



Growth means more than opening new Wendy's restaurants. It means keeping our commitment to quality, innovation and doing the right thing for customers, crew and the communities we serve. Reflecting on the past year, I am more optimistic than ever about the potential of the business we're building and the future we are helping shape.

Good Done Right, our corporate responsibility strategy, is integral to how we do business. By embedding the strategy into daily operations, we enhance efficiency, strengthen our restaurants, and empower the teams that serve our customers every day. As we continue to build more restaurants around the globe, we are thoughtfully fueling employee and franchisee growth while scaling practices that support food safety, responsible sourcing and environmental impact.

Continued progress

In 2024, we continued to integrate Good Done Right into the fabric of The Wendy's Company, advancing work across our **Food, Footprint** and **People** pillars to strengthen our future.

In **Food**, we completed more than 13,000 Food Safety Assessments (FSAs) across Wendy's restaurants worldwide to reinforce food-safe behaviors in 2024. Through the Wendy's Animal Care Standards Program, we met our goal to have a comprehensive accounting of animal welfare best practices across our beef, pork, chicken, eggs and dairy supply chains in the U.S. and Canada. This work also expanded our view of our protein supply chain and helped us build relationships beyond our direct suppliers.

In the U.S. and Canada, we are making progress to reduce our environmental **Footprint** by successfully transitioning to fry cartons and chili cups made from certified fiber. The work advanced our goal to sustainably source 100% of packaging across these regions by 2026. This achievement also helped support our commitment to no deforestation across our most at-risk primary commodities by 2025.

We continued to invest in our **People** with employee development, including an updated onboarding program and more hands-on trainings for our Company employees. Our Community Giving Program continues to help to support communities around the globe where we live and work. Further, restaurant teams across the U.S. raised a record \$10.6 million through the annual Boo! Books program in support of the Dave Thomas Foundation for Adoption's mission to help children in foster care find safe, permanent homes.

Our Promise

This year, we created a new Wendy's Promise, "Fresh, Famous Food, Made Right For You" to continue building a strong future for the Wendy's brand. Good Done Right is foundational to that promise, as the System goes all-in on operational excellence and living our values of doing the right thing in the right way to guide us as we grow.

Our work is never done, and it is never done alone. Delivering on our commitments and evolving to reach our potential is only possible through purposeful collaboration with our employees, customers, franchisees, suppliers, business partners and the communities we serve.

Thank you for your support. I look forward to the journey ahead.

Kirk Tanner, President and CEO