

2025 SUSTAINABILITY REPORT

SUSTAINABILITY *IS Always* ON THE TABLE





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A LETTER FROM *our* PRESIDENT AND CEO



The world keeps changing, and 2025 brought no shortage of complexity. What hasn’t changed since we first opened our doors is what brings people back to our tables: the simple draw of a great meal shared with the people who matter most. That’s what Red Robin is built around. And it’s why we’re committed to being the First Choice for the people around our tables - our Guests, Team Members, and Investors.

Our sustainability strategy helps us turn that commitment into action. Our pillars, People, Product, Place, and Governance, guide where we focus, how we measure our impact, and how we hold ourselves accountable. In each, 2025 brought meaningful progress we are proud to share.

Our Team Members are our greatest ingredient. In 2025, we rolled out competency models across our organization, delivered more than 41 hours of training, and adopted a more dynamic listening model to create a culture of engagement, trust, and excellence, and deliver bottomless fun to our Guests.

Giving back remains core to who we are. In 2025, we completed our three-year, \$3 million pledge to Make-A-Wish—a milestone made possible by the unbridled generosity of our Guests, Team Members, and franchise partners. Local schools and community groups raised more than \$1.7 million through restaurant fundraisers, a 46%

increase over the prior year. And on Veterans Day, we served over 89,000 free burgers to those who have served, while launching our Heroes Among Us pin program to honor the veteran Team Members who lead in our restaurants every day.

We also continued to deliver our steadfast commitment to food quality and safety. 100% of our chicken is cage-free, all of our beef suppliers comply with humane handling standards, and every one of our restaurants and suppliers is audited by an independent third-party agency. We’re proud to have expanded the share of cage-free eggs to 64.6% and have committed to reaching 100% by the end of 2026. These standards reflect the high value we place on our Guests, and the high bar we set for ourselves. We made environmental progress, too, by growing waste diversion by 21.6% over 2024 and recycling enough fryer oil to divert 2,856 tons from landfill.

At Red Robin, sustainability is part of winning together. It’s built into how we make our restaurants great places to work, the means by which we responsibly source our ingredients, and the ways we make our communities stronger. I’m grateful to our Team Members and partners for the work that made this year’s progress possible, and I’m energized by what we’ll build in the year ahead.

A handwritten signature in blue ink, appearing to read "Dave Pace".

Dave Pace
President and CEO

WHO *we* ARE

At [Red Robin®](#), our ambition is to be the most loved restaurant brand in every community we serve. Since opening our doors in Seattle in 1969, we’ve grown into a casual dining destination where craveable food and genuine connection come together for memorable moments. We’re proud to serve gourmet burgers and bottomless fun to generations of hungry Guests – because when we bring people together around great food, we win together.

OUR MISSION

Serve Our Guests Awesome American Food and Bottomless Fun

OUR VISION

Be the Most Loved Restaurant Brand in the Communities We Serve

OUR VALUES

BOTTOMLESS FUN

From our unique art, to our iconic mascot, to our endless fries – we like to have fun. Our playful attitude impacts all aspects of our business, ensuring both Team Members and Guests have a great time.

UNBRIDLED GENEROSITY

By providing boundless kindness, abundance in service and a “do-whatever-it-takes” attitude and hospitality, our Team Members are equipped and excited to care for our Guests.

INTEGRITY & HIGH PERFORMANCE

Our actions are driven by unwavering integrity, setting a new benchmark for high performance and fostering a culture of trust and excellence.



WINNING TOGETHER

Our values are underpinned by the concept of “Winning Together.” In addition to creating memorable experiences for families and friends around our table, we are always looking for ways that we can be better for our Team Members and our communities.

OUR LOCATIONS

We operate 475 Red Robin restaurants in 44 U.S. states and 1 Canadian province.¹

475
restaurants

385
company-owned

90
franchisee-operated

¹ As of the end of 2025 fiscal year.

2025

PERFORMANCE

Highlights



People

41

average hours of training per Team Member; an increase of 2 hours compared to 2024

\$823,900

raised for Make-A-Wish, achieving our record-breaking \$3 million pledge

\$1,715,120

raised by schools and community groups through fundraisers and donation drives at our restaurants, a 46% increase compared to 2024



Product

100%

of our beef suppliers comply with humane handling of livestock and regularly participate in animal welfare audits

64.6%

of our eggs that are cage-free, a 28% increase compared to 2024

100%

of our restaurants and suppliers are audited by third-party food safety agencies

Place

17%

reduction of waste, compared to 2024

21.6%

increase in waste diversion, compared to 2024



Governance

6 of 7

of our Board members are independent²



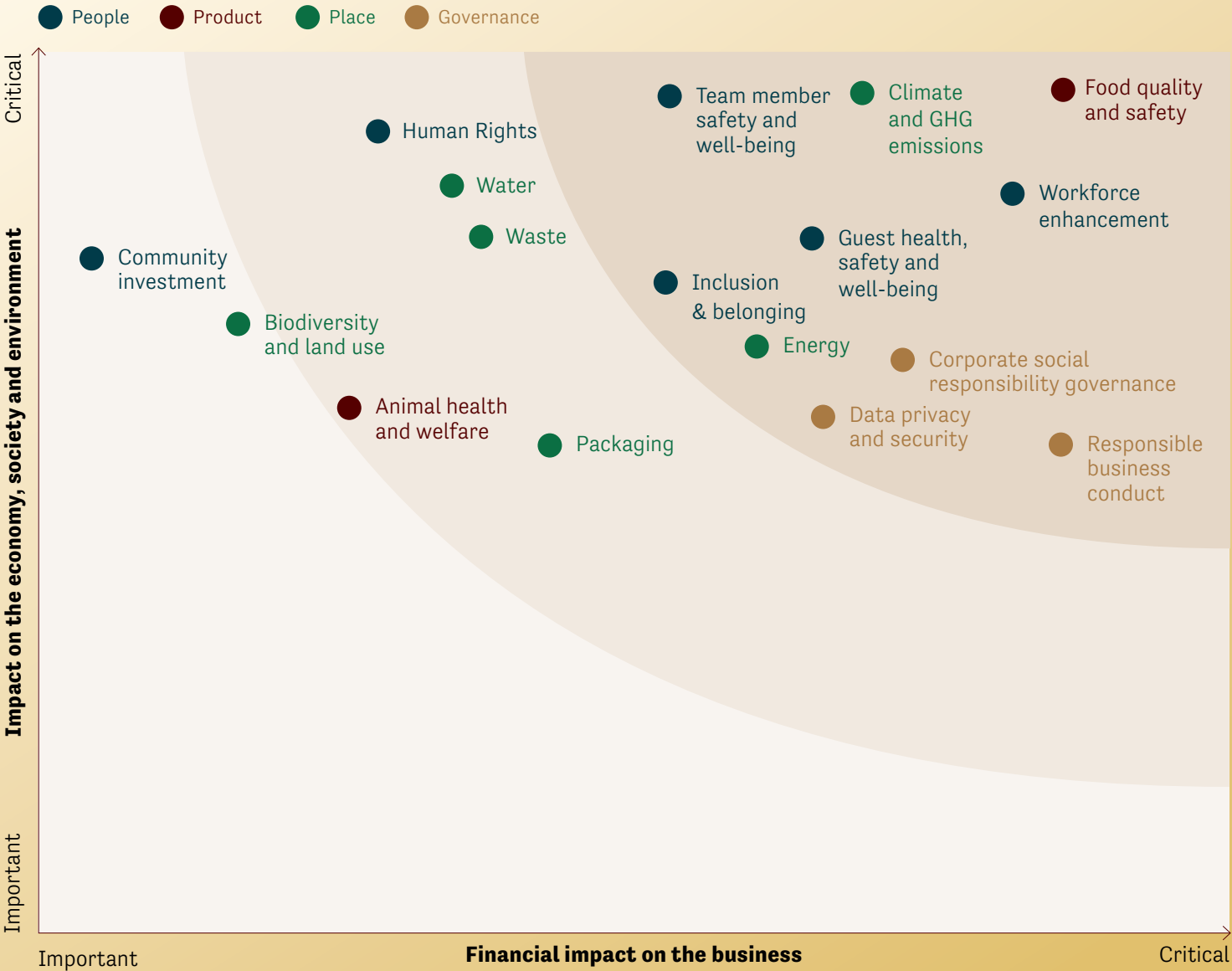
² As of May 2026.

MATERIALITY

We seek to focus our sustainability strategy, initiatives, and reporting on the environmental, social, and governance topics that are most material to our business and the stakeholders across our value chain.

We worked with a third-party expert and engaged internal and external stakeholders to complete a double materiality assessment in 2023. This assessment helped us understand topics where the company has the potential to impact the environment and society, in addition to topics that could impact our business and financial success. Together, these views help prioritize topics and initiatives that create value and minimize risk. We consider materiality refreshment as changes in our business and operating environment occur.

Our Materiality Matrix



OUR Sustainability STRATEGY

At Red Robin, we’re focused on creating a positive impact—for our Team Members, our Guests, and the communities we serve. We endeavor to operate our business responsibly and reduce our impact on the environment.

Sustainability is Built on Winning Together

Sustainability is built into how we run our restaurants and is guided at the board level as part of our commitment to being the most loved restaurant brand in our communities. Our sustainability efforts support our First Choice strategic plan by delivering quality food and operational effectiveness, engaging our guests, fostering a high-performance, inclusive environment for Team Members, and delivering cost efficiency.

Our sustainability approach is built on four key pillars—People, Product, Place, and Governance – to help drive us toward a sustainable and successful future. Our efforts include developing strategies and action plans, setting goals and metrics, and tracking and reporting our progress. Along the way, we engage stakeholders to help inform our efforts and transparently disclose progress in alignment with the Sustainability Accounting Standards Board (SASB).



People

We aim to establish Red Robin as an employer of choice and champion a positive culture where people are trained, recognized and celebrated. We also empower people to make a difference in their community.



Product

We strive to offer delicious food made with high-quality ingredients that our communities trust and enjoy.



Place

We work to build sustainability initiatives that reduce our impact on the environment.



Governance

We are dedicated to upholding a culture of integrity, transparency, and accountability throughout Red Robin.

MATERIAL TOPICS

- Workforce enhancement
- Human rights
- Team Member safety and well-being
- Inclusion and belonging
- Community investment

- Food quality and safety
- Guest health, safety and well-being
- Animal health and welfare

- Climate and greenhouse gas (GHG) emissions
- Energy
- Water
- Waste
- Packaging
- Biodiversity and land use

- Corporate sustainability governance
- Responsible business growth
- Data privacy and security

People.

OUR GREATEST
INGREDIENT



Our focus areas:

- Workforce enhancement
- Guest health, safety and well-being
- Team Member safety and well-being
- Inclusion and belonging
- Supporting our communities

Progress at-a-Glance:

- Continued roll out of competency models to all levels of the organization
- Increased average training hours to 41 hours per Team Member
- Increased Team Member retention
- Upgraded our digital resource platform
- Expanded Team Member benefits
- Raised over \$245,000 for the Giving Fund at the annual Red Robin Foundation Golf Tournament
- Achieved our \$3 million pledge to the Make-a-Wish Foundation
- Provided 89,059 free burgers for veterans and active service members on Veterans Day

At Red Robin, our Team Members are the secret sauce in everything we do. Their energy and passion creates a dining experience that helps Red Robin achieve our vision to be the most loved restaurant in the communities we serve. That’s why we focus on building a workplace where people are supported, rewarded, and feel like they belong. We also extend that support to important causes in our communities, reinforcing our commitment to our Team Members and the neighborhoods we serve.

Winning Together

Our Talent Management Approach

At Red Robin, supporting our Team Members is how we create shared success. When our people feel valued, equipped, and inspired, they do their best work—for each other, for our Guests, and for our company. We offer competitive pay and benefits, meaningful recognition, and opportunities to learn, grow and build lasting careers.

Red Robin’s First Choice strategic plan for company growth recognizes the value of our people and includes focus on cultivating an ownership mindset, rewarding performance, and developing strong leaders across our restaurants and support teams.

Attracting Great Talent

We hire in a way that reflects who we are—grounded in integrity and high performance. We publish pay ranges, share benefit information, and regularly review job descriptions to attract a wide range of qualified candidates. We are committed to fair hiring practices that create opportunity while maintaining high standards for performance. Our approach focuses on the skills and capabilities needed in each role, helping us identify talent that can thrive at Red Robin. Our restaurant manager toolkit connects local leaders with a wide range of community-based talent sources, opening doors to potentially untapped pools of candidates.

Retaining Our Team Members

To retain great talent, we focus on hiring the best talent, setting them up for success from day one, and giving them the tools they need to be successful. In 2025, we improved our retention as measured by a 15.9% reduction in our voluntary turnover rate compared to 2024. We use onboarding surveys and exit interviews to better understand what’s working and where we can improve, and apply those insights to strengthen our approach.

We are also proud of our strong culture of promoting from within. Creating clear pathways for growth helps our Team Members build meaningful careers. We expanded “Winning Together” conversations with managers and above to communicate clear expectations and reinforce shared goals.

Voluntary turnover decrease

15.9%

demonstrating our commitment to retaining our Team Members

Training and Development

Training at Red Robin is designed to be practical, relevant and rooted in the real experience of our restaurants. We equip Team Members with tools and support to deliver their best, which enables us to be the most loved restaurant brand in the communities we serve.

We offer training and development opportunities for building skills, from day-to-day execution through leadership. Our competency models define the skills and behaviors needed in each role, at every level of Red Robin. These models align performance with our strategy and values and provide a framework for performance feedback, career development, and succession planning. We support Team Members and Managers in the development process with guidance and resources, such as the Partner Guide and Assessment Tools.

In 2025, we introduced the Burger User Network, or “BUN”, a new digital resource platform for all things Red Robin. The BUN expands access to standards, tools, recipes, communication, and resources that help Team Members stay connected and engaged.

Steps of Service

Our service philosophy is built around GREAT (Greet, Ready, Execute, Acknowledge and Thank) steps of service — Red Robin’s standards for delivering unbridled hospitality, where Guests feel bottomlessly valued, respected and cared for. In 2025, we launched “Ten Steps of Service” to provide our Team Members with more detailed information that gives our Guests the best experience.

Team Members

Our training focus is on hands-on, relevant skills that drive quality, consistency, and growth. Certified Learning Coaches guide new Team Members through on-the-job training and skills certification. Our Restaurant Support Center members go through our Day-in-the-Life training program to get hands-on experience in our restaurants working alongside our chefs, servers and managers.

Restaurant Leaders

For those looking to grow into leadership roles, we offer clear development pathways. Shift supervisors build foundational leadership skills through targeted training, and all new restaurant managers complete our Management Foundations course at one of 82 Certified Training Centers. These programs are designed to be engaging, practical, and focused on building the capabilities to lead strong teams.



Team Member Engagement and Belonging

Strong teams are built on connection, so we prioritize consistent, two-way communication across Red Robin. Our CEO, company leaders and managers connect with Team Members on at least a quarterly basis through events such as Town Halls, Team Rallies, and our Managing Partner Conference. Leadership broadcasts create space for business updates, recognition, and open dialogue between our leaders and Team Members. We also amplify front-line perspectives through our Leadership Advisory Panel (LAP), which brings together restaurant leaders and franchise representatives to share insights and feedback with our executive team.

Ongoing newsletters, education sessions, and engagement activities help keep Team Members informed, involved, and connected to our shared goals. Additional initiatives designed to foster an inclusive environment include a quarterly newsletter and personal and professional mentoring and networking opportunities open to all Team Members.

A New Approach to Listening

In 2025, we introduced a more dynamic approach to listening to our Team Members. Moving beyond a single annual survey, we implemented a continuous engagement model with six smaller cohorts surveyed twice per year—giving us a more consistent, real-time view of sentiment across the organization. We also launched a feedback survey for new managers within their first 90 days to help listen to our Team Members’ early experiences.

Heroes Among Us

At Red Robin, we celebrate the value that our Team Members’ experiences bring to the table. In 2025, we launched the “Heroes Among Us” Pin program, a new initiative to recognize our veteran Team Members. We created a special pin and hat to thank them for their service, the program honors those who have served and reinforces our commitment to being a First Choice employer for veterans. It’s one more way we bring our value of Unbridled Generosity to life—and celebrate the diverse experiences that helps us win together.



Compensation

We design our compensation programs to reflect both the experience our Team Members bring and their contributions to our business. Our pay and performance systems are built to recognize contributions at every level and encourage continued excellence in delivering standout Guest experiences.

For restaurant leaders, our partner program directly links performance to rewards. These financial incentives help us attract and retain top talent, empower local leadership, and reward smart, Guest-focused decisions, all of which help drive progress toward our collective success.

We also offer performance-based compensation across field leadership roles, along with internal recognition programs that celebrate contributions across the organization. In addition, eligible Team Members can participate in our employee stock purchase plan, providing an opportunity to invest in Red Robin’s future and share in our long-term success.

Well Being

At Red Robin, we understand that our Team Members are the heart of the organization, and caring for their well-being is a priority. Our approach includes support for physical and emotional health, financial stability, and workplace safety. We offer a growing range of benefits to support Team Members and their families, and we’re committed to making sure they know what’s available. In 2025, we launched a new benefits website to help Team Members easily access and understand their resources. We host company-wide webinars to raise awareness and connect Team Members to resources. Core offerings include competitive medical, dental, vision and prescription plans.

We recently expanded benefits to include:

- A new Cancer Support program
- Optional legal support, including identity theft protection
- Additional paid parental leave
- Enhanced medical benefits and retirement plan eligibility for our part-time employees (effective 2026)

Mental health and personal well-being remain an important part of our approach. Through our Employee Assistance Program (EAP), Team Members have access to counseling, substance abuse support and financial and life coaching resources. Safety is also a critical component of our well-being strategy, supporting a workplace where Team Members can feel secure and supported every day. For example, Leading During Conflict, our active listening and de-escalation training, is provided to field managers with shift management responsibilities.

The Giving Fund

Since 2006, the Red Robin Foundation has supported Team Members facing financial hardship through the Giving Fund—created by our team, for our team. To date, the program has provided \$16,191,257 to help Team Members and their immediate families during times of need. Funded through Team Member contributions, merchandise sales, and fundraising events, the Giving Fund reflects the unbridled generosity that defines our culture. In 2025, Team Member payroll contribution participation increased to 77%.

The Red Robin Foundation hosted its third annual Golf Tournament in support of the Giving Fund in September, 2025. The event raised more than \$245,000 with the support of 118 players and sponsorship from 64 vendor partners, demonstrating the strength of our extended community. We also continued our Change Matters internal campaign, which encourages Team Members to donate their spare change to the Giving Fund.

TEAM MEMBERS AND IMMEDIATE FAMILIES SUPPORTED THROUGH THE RED ROBIN GIVING FUND



GRANTS ISSUED THROUGH THE RED ROBIN GIVING FUND



Human Rights and Ethics

At Red Robin, we’re committed to respecting human rights, operating ethically and fostering a safe, respectful environment for everyone within our organization and across our value chain. Our [Code of Conduct and Ethical Business Policy](#), along with other [policies and procedures](#), guide our actions, how we treat others, and make decisions. We want every Team Member to feel confident raising any concerns without fear of retaliation, so we maintain an open-door policy and offer a variety of ways to report concerns in the way most comfortable to them.

- A confidential Red Robin Helpline, which is operated by an independent service provider and available online and by phone 24/7
- An open-door policy for direct conversations with supervisors or any member of management
- A toll-free Human Resources contact line

In addition, our Whistleblower policy includes procedures that are overseen by the Audit Committee to support the confidential and anonymous reporting of concerns related to accounting, internal controls, auditing matters and potential violations of our Code of Ethics.



Team Member Spotlight: Lauren Jenkins

Since joining Red Robin in 2021, Lauren Jenkins has served as Senior Program Manager before recently being promoted to Director, while helping lead the Red Robin Foundation and Golf Tournament. Through her leadership, the annual tournament has evolved into a powerful engine for the Giving Fund.

Lauren has built a comprehensive fundraising strategy—designing sponsorship packages, expanding vendor engagement and collecting auction and raffle items. The result is an event that raises funds and strengthens Red Robin’s relationships. For Lauren, the work is deeply personal. “I want to help create a culture of giving—not just raising money, but bringing it to life in ways people can see and feel. The tournament is one of those moments where we all come together to make a real difference.”

Red Robin Workforce

% INTERNAL PROMOTIONS



TRAINING: AVERAGE HOURS PER TEAM MEMBER



NUMBER OF TEAM MEMBERS AT COMPANY-OWNED LOCATIONS³



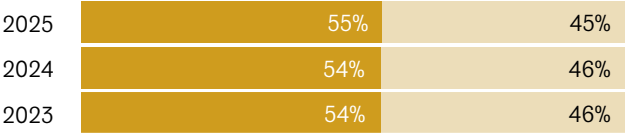
AVERAGE HOURLY WAGE⁴



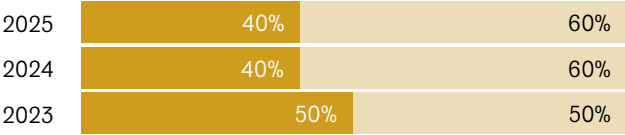
Gender

Women Men

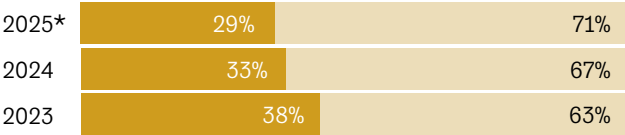
TOTAL WORKFORCE



EXECUTIVE TEAM



BOARD OF DIRECTORS

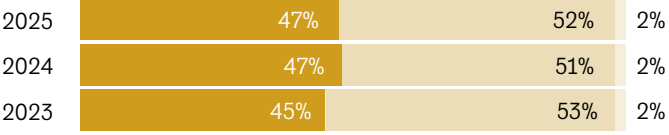


*as of 12/31/2025

Ethnicity

BIPOC White Declined

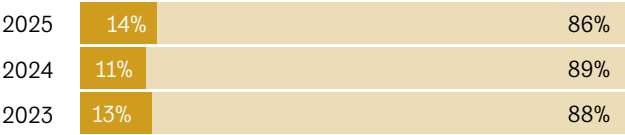
TOTAL WORKFORCE



EXECUTIVE TEAM



BOARD OF DIRECTORS



³ Source: 2025 10-K, 2024 10-K, and 2023 10-K.
⁴ Company-wide average wage (including tips) for all restaurant non-supervisory Team Members.

Supporting Our Communities

Red Robin restaurants are proud to be an active part of the communities we serve. We donate food, host fundraisers, and volunteer, supporting local and national nonprofits working to make life better for children and families.

Helping Wishes Come True

In 2025, we completed an extraordinary chapter in our partnership with Make-A-Wish Foundation, fulfilling our three-year commitment to raise \$3 million—a record-breaking milestone reached in December 2025. Over the course of this partnership, Red Robin hosted more than 1,500 inspiring “Wish Reveal” celebrations in our restaurants, creating unforgettable moments for children with critical illnesses and their families. For every Kids Meal purchased at participating restaurants, we donated \$0.10 toward our fundraising commitment. This partnership has shown what’s possible when our restaurants lead with heart, purpose and community connection.

Fighting Hunger

In 2025, we continued our partnership with Blessings in a Backpack, a nonprofit dedicated to providing weekend meals to school-aged children across America who might otherwise go hungry. Over three years, we raised over \$2.6 million through the generosity of our Guests. In 2025 alone, this support helped provide 135,971 hunger-free weekends to children throughout the school year so they can return to school on Monday ready to thrive.⁵

1 in 5 children in the U.S. relies on their school’s free and reduced-price meal program to provide the nourishment they need to learn and grow.⁶ Our partnership with Blessings in a Backpack makes sure they have the nutritious food they need on the weekends, too.

Giving and Fundraising Locally

Red Robin values being part of vibrant communities where we do business and strive to make a positive difference. We offer opportunities for community groups and nonprofits to raise funds with our restaurants and turn dining into meaningful impact. In 2025, funds raised grew 46% over prior year with 7,569 fundraisers generating \$1,715,120.

Beyond fundraising, our teams continue to show up for their communities in hands-on ways. Restaurant Support Center Team Members supported the Denver Dream Center’s Adopt-a-Child program, collecting holiday gifts for 58 children in need. And at our company-wide YUMMM Showdown, a high energy competition where our talented line cooks and bartenders compete for prizes, attendees donated and packed back-to-school essentials—including notebooks, pens, pencils and backpacks—for Denver-area students.

Honoring Our Veterans

Showing appreciation for those who serve is an important part of how we give back. On Veterans Day 2025, we provided 89,059 free meals to veterans and active military members, and continued our Buy a Vet a Gift Card program to help Guests honor our nation’s heroes.



Red Robin hosted 7,569 Fundraisers in 2025 to help community organizations raise

\$1,715,120

On Veterans Day 2025, Red Robin provided

89,059

free meals to veterans and active military

⁵ On average, \$175 feeds one children on the weekends during the 35-week school year. Blessings in a Backpack website: <https://www.blessingsinabackpack.org>, retrieved April 23, 2026.
⁶ Blessings in a Backpack website: <https://www.blessingsinabackpack.org>, retrieved May 12, 2026.

Product.

DELIVERING
DELICIOUS FOOD
SAFELY



Quality ingredients, high safety standards and responsive suppliers allow us to deliver the best gourmet burgers and a great Guest experience.

Food Quality

Fresh, quality ingredients underpin everything we do. Our Guests can enjoy delicious meals with confidence that our products meet industry standards.

Meat and Fish

Red Robin Gourmet Beef Burgers are 100% domestic, USDA-inspected, free of preservatives and artificial or added ingredients. We believe that sustainable sourcing is a component of quality, which is why all of our chicken is raised cage-free, with no added hormones or steroids. Additionally, all of our fish is ocean-caught from Arctic waters, free of antibiotics, and hand cut.

Vegetables and Fruit

Guests can enjoy Red Robin’s Bottomless Steak Fries®, Yukon Chips, Sweet Potato Fries and salad greens knowing they are not made from genetically modified organisms (GMOs). Our Sweet Potato Fries are grown on family-owned farms, and our salad greens are hand-selected upon harvest to increase deliciousness with every bite. In 2025, we also transitioned to a skin-on preparation for some of our fries, reducing waste while staying true to our commitment to craveability.

Buns, Dairy, Sauces and Seasoning

Each of our gourmet burgers is built right—from the bun to the finishing touches. Our brioche buns are made with enriched flour and contain no high-fructose corn syrup. Our burgers and fries are enjoyed with sauces and dressings, many of which are freshly prepared in-house. Local dairies supply Red Robin with 1% low-fat milk.

Alternative Proteins

Great burgers should be for everyone. Guests can enjoy our Gourmet Burgers with two non-meat, plant-based protein options—available as vegetarian and gluten-free alternatives on any Signature or Classic Burger. Our Veggie Patty, a custom blend of ancient grains and quinoa, is both vegan and gluten-free. We also offer the Impossible™ Burger, a plant-based patty that delivers the flavor and experience of beef.

Nutrition

We want Guests to feel good about what they’re eating. Red Robin is serving up a variety of fresh, high-quality, delicious food that can also help meet your nutrition goals. We keep our nutritional, allergen and calorie information up to date and easy to access—including a nutrition calculator to help plan your next in-restaurant or to-go meal, along with a downloadable nutritional guide for catering options. With a range of choices, including salads, burgers and entrées under 600 calories, there’s something for every appetite and preference.

Our focus areas:

- Food quality and safety
- Animal health and welfare
- Responsible sourcing

Progress at-a-Glance:

- Averaged 64.6% cage-free eggs throughout 2025; reached 87% at the end of the year
- Continue to lead on food safety health department scores, compared to competitors
- 100% of our beef suppliers comply with humane handling of livestock
- Launched new software to streamline supplier product compliance tracking

Our Bottomless Steak Fries are

non-GMO

Food Safety

Red Robin champions high-quality, safe, and delicious food which is reflected in higher than average benchmark index scores (based on health inspection scores) in 2025⁷. We hold ourselves and our suppliers to high standards. Using supplier scorecards and certifications, we confirm accountability for food quality and safety practices. All suppliers (excluding alcohol) are required to achieve one of the two highest certification grades under the Global Food Safety Initiative (GFSI), a globally recognized framework for effective food safety management systems.

We have food safety accountability processes across our restaurants, including financial incentives that encourage operators to uphold Red Robin’s and health regulation standards. Food safety metrics are also included in leadership evaluations, compensation, and regular reports to our Board. These efforts are reinforced by unannounced, third-party inspections conducted at least three times per year. A digital corrective action system supports timely identification, tracking, and resolution of inspection findings in both our restaurants and our product suppliers.

100%

All of our suppliers (excluding alcohol) achieve Global Food Safety Initiative certification,

Our processes enable us to trace food products from suppliers to the restaurants, helping us to effectively implement supplier recalls and respond to potential outbreaks. In the case of an outbreak, recall, or market withdrawal, we rapidly communicate and respond via a dedicated notification system. See the [Appendix](#) for details of our performance in 2025.

Allergens

Understanding the potential for cross contact of allergens is important. Guests can feel secure that we have special handling practices in kitchens and preparation areas to prevent allergen cross contact. We increased transparency about allergen cross contact through our [interactive allergen menu](#), which identifies items that may have come in contact with an allergen during preparation and cooking. The interactive menu also includes details about all ingredients in our raw materials and recipes. This menu helps people, no matter their dietary or allergen requirements or preferences, feel informed, in control of their choices, secure, and happy when they dine with Red Robin.

Gluten-Free

Creating options for all dietary needs is part of unbridled hospitality. Our Gluten-free Guests can enjoy a gourmet burger with a gluten-free bun or pizza with a gluten-free crust. To support safe preparation, we use dedicated tools and processes—including designated ladles, knives and other smallwares that are cleaned and sanitized after each use. A purple “gluten-free” marker helps identify orders prepared with these practices. We also use Red’s Original Seasoning on burgers and fries, which is gluten-free, all-natural, and free from the “big nine” food allergens.



⁷ Benchmark is based on Ecolab Health Department Index scores for eight national food service operators.

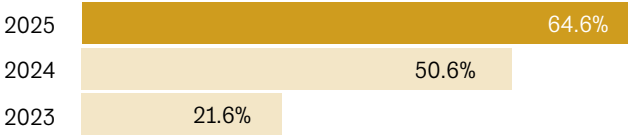
Animal Welfare

Serving safe, quality food starts with the humane treatment of farm animals. We engage suppliers, industry experts, animal welfare organizations and stockholders to evaluate and strengthen our animal welfare standards and practices.

We hold our protein suppliers accountable through third-party audits that support the humane treatment of animals. We follow up on any credible concerns and remove suppliers from our network if they fail to meet our standards.

100% of our beef suppliers comply with humane handling of livestock and regularly participate in animal welfare audits. Our pork and poultry suppliers meet or exceed USDA animal handling and welfare practices. In addition, our poultry suppliers follow USDA guidelines for safety and U.S. Food and Drug Administration (FDA) regulations, including chicken free of any added hormones and steroids, and the responsible use of antibiotics. Our chicken suppliers also comply with the National Chicken Council (NCC) standard of humane handling of livestock, and our turkey suppliers are certified by the American Humane Association. We continue to influence our suppliers to work toward alignment with Global Animal Partnership (GAP) broiler chicken welfare standards.

% EGG SUPPLY CHAIN FROM CAGE-FREE BIRDS



Cage-Free Eggs

We continued to make meaningful progress toward our goal to source 100% cage-free eggs in our U.S. supply chain, and have committed to completing our transition to 100% cage-free eggs by December 2026⁸. An average of 64.6% of our eggs were cage-free throughout 2025. At the end of 2025, 87%⁹ of eggs in our U.S. supply chain were cage-free.

64.6%

of our eggs were cage-free in 2025, a 28% improvement over prior year.

Responsible Sourcing

Our impact extends beyond the Red Robin restaurant walls to the 300 ingredients we source and 120 suppliers we partner with. To help mitigate the environmental impact of our supply chain, we request that our suppliers:

- Minimize the use of chemical pesticides.
- Maintain soil with compost and other enhancements.
- Manage water use to maximize efficiency, reuse and reduce water runoff.
- Increase their use of renewables and reduce fossil fuel use.
- Reduce material use and waste by using more recycled, recyclable and reusable materials for produce packaging and shipping, as well as sourcing packaging from Sustainable Forestry Initiative (SFI) certified suppliers.

Our suppliers are taking important steps with initiatives such as using fuel-efficient truck fleets, upgrading farm equipment with the latest emission control technologies and replacing diesel irrigation pumps with electric units. Many of our growers use more sustainable farming methods, including the use of beneficial insects to control pests, reducing the use of pesticides and maintaining rich, healthy soils through the use of compost instead of chemical fertilizers.



Partner Spotlight: McCain Foods

A family-owned global leader in frozen potato and appetizer products, McCain Foods has production facilities across six continents and partnerships with 3,900 farmers — bringing scale, consistency, and supply chain reliability to Red Robin. Their nearly 50 years in North American potato-growing regions reflects a deep commitment to quality, local agriculture, and the highest standards of integrity. In 2025, McCain acquired Penobscot McCrum, a five-generation Maine farming family and premier frozen potato specialty supplier whose state-of-the-art facility features water-conserving processing methods — further strengthening sustainability in the company and Red Robin’s supply chain.

⁸ Subject to supply and costs.
⁹ For the reporting period December 18-31, 2025.

Place.
BEING BETTER
STEWARDS OF OUR
PLANET



Our focus areas:

- ☰ Climate and greenhouse gas (GHG) emissions
- ☰ Energy
- ☰ Water
- ☰ Waste
- ☰ Packaging

Progress at-a-Glance¹⁰

- ☰ Reduced waste by 16.8%
- ☰ Increased waste diversion by 21.6%
- ☰ 99% of packaging used for pick-up or delivery is recyclable, reusable or compostable
- ☰ Collected 354,333 gallons of oil from fryers for recycling
- ☰ Expanded organics waste diversion

Caring for our planet is part of what we serve at Red Robin. We’re working to make our operations more sustainable by reducing emissions, decreasing energy and water use, and minimizing waste.

Climate and Emissions

Red Robin aims to become better stewards of this planet and recognizes that we have a responsibility to reduce our direct emissions. We monitor and measure our Scope 1 and 2 greenhouse gas (GHG) emissions.

We strive to do our part to limit climate impact by measuring and managing direct GHG emissions sources and assessing regulatory risks. Our efforts have resulted in steady, year-over-year reductions in absolute Scope 1 and 2 emissions. Combined, these emissions decreased by 4.7% compared to 2024¹¹.

Red Robin updates the methodology and process for measuring our direct energy use and emissions as scientific understanding and best practices evolve. As climate disclosure regulations governing public companies are established, we are preparing to disclose climate-related financial information as applicable. We also recognize that meat and dairy farming are drivers of GHG emissions in our supply chain and aim to expand the scope of our emissions measurement through discussions with our suppliers and farmers.

We continue to update our methodology and process for measuring direct energy use and emissions in alignment with evolving science and best practice. We also continue to understand the full scope of our emissions through discussions with our suppliers and farmers.

SCOPE 1 EMISSIONS METRIC TONS (CO ₂ E) ¹²	
2025	30,362
2024	31,185
2023	35,185

SCOPE 2 EMISSIONS METRIC TONS (CO ₂ E) ¹²	
2025	45,756
2024	43,135
2023	45,544

¹⁰ We track certain energy, waste, and water information for our company-owned restaurants. The number of company-owned restaurants fluctuates each year. At the end of the 2025 fiscal year, we operated 385 company-owned restaurants. At the end of the 2024 and 2023, we operated 407 and 415, respectively.

¹¹ 2025 emissions reduction was driven by reduced energy use resulting from closure of underperforming stores as we optimize our location portfolio.

¹² Scope 1 emissions are direct emissions from Red Robin-owned and controlled sources. Scope 2 emissions are indirect emissions from purchased electricity. In 2025, Red Robin updated its calculations to include 100% of corporate locations by estimating usage where direct data was unavailable. This increased both Scope 1 and Scope 2 emissions. Red Robin also revised its Scope 2 methodology to use electricity production-based emission rates rather than the consumption-based rates used in prior years, further increasing Scope 2 emissions. Using the prior methodology and coverage, 2025 emissions would have been 30,163 metric tons of CO₂e for Scope 1 and 40,689 metric tons of CO₂e for Scope 2.

Energy

We actively address our carbon footprint through energy management and track our electricity and natural gas use. Our focus for reducing energy use is on our restaurants, which are the largest source of our consumption.

The majority of our buildings are equipped with energy monitoring systems, and we have energy-efficient LED lighting in our company-owned restaurants. Our total energy consumption decreased 3.8% compared to 2024.¹³

TOTAL ENERGY CONSUMED¹⁴

2025	1,089,000 GJ
2024	1,131,603 GJ
2023	1,213,843 GJ

% GRID ELECTRICITY

2025	44.9%
2024	45.2%
2023	42.4%

Water

Red Robin employs water conservation practices throughout our restaurants. Approximately 39.8% of our locations are in areas of high or extremely high water stress, so we review our operations to look for ways to make more efficient use of water in our restaurants and landscaping. In 2025, we saw a 3.0% decrease in water consumption.¹⁵

TOTAL WATER WITHDRAWN
(THOUSANDS OF CUBIC METERS)¹⁶

2025	1,067 TCM
2024	1,100 TCM
2023	1,067 TCM

TOTAL WATER CONSUMED

% REGIONS WITH HIGH BASELINE WATER STRESS

2025	16.8%
2024	18.4%
2023	17.8%

% REGIONS WITH EXTREMELY HIGH BASELINE WATER STRESS

2025	26.3%
2024	26.4%
2023	25.7%



¹³ Does not account for weather pattern changes, which can affect energy usage.
¹⁴ As we can only access data from locations that pay utility costs directly to utility providers, figures do not reflect restaurants where utility costs are paid through rent / common area maintenance (CAM). In 2025, total energy consumed relates to 95%+ of our company-owned restaurant locations.
¹⁵ 2025 reductions in water withdrawn and water consumption were driven by closure of underperforming stores as we optimize our location portfolio.
¹⁶ Figures are for 83.7% of our total water consumption. As we can only access data from locations that pay water costs directly to water providers, figures do not reflect restaurants where water costs are paid through rent/CAM. 2024 and 2025 figures include irrigation; 2023 figures do not.

Waste

Reducing food waste is an important action our restaurants and our Guests can take to have a positive impact on the planet. Food donation, composting and more efficient restaurant processes are strategies that Red Robin has adopted to reduce waste. For example, we carefully forecast food product inventory to avoid waste and donate any excess. In 2025, we reduced total waste generated by 16.8% and increased waste diversion by 21.6%.

19

We achieved a
16.8%
reduction in waste and 21.6% increase
in waste diversion.

In 2025, our organics waste diversion program expanded to 76 locations across six states. Two restaurants in Massachusetts have local partners who collect and transport organic waste to transform it into renewable energy, animal bedding and compost. They provide valuable education for future farmers and inform our communities about how to transform kitchen scraps into valuable resources.

We continue to recycle fryer oil for use in manufacturing new products such as renewable diesel. Our locations recycled 354,333 gallons of oil collected from our restaurants in 2025. This work diverted 2,856 tons from landfill, the equivalent of removing 498 cars from the road or planting 439,399 trees.

TOTAL WASTE

2025	27,556 tons
2024	33,123 tons
2023	36,494 tons

% FOOD WASTE AS A PERCENTAGE OF TOTAL WASTE¹⁷

2025	4.1% (1,131 tons)
2024	3.0% (1,007 tons)
2023	3.4% (1,259 tons)

% WASTE DIVERTED

2025	41%
2024	34%
2023	34%



Team Member Spotlight:
Nereo Ojeda, Managing Partner

Led by Managing Partner Nereo Ojeda, the Clovis, California restaurant made over 125 donations to local nonprofits through the Careit program in 2025 — more than any other location in our system. “Our team keeps donations for the community top of mind daily. We make it a habit because it’s important to us and we are truly helping people.

Feeding Our Neighbors

Many of our restaurants work with local nonprofits to ensure that food—whether leftovers, forgotten orders, or incorrectly prepared orders—reaches people who are food-insecure rather than going to waste. In California, we use the food donation platform Careit to connect excess edible food with residents in need. In 2025, our California locations donated 1,077 pounds of edible food—more than double the 519 pounds donated in 2024. This remarkable growth is due to the dedication of our California teams.

¹⁷ As we can only access data from locations that pay waste costs directly to waste providers, figures do not reflect restaurants where waste costs are paid through rent / CAM. In 2025, waste relates to 79.7% of company-owned restaurant locations.

Sustainable Packaging

Bottomless fries may be our signature, but we recognize that natural resources are limited. Reducing packaging waste is a consideration in decisions from materials sourcing to how guests receive their meals. We have eliminated polystyrene foam packaging across all corporate restaurants and continue to evaluate ways to reduce single-use plastics, including expanding our use of paper to-go bags and exploring more sustainable alternatives for our plastic containers.

99%

of packaging used for pick-up or delivery is recyclable, reusable or compostable.

TOTAL PACKAGING WEIGHT



% OF PICK-UP OR DELIVERY PACKAGING MADE FROM RECYCLED AND / OR RENEWABLE MATERIALS¹⁸



% OF PICK-UP OR DELIVERY PACKAGING THAT IS RECYCLABLE, REUSABLE AND / OR COMPOSTABLE



¹⁸ 2024 increase due to use of a temporary production plant.



Governance.

GUIDING A THRIVING, RESPONSIBLE BUSINESS



We believe accountability, transparency, and engagement with our most important stakeholders will deliver a strong, sustainable future. That’s why we focus on curating a talented and experienced Board, carefully managing corporate sustainability issues and processes, and protecting data security.

Our Board

Red Robin continues to demonstrate strong corporate governance through practices designed to ensure we conduct our business fairly, ethically, and in accordance with relevant law. These practices are guided by our core values, Code of Ethics, and Corporate Governance Guidelines.

Our Board brings together experienced leaders with diverse backgrounds and expertise across areas most critical to our business and long-term sustainability. In April 2025, the Board appointed David Pace, previously independent Chairman since August 2019, as President and Chief Executive Officer. The Board also appointed Anthony Ackil, a seasoned restaurant industry executive and a director of Red Robin since 2020, to succeed Mr. Pace as independent Chair. Following these leadership changes and the retirement of two additional directors in 2026, the Board reduced its size to seven directors, six of whom are independent. Additional details on Board composition and governance practices are available in our latest Proxy Statement.

Our focus areas:

- ⌵ Our Board
- ⌵ Data security

Progress at-a-Glance:

- ⌵ 6 of 7 Board members are independent
- ⌵ Developed a responsible AI policy as we introduce new technologies
- ⌵ Integrated climate-related risk into our Enterprise Risk Assessment
- ⌵ Updated cybersecurity incident response plan

Director	Age	Director since	Principal occupation	Independent	Current committee assignments (* indicates Chair)
Anthony Ackil	50	2020	Chief Executive Officer, Streetlight Ventures	Yes	Chair, AC, CC, FC
Steven Lumpkin	70	2016	Consultant, former Executive Vice President, Chief Financial Officer and Director, Applebee’s	Yes	*AC, FC
Christopher Martin	40	2024	Managing Director, Jumana Capital	Yes	FC, NGC
David Pace	66	2019	President and Chief Executive Officer, Red Robin	No	
James Pappas	44	2024	Managing Member, Owner and Founder, JCP Investment Management	Yes	FC*, CC
Nicole Miller Regan	50	2023	Chief Strategy Officer, 7 Brew	Yes	AC, FC, NGC*
Anddria Varnado	39	2021	Former GM and Head of Consumer Business, Kohler Company	Yes	*CC, NGC

Table reflects Board membership as of May 14, 2026.

Enterprise Risk Management

The Audit Committee is responsible for oversight of the company’s enterprise risk assessment and management process framework, as well as monitoring the identification, assessment, and mitigation of all significant enterprise risks. In 2025, we integrated climate-related risk in our annual Enterprise Risk Assessment, with results summarized and shared with the executive leadership team and Board of Directors.

Corporate Sustainability Governance

We believe our corporate responsibility strategy, aligned with our company vision and overall corporate strategy, is helping transform our company into a thriving and sustainable business. Environmental, social and governance topics that represent priority risks and opportunities, including animal welfare and climate change regulation, are incorporated into our long-term strategic planning. We continue to evaluate and incorporate metrics and targets for our priority areas.

- Board and Committee oversight of Red Robin’s corporate responsibility strategy is primarily directed through its Nominating and Governance Committee (NGC) and the Audit Committee.
- Execution of our strategy is overseen by our executive team. Our Corporate Sustainability Committee meets regularly and includes senior leaders and relevant internal subject matter experts. The committee is responsible for directing priority projects, working with key stakeholders, and measuring and reporting our progress.

Engaging Our Stakeholders

At Red Robin, we believe building relationships with our Guests, Team Members, vendor partners, and other stakeholders is key to transforming our business. We engage in open dialogue to help us identify what corporate sustainability topics are most important to them and how we can guide a thriving and responsible business. Two of our largest shareholders, JCP Investment Management and Jumana Capital, hold Board seats.

In 2025, we engaged with stockholders on topics including key strategic initiatives and opportunities based on our First Choice Plan, financial performance and goals, capital structure and capital allocation priorities, governance best practices and corporate responsibility risks and opportunities. We also engaged with animal welfare advocates regarding our transition to cage-free eggs, and published our cage-free egg transition timeline as a direct result of these conversations.

Public Policy and Lobbying

Red Robin does not lobby or make political contributions. We monitor and thoughtfully consider federal and state laws and regulations, legislation and policy making, including executive orders, and public company sentiment as it relates to environmental, social and governance issues.

STAKEHOLDER	HOW WE ENGAGE
Guests	In-restaurant engagement Guest Relations, Social Media & Review Sites
Stockholders	Calls and meetings with stockholders (portfolio managers and corporate governance/stewardship professionals) Earnings conference calls Investor conferences Proxy advisor firms Prospective stockholders
Team Members	Leadership Advisory Panel Quarterly Town Halls
Vendor Partners	Contract negotiations Leadership Advisory Panel Red Robin Foundation Golf Tournament Quarterly Town Halls
Community	Events Partnerships Restaurant Fundraisers



Data Privacy and Security

Preserving the security of our digital systems and data is essential for maintaining the trust of our investors, protecting our intellectual property and safeguarding the personal information of our Guests, Team Members and stockholders. Our [Consumer Cybersecurity Commitment](#) highlights actions we take to inform and protect our Guests. We did not experience any material cybersecurity incidents in 2025.

The company’s methods for assessing, identifying, and managing material risks from cybersecurity threats are based on established frameworks, including those outlined by the National Institute of Standards and Technology (NIST) and other industry standards and requirements as defined by various compliance frameworks. As these standards have evolved, we updated our incident response plan to incorporate best practices. We are also taking a proactive approach to emerging technology risk management by enacting an Artificial Intelligence (AI) Governance & Acceptable Use Policy. We again achieved Payment Card Industry (PCI) Data Security Standard certification, meeting industry standards to protect Guests’ credit card data.

Red Robin employs a multifaceted approach through in-house capabilities and in partnership with external cybersecurity experts to safeguard its assets, including technical and organizational measures. Our cybersecurity program prioritizes key areas such as:

- Policies, standards, and practices
- Threat monitoring and assessment
- Audits and assessments
- Incident response planning, exercises, and reviews
- Employee training
- Cybersecurity insurance coverage
- Business continuity mechanisms

Cybersecurity Governance

Our Board, with the assistance of our Audit Committee, oversees the company’s cybersecurity program and strategies. The Audit Committee receives regular reports and updates, typically quarterly, from senior management on a wide range of cybersecurity topics. These reports include detailed insights into risk assessments, mitigation strategies, emerging threats, vulnerabilities, incidents and prevailing industry trends.

Our executive team also engages in cybersecurity management. In 2025, we conducted a cybersecurity tabletop exercise with our management team, including executive officers, and with Board-level involvement. We continue to execute regular phishing simulation campaigns to promote vigilance and process adherence.

Privacy Policy

Red Robin strives to protect the personal information that we collect and use. Our Privacy Policy informs our Guests about their rights and choices with respect to personal information voluntarily submitted to us. This information may include, but is not limited to, contact information, demographics and IP addresses. We may use this data to share promotions with our Guests, conduct research or share data with third parties.

Responsible AI

We continue to adopt new technologies throughout the organization, including artificial intelligence (AI). To guide the use of AI across the organization, we introduced an Artificial Intelligence (AI) Governance & Acceptable Use Policy in 2025.

This policy establishes clear expectations for responsible AI use—covering applications such as generative AI, predictive models and automation—and applies to all Team Members, contractors, and partners using Red Robin systems or data. It is designed to enable innovation while managing key risks, including those related to data security, regulatory compliance and brand integrity.

Our approach is grounded in principles of fairness, transparency and accountability, with practical guidance on appropriate use and safeguards. Oversight is led by a cross-functional AI Committee, which is responsible for implementation, training, monitoring compliance and evolving the policy in line with emerging risks and regulatory expectations. The Committee reports regularly to senior leadership, ensuring alignment with our broader governance framework. Our Board and Audit Committee received dedicated briefings and training on AI in 2025.



Team Member Spotlight: Chad Kraus

Chad Kraus, Senior Manager of IT Security Operations, helps keep Red Robin’s digital environment secure so the business can operate with confidence. He leads cybersecurity operations, risk management, and compliance efforts. In 2025, Chad supported the rollout of Red Robin’s AI Governance & Acceptable Use Policy. “I’m excited about our AI journey at Red Robin. I believe that by embracing emerging technology, we can make the Red Robin experience even better for our Guests and Team Members.”

Appendix

SASB Index

Below we provide additional specific disclosures and references to where our reporting aligns with the SASB Sustainability Accounting Standard for Restaurants.

Disclosure Topic	Accounting Metric	Unit of Measure	Code	Red Robin Data / Information Source
Energy management	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Gigajoules (GJ), Percentage (%)	FB-RN-130a.1	(1) 1,089,000 GJ (includes electricity and natural gas) (2) 44.9% grid electricity (3) 0% renewable
Water management	(1) Total water withdrawn and (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Thousand Cubic Meters (TCM), Percentage (%)	FB-RN-140a.1	(1) 1,067 TCM (2) Approximately 17% of water consumed is in regions with High Stress and 26% with Extremely High Stress.
Food & packaging waste management	(1) Total amount of waste, (2) percentage food waste and (3) percentage diverted	Tons (t), Percentage (%)	FB-RN-150a.1	(1) 27,556 t (2) 4.1% (1,131 t) (3) 41.5%
Food & packaging waste	(1) Total weight of packaging, (2) percentage made from recycled and / or renewable materials and (3) percentage that is recyclable, reusable and / or compostable	Metric tons (Mt), Percentage (%)	FB-RN-150a.2	(1) 2,849 Mt (2) 7% (3) 99%
Food safety	(1) Percentage of restaurants inspected by a food safety oversight body and (2) percentage receiving critical violations	Percentage (%)	FB-RN-250a.1	100% of our restaurants were inspected by a regulatory body and 100% were inspected by a third-party auditing company 3 times in 2025.
Food safety	(1) Number of recalls issued and (2) total amount of food product recalled	Number, Pounds	FB-RN-250a.2	(1) 0 (2) 0.00
Food safety	Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	Number, Percentage (%)	FB-RN-250a.3	There were 0 confirmed foodborne illness outbreaks resulting in U.S. CDC investigation of Red Robin.
Nutritional content	(1) Percentage of meal options consistent with national dietary guidelines and (2) revenue from these options	Percentage (%), Reporting currency	FB-RN-260a.1	(1) Red Robin follows federal and local regulations as they pertain to nutritional requirements for all of our locations. We have a team of experts to ensure we have accurate and up-to-date specification and nutritional information for our more than 301 food products that go into making 75+ menu items. We post calories on our menus next to our food and most drink options, and we also provide an interactive nutrition calculator on our website. In addition, we offer our Guests several salads, burgers and entrées under 600 calories. (2) Not applicable to Red Robin.

Disclosure Topic	Accounting Metric	Unit of Measure	Code	Red Robin Data / Information Source
Nutritional content	(1) Percentage of children’s meal options consistent with national dietary guidelines for children and (2) revenue from these options	Percentage (%), Reporting currency	FB-RN-260a.2	We comply with local dietary requirements, including those with respect to meal and beverage mandates for children. For additional information, see our Kids’ Menu and Allergen & Nutrition web pages.
Nutritional content	Number of advertising impressions made on children and percentage promoting products that meet national dietary guidelines for children	Number, Percentage (%)	FB-RN-260a.3	Promotional and marketing efforts are not targeted toward children.
Labor practices	(1) Voluntary and (2) involuntary turnover rate for restaurant employees	Rate	FB-RN-310a.1	(1) 84.4% voluntary (2) 11.1% involuntary
Labor practices	(1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region	Reporting currency, Percentage (%)	FB-RN-310a.2	(1) For fiscal year 2025, company-wide average wage (inclusive of tips) for all non-supervisory restaurant Team Members was \$24.33 per hour. (2) 100% of our restaurant Team Members earn at least minimum wage. 98.4% of our restaurant Team Members earn more than minimum wage including tips.
Labor practices	Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations and (2) employment discrimination	Reporting currency	FB-RN-310a.3	Please see Fiscal Year 2025 Form 10-K.
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	Percentage (%) by cost	FB-RN-430a.1	For additional information, see the Responsible Sourcing section of this report.
Supply chain management & Food sourcing	Percentage of (1) eggs that originated from a cage-free environment and (2) pork that was produced without the use of gestation crates	Percentage (%) by number, Percentage (%) by weight	FB-RN-430a.2	(1) 64.6% of our corporate egg usage is cage free. (2) 0% of pork produced without use of gestation crates.
Supply chain management & Food sourcing	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Narrative / Policy	FB-RN-430a.3	For additional information, see the Animal Welfare section of this report.
Activity metric	Number of (1) entity-owned and (2) franchise restaurants	Number	FB-RN-000.A	(1) 385 company-owned (2) 90 franchisee-operated
Activity metric	Number of employees at (1) entity-owned and (2) franchise locations	Number	FB-RN-000.B	(1) 18,852 Team Members at company-owned restaurants. (2) Data is not available for franchise Team Members.

About the Report

This is our fourth sustainability report. Information reflects company activities and data for the period January to December 2025, unless otherwise noted. Data relating to energy, water, packaging and waste is from company-owned restaurant locations open as of December 2025. Statements made herein are based on information and assumptions available at the time of publication. The information contained in this report may be modified, changed, deleted or supplemented from time to time and we reserve the right to make any such modifications.

Some numbers in this report are estimates, but our reporting is guided by leading standards and frameworks, including the Sustainability Accounting Standards Board (SASB) disclosure topic guidelines. We evaluate and refine our reporting strategy in line with evolving practices.

This sustainability report has not been audited or subject to any third-party assurance process. All references to “material,” “materiality,” or similar expressions and assessments related thereto should not be construed as a statement or determination that such items are material for purposes of the U.S. securities laws. Unless otherwise provided, the information contained in this report is expressly not incorporated by reference in any filing made with the SEC or any federal, state, or local authority.

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Forward-Looking Statements

Certain information and statements contained in this sustainability report are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 codified at Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Forward-looking statements include statements regarding our expectations, beliefs, intentions, plans, objectives, goals, strategies, future events or performance, and underlying assumptions and other statements which are other than statements of historical facts. These statements may be identified, without limitation, by the use of forward-looking terminology such as “anticipate,” “assume,” “believe,” “could,” “estimate,” “expect,” “future,” “intend,” “may,” “plan,” “project,” “will,” “would,” and similar expressions. Forward-looking statements in this report include, but are not limited to, statements regarding our future plans, objectives, priorities, strategies, efforts, and performance; our sustainability strategy and initiatives including goals and metrics, commitments, practices, and the tracking and reporting of our progress; the engagement, retention, training and development of our Team Members; the environmental and social impacts of our operations and those comprising our supply chain; food sourcing, safety and quality; cybersecurity and AI; and current or planned investments, initiatives and strategies aimed at achieving any of the foregoing; and the expected or desired outcomes and effects of such actions.

Although we believe the expectations reflected in our forward-looking statements are based on reasonable assumptions, such expectations may prove to be materially incorrect due to known and unknown risks and uncertainties. In some cases, information regarding certain important factors that could cause actual results to differ materially from a forward-looking statement appears together with such statement. In addition, the factors described under Risk Factors, as well as other possible factors not listed, could cause actual results to differ materially from those expressed in forward-looking statements, including, but not limited to the following: the effectiveness of the Company’s strategic initiatives, including our “First Choice” plan, labor and service models, and operational improvement initiatives and our ability to execute on such strategic initiatives; the global and domestic economic and geopolitical environment; our ability to effectively compete in the industry and attract and retain guests; our ability to extend or refinance our maturing indebtedness; the adequacy of cash flows and the cost and availability of capital or credit facility borrowings; our ability to service our debt and comply with the covenants in our credit facility; a

privacy or security breach or a failure of our information technology systems; the effectiveness and timing of the Company’s marketing and branding strategies and impact on reputation, including the loyalty program and social media platforms; changes in consumer preferences; costs associated with our lease obligations, including those incurred through closures and sale-leaseback transactions, as well as potential contingent lease liability; changes in cost and availability of commodities and the uncertain impact of tariffs or other potential disruptions in the supply chain; interruptions in the delivery of food and other products from third parties; pricing increases and labor costs; changes in consumer behavior or preference; aging technology infrastructure; our ability to successfully complete tactical refranchising initiatives and on favorable terms; maintaining and improving our existing restaurants; potential acquisitions, dispositions, or refranchising of our restaurants; our geographic concentration in the Western United States; the retention of our management team; our compensation strategy including availability of equity-based compensation for our management team; our ability to recruit, staff, train, and retain our workforce; operating conditions, including adverse weather conditions, natural disasters, pandemics, and other events affecting the regions where our restaurants are operated; actions taken by our franchisees that could harm our business or reputation; negative publicity regarding food safety or health concerns; protection of our intellectual property rights; changes in laws and regulations affecting the operation of our restaurants; volatility in our stock price; and an increase in litigation or legal claims by team members, franchisees, customers, vendors, stockholders, and others. These factors should not be construed as exhaustive and should be read in conjunction with other cautionary statements and risk factors described from time to time in the Company’s Form 10-K, Form 10-Q, and Form 8-K reports (including all amendments to those reports) filed with the U.S. Securities and Exchange Commission (the SEC).

All forward-looking statements speak only as of the date made. All subsequent written and oral forward-looking statements attributable to us, or persons acting on our behalf, are expressly qualified in their entirety by the cautionary statements. Except as required by law, we undertake no obligation to update any forward-looking statement to reflect events or circumstances after the date on which it is made or to reflect the occurrence of anticipated or unanticipated events or circumstances.