

FOOD
COMMUNITY

EMPLOYEES
CONSERVATION


SUSTAINABILITY



CORPORATE
SUSTAINABILITY
REPORT
2025



CORPORATE SUSTAINABILITY

FOOD • COMMUNITY • EMPLOYEES • CONSERVATION

To our Shareholders,

As we look back on 2025, we are proud of the steady, meaningful progress we made and the clarity we gained for the road ahead. This was a foundational year for our Corporate Sustainability Program – one where listening, testing, and learning guided our decisions. And nowhere was that more evident than in our “green store” in Greeneville, TN.

When we opened the Greeneville location, our goal was to explore sustainable features that make both “sense” and “cents” for our operators, our guests, and our business. Throughout the year, our team evaluated 33 (because Bubba’s 33 wouldn’t have it any other way!) different green items and practices to better understand their impacts on operations, cost, the environment, and the potential for broader use across our future restaurants. That methodical approach continues to define our sustainability work and keeps our focus where it belongs – on meaningful improvements that support our people and protect our resources.

Listening to our Roadies and store managers remained central to everything we learned in Greeneville. Roadies shared that the low-flow faucets delivered strong pressure and said the spray-foam insulation helped keep the temperature inside the restaurant comfortable.

During 2025, we measured Greeneville’s performance alongside nearby Texas Roadhouse restaurants. We saw lower

water usage, lower gas consumption, and comparable HVAC energy usage because of the green features we added. We were excited by these results, and they reinforced the importance of strong maintenance practices and the positive impact of using monitoring tools to spot issues early.

A few additional highlights from the Greeneville, TN location:

- Water usage improvements resulted in approximately three months of water savings annually.
- Gas usage improvements equated to roughly two months of gas savings annually.
- Energy monitors helped operators better understand the building’s power use and detect issues early.
- HVAC continues to be our largest energy user, highlighting the importance of preventive maintenance.

Just as important, we also learned what didn’t work. Operators shared feedback on equipment that was difficult to adopt, along with other challenges that made certain green items a poor fit for operations. These insights will help guide future decisions.

Beyond the Greeneville store, another win we had in 2025 was a systemwide rollout of recycled uniform T-shirts to our Roadies. This had a huge operational

impact as the shirts are sustainable, comfortable, more durable, and show fewer stains.

2026 AND BEYOND

As we head into 2026, we’re encouraged by what we’ve learned and are energized by the possibilities ahead. The Greeneville test has given us a solid foundation for making data-informed decisions about future builds, equipment, and operational practices. Over the next year, we plan to complete our full year-over-year evaluation of Greeneville. We’ll also continue exploring ways to support operators with resources that improve efficiency and extend equipment life.

Our sustainability efforts remain guided by the principle of “sense” and “cents.” While the sustainability landscape continues to evolve, our commitment remains the same: align our initiatives to our four pillars – food, community, employees, and conservation – and leave every community we are a part of better than we found it. For our full Corporate Sustainability Report, visit texasroadhouse.com/sustainability.

We look forward to continuing this important work as we head into 2026.

Travis Doster
Chief Communications Officer

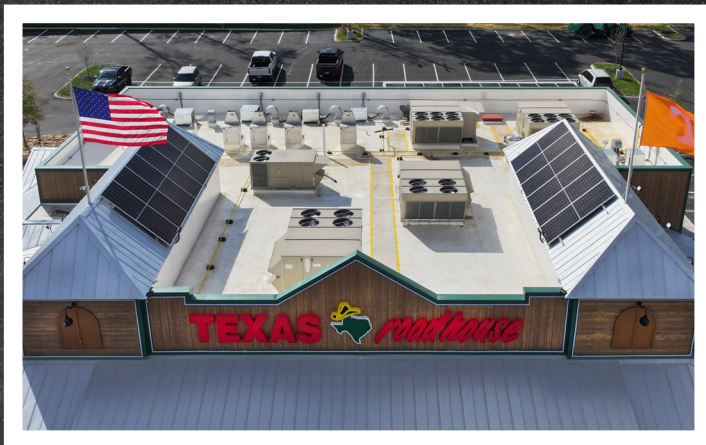


2025 CORPORATE SUSTAINABILITY AT A GLANCE

"GREEN STORE" IN GREENEVILLE, TN

For this location, we procured sustainable building materials, energy efficient equipment, and implemented water-saving measures.

- **SOLAR PANELS**
- **WINDOWS, SPRAY FOAM INSULATION, AND COMPOSITE BASEBOARDS**
- **LUTRON LIGHT MANAGEMENT SYSTEM**
- **LED SIGNAGE AND BULBS**
- **TANKLESS WATER HEATER**
- **ENERGY STAR® KITCHEN EQUIPMENT**



PRESERVING RESOURCES THROUGH *Recycling*



**TREES
SAVED**
363,681



**AIRSPACE
SAVED**
47,419
CUBIC YARDS



**ELECTRICITY
SAVED**
29.3M
KW-HR



**WATER
SAVED**
90.2M
GALLONS



**GHG EMISSIONS
SAVED**
49,459
MT CO₂E

Source: Waste Management. Reported recycling data reflects 630 participating locations. Recycling programs and service providers may vary by location, including the use of local recycling partners.

TABLE OF CONTENTS

About Texas Roadhouse	5
Across our Brands	6
History of Program	7
Four Pillars	7
Board’s Oversight	8
Corporate Sustainability Program	8
FOOD	9
Serving Safe Made-From-Scratch Food	10
Food Safety: Delivering Fresh	11
Proud of the Food We Serve	12
Integrity is Always on Our Menu	13
Antibiotics & Animal Welfare Policy	14
Vendor Partner Expectations	15
Human Rights	15
COMMUNITY	16
Giving Back to Every Community we Serve	17
Home is Where Our Heart is	18
We Honor Heroes	19
Proud to Support Special Olympics	20
EMPLOYEES	21
People-First Mentality	22
Talent Attraction, Retention, & Development	23
Legendary for All	25
Employee Compensation & Benefits	27
Roadie Development	28
Everyone is a Partner	29
Texas-Sized Recognition	30
Corporate Governance	31
Giving Back Andy’s Way	34
CONSERVATION	35
Preserving Resources	36
Why it Pays to 'Bee' Kind	37
Save Lives with Safe Water	38
Green Initiatives at Our Support Center	39
Our Expectation for Conservation	40
Our Commitment to Sustainability	40



ABOUT TEXAS ROADHOUSE

Texas Roadhouse first opened its doors in 1993. Since then, we have grown to over 800 locations in 49 states and 61 international locations in 10 foreign countries and one US territory, including our Bubba's 33 and Jagers restaurants.

Known as the hometown favorite, Texas Roadhouse is proud to provide made-from-scratch food at a value served with friendly, attentive service. Menu items the restaurant is famous for include hand-cut steaks, fall-off-the-bone ribs, made-from-scratch sides, and fresh-baked bread.

Bubba's 33 was created in 2013 as a restaurant where families and friends could enjoy a lively atmosphere without sacrificing quality food. With wall-to-wall flat screen TVs and scratch-made food for all, Bubba's 33 serves up a variety of options featuring handcrafted pizza, bold burgers, and ice-cold beer.

Our fast-casual concept, **Jagers**, first opened in 2014 with fresh food and real ingredients. Menu items are made-to-order, so guests taste the difference. Double-stacked burgers, hand-breaded chicken sandwiches, fresh salads, and our hand-spun milkshakes are notable guests' favorites.

As a **People-First** company focused on more than just legendary food, we believe in serving local communities and taking care of our Roadies.



ACROSS OUR BRANDS

101,127 Employees | 816 Restaurants | 755 Domestic Locations | Restaurants in 49 U.S. States
61 International Locations | Restaurants in 10 Foreign Countries and 1 U.S. Territory

RESTAURANT LOCATIONS*

*As of 12/30/25



684

DOMESTIC

60

INTERNATIONAL



56

DOMESTIC



15

DOMESTIC

1

INTERNATIONAL



HISTORY OF PROGRAM

Our Corporate Sustainability program has deep roots within Texas Roadhouse. At the foundation, our program is based on our core values – **Passion, Partnership, Integrity, and Fun... With Purpose**. Since we launched our program in 2017, we have implemented corporate sustainability measures that prioritize our Roadies, help conserve resources, reduce waste, and have a positive impact on our communities.

While our commitment to corporate sustainability has always been a part of who we are, we understand that our Roadies, guests, and investors have an interest in transparency relating to our Corporate Sustainability program. To that end, we formally issued our first Corporate Sustainability Report

in 2017. In that report, we introduced the mission of our Corporate Sustainability program – leaving every community better than we found it – and our four main pillars – **Food, Community, Employees, and Conservation**.

Our current report provides additional information outlined in our current Proxy Statement and 10-K. This report is updated annually at the beginning of April and presented to our Leadership Team and our Board of Directors. Periodically, we will highlight disclosures prior to the annual update. For these updates, we will publish information at texasroadhouse.com/sustainability, then incorporate into our Corporate Sustainability Report.

A STAKE IN THE FUTURE: FOUR PILLARS

We make it our mission to leave every community better than when we found it.



FOOD

An Appetite to do Better.

Serving safe, made-from-scratch food starts with responsible sourcing and delicious hand-cut steaks.



COMMUNITY

The Heart of it All.

Whether it's supporting veterans and first responders, local sports teams, or natural disaster relief efforts, we're proud to be part of it all.



EMPLOYEES

Our Secret to Success.

For an engaged, inclusive, and People-First culture, our core values are everything — Passion, Partnership, Integrity, and Fun... with Purpose.



CONSERVATION

Waste Not. Want Not.

From bees to trees, and preserving natural resources — reducing food, water, and energy waste is just the start.

CORPORATE SUSTAINABILITY STRATEGY

Our Corporate Sustainability program is led by our Chief Communications Officer, who oversees our overall corporate sustainability strategy. This strategy involves all our Roadies starting with our restaurant employees and continuing through our Leadership Team.

Much like our business strategy, which has been an instrumental part of our nearly 35-year success, our corporate sustainability strategy begins with our managing partners and focuses on the following key philosophies:

Progress, Not Promises: We focus on making continuous progress versus making promises without certainty on how to fulfill those promises.

Deliberate, Methodical Approach: We make thoughtful and educated business and risk assessments before making strategic decisions or taking specific action.

“Sense & Cents:” Our corporate sustainability decisions need to make operational cents and financial sense.

Compliance with Law/ Regulations: We comply with all laws and regulations relating to corporate sustainability topics and we are in a state of readiness for compliance during the ever-evolving regulatory landscape.

Continuous Outreach and Engagement: We have continuous and proactive outreach and engagement with our Roadies, guests, vendors, and shareholders to understand their various perspectives on corporate sustainability.

BOARD'S OVERSIGHT OF CORPORATE SUSTAINABILITY STRATEGY

The Board is involved in the oversight of our Corporate Sustainability program in many ways:

Board: The Board reviews our Corporate Sustainability initiatives as a part of their oversight role over our business strategy and risk management. In particular, the Board receives updates, at least annually, of our corporate sustainability initiatives from management.

Nominating and Corporate Governance Committee: We oversee the risks relating to our Corporate Sustainability program as a part of our enterprise risk management program, which is under the direct oversight of the Nominating and Corporate Governance Committee of the Board.

We have established an internal corporate sustainability risk subcommittee – comprised of a cross-functional team – to evaluate environmental, social and governance risks and implement initiatives to help mitigate those risks. This internal risk subcommittee (under our overall enterprise risk management program) provides annual risk updates to the Nominating and Corporate Governance Committee regarding the risk-based initiatives being performed by the subcommittee.

Finally, the Nominating and Corporate Governance Committee is responsible for overseeing our corporate governance initiatives and matters — which includes the evaluation of our Board composition.

Finance and Audit Committee: The Finance and Audit Committee of the Board (through itself or its risk subcommittee) has oversight

responsibilities with respect to certain financial and operational risks, including risks relating to cyber, data, and artificial intelligence. We have an internal information governance risk subcommittee — comprised of members of our information technology, human resources, marketing, accounting, risk, procurement, training, finance and legal functions – which is focused on performing risk assessments to identify areas of concern and implement appropriate changes to enhance our cybersecurity and privacy policies and procedures. This internal risk subcommittee (under our overall enterprise risk management program) provides annual risk updates to the Finance and Audit Committee regarding the risk-based initiatives being performed by the subcommittee.

Talent Management and Compensation Committee: The Talent Management and Compensation Committee of the Board has risk oversight responsibility over human capital management and strategy and succession planning and leadership continuity, and organizational resiliency. We have an internal talent strategy and compliance risk subcommittee – comprised of members of our people, operations, information technology, training, and legal functions - which is focused on employment compliance and talent management risks. This internal risk subcommittee (under our overall enterprise risk management program) provides annual risk updates to the Talent Management and Compensation Committee regarding the risk-based initiatives being performed by the subcommittee.



FOOD

SERVING SAFE, MADE-FROM-SCRATCH FOOD STARTS WITH RESPONSIBLE SOURCING AND DELICIOUS HAND-CUT STEAKS.

- Serving Made-From-Scratch Food | 11
- Proud of the Food We Serve | 12
- Antibiotics & Animal Welfare Policy | 14
- Food Safety: Delivering Fresh | 11
- Integrity is Always on Our Menu | 13
- Vendor Partner Expectations | 15
- Human Rights | 15



SERVING SAFE MADE-FROM-SCRATCH FOOD



HAND-CUT STEAKS TO MADE-FROM-SCRATCH SIDES

We're a restaurant you can trust to make dining out with your family fun. And because we take your trust very seriously, we place the utmost importance on food safety and food quality. We have stringent sourcing guidelines, conduct regular third-party audits, and make sure everything we serve is prepared by our well-trained staff. We also expect a management-level employee to inspect every entree before it leaves the kitchen to confirm it matches the guest's order and meets our standards for quality, portion size, appearance, and presentation. Additionally, having in-house Meat Cutters provides higher-quality steaks to our guests and helps reduce millions of pounds of food waste each year. All of our food is cooked-to-order, which is another way we reduce waste.



TASTE THE HAND-CUT DIFFERENCE

Meat cutting is considered a lost art, but not at Texas Roadhouse. Each Texas Roadhouse restaurant employs a butcher or Meat Cutter, so your steak is always fresh. Our Meat Cutters, who hand-cut the legendary steaks we serve, work in 34°F coolers and cut over \$1.0 million of beef each year per store. They receive extensive training as they focus on perfecting their craft. One way we celebrate our hard-working Meat Cutters is with our annual National Meat Cutter Competition. Texas Roadhouse butchers strive for a spot in cut-offs across the nation, first at the local or state level, then advancing regionally. The top 30 challengers from these regional competitions compete in the final round. Meat Cutters are judged on quality, yield, and speed in this timed cut-off. The winner is the meat cutter who yields the most steaks, with the highest quality cut in the allotted time. The grand prize is \$25,000 and being crowned Meat Cutter of the Year at our annual RISE Conference, which celebrates our top performing hourly Roadies.

FOOD SAFETY: DELIVERING FRESH

Every truck, trailer, or delivery of fresh protein from our vendors is required to have a temperature monitor that provides us with the temperature and location of the truck in real-time. This technology is known as cold chain monitoring, which allows our Food Safety Team, along with our vendor partners, to take action if needed before an issue occurs. Once ingredients arrive at our restaurants, we adhere to Hazard Analysis Critical Control Points (HACCP) principles and critical procedures in each recipe to maximize food safety protocols.

OUR HIGHLY-TRAINED STAFF PRIORITIZES FOOD SAFETY

Our Product Coaches provide continual, hands-on training and education to the kitchen staff in our restaurants for the purpose of reinforcing food quality, recipe consistency, food preparation procedures, food safety and sanitation standards, food appearance, freshness, and portion size. The Product Coach Team supports all restaurants systemwide. On average, our Product Coaches have 10 stores they visit and coach every month. Because our Product Coaches and Food Team members are dedicated to serving quality food, they have (or are in the process of obtaining) their Certified Professional — Food Safety designation from the National Environmental Health Association. Our Product Coaches perform regular food safety and sanitation audits.

TECHNOLOGY IN THE KITCHEN

Digital Kitchens enable stores to serve our guests smokin' hot food. This technology is more efficient and prevents bottlenecks. The system creates a calmer kitchen where items are plated at the same time, based on each item's individual cook time.

LISTENING TO OUR GUESTS

Through the use of guest surveys, our various websites including "texasroadhouse.com," "bubbas33.com," or "eatjaggers.com," a toll-free guest response telephone line, tabletop kiosks in the restaurant, emails, letters, social media, and personal interaction in the restaurant, we receive valuable feedback from guests. We have implemented several programs to evaluate guest satisfaction, with particular attention given to food, beverage, and service quality, cleanliness, staff attitude and teamwork, and manager visibility and interaction. We continue to evaluate and implement new processes and technologies relating to guest satisfaction, including reducing guest wait times, improving host interaction with the guest, and improving the to-go experience for our guests.





PROUD OF THE FOOD WE SERVE

WHY MADE-FROM-SCRATCH FOOD?

From bacon bits to croutons to dressings — knowing the quality of each ingredient allows us (and our guests) to feel confident in the quality and value of our food. We are proud of our daily commitment to made-from-scratch food and our guests can taste the difference.

SOMETHING FOR EVERYONE

We believe in variety — so guests can choose the options best for them and easily manage caloric intake and personal dietary needs. Detailed nutritional information and gluten-friendly options are available at all of our restaurants and on our website. Our Nutrition Calculator and Interactive Nutrition Menu help our guests make informed decisions about their orders. We pride ourselves on the legendary service we provide to all of our guests, especially those guests with food allergies.

FRESH MEANS FRESH

For all brands, legendary food starts with taking no shortcuts. At Texas Roadhouse, our bakers are responsible for making our yeast rolls from scratch every day. Our legendary bread is baked fresh every five minutes and served piping hot along with our homemade honey cinnamon spread to guests as they are seated.



INTEGRITY IS ALWAYS ON OUR MENU

Strict Sourcing Guidelines and Expert Employees

Texas Roadhouse is a value-based steak restaurant. It's what we're known for and we take great care with each steak we serve, which is why they are hand-cut in-house by our highly skilled Meat Cutters. But, what happens before the food we prepare arrives at our restaurants?



WE PARTNER WITH INDUSTRY LEADERS

Our beef suppliers adhere to North American Meat Institute (NAMI) and National Cattlemen's Beef Association's (NCBA) Beef Quality Assurance (BQA) animal handling standards. These suppliers are also leaders in humane and sustainable beef production practices, participating in industry organizations that are committed to upholding and reviewing these standards. In addition, nearly 100% of our beef supply is sourced from the United States and Canada — which are areas not known for their beef related deforestation activities.



WE PUT SAFETY FIRST

All the products we source meet USDA guidelines for safety and follow FDA regulations for the responsible use of antibiotics. Our poultry suppliers follow the National Chicken Council (NCC) poultry welfare guidelines, and we work with suppliers that deliver meat from farm-raised and cage-free chickens.



UNITED EGG PRODUCERS CERTIFICATION

Our egg suppliers participate in the United Egg Producers (UEP) certification. This certification includes: a code of conduct signed by employees trained in animal care; annual compliance assessment conducted by independent, third-party auditors; scientifically-supported standards for allotment of space for hens in various housing environments; feed, clean water, and fresh air 24/7.



100% NORWEGIAN HARVESTED RESPONSIBLY

Texas Roadhouse serves 100% Norwegian Salmon harvested responsibly from the clear, cold waters of Norway. The salmon are raised antibiotic-free, fed an all-natural diet, and given sufficient swimming space and time for slow growth.



RESPONSIBLE SOURCING MATTERS

Our pork suppliers meet or exceed the Pork Quality Assurance Plus (PQA+) Antibiotic Principles for hogs. In addition, our suppliers focus on prevention of disease in hogs to effectively minimize the use of antibiotics, as described in the PQA+ programs.

TEXAS ROADHOUSE

ANTIBIOTICS & ANIMAL WELFARE POLICY

Texas Roadhouse is a family restaurant. We believe our family is every member of every community that has a Texas Roadhouse. We are keenly aware that our guests put their trust in Texas Roadhouse every time they eat at one of our locations. That is why the safety and quality of our food is a top priority, just as it is when we are feeding our own families.

ANTIBIOTICS & ANIMAL WELFARE COMMITMENTS

We are committed to working with land-based protein suppliers that follow the policies of the United States Department of Agriculture (USDA), the Food and Drug Administration (FDA) and the Animal and Plant Health Inspection Service (APHIS) concerning the labeled use of any antibiotics and their policies on animal welfare requirements.

Texas Roadhouse requires its suppliers to comply with the FDA Guidelines, which recommend that antibiotics critical to human medicine no longer be used with farm animals for growth and is prevented by law. Additionally, the FDA Guidelines recommend that shared-class antibiotics only be used to treat, prevent, and control disease in farm animals under the supervision of a licensed veterinarian. Our beef suppliers also adhere to the Beef Quality Assurance (BQA) programs for responsible antibiotic use.

Our suppliers are audited by third-party independent auditors for adherence to the FDA Guidelines. The audits also seek to ensure that the animals are treated with respect and cared for in accordance with the principles of the Farm Animal Welfare Committee (FAWC) and under the guidance of the “Five Freedoms” of animal welfare.

COMMITMENTS SPECIFIC TO THE POULTRY SUPPLY CHAIN

Our poultry suppliers follow the National Chicken Council (NCC) poultry welfare guidelines, and we work with suppliers that deliver meat from farm-raised and cage-free chickens.

COMMITMENTS SPECIFIC TO THE PORK SUPPLY CHAIN

Our pork suppliers follow the Pork Quality Assurance Plus (PQA+) Antibiotic Principles for hogs.

In addition, our suppliers focus on prevention of disease in hogs to effectively minimize the use of antibiotics, as described in the PQA+ programs. Comprehensive individual and herd health programs should be in place, including routine vaccination, balanced nutrition, and optimal animal husbandry. When illness occurs, documented disease detection and prevention programs should be employed under the guidance of licensed veterinarians.

PARTNERING FOR BEEF QUALITY, SAFETY, & SUSTAINABILITY

Our beef suppliers adhere to North American Meat Institute (NAMI) and National Cattlemen’s Beef Association’s (NCBA) Beef Quality Assurance (BQA) animal handling standards. These suppliers are also leaders in humane and sustainable beef production practices through their participation in industry organizations that are committed to upholding and reviewing these standards including the Global Roundtables on Sustainable Beef.

Although beef comprises the largest portion of Texas Roadhouse’s food basket, Texas Roadhouse is and will remain a relatively small buyer within the total beef market. Despite being a small buyer, we take the potential environmental impact of our suppliers seriously. We currently purchase the majority of our beef supply from four beef vendors, and nearly 100% of our beef supply is sourced from the United States and Canada — which are areas not known for their beef related deforestation activities.

Our procurement guidelines also include specific requirements designed to ensure that we purchase beef from suppliers committed to raising and producing animals ethically and the responsible use of antibiotics.



VENDOR PARTNER EXPECTATIONS

We expect that our franchise partners, vendors, suppliers, consultants, and other business partners will act with the same level of partnership and integrity as we do. We have established Vendor Partner Expectations outlining our standards for our vendors, including how they conduct their business, how they treat their employees, and our expectation that our vendors will comply with all applicable laws and regulations relating to their business operations. This includes those laws prohibiting the use of forced labor or the facilitation of slavery and human trafficking. Our Vendor Partner Expectations are available in their entirety on our website at texasroadhouse.com. We have recently added these Vendor Partner Expectations to our contract with our largest suppliers and distributor and are looking for ways to incorporate them into our contracts for additional selected vendors moving forward.

HUMAN RIGHTS

As a People-First company, we aim for a high standard of human rights for all, which means maintaining a work environment that respects, protects, and supports the human rights of employees, vendor partners, and communities in which we operate. It also means maintaining our long-standing history of dedication to corporate citizenship and inclusivity and the manner in which our individual restaurants have continued to offer time, support, food donations, and fundraising opportunities to give back to many local charities. This support is not only driven through our practices and policies but also our commitment to comply with all of the laws, rules and regulations of the United States and other countries, and the states, counties, cities and other jurisdictions in which we conduct our business. We expect all Roadies and our vendor partners to comply with any and all applicable laws prohibiting the use of forced labor or the facilitation of slavery and human trafficking.



COMMUNITY

WHETHER IT'S SUPPORTING VETERANS AND FIRST RESPONDERS, LOCAL SPORTS TEAMS, OR NATURAL DISASTER RELIEF EFFORTS, WE'RE PROUD TO BE PART OF IT ALL.

- Giving Back to Every Community we Serve | 17
- Home is Where Our Heart is | 18
- We Honor Heroes | 19
- Proud to Support Special Olympics | 20

GIVING BACK TO EVERY COMMUNITY WE SERVE



American Tinnitus Association

WHEN THEY NEED US, WE ARE THERE

We know that our restaurants have a substantial economic impact in every community we operate in. We offer time, support, food donations, and fundraising opportunities to give back to many local charities. In addition, we provide corporate support to select organizations. In 2025, we were proud to host many local, regional, and national Dine-to-Donate Fundraisers at our locations across the country.

AMERICAN TINNITUS ASSOCIATION

To honor our Founder, Kent Taylor, our stores across the country banded together to raise over \$980,000 in 2025 for the American Tinnitus Association (ATA), which was the largest corporate donation in ATA's 50-year history.



American Eagle Foundation

THE AMERICAN EAGLE FOUNDATION

Bubba's 33 was proud to partner with the American Eagle Foundation, a nonprofit dedicated to the conservation, education, and protection of Bald Eagles and other birds of prey. As part of the partnership, Bubba's 33 sponsored a bald eagle in Kodak, TN, and donated over \$85,000 to the American Eagle Foundation.

THE COMMUNITY FOUNDATION OF THE TEXAS HILL COUNTRY

Our Texas Roadhouse and Bubba's 33 restaurants across Texas banded together to support the Community Foundation of the Texas Hill Country following devastating flooding in the region. Through Dine-to-Donate Fundraisers, participating restaurants donated over \$230,000 to the Community Foundation's Kerr County Flood Relief Fund to help support rescue, relief, and recovery efforts.



Community Foundation of the Texas Hill Country

REFUGE FOR WOMEN

Since 2022, our Support Center has been committed to supporting Refuge for Women. Refuge for Women is a non-profit organization that provides housing for women who have escaped human trafficking or sexual exploitation. In 2023, we provided linens, household goods, and other necessities for their emergency house in the Louisville, KY area. In addition, we contribute monetary donations each year and sponsor their annual gala.





HOME IS WHERE OUR HEART IS

PROVIDING JOBS, RAISING FUNDS, MAKING A DIFFERENCE

Each Texas Roadhouse restaurant supports economic growth in its community with an annual average of \$2.5 million in economic impact, as well as over 130 jobs.

GIVING MEALS, TOO. EVERY LITTLE BIT HELPS

Our restaurants average four local fundraisers a month at each location, raising thousands of dollars for local non-profits, causes, and schools. In addition to funds, millions of meals are donated to people in Texas Roadhouse communities across the country.

WE ♥ OUR COMMUNITIES! +\$41.8 MILLION

IN FOOD AND MONETARY DONATIONS GIVEN TO LOCAL
NON-PROFITS, SCHOOLS, AND ORGANIZATIONS
IN THE COMMUNITIES WE SERVED IN 2025

WE HONOR HEROES

SERVING THOSE WHO SERVE OUR COUNTRY

To our nation's veterans, thank you. Throughout the year, we support our nation's veterans and service members at both the local and national level. Every day, veterans and active military members will find reserved parking at our restaurants. Many locations also proudly offer military and first responder discounts throughout the year. For our 14th consecutive year on Veterans Day, we were honored to offer free meals to veterans and active military service members across the country.



BUILDING MORE THAN HOMES FOR OUR TROOPS

We've been a partner with **Homes For Our Troops (HFOT)** for more than 20 years, helping to complete over 425 mortgage free, custom-built homes for the most severely injured post-9/11 veterans. From motorcycle rides to donating a portion of our yearly gift card sales, and fundraising events to provide food to hundreds of volunteers at almost every new project Key Ceremony and Volunteer Day, we're honored to support this organization.

To celebrate 20 years of our partnership, Texas Roadhouse, Bubba's 33, and Jaggers locations across the country raised over \$1 million to build the 400th home for LCpl Alberto Flores Jr. who was injured in 2005 while serving in Iraq.





PROUD TO SUPPORT SPECIAL OLYMPICS

We've been a proud and long-time supporter of the Special Olympics, most notably in Kentucky, Texas, and Illinois. Our Armadillo Classic Golf Scramble has donated more than \$3 million to Special Olympics of Kentucky since 2000; and Tip-A-Cop Fundraisers have donated more than \$2.5 million to Special Olympics of Texas over the past 17 years.





EMPLOYEES

FOR AN ENGAGED, INCLUSIVE, AND PEOPLE-FIRST CULTURE, OUR CORE VALUES ARE EVERYTHING – PASSION, PARTNERSHIP, INTEGRITY, AND FUN...WITH PURPOSE.

- People-First Mentality | 22
- Talent Attraction, Retention, & Development | 23
- Engagement & Belonging | 23
- Human Capital & Diversity | 24
- Legendary for All ... Building Community and a Sense of Belonging through Inclusion | 25
- Employee Compensation and Benefits | 27
- Roadie Development | 28
- Everyone is a Partner | 29
- Texas-Sized Recognition | 30
- Corporate Governance | 31
- Giving Back Andy's Way | 34

PEOPLE-FIRST MENTALITY

Since the beginning, we've been committed to being a People-First company. We support our Roadies through programs that encourage and foster an engaged and inclusive culture, people development, community outreach, and fun – while living our core values of **Passion, Partnership, Integrity, and Fun...With Purpose**. Here is what it means to be “People-First” and how we support our Roadies, vendor partners, and communities:

- **People-First Means...Talent Management:** One of the keys to our continued success is our ability to attract, retain, engage, recognize, train and develop our Roadies. We are committed to offering competitive compensation and benefits to attract employees and are focused on the training, growth, development, and overall wellbeing of our Roadies.
- **People-First Means...Creating an Inclusive Environment Where Roadies Want To Work And Guests Want To Dine:** We believe in creating an environment where everyone feels a sense of belonging and can be their best. Our focus on casting a wide net to attract diverse talent and experience, employee engagement and inclusion of all Roadies are vital parts of our culture and what truly makes us legendary. We value and welcome employees of all walks of life to share their gifts, strengths, voices, talents, and inspiration with us.
- **People-First Means...Operating with Honesty and Integrity:** We have adopted a Code of Conduct that encompasses our principles and practices relating to the ethical conduct of our business and our commitment to complying with all laws affecting our business.
- **People-First Means...Doing the Right Thing:** Whether we're talking about our corporate sustainability efforts, our commitment to providing equal employment opportunities and prohibiting any form of harassment, discrimination, or retaliation, or our expectation that our employees and vendor partners follow all applicable laws, rules and regulations, the message is the same: we expect our employees and vendor partners to always do the right thing.

Our report contains many examples of our commitment to being a People-First company. You can also find additional discussion on our People-First company mentality and commitment in our People-First-At-A-Glance document found on our website.



RON MARCUS
Texas Roadhouse
Managing Partner of the Year



KYLE MORSE
Bubba's 33
Managing Partner of the Year

LEGENDARY FOOD. LEGENDARY PEOPLE.

Support Center Roadies: The Power Of Partnership. Our Support Center Roadies believe in the power of partnership. They provide the tools and expertise, so our Operators can focus on providing Legendary Food and Legendary Service to our guests.

Restaurant Roadies: The Heart And Soul. Our restaurant Roadies are the heart and soul of our company, bringing Legendary Food and Legendary Service to our local communities across the country.

ROADIE SPOTLIGHTS



“I’ve been with Texas Roadhouse for over 15 years and I love my job! If someone would have told me that I could walk in as a Server and become an owner... I would have never believed them.”

- Keila Brock, *Managing Partner*



“I started my career with Texas Roadhouse as a Cold Prep. I realized I wanted to make this a career after just two weeks of working here. I saw what was possible and was inspired by the culture. I made it my goal to have my own store someday and here I am. I am so grateful I decided to stop by that hiring trailer over 25 years ago. It changed my life and I am a Roadie for life.”

- James Andros, *Managing Partner*

TALENT ATTRACTION, RETENTION, ENGAGEMENT, & DEVELOPMENT

Our Managing Partners are the center of our universe. Our ability to attract, retain, and develop employees is key to our success.

ENGAGEMENT AND BELONGING

We value the many and diverse voices of our Roadies, which means listening as a leadership team to what they have to say, by using a number of methods from in-person focus groups to large-scale surveys, as well as our annual “Fall Tour” listening sessions.

For example, we conduct an annual Culture Compass Engagement Survey, powered by Gallup, to listen to our Support Center Roadies. This Survey, conducted anonymously, is focused on understanding where we rate as a best-in-class workplace experience. We are proud of the growing response rate from our Roadies and our continued positive results, which validate our position as an industry leader in workplace culture.

Similarly, our restaurants work with a third-party provider to periodically send out anonymous Roadie Review surveys to their employees to better understand how their Roadies are feeling about work and their management team. Our restaurants are also able to utilize a pulse survey app to receive feedback from our hourly restaurant Roadies regarding any opportunities in their restaurants and business.

Finally, we hold an annual “Fall Tour” where our executive team and operational leaders travel to more than 20 cities over a six-week period to hear and receive feedback from our Managing Partners and other restaurant leaders.

Ultimately, we see feedback as a gift and a central part of employee engagement to help us build a sense of community and belonging. All of these “listening” sessions and tools provide our people a “voice” so that they feel “seen” and “heard” and allow us a better opportunity to engage with and understand their strengths, opportunities, and challenges as we work to evaluate and develop ways to better leverage or address opportunities in our business.



HUMAN CAPITAL AND DIVERSITY

We believe that people and culture are our greatest assets. In 2025, we finished the year with more than 100,000 Roadies working in our restaurants and at the Support Center. This included over 900 executive and administrative employees and more than 3,900 restaurant managers, while the rest of our Roadies were full and part-time hourly restaurant team members.

Our business relies on our ability to attract, develop, engage, and retain talented employees. We focus on casting a wide net, sourcing qualified candidates through multiple channels, and maintaining our *People-First* culture through shared core values, a performance-based compensation program, and competitive benefits and wellness programs. Additionally, our training and development programs are designed to provide our employees with ample opportunities to grow and develop in their careers. As a result, we are committed to attracting, retaining, engaging, recognizing, training, and developing a workforce that has a variety of talents and experiences and is committed to upholding our shared business values.

The table below shows the gender and racial and ethnic makeup of our Roadies as of the submission of our 2024 EEO-1 Report:

TOTAL WORKFORCE COMPOSITION TABLE*

GENDER	Female	57.43%
	Male	42.57%
ETHNICITY	White	55.48%
	Hispanic/Latino	29.80%
	Black/African American	11.19%
	Asian	0.95%
	Native Hawaiian or Other Pacific Islander	0.25%
	Two or More	1.48%
	American Indian or Alaska Native	0.86%

**Based on 2024 EEO-1 data previously submitted to the Equal Employment Opportunity Commission.

The table below shows the gender and racial and ethnic makeup of our Roadies at the end of 2025:

	Women	People of Color †
Support Center	53.8%	13.2%
Restaurant Managers	40%	25.4%
Hourly Restaurant Employees	57.1%	45.1%

† Denotes employees at Company restaurants and our Support Center that identify as Hispanic/Latino, Black/African American, Asian, American Indian/Alaskan Native, Two or More Races, or Native Hawaiian/Pacific Islander.

LEGENDARY FOR ALL

BUILDING COMMUNITY AND A SENSE OF BELONGING THROUGH INCLUSION

As part of our engagement efforts and our long-held corporate strategy of building a People-First culture, we have continued to support our Roadies through programs that build community and foster a sense of belonging, encourage an inclusive culture, and help welcome employees of all walks of life to work in our restaurants and the Support Center. We are passionate about treating everyone with respect, appreciation, and fairness every day to ensure that we remain a legendary place for our employees to work and for our guests to dine.

Our inclusion programs are ingrained in and part of our overall corporate strategy and are supported by an Advisory Council. This Council is a cross-functional and diverse team of executives and senior leaders within our Company representing seven different departments. The Council's primary purpose is to establish the overall inclusion strategy and vision for Texas Roadhouse, as well as ensure our programs align with, integrate into, and become embedded in our Company's broader strategic vision.

Our Advisory Council provides routine updates to our leadership team. Additionally, our internal talent strategy and compliance risk subcommittee (under our overall enterprise risk management program) periodically reports on our overall employment engagement and corporate strategy to the Board of Directors — either directly or through our Talent Management & Compensation Committee.



ADVISORY COUNCIL MISSION STATEMENT

The mission of our Advisory Council is to help build community within our four walls by identifying and recommending strategies, resources, and programs that align with our overall employee engagement and corporate strategy. Through these efforts, we affirm our commitment to fostering a sense of belonging where employees of all walks of life feel welcome to share their gifts, strengths, voices, talents, and inspiration and help communicate the value of our People-First culture to help ensure an experience that is truly Legendary for All.

Here are some examples of initiatives the Council focused its efforts on in 2025 as part of our overall corporate strategy of building a People-First culture:



WOMEN'S LEADERSHIP SUMMIT

Texas Roadhouse's Women's Leadership Summit ("WLS") program started in 2007 to provide a space for our leaders to network, develop, and grow. The program has grown significantly in size and scope over the years, and 2025 was no exception; we had both a Support Center in-person WLS and a company-wide virtual WLS, both of which were open to any leader who wanted to participate. The Support Center WLS had 116 attendees, while our virtual WLS attracted over 1,800 attendees, many of whom had watch parties. This year's theme was "Bet On You," and both events featured keynote guest speakers, exciting panels, and engaging group activities.



ENGLISH AS A SECOND LANGUAGE PROGRAM

Since 2023, we have partnered with Rosetta Stone to offer an English as a second language (ESL) program to Roadies who are recommended by their leaders to participate. The goal of the program is to assist our native Spanish speaking Roadies in as part of our overall corporate strategy for talent development: increasing their English language fluency. The courses are self-directed and completed on-demand at the

convenience of each learner. The ESL program was created based on feedback from managers in an effort to remove obstacles for those who want to grow and develop. We are proud to have over 100 participants currently in the program. Because the program has been so successful and after requests from our operators, we also plan to offer a Spanish as a second language (SSL) program, which will be designed to assist our English-speaking Roadies in effectively communicating with our native Spanish-speaking Roadies, which will help break down language barriers and allow for potential growth and development within the Company.



AFRICAN AMERICAN LEADERSHIP SUMMIT

In 2025, we hosted our second African American Leadership Summit at our Support Center. Emerging leaders who wanted to participate from each of our five regions, Bubba's 33, and the Support Center attended the event, during which they were able to participate in group activities and hear from keynote speakers and panelists on a variety of leadership and development topics grounded in the theme of "Lift As We Climb." It was an impactful two days of connection, professional development, and community building.



EMPLOYEE COMPENSATION & BENEFITS

We have a fun company culture with flexible work schedules, discounts in our restaurants, recognition, formal training, and affordable benefits. We offer one of the industry's most competitive total rewards packages, including a substantial benefits program (as described below) and competitive wages for employees at all levels of the Company. As a part of our compensation program, we share the profits of our restaurants with our employees on many levels – from kitchen and service managers at our individual restaurants to Support Center employees and our executive team. We also provide restricted stock units of Texas Roadhouse to thousands of our employees annually. Finally, we provide retirement savings programs with employer matching contributions to many of our employees.

Our benefits program includes, but is not limited to: medical, dental, and vision insurance coverage; tuition reimbursement; health savings and flexible spending accounts; vacation; short-term and long-term disability; and an employee assistance program. We also offer a number of other family-friendly benefits to many of our benefits-eligible employees, such as paid maternity leave, paid parental leave, paid bereavement leave, paid donor leave, adoption/surrogacy assistance, breast pump coverage, milk stork reimbursement, and exercise therapy for pregnancy and postpartum care.

Below are just a handful of highlights of our total rewards packages:



FLEXIBLE SCHEDULING

Get the hours you want with great earning potential in a high-volume restaurant.



TUITION ASSISTANCE

Take courses or earn a degree at an accredited school or university with up to \$5,250 in annual reimbursement.



RECOGNITION PROGRAM

Be celebrated for accomplishments or milestones through rewards and events.



VOLUNTARY BENEFITS

Opt-in to accident, critical illness, hospital indemnity, short-term disability, and term-life insurance at group rates.



HEALTHCARE

Choose a medical plan from a traditional PPO plan, a Health Reimbursement Account (HRA) plan, and a high-deductible plan with a Health Savings Account (HSA). Dental and vision insurance also offered.



DINING DISCOUNT

Enjoy a 30% dining discount on legendary food.



Our compensation and benefits programs are broad-reaching and benchmarked annually. We also solicit and receive feedback from our employees through a number of channels or methods, including benefits surveys, focus groups, townhall discussions, and our annual Fall Tour “listening” sessions.





ROADIE DEVELOPMENT

We focus on Roadie development through a variety of in-person and virtual programs and classes we offer to restaurant employees, operators, and Support Center employees. For our restaurant employees and operators, for example, in addition to countless hours of on-the-job training, we have bi-annual Market Partner meetings, annual training for our Managing Partners, Service Managers, and Kitchen Managers through MSUs, SMUs, and KMUs, respectively; formal training for newly hired or promoted Managing Partners; and formal training for our emerging leaders through Legendary Learning. In all, over 4,000 of our restaurant Roadies are receiving formal training every year.

In addition, as a part of our overall corporate strategy, we have designed programs that continue to support the growth and development of all our Roadies including, but not limited to, our Women’s Leadership Summit, our African American Leadership Summit and our ESL (English as a Second Language) Program as described above.

We also have a cross-functional ULEAD committee designed to provide programming, resources, and tools for employee development within the Support Center. For nearly 10 years, we have provided a leadership series targeted at specific levels within the Support Center – from our Leadership Ramp program designed for individual contributors to our Leadership Merge program designed for managers and emerging leaders and, finally, to our Leadership Highway program designed for our more senior leaders.

Finally, from a training perspective, we offer a number of regularly recurring training courses for our Roadies that we call our “Commitment to Legendary”, including Code of Conduct Review, harassment-free workplace training, responsible alcohol service training, and OSHA training. We also offer additional compliance-related training courses, ranging from state specific programs to courses that promote respect and integrity and equip our leaders with a deeper understanding of their responsibilities and the standards that guide our **People-First** approach.

CELEBRATING LEGENDARY ACHIEVEMENTS

We know and appreciate the value of recognizing our Roadies for their hard work, acts of Service with Heart, and results throughout the year. We honor and recognize positions at every level of our organization through events such as our RISE Conference (during which we award our restaurant employees for their outstanding

achievements throughout the year), our Support Center Awards (during which we award our top Support Center Roadies), and our Managing Partner Conference (where we give out a title of Managing Partner of the Year — the highest honor within our company), as well as a multitude of other regional recognition events and daily recognition programs.

EMPLOYEE HEALTH AND SAFETY

As a People-First company, we continue to keep employee health and safety our top priority. With trainings, policies, and programs dedicated to efforts such as OSHA training, slip-resistant footwear, hand washing, and active aggressor preparedness training, to name a few — we are focused on keeping our Roadies safe. We are proud to offer our Employee Assistance Program (EAP) to all benefits-eligible employees.

In the event of a crisis, we provide counselors on-site to help our Roadies navigate difficult times.

Our Employee and Guest Safety Committee is a cross-functional team focused on minimizing the number and severity of guest and employee injuries and promoting safety throughout our restaurants. The committee reviews data, implements initiatives designed to mitigate risk of injury, and assesses the effectiveness of safety programming. This internal risk subcommittee (under our overall enterprise risk management program) provides annual risk updates to the Finance and Audit Committee (through its risk subcommittee) regarding the risk-based initiatives being performed by the subcommittee.



KATIE VINCENT (CENTER)
Roadie of the Year 2025



EVERYONE IS A PARTNER

FROM MANAGING PARTNERS TO PROFIT SHARING PARTNERS, WE'RE IN THIS TOGETHER

OWNERSHIP MENTALITY

The Managing Partner at each Texas Roadhouse lives and works in the community. They have an ownership mentality because a large part of their compensation is based on the success of the restaurant. One of our Managing Partners said it best, "Other companies teach you how to run a restaurant, but Texas Roadhouse teaches you how to own a restaurant."

We believe the ancillary benefit of this is that they are also incentivized to control waste and be good stewards of their resources, which is a key driver of our sustainability efforts. For example, having in-house Meat Cutters provides higher quality steaks to our guests and helps to reduce millions of pounds of food waste each year.

SHARING THE LOVE: PROFIT SHARING PROGRAM

From Kitchen Managers to Service Managers to Support Center employees to our Executive Team, we share the profits of our restaurants with employees at many levels. We grant stock to thousands of our employees every year. In fact, in 2024, we expanded the group of Roadies who receive stock on an annual basis to Assistant Managers within our restaurants. We are proud of our approach to compensation, as we believe having "skin in the game" keeps us committed to our mission of Legendary Food and Legendary Service every day.

Managing Partners and Market Partners are required, as a condition of employment, to sign a multi-year employment agreement. The annual compensation of our Managing Partners and Market Partners includes a base salary plus a percentage of the pre-tax income of the restaurant(s) they operate or supervise.



TEXAS-SIZED RECOGNITION

A FEW OF OUR RECENT ACCOLADES

2025



2024



2023



2022



2021



2020

NAMED ONE OF THE TOP 10 BRANDS RESONATING WITH CONSUMERS AMID CORONA VIRUS BY INFLUENCER MARKETING AND SOCIAL DATA FIRM INFLUENTIAL.

2019

RECOGNIZED BY NEWSWEEK AS ONE OF AMERICA'S BEST CUSTOMER SERVICE RESTAURANTS IN THE CASUAL DINING CATEGORY.

CORPORATE GOVERNANCE

We believe that strong corporate governance practices are important for the sustainability of our company and for driving long-term value for our shareholders, employees, guests, and communities in that we serve. Our Corporate Governance Guidelines can be found on our website at investor.texasroadhouse.com and were most recently updated in December 2025.

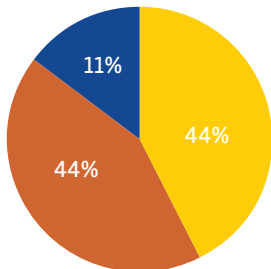
ROLE OF OUR BOARD AND MANAGEMENT

The Board’s role is to enhance the long-term value of the Company for its shareholders. The Board is elected annually by the shareholders to oversee management and to ensure that the long-term interests of the shareholders are being served. In order to fulfill this obligation, the Board is responsible for establishing broad corporate policies, setting strategic direction, and overseeing the management of the Company. As discussed in our current Proxy Statement,

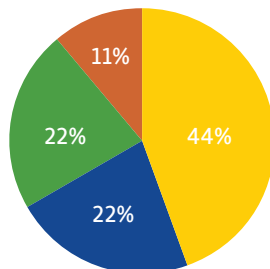
our Board seeks diverse candidates, taking into account diversity in all respects (including gender, race, age, board service, background, education, skill set, and financial acumen, along with knowledge and experience in areas that are relevant to the Company’s business), when evaluating potential nominees. Of our nine directors up for re-election at our upcoming annual shareholder meeting, three are female and one is African American. All our directors have a diverse background, education, knowledge, and experience that are relevant to our business.

The charts below illustrate the composition of our director nominees by age, tenure, diversity, independence, and gender:

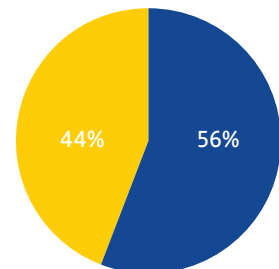
TENURE



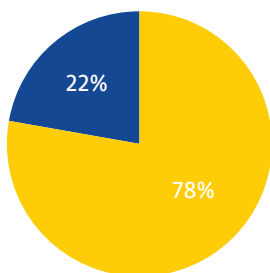
AGE



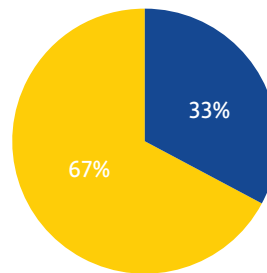
DIVERSITY



INDEPENDENCE



GENDER



To learn more about our Board and its Committees, visit investor.texasroadhouse.com.

BOARD OVERSIGHT:

<p>Board’s General Oversight Responsibilities</p>	<ul style="list-style-type: none"> • Establishing Board corporate policies • Overseeing management and strategic direction of the Company • Overseeing the Company’s strategy and initiatives
<p>Board’s Strategic Planning and Strategic Initiatives Oversight Responsibilities</p>	<ul style="list-style-type: none"> • Oversight roles include succession and organizational planning, human capital and talent management, corporate governance, corporate policy and process development, enterprise risk management, capital structure and allocation, and long-term financial and business planning • Ensure alignment on long-term goals and strategic growth and technology initiatives • Every Board meeting – strategic overview of one of our restaurant brands and a business update of each restaurant brand
<p>Board’s Risk Oversight Responsibilities</p>	<ul style="list-style-type: none"> • Responsible for overseeing our risk management strategy – directly and through Board committees • Direct oversight of the Company’s enterprise risk management program, including the Company’s risk register • Key risk management responsibilities have been delegated to the Finance and Audit Committee (and its risk subcommittee), the Talent Management and Compensation Committee, and the Nominating and Corporate Governance Committee

STRATEGIC PLANNING AND STRATEGIC INITIATIVES

In addition to and as part of the broad responsibilities described in our Proxy Statement, the Board plays an instrumental oversight role in the strategic planning and initiatives of the Company to ensure that the appropriate processes, systems, and organizational infrastructure is in place to support and align all management teams and functions toward the execution of our mission, values, and purpose. The Board’s oversight role includes succession and organizational planning, human capital and talent management, corporate governance, corporate policy and process development, enterprise risk management, capital structure and allocation, and long-term financial and business planning.

As a part of this role, the Board reviews our strategy with management to ensure that the Company and the Board are aligned on the long-term goals and strategic initiatives of the Company. At every quarterly Board meeting, the Board and management conduct a strategic overview of one of the Company’s main restaurant brands (including the international business) and are continually updated throughout the year on the performance of each brand or business unit. Additionally, the Board conducts periodic reviews of the manner in which the Company is allocating its capital to ensure that the Board

and the management of the Company are in agreement on how the Company is managing its asset portfolio. The Board executes its strategic oversight responsibility directly and through its committees as more particularly described below.

RISK OVERSIGHT

The Board is responsible for overseeing our risk management strategies, including the Company’s implementation of appropriate processes to administer day-to-day risk management. The Board executes its oversight responsibility directly and through its committees and is informed about risk management matters as part of its role in the general oversight and approval of corporate matters. The Board gives clear guidance to the Company’s management on the risks it believes face the Company, such as the matters disclosed as risk factors in the Company’s Annual Report on Form 10-K. Furthermore, the Board has delegated certain risk management responsibilities to its Finance and Audit Committee, Talent Management and Compensation Committee, and Nominating and Corporate Governance Committee (as applicable).

The Board – through itself and its committees – oversees our risk assessment and risk management practices and disclosures, which includes our financial strategies, insurance



plans, cyber risk, business continuity, corporate sustainability, and human capital management. The Board also evaluates the overall enterprise risk of our entire company, as well as regularly and comprehensively reviewing specific risk matters which have been identified by the Company. This includes a rotational review of the risk relating to specific departments within the Company.

Additionally, as part of our enterprise risk management process and under the Board's risk oversight, we have formed a series of subject matter risk committees that are comprised of cross-functional leaders within the Company that specialize in specific risk areas. These subject matter risk committees focus on risks involving business continuity / crisis management, food safety, responsible alcohol service, talent strategy and compliance, information governance (including data privacy compliance and our use of artificial intelligence), vendor management, employee and guest safety, California operations, and corporate sustainability. These subject matter risk committees regularly meet and report their activities to our enterprise risk management team and each of the subject matter risk committees and the enterprise risk management teams periodically report to the Board and its committees.

ETHICS AND COMPLIANCE

The Board has approved and adopted a Code of Conduct that applies to all directors, officers, and employees. We are committed to our core values of Passion, Partnership, Integrity, and Fun... With Purpose! The Code of Conduct is our guide as we apply these core values in our treatment of our fellow employees and how we run our business. Our Code of Conduct also encompasses our principles and practices relating to the ethical conduct of the Company's business and commitment to complying with all laws affecting the Company's business. In addition to following the laws and regulations of all federal, state, and local jurisdictions, we expect our Board, executive officers, and employees to adhere to the Company's Code of Conduct, policies, and procedures.

We encourage our employees to report any concern or potential violation of the Code, policies, and procedures. The Code of Conduct establishes three separate ways in which any person may submit confidential and anonymous reports of suspected or actual violations of the Code of Conduct. The Company's Ethics Hotline is accessible 24 hours a day, 7 days a week and is maintained by a third-party, so the reporting person can be anonymous unless they choose to identify themselves. All reports and investigations will be handled with discretion, and we will make every effort to

keep our investigations as confidential as possible. We do not retaliate against any person who raises questions, reports concerns, or who participates in an investigation related to the Code of Conduct.

SHAREHOLDER AND VENDOR ENGAGEMENT

In 2025, the Texas Roadhouse Investor Relations team hosted over 250 one-on-one conference calls with current shareholders, potential shareholders, and sell-side analysts. In addition, a member of the Investor Relations team along with one or more members of the Executive team participated in over 170 face-to-face meetings at various investor conferences as well as an additional seven virtual fireside chats hosted by a sell-side analyst with 5 to 40 investment professionals listening. Finally, senior members of the Texas Roadhouse Leadership team engaged with approximately 15 stewardship teams and vendor partners to discuss a variety of corporate governance, sustainability, and employee engagement topics.

INFORMATION SECURITY AND DATA PRIVACY

Texas Roadhouse receives and maintains certain sensitive information from our guests, employees, partners, and from business operations. The use and handling, including security, of this information is regulated by evolving and increasingly demanding data privacy laws and regulations in various jurisdictions, as well as by certain third-party contracts, frameworks, and industry standards, such as the Payment Card Industry Data Security Standard ("PCI-DSS"). To protect this information, we have created and implemented a detailed set of Information Security Policies and Procedures that are informed by recognized industry standard frameworks and best practices. The Company's Head of Information Security leads the Company's cyber security efforts under the direct oversight of our Chief Technology Officer.

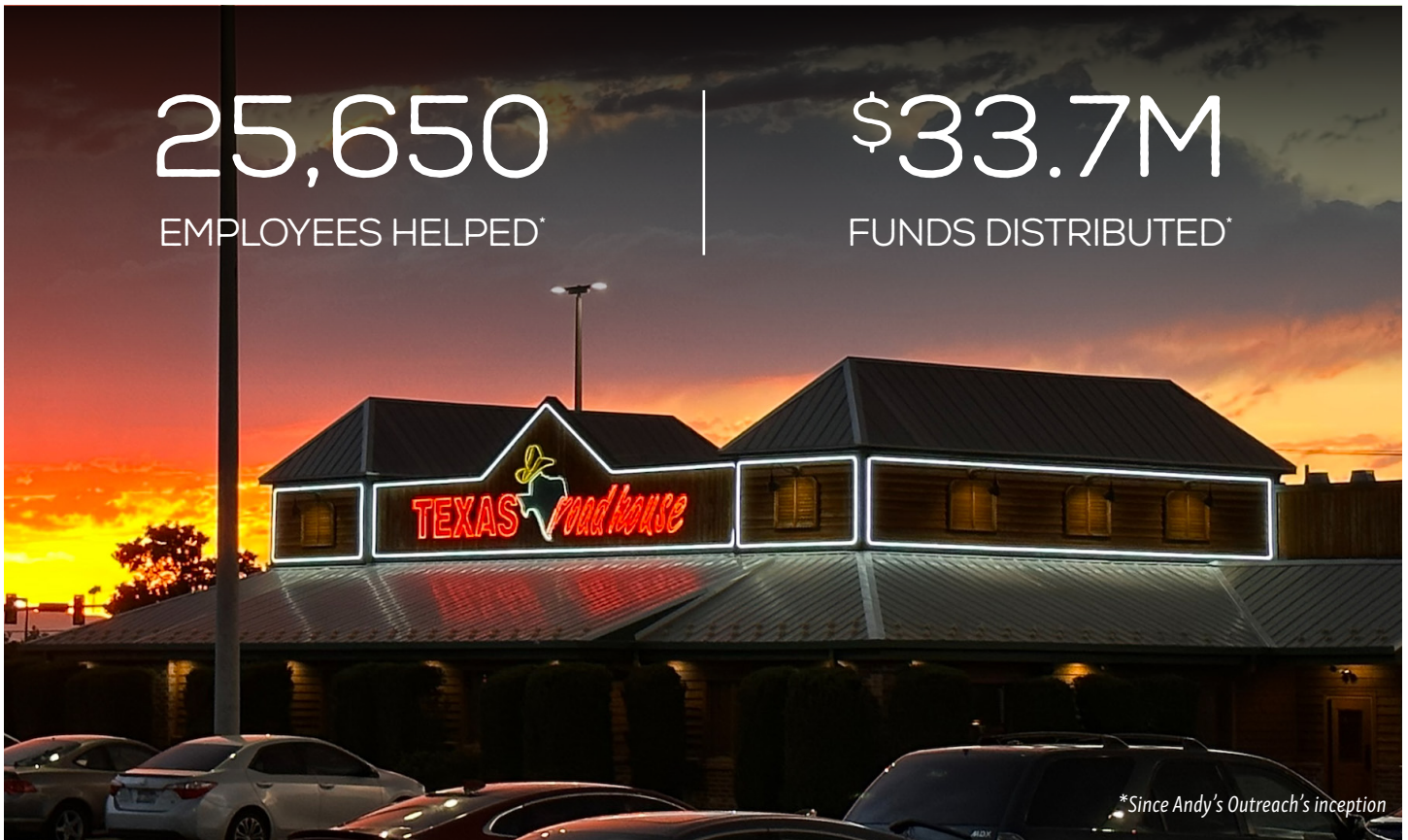
Under the guidance of the Information Governance Steering Committee, a cross-functional team is focused on identifying areas of concern and implementing appropriate changes to enhance its cyber security, AI governance, data governance, and privacy-related policies and procedures. Updates on these risks are provided to the Finance and Audit Committee at appropriate intervals. In addition, communications and trainings are shared throughout the Company each year. Both internal and third-party auditing are performed to verify that our controls are effective.



GIVING BACK ANDY'S WAY

THERE FOR ONE ANOTHER IN GOOD TIMES AND BAD

Andy's Outreach Fund is the Texas Roadhouse way of helping our employees who are experiencing financial hardship. Resources for the Andy's Outreach non-profit fund are available to current Texas Roadhouse employees only and are designated for crisis situations such as: death, fire, natural disasters, dire illnesses, personal injury, crisis counseling, emergency travel, or other financial hardships. Since its inception, Andy's Outreach has helped 25,650 employees and distributed over \$33.7 million.



PROFITS FROM OUR LOGAN, UTAH LOCATION GO DIRECTLY TO ANDY'S OUTREACH FUND TO HELP ROADIES EXPERIENCING HARDSHIPS.





CONSERVATION

WHEN IT COMES TO CONSERVATION, WE CONSIDER ALL POSITIVE CHANGES, BOTH BIG AND SMALL, TO BE VALUABLE. WE ARE PROUD OF THE EFFORTS DESCRIBED THROUGHOUT THIS SECTION AND KNOW WE HAVE EVEN MORE OPPORTUNITIES DOWN THE ROAD ON OUR JOURNEY TO MAKE EVERY COMMUNITY BETTER THAN WE FOUND IT.

- Preserving Resources | 36
- Why it Pays to 'Bee' Kind | 37
- Save Lives with Safe Water | 38
- Green Initiatives at our Support Center | 39
- Our Commitment to Sustainability | 40



PRESERVING RESOURCES

We actively pursue partnerships and opportunities that help our locations conserve resources, reduce waste, and have a positive impact on our environment.

PLANTING IT FORWARD

As of November 1, 2022, a long-term partnership with the Arbor Day Foundation was signed to give back to the communities we serve and to support the Arbor Day Foundation's mission of inspiring people to plant, nurture, and celebrate trees. Texas Roadhouse will donate \$50,000 each year through 2027.



During 2025, we partnered with the Arbor Day Foundation to plant 25,000 trees in support of reforestation efforts in central Florida's Withlacoochee State Forest. Our team also distributed 200 free trees through a giveaway on the Bubba's 33 national Facebook page, allowing us to extend our sustainability message digitally while providing an opportunity for our guests to participate directly in our environmental efforts. In addition, we funded a free tree distribution in Asheville, NC, where 225 trees will be given away to the community from our Texas Roadhouse location in April 2026.

IMPACT OF **25,425** TREES OVER 40 YEARS

54,817 METRIC TONS OF CO₂ SEQUESTERED

10.8 MILLION GALLONS AVOIDED WATER RUNOFF

151 TONS OF AIR POLLUTANTS REMOVED



WHY IT PAYS TO 'BEE' KIND

Starting in 2019, to further our commitment of supporting the bee population, we began partnering with the Bee Conservancy, a 501c3 non-profit that works to bolster bee populations by placing honey and solitary bees in 'bee sanctuaries' across the U.S. As part of our partnership, we will place hives in communities across the country to educate the community and inspire others to get involved.

To help inform people (especially our kids) about struggling bee populations and the importance of bees to agriculture, our Louisville Support Center partnered with the Oldham County Beekeepers Association to install five beehives behind our offices.

In 2025, we partnered with the Bee Conservancy to offer seven scholarships for eCornell's Master Beekeeping Certificate program. These scholarships were awarded to mid-level beekeepers with a minimum of three years of beekeeping experience whose work with bees advances environmental stewardship, community resilience, and/or food justice.





SAVE LIVES WITH SAFE WATER









We are proud to partner with WaterStep to fund WaterBalls, which help women and children in developing countries gather water for their families. Instead of carrying limited quantities of water on top of their heads, the WaterBalls are a safer and more efficient solution.

In addition, we have partnered with WaterStep to purchase a WOW (Water on Wheels) Cart. The WOW Cart was developed in collaboration with the EPA Office of Research and Development, Homeland Security Research Program. The cart is a mini-water treatment plant on wheels and is capable of producing up to 10,000 gallons of safe water each day to be used for drinking, cooking, and cleaning. The WOW Cart helps Texas Roadhouse be resilient when responding to natural disasters that affect it and its communities.



GREEN INITIATIVES AT OUR SUPPORT CENTER

During our Support Center building remodel, environmental and social factors were at the forefront of our planning and execution. As a result, we took the following steps:

-  Converted all interior lighting to LED
-  Converted parking lot lighting to LED
-  Converted lighting to motion sensor-controlled lighting
-  Added several electric vehicle charging stations
-  Added touchless, low-flow faucets in the restrooms
-  Put in a new HVAC building management system with unoccupied setting to reduce energy usage
-  Converted to recycled paper towels in the restrooms
-  Added water bottle filling stations on every floor

OUR EXPECTATION FOR CONSERVATION

When it comes to conservation, we consider all positive changes, both big and small, to be valuable.

We are proud of the efforts described throughout this section and know we have even more opportunities down the road on our journey to make every community better than we found it.

Sum of CO ₂ Emissions (mtons CO ₂ e)*	2023	2024	2025
Scope 1			
Natural gas	103,187	108,514	119,530
Propane	714	679	566
Scope 2			
Electric power	168,414	183,041	191,078
Grand total	272,314	292,233	311,174
Site count & revenue			
Total site count	638	669	717
Revenue (in millions)	\$4,632	\$5,373	\$5,878
Total Scope 1 and 2			
Total Scope 1 and 2 per site	427	437	434
Total Scope 1 and 2 per \$1M in revenue	58.79	54.39	52.94

*This chart includes data for our company-owned Texas Roadhouse, Bubba's 33, and Jagers restaurants, as well as our Support Center. **Updates may occur dependent upon data availability.

SCOPE 1 AND SCOPE 2 EMISSIONS

We have partnered with an energy management firm to calculate our greenhouse gas emissions at our stores. The Scope 1 and Scope 2 emissions are generated based on the natural gas, propane, and electricity we use to operate. Our plan is to determine a baseline based off the data, take a deeper dive into our buildings and equipment, and potentially find ways to reduce our energy usage in the future. Our Scope 1 and 2 emissions are calculated in accordance with the WRI/WBCSD Greenhouse Gas (GHG) Corporate Accounting and Reporting Protocol.

SCOPE 3 EMISSIONS

In 2024, we measured our Scope 3 greenhouse gas (GHG) emissions for the first time based on a 2023 base year. The assessment followed the GHG Protocol Corporate Standard, inclusive of Purchased Goods & Services, in line with both the science-based targets initiative and the California Senate Bill 253 requirements. The assessment also included

a breakdown of all FLAG (Forest, Land and Agriculture) emissions and a mechanism to separate those emissions coming from land management practices and those coming from land use change.

- For our 2023 fiscal year, Scope 3 GHG emissions represented approximately 91.3% of our total emissions with the remaining 8.7% being collectively represented by our Scopes 1 and 2 GHG emissions.
- For our 2024 fiscal year, Scope 3 GHG emissions represented approximately 91.4% of our total emissions with the remaining 8.6% being collectively represented by our Scopes 1 and 2 GHG emissions.

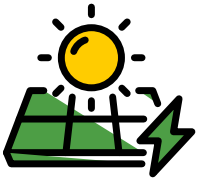
We plan to continue to evaluate our emissions and energy management across all three Scopes as we better assess the opportunities to best allocate resources in areas where we can make meaningful and direct impact in accordance with our overall Corporate Sustainability strategy





RESPONSIBLE USE OF ENERGY

We are committed to reducing our energy consumption from high-efficiency kitchen equipment to internal LED lights. All of our new store openings are using Energy Star (E.S.) or Air Conditioning, Heating & Refrigeration Institute (AHRI) certified equipment. Having energy efficient equipment in our stores further reduces our carbon footprint by saving on electricity, gas, and water usage. We have converted hundreds of stores to LED and we continue to open all of our new stores with LED. The average LED lasts 30,000 operating hours to 100,000 operating hours or more. With a longer operational life, LEDs can reduce labor costs of replacing bulbs in commercial situations, achieving a lower maintenance lighting system. LEDs are extremely energy efficient and consume up to 90% less power than incandescent bulbs and about 50% less electricity than traditional fluorescent and halogen options. In addition, LEDs do not have the environmental issues common to traditional lighting solutions like fluorescent or mercury vapor lights.



SHINE ON

We have solar panels installed at our Greeneville, TN location and at two of our Arizona stores. While these systems generate electricity, ongoing maintenance and associated costs have limited its practicality for our operations. We are still assessing our solar strategy in areas it is not required.



REVVING UP FOR THE FUTURE

Our restaurant in Spring Hill, TN features four total EV chargers for guests to use. We have added charging stations for electric cars at our Support Center too. We provide free charges to our guests and employees in an effort to encourage more adoption of electric vehicles.

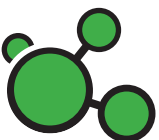
FEWER MILES. LOWER EMISSIONS.

In early 2025, we optimized our western U.S. distribution network by transitioning select stores to a more efficient service region. This change improved service reliability while significantly reducing weekly transportation miles. By shortening delivery routes, the transition helped lower fuel consumption and associated greenhouse gas emissions.



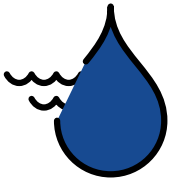
TURN DOWN FOR WATT

Most of our restaurants have programmable smart thermostats allowing them to control temps and energy use to optimize HVAC performance. In addition, we have many stores with kitchen equipment controllers, which keep equipment from running overnight. Most of our Texas Roadhouse and all of Bubba's 33 restaurants are being designed with tankless water heaters. All of these energy monitoring programs further reduce our energy usage. We are continuing to explore other ways to manage our energy usage.



PFAS FREE

We are proud that all our packaging and smallwares are either PFAS free or have no intentionally added PFAS.



WE'RE SAVING WATER

All new stores open with touchless faucets, and many existing stores are making the switch. In addition, we have three stores with waterless urinals and others with slow-flow toilets as well. We will continue to focus on opportunities to reduce our water usage.



GREASE TRAP RECYCLING

In 2025, we began working with a new grease trap pumping vendor to remove grease and water from our stores' underground grease traps. This helps prevent harmful materials from entering sewer systems and waterways. The partnership resulted in the removal of 1 million gallons of material with 96% recycled.



WASTE NOT. WANT NOT.

Less food waste is a great byproduct of our made-from-scratch model because we can make use of excess product. For example, we utilize Meat Cutters in each restaurant to hand-cut our steaks. After they cut our legendary steaks, we can use the steak trimmings in other products, such as chili grind and kabobs, rather than wasting that product. Any excess trimmings are converted to render fat for our grills. In 2025, we received the results of a food waste audit at our Texas Roadhouse location in Danbury, CT. The audit identified an average of food waste per guest lower than the industry average.



LESS FOAM IN YOUR HOME

Sustainable packaging is at the forefront of our To-Go business. In 2023, we introduced molded fiber as an alternative to foam. We are completely foam-free in over 90 stores and we are planning to add more stores next year. We also use paper products in many areas to avoid the use of foam and plastics. Our paper bags are made of recycled material and are recyclable as well.



BUILDING A SUSTAINABLE FUTURE

Our "green store" is setting the standard for the future as we strive to test and measure the effectiveness of sustainable equipment and materials. We have procured many components specifically for our "green store" and all new stores are being built "better" with every chance we get. Some more prevalent examples are LED lighting, tankless water heaters, energy efficient HVAC units, Energy Star kitchen equipment, and our Direct Connect fresh and used cooking oil systems.



SUSTAINABLE SHIFTWEAR SUCCESS

In 2025, over 213,000 sustainable uniform items were purchased, which helped keep nearly 2.3 million plastic bottles out of landfills and oceans.



FREQUENT FRYER PROGRAM

All our stores recycle their used cooking oil. With a Direct Connect system, used oil is automatically sent to a storage container for pickup. This reduces contamination and employee risk. The oil is converted into airline fuel, used to feed livestock, and used to manufacture other products. In 2025, we recycled 1,087,370 gallons of used cooking oil across all three of our brands.

Used Cooking Oil Recycled: 1,087,370 gallons (or 7,989,872 pounds)	
Environmental Impact	
Tons Diverted from Landfill	8,765
Trees Planted	1,348,423
Cars Removed from Road for a Year	1,475
Offset Emissions Data LBS	
Carbon Monoxide (CO)	60,458
Sulfur Dioxide (SO ₂)	4,784
Carbon Dioxide (CO ₂)	17,539,289

Source Data: Mahoney, Darpro, and RTI



REDUCE. REUSE. RECYCLE.

From materials recycling to organics recycling, we’re actively working to reduce our carbon footprint. In 2025, the amount of waste diverted from landfills based on our recycling efforts was over 20K tons, which equates to 363K trees.

Source: Waste Management

MATERIALITY ASSESSMENT

As a part of our overall corporate sustainability strategy, in 2024, we conducted our first materiality assessment of our Corporate Sustainability program with the goal of providing us with a more directed approach to evaluate our corporate sustainability risks. As a part of the assessment, our consultant received input from more than 100 internal and external stakeholders (including our Board, Leadership Team, vendors, franchisees and investors) to better understand the issues most important to each stakeholder across more than 20 different environmental, social, and governance topics. The results of our materiality assessment showed that we maintain a significant alignment across all of our stakeholders on our key principles of food safety (Legendary Food), guest experience (Legendary Service), and human capital management (People-First).

We will continue to use the materiality assessment as a well-informed guide to help prioritize the evaluation of any risks identified as most impactful by our internal and external stakeholders compared to our internally identified and managed risks.



TCFD REPORT



As stated above, a key pillar of our overall Corporate Sustainability strategy is compliance with all laws and regulations relating to corporate sustainability topics. To this end, in 2025, we engaged a consultant to assist us in preparing our first climate-related financial risk report, in accordance with the disclosure framework recommended by the Task Force on Climate-Related Financial Disclosures published by the Task Force on Climate-Related Financial Disclosures (TCFD) and requirements of the California Climate-Related Financial Risk Act (SB 261). Preparing our climate-related financial risk report involved conducting a scenario analysis to better understand climate-related physical and transition risks and opportunities for our physical locations, operations and value chain including the impact of such matters on our strategy and financial performance over the short, medium, and long term. We are in the process of evaluating the various risks and opportunities identified during the preparation of the TCFD Report.

Bubba's 33



JAGGERS



CORPORATE SUSTAINABILITY

FOOD • COMMUNITY • EMPLOYEES • CONSERVATION