 2026 when eggs from conventional housing systems were sourced to meet demand. Darden’s franchise network is working to source cage-free eggs where supply and alignment with other specifications are available. Our engagement with Darden’s international franchise partners on this topic is ongoing.
 Pork	To collaborate with producers to provide the best animal care through all phases of pork production and to 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.	Darden engaged directly with suppliers and their farm networks to learn about their on-farm priorities, challenges and opportunities. In addition, Darden participated in industry forums focused on establishing tools and strategies to advance animal welfare through research. In fiscal 2026, approximately 58% of all pork purchased by Darden was from suppliers with group housing for sows.

ANTIMICROBIAL STEWARDSHIP

Darden requires its suppliers of land-based proteins to comply with FDA guidelines and all applicable national regulations governing antimicrobial use. Consistent with these standards, antimicrobials that are important in human medicine may not be used with farm animals for growth purposes. 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 help address emerging risks from antimicrobial resistance and in supporting research needed to support farmers and animals.

We continue to evaluate industry best practices in antibiotic stewardship and managing risks associated with antimicrobial resistance. We recognize that the care and management by professionals on farms, in transportation and at processing facilities play critical roles in achieving positive animal welfare outcomes.

In fiscal 2026, Darden supported the [International Consortium for Antimicrobial Stewardship in Agriculture \(ICASA\)](#), a research symposium that included industry peers and leading researchers. ICASA focuses on creating practical solutions, including new technologies and management practices, that promote judicious antibiotic use, produce healthier beef cattle and swine, and improve animal welfare.



“

Darden's commitment to animal welfare is thoughtful and forward-looking. Serving on the Animal Welfare Council, I value how this work aligns with the company's broader sustainability efforts. Our partnership is defined by meaningful dialogue, evidence-driven problem-solving, and a shared dedication to ethical decision-making.

”

Dr. Janice Swanson

Darden Animal Welfare Council

Adjunct Professor,
Michigan State University



PARTNERS IN ANIMAL WELFARE

Darden actively engages with the following groups on animal welfare and related topics:



BROILER CHICKEN WELFARE

Darden suppliers and farmers are key collaborators in bringing together data and their on-the-ground experience to identify and share best practices that support broiler chicken welfare.

In fiscal 2026, we completed a two-year pilot to collect and analyze KWIs for broiler chickens in our supply chain, aimed at establishing an ongoing process for measuring performance. Darden’s approach builds on nationally recognized audit standards and international guidance on welfare indicators from the [International Poultry Welfare Alliance](#). These indicators cover flock conditions on the farm, transport and handling and processing.

Beginning in 2022, we worked with welfare experts to survey our suppliers to help identify the types of information available and feasible data-collection processes. We conducted further analysis in 2023 to better understand the on-the-ground realities for our suppliers, and we used these insights to design a pilot to begin collecting meaningful data from them.

The recently completed pilot has helped Darden establish a baseline and data collection process to help drive collaboration across our suppliers and our industry by measuring the performance of outcomes-based KWIs from our broiler suppliers. Based on the pilot, Darden is refining the data collection process to focus on the most impactful indicators and is engaging with suppliers. The pilot helped Darden identify key areas in which to engage with suppliers to improve outcomes.

Through this research, Darden’s team had the opportunity to deepen our partnership with our suppliers by visiting farms and plants. Our shared commitment to animal welfare is evident in their training, processes and the care they show their animals.



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. This report includes our latest disclosures within the SASB framework. Unless otherwise noted, the data reflects fiscal 2026 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. These statements are generally identified by the use of forward-looking terminology, including the terms as “may,” “will,” “expect,” “intend,” “anticipate,” “continue,” “estimate,” “project,” “believe,” “plan,” “outlook” or similar expressions. 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, a failure to address cost pressures and a failure to effectively deliver cost management activities and achieve some economies of scale in purchasing, certain economic and business factors and their impacts on the restaurant industry and other general macroeconomic factors including unemployment, energy prices, tariffs and interest rates, the inability to hire, train, reward and retain restaurant team members and determine and maintain adequate staffing, a failure to recruit, develop and retain effective leaders or the loss or shortage of personnel with key capacities and skills that could impact our strategic direction, increased labor and insurance costs, health concerns arising from food-related pandemics, outbreaks of flu, viruses or other diseases, food safety and food-borne illness concerns, insufficient guest or employee facing technology or a failure to maintain

a continuous and secure cyber network, compliance with privacy and data protection laws and risks of failures or breaches of our data protection systems, 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 recognize, respond to and effectively manage the accelerated impact of social media, a failure to identify and execute innovative marketing and guest relationship tactics, ineffective or improper use of other marketing initiatives and increased advertising and marketing costs, climate change, adverse weather conditions and natural disasters, long-term and non-cancelable property leases, inability or failure to execute a business continuity plan following a major natural disaster, shortages, delays or interruptions in the delivery of food and other products and services from our third-party vendors and suppliers, failure to drive profitable sales growth, a lack of availability of suitable locations for new restaurants or a decline in the quality of locations of our current restaurants, higher-than-anticipated costs associated with the opening of new restaurants or with the closing, relocating or remodeling of existing restaurants, risks associated with doing business with franchisees, licensees and vendors in foreign markets, volatility in the market value of derivatives, volatility in the U.S. equity markets affecting our ability to efficiently hedge exposures, failure to protect our intellectual property, our reporting on environmental, social and governance matters or our sustainability ratings, litigation, unfavorable publicity or failure to respond effectively to adverse publicity, disruptions in the financial and credit markets, impairment of 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 future changes in accounting standards, 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. With the exception of Scope 3 emissions, data is for Darden’s fiscal 2026 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,	FB-RN-130a.1	(1) 3,088 GWh
	(2) percentage grid electricity and		(2) 42% grid electricity
	(3) percentage renewable		(3) 0.07% renewable
Water Management	(1) Total water withdrawn,	FB-RN-140a.1	(1) 5.2 billion gallons
	(2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress		(2) 38% in regions with High or Extremely High Water Stress
Food & Packaging Waste Management	(1) Total amount of waste,	FB-RN-150a.1	(1) 419,508 metric tons
	(2) percentage food waste, and		(2) Approximately 48% based on fiscal 2026 waste characterization studies at Darden Restaurants
	(3) percentage diverted		(3) 16% diversion rate at U.S.-owned and operated restaurants
			Managing Waste
	(1) Total weight of packaging,	FB-RN-150a.2	Darden does not currently capture this data in a manner consistent with the indicator guidance.
	(2) percentage made from recycled or renewable materials, and		
	(3) percentage that is recyclable, reusable, or compostable		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 2026, of 262 Class I Recalls, only 1 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	Darden does not currently capture this data 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. Darden does not currently capture this data 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	Darden does not currently capture this data 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: 15% 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) \$24.63 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 2026. 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 specifications are for cage-free eggs for owned and operated restaurants in fiscal 2026. Due to supply chain constraints, there were times when eggs from conventional housing systems were sourced to meet demand. Darden's franchise network is working to source cage-free eggs where supply and alignment with other specifications are available. Our engagement with Darden's international franchise partners on this topic is ongoing. (2) Approximately 58% of all pork purchased by Darden was from suppliers with group housing for sows. 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 2026, 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 2026, 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. Darden's Food Principles 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. 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. Animal Welfare Policy



ACTIVITY METRIC	CODE	RESPONSE
Number of (1) entity-owned and (2) franchise restaurants	FB-RN-000.A	(1) 2,202 company-owned restaurants (2) 167 franchised restaurants
Number of employees at (1) entity-owned and (2) franchise locations	FB-RN-000.B	(1) 209,931 team members (hourly and salaried) (2) Darden does not currently capture this data 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.

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.

b) Impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.

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 a 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.

c) Resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

Darden is currently modeling opportunities and engaging supply chain partners, industry organizations and top thought leaders to support development of a strategy. We aim to develop a comprehensive understanding of how different scenarios may impact our operations and strategy.

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 the direction of our risk management philosophy 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.

5.2 billion gallons

Total water consumed.

5.2 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 2026. 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, 2025 to May 31, 2026 (the “Subject Matter”).

- Energy
- 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) (2023 data), 2025
- USEPA Emission Factor Hub, 2025
- Environment Canada, National Inventory Report 1990–2022: Greenhouse Gas Sources and Sinks in Canada, Annex 13 - Electricity in Canada: Summary and Intensity Tables, 2024

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 2026
- 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.

¹Version 2023-12

Assessment Standards

- 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 2026 is attached.

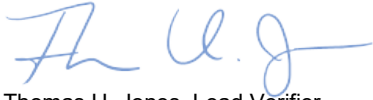
Statement of Independence, Integrity and Competence

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



David Reilly, Technical Reviewer
ESG Principal Consultant
Apex Companies, LLC
Santa Ana, California

July 23, 2026

This assurance statement, including the opinion expressed herein, is provided to Darden Restaurants, Inc. and is solely for the benefit of Darden Restaurants, Inc. 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 2026 Data Subject to Assurance

Metric	Units ²	2026
Energy		
Total energy	GWh	3,088 ³
Grid electricity % of total energy	%	41.67
Renewable energy % of total energy	%	0.03
GHG Emissions ⁴		
Scope 1 GHG emissions	MT CO ₂ e	399,922
Scope 2 GHG emissions (Location-Based)	MT CO ₂ e	447,409

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

³ 11,116,534 Gigajoules (GJ)

⁴ Types of GHGs: CO₂, N₂O, CH₄, HFCs



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