

**PAPA<sup>®</sup>  
JOHNS**

## 2024 CORPORATE RESPONSIBILITY HIGHLIGHTS







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# ABOUT THIS REPORT

This 2024 Corporate Responsibility Highlights report provides a high-level overview of how Papa John's International, Inc. ("Papa Johns") operates and manages its corporate responsibility priorities and other issues material to our business and stakeholders. To demonstrate our commitment to transparency, Papa Johns discloses data aligned with the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB).

The data in this report, unless otherwise indicated, covers our U.S. corporate-owned or managed restaurants, Restaurant Support Centers (RSCs) and Quality Control Centers (QCCs), and does not include franchises, during the fiscal year ending December 29, 2024. Some sections of this report include information and data about our UK corporate operations. Our quantitative data and reporting process for the 2024 safety and workplace demographic data sets was internally reviewed and assured by our Internal Audit team.

We value feedback from our stakeholders and welcome you to send comments or questions to [corporate\\_responsibility@papajohns.com](mailto:corporate_responsibility@papajohns.com).

**OUR STRATEGY AND REPORTING ARE INFORMED BY THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGs), A FRAMEWORK THAT GUIDES STAKEHOLDER EFFORTS TO ADDRESS THE WORLD'S MOST PRESSING NEEDS.**







# LETTER FROM OUR PRESIDENT & CEO TODD PENEGOR

Since joining Papa Johns in August 2024, every day I am inspired by the passion of our team members and franchisee partners across the globe as they fulfill our mission to make every part of the pizza experience better.

Within our restaurants, Quality Control Centers (QCCs) and Restaurant Support Centers (RSCs), our promise of Better Ingredients. Better Pizza.® is delivered by those who embrace our core values and bring them to life in every community we serve.

Our work begins with our people, who know that to craft positive experiences for our customers, we must take care of each other first. By putting **People First**, in 2024 we were able to celebrate the more than 130 graduates of Dough & Degrees, Papa Johns fully funded tuition program, who have earned a college degree, high school diploma or professional certificate over the past five years. We also took care of each other in times of need—such as during illnesses or after an injury or other crisis—by providing emergency financial assistance through the Papa Fund and the Papa Johns Franchise Relief Fund.

We fostered connectedness and belonging—the essential ingredients of our success—within our communities, donating more than \$1.4 million through the Papa Johns Foundation’s Building Community Fund to support nearly 290 organizations who are addressing youth leadership and entrepreneurship, and food insecurity. At Papa Johns, **Everyone Belongs**, so we also continued our work to provide career pathways for young people through meaningful training and internship programs with partners committed to improving access to education and career opportunities.

When hurricanes threatened to disrupt lives, our team members and franchisees were already planning how they would **Do the Right Thing** and respond to the needs of impacted people as they began the difficult work of recovery. Across our system, we rallied together to deploy the resources needed to serve more than 52,000 meals to those affected by hurricanes Milton and Helene.

To ensure all of the pizzas we make and the ingredients we stock go to good use, we expanded the Papa Johns Harvest program that donates uncollected orders to community organizations. In 2024, the Harvest program provided more than 360,000 meals to people in need and diverted more than 200,000 pounds of food waste from landfills. I’m proud of our team members and franchise partners for supporting our goal to donate 10 million meals by 2027. So far, our food recovery efforts, grant programs and in-kind pizza donations together have provided more than 6.8 million meals and counting.

Across our supply chains, team members served as champions for better by leading initiatives to address our environmental footprint. Through new machinery in our dough-making process that requires less energy, the growing use of shore power in our transportation fleet that reduces our diesel fuel consumption, and changes to the way we pack, store and deliver our ingredients, we continued to **Innovate to Win**.

We also found moments to celebrate our impact together. In 2024, the Papa Johns Foundation celebrated five years of supporting Boys & Girls Clubs of America’s (BGCA) youth leadership programs, investing more than \$5.5 million since the partnership began in 2019. From our engagement at the



National Keystone Conference, BGCA’s largest teen gathering of top leaders and advocates across the nation, to hosting Youth of the Year finalists at our Atlanta RSC for a pizza-making class, our team members took advantage of opportunities to connect in-person with these young emerging leaders. And, our Inclusion Resource Groups (IRGs) invited all team members together to celebrate, learn and grow together during special moments throughout the year. What a joy it is to work at a place where we **Have Fun!**

As we strive toward being the best pizza makers in the business, we do so with an understanding of all that entails—not just how we treat the food we serve, but how we treat each other and how we treat the world around us—as well as the optimism, tenacity and persistence required to be the best.

Sincerely,

**TODD PENEGOR**  
PRESIDENT & CEO





# WHO WE ARE

## OUR PURPOSE

We craft better pizza for the joy of food lovers everywhere

## OUR VISION

Be the best pizza makers in the business

Our company is built on our promise  
Better Ingredients. Better Pizza.®

## We are guided by our values

- People First
- Innovate To Win
- Do The Right Thing
- Everyone Belongs
- Have Fun



## COMPANY OVERVIEW

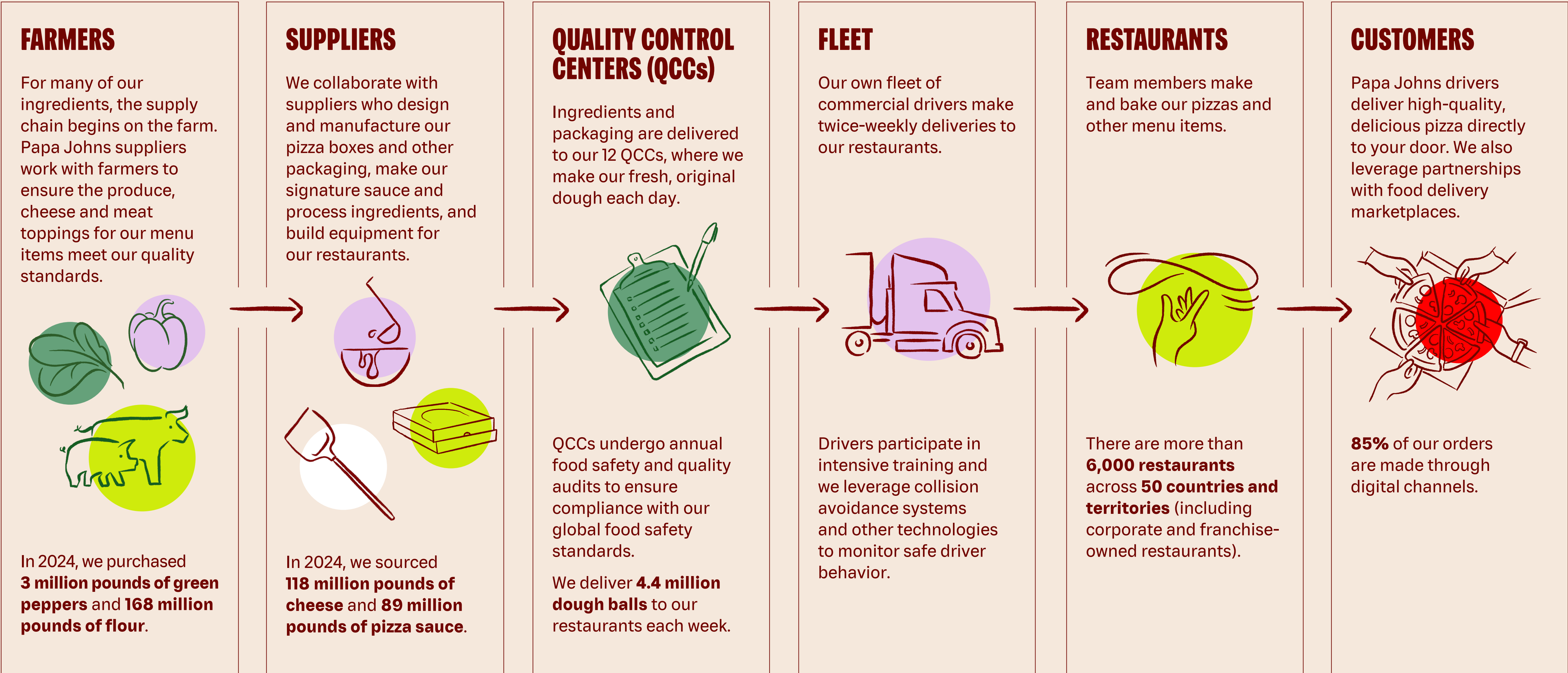
	2024	2023	2022
TOTAL GLOBAL OPERATIONS	6,030	5,921	5,719
Corporate-owned restaurants	552	649	522
Franchise restaurants	5,478	5,259	5,184
Corporate-owned Quality Control Centers	13	13	13
TOTAL NORTH AMERICA OPERATIONS	3,514	3,445	3,388
Corporate-owned restaurants	539	531	522
Franchise restaurants	2,975	2,902	2,854
Corporate-owned Quality Control Centers	12	12	12
TOTAL INTERNATIONAL OPERATIONS	2,516	2,476	2,331
Corporate-owned restaurants	13	118	0
Franchise restaurants	2,503	2,357	2,330
Corporate-owned Quality Control Centers	1	1	1
TOTAL U.S. CORPORATE TEAM MEMBERS	11,400	12,000	12,100
Restaurant team members	8,800	9,400	9,600
Restaurant management team members	700	700	700
Corporate team members	700	700	700
Quality Control Center team members	1,200	1,200	1,100
TOTAL REVENUE	\$2.1B	\$2.1B	\$2.1B
NUMBER OF COUNTRIES AND TERRITORIES WITH PAPA JOHNS RESTAURANTS	51	50	48



# OUR VALUE CHAIN

Our commitment to our promise—Better Ingredients. Better Pizza.—extends throughout our value chain. All our suppliers must comply with Papa Johns Global Food Safety Program and Standards, Animal Welfare Policy and all applicable laws.

Products must meet our quality standards, including good manufacturing practices and worker safety standards, which are reviewed and verified through quarterly business reviews and annual food safety audits.





# 2024 CORPORATE RESPONSIBILITY HIGHLIGHTS

**\$1.4 MILLION**  
INVESTED IN LOCAL COMMUNITIES IN PARTNERSHIP WITH FRANCHISEES

**CELEBRATED FIVE-YEAR ANNIVERSARY OF DOUGH & DEGREES, ENGAGED NEARLY 1,000 TEAM MEMBERS IN FULLY FUNDED TUITION PROGRAM SINCE 2019**

**5 YEARS** CELEBRATED OF PARTNERSHIP WITH BOYS & GIRLS CLUBS OF AMERICA, ENGAGED 5,600+ TEENS IN YOUTH LEADERSHIP DEVELOPMENT PROGRAMS IN 2024

**\$60K**  
IN FINANCIAL ASSISTANCE PROVIDED TO TEAM MEMBERS THROUGH THE PAPA FUND



**NAMED ONE OF FORBES BEST EMPLOYERS AND ONE OF AMERICA'S MOST RESPONSIBLE COMPANIES BY NEWSWEEK**

**52K**  
MEALS DONATED TO COMMUNITIES AFFECTED BY HURRICANE MILTON & HURRICANE HELENE

**290+**  
NONPROFIT ORGANIZATIONS SUPPORTED THROUGH THE PAPA JOHNS FOUNDATION

**200,000+ LBS**  
OF FOOD WASTE DIVERTED FROM LANDFILLS



# OUR CORPORATE RESPONSIBILITY STRATEGY

Our Corporate Responsibility (CR) strategy is focused on fostering a culture of belonging, offering high-quality pizza using simple ingredients and reducing our environmental impact. These strategic CR priorities were informed by our most recent materiality assessment, which identified and evaluated the corporate responsibility issues most important to key stakeholders and our business.

In 2024 we began updating our materiality assessment, first conducted in 2020. Stakeholder feedback from the assessment will be incorporated in our CR strategy and 2025 Report. We engage with key stakeholders—team members, franchise owners, customers, suppliers, investors and communities—on an ongoing basis to gather input on critical issues impacting our business and society.



## 2024

### AWARDS & RECOGNITION

**Forbes: Best Employers for Diversity 2024**

**DiversityComm: Top Diverse Employer 2024**

**Newsweek: America's Most Responsible Companies 2024**

**TIME: World's Best Companies 2024**

**Forbes: America's Best-In-State Employers 2024**

**Forbes: World's Best Employers 2024**

## STRATEGIC PARTNERSHIPS & MEMBERSHIP ORGANIZATIONS

- American Pizza Community
- Asia Outreach Roundtable
- Catalyst
- Cobb County Chamber of Commerce
- Congressional Black Caucus Foundation Corporate Advisory Council\*
- Executive Leadership Council
- Food & Beverage Industry Group\*
- Community Foundation for Greater Atlanta\*
- Greater Louisville, Inc.
- International Franchise Association
- International Poultry Welfare Alliance (IPWA)
- The King Center
- National Association of Asian American Professionals
- National Black MBA Association
- National Gay & Lesbian Chamber of Commerce\*
- National Minority Supplier Development Council
- National Restaurant Association
- Prosper Forum
- U.S. Roundtable for Sustainable Poultry & Eggs (US-RSPE)
- Women's Business Enterprise National Council
- Women in Technology

\* New memberships as of 2024



# SOCIAL

## OUR PEOPLE

We believe in investing in our team members today, to help them become the Papa Johns leaders of tomorrow. We put **People First** by creating quality training, learning and development programs that give our team members the tools they need to thrive. We work to attract top talent by fostering a culture that is welcoming, advances our values and creates connectedness and belonging.

### Recruiting Talent

Our recruitment strategy is driven by our priority to strengthen our candidate pool for all manager-level team members and above. We do this through targeted training, direct engagement, strategic partnerships and summer internship programs in partnership with national and local organizations working to provide career pathways and improve education access for young people. We also sponsor and attend career fairs, scholarship programs and university and professional organization events that help us to connect with talent in their own communities.

### Learning & Development

Our education programs help our team members develop professionally, while giving us a competitive edge with a workforce that is constantly learning new skill sets for their roles at Papa Johns. We offer professional development plans, internships and co-ops, leadership workshops, an extensive catalog of e-Learning courses, promotion from within, internal training programs and tuition reimbursement.

## DOUGH & DEGREES

In 2024, Papa Johns celebrated the fifth anniversary of our fully funded tuition program—Dough & Degrees—through which corporate team members can attend college and earn their degree at zero cost. Papa Johns covers tuition, books and fees up front so there is no out-of-pocket expense. Team members can earn a variety of degrees—from Associates to Masters, receive their high school diploma, earn college credit for on-the-job training, take professional certificate courses in business-relevant areas and gain access to academic advising and guidance from learning experts.

To date:

- **Nearly 1,000 (937)** team members have accessed Dough & Degrees
- **137** have earned a college degree, high school diploma or continuing professional education certificate
- **76%** of graduates remain employed with Papa Johns, developing their careers and moving into upskilled roles
- Dough & Degrees students stay at Papa Johns an average of **4 times longer** than other team members
- **75%** of Dough & Degrees students believe the program positively impacts Papa Johns culture
- Papa Johns has invested more than **\$5.4 million** into the program and, in turn, team members

Corporate Team members who average ten or more hours per week and are employed for at least two months at any Papa Johns owned restaurant, Quality Control Center (QCC) or corporate campus are eligible.

## DOUGH & DEGREES PARTICIPANT SPOTLIGHT



“I am a believer in life-long learning. Wherever I am in life, I try to educate myself in some way. I saw this program as an opportunity to do that in a big way by developing and honing my business acumen.”

**DAVID FORTENER**  
Sr. Director,  
Transportation System & Support





# PROSPER FORUM & ACCELERATOR PROGRAM

In 2024, Papa Johns leadership attended the second Prosper Forum, four days of networking and education with a community fueling the diverse future of foodservice and hospitality. In addition, Papa Johns sponsored three of our team members selected for the Prosper Accelerator Program, which fosters the growth of emerging talent by intentionally creating authentic relationships and opportunities for advancement through a year-long program.



"I love to see a team member who started as a 17-year-old customer service representative and in a few years, they become a general manager."

**CAONEX ABREU**  
Regional Senior Director of Operations

"I am hyper-focused on continuous improvement. ... As a leader, I want people to be conscious of each other's humanity."

**ERICA GRAVES**  
Director of Operations,  
Quality Control Center—North Carolina

"I see growth in process, I see myself continuing to nurture my craft and leadership. I'm a big believer in putting in the effort and being curious, empathetic and humble. If I do that, everything else will work out."

**ANDREW LANZZIANO**  
Director, International Brand Marketing

# BOYS & GIRLS CLUBS OF AMERICA'S NATIONAL KEYSTONE CONFERENCE

The Papa Johns Foundation again sponsored Boys & Girls Clubs of America's National Keystone Conference, which engaged more than 900 teens in the organization's largest teen gathering of top leaders and advocates across the nation. A group of our team members attended the conference's College and Career Expo to introduce these emerging leaders to career opportunities at Papa Johns.



# Internships & Co-ops

To connect Papa Johns to future leaders with varied lived experiences, we partner with universities, community colleges and education-focused organizations to host internships, co-ops and apprenticeship programs.

In 2024, a 10-week initiative gave college juniors and seniors the chance to learn about different career pathways at Papa Johns during the summer. This class of interns brought significant value to Papa Johns through a capstone project where they innovated solutions to real business challenges and presented key learnings that offer fresh insights.

At our Louisville Restaurant Support Center (RSC), a two-year apprentice-style program in partnership with a local community and technical college helps provide an alternate pathway into a fulfilling career in technology for students for whom the standard four-year Computer Science degree route may not be feasible. Apprentices attend school online and work at Papa Johns Louisville RSC four days a week.

In the fall of 2024, Papa Johns launched a partnership with a Louisville-area high school to support their IT Pathway within their Innovate Academy. Papa Johns team members served as guest speakers to talk to technology students and in 2025 will host students at our Louisville RSC and QCC.





## Investing in Health, Safety & Security

Promoting and maintaining a safe and healthy work environment is a top priority at Papa Johns. Our Vice President of Global Safety & Security has oversight of the program and provides regular reports to senior leadership.

We continue to invest in training and technology to ensure the safety of our people in our QCCs and RSCs, in our restaurants and on the road. All Papa Johns team members receive annual safety training based on the requirements of their roles.

Our QCCs and corporate-owned restaurants undergo annual hazard assessments and random observations by regional safety managers and field safety coordinators.

For our commercial fleet, in 2024 we launched a state-of-the-art driving safety platform for our commercial drivers. This innovative platform

leverages AI technology to assist drivers in maintaining safe driving practices, and both commercial tractor-trailer and restaurant delivery drivers must undergo screening upon hire and driver safety training.

All corporate-owned restaurants have a cloud-based security system for centralized security monitoring, and all team members receive training at the time of hire that focuses on security topics in and around the restaurant.

The Security & Loss Prevention teams oversee security and loss prevention initiatives, which support both corporate restaurant and QCC operations in managing the level of security risks within the workplace and putting preventative security measures in place to avoid losses.

## Responding to Disasters & Emergencies

At Papa Johns, we make it a priority to be there for our communities and team members when disaster strikes. We offer financial assistance to eligible team members facing emergency, injury, illness or natural disaster through our team member Emergency Relief Fund (the Papa Fund). This Fund is supported by team member

donations and fundraising campaigns and has provided more than \$2 million to nearly 3,000 team members since 2000. The Papa Johns Franchise Relief Fund provides similar assistance to franchise team members in need and has donated more than \$860,000 since 2005.

### 2024 TEAM MEMBER SAFETY\*

Recordable Injuries	(-9%)
Preventable Crashes	(-1%)
DOT Highway Crashes	(-33%)
DOT Hours of Service Violations	(-29%)
Clean Roadside Inspections	(+19%)
Failed Roadside Inspections	(-17%)
Powered Industrial Truck High Impacts	(-19%)

\* Data reflects QCCs only





# Benefits Snapshot

TOTAL REWARDS PROGRAM OVERVIEW	FULL-TIME CORPORATE TEAM MEMBERS*	HOURLY (30+ HOURS) RESTAURANT TEAM MEMBERS**	HOURLY (<30 HOURS) RESTAURANT TEAM MEMBERS
401(k) retirement plan	✓	✓	✓
Dental	✓	✓	✓
Vision	✓	✓	✓
Team Member Assistance Program	✓	✓	✓
Voluntary benefits (hospital indemnity)	✓	✓	✓
Commuter/parking	✓	✓	✓
Auto/Home Choice Program	✓	✓	✓
Medical (PPO & HDHP options)	✓	✓	
Voluntary benefits (critical illness and accident indemnity)	✓	✓	
Minimal essential coverage (MEC) medical option		✓	✓
Voluntary short-term disability		✓	✓
Voluntary term life insurance		✓	✓
Basic & voluntary life/AD&D	✓		
Short-term & long-term disability plans	✓		
Flexible spending account (health & dependent care)	✓		
Health savings account	✓		
Legal assistance plan	✓		

\* Papa John's International, Inc. and Papa John's USA, Inc. do not make any employment-related decisions on behalf of independently owned and operated franchise locations. The franchisee is solely responsible for employment matters, including setting benefits for their team members.  
\*\* This is per week over an initial measurement period defined by the Affordable Care Act.

## EVERYONE BELONGS

At Papa Johns, we believe in a culture where everyone belongs; and our investment in this culture of belonging has remained, year over year. We're committed to creating a values-centered environment that attracts and retains top talent; this includes ensuring investment and support for the teams and programs that encourage and empower our people from all backgrounds and experiences.

## BUILDING A PLACE WHERE EVERYONE BELONGS

**CULTURE:** An inclusive and values-centered environment where team members experience connectedness and belonging and feel invited to bring their unique flavor to Papa Johns and are inspired to win together.

**TALENT:** A workforce committed to our mission and values with inclusive and fair recruiting, talent practices and leadership development opportunities.

**MARKETPLACE:** An open and inclusive, customer-first experience where all communities are sustained through mutually beneficial partnerships and initiatives aligned with our values.

## OUR INCLUSION RESOURCE GROUPS

Consistent with our culture of belonging, the purpose behind our Inclusion Resource Groups (IRGs) is to encourage and empower our team members to grow and evolve.

IRGs are groups of team members who come together to support common experiences and interests that are aligned with Papa Johns purpose, values and business strategy. They promote inclusion, open dialogue, learning and constructive contributions to Papa Johns business objectives. All are welcome to attend and participate in the IRGs and are essential to ensuring a more inclusive culture.





OUR TEAM MEMBERS

	2024	2023	2022	2024	2023	2022	2024	2023	2022	2024	2023	2022	2024	2023	2022	2024	2023	2022	2024	2023	2022	2024	2023	2022
	White			Black or African American			Hispanic or Latino			Asian			Not Specified			Two or More Races			American Indian or Alaska Native			Native Hawaiian or Other Pacific Islander		
BOD*	74%	70%	74%	13%	20%	13%	13%	10%	13%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Executive Team*	78%	70%	78%	0%	10%	11%	11%	10%	11%	11%	10%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Leadership (VP+)	74%	74%	81%	2%	4%	2%	7%	9%	6%	12%	11%	8%	5%	2%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Leadership (Dir+)	77%	77%	81%	6%	6%	6%	7%	8%	6%	5%	4%	4%	3%	3%	3%	1%	1%	<1%	1%	1%	<1%	0%	0%	0%
Restaurant Leadership	78%	77%	87%	7%	8%	4%	10%	10%	6%	2%	1%	1%	0%	0%	0%	0%	1%	0%	3%	3%	1%	0%	0%	0%
SC/PJFS Leadership	82%	82%	82%	9%	9%	9%	9%	9%	9%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
All Team Members	57%	57%	60%	26%	25%	25%	8%	9%	7%	2%	2%	2%	2%	2%	2%	4%	4%	3%	1%	1%	1%	<1%	<1%	<1%
All Restaurant Team Members	58%	59%	60%	25%	24%	24%	8%	8%	7%	1%	2%	1%	2%	2%	2%	5%	4%	4%	1%	1%	1%	<1%	<1%	<1%
All SC/PJFS Team Members	40%	41%	42%	36%	36%	34%	18%	16%	17%	1%	1%	1%	3%	4%	4%	2%	1%	1%	1%	<1%	1%	<1%	<1%	0%
	2024	2023	2022	2024	2023	2022	2024	2023	2022															
	Women			Men			Choose Not to Disclose																	
BOD*	37%	30%	50%	63%	70%	50%	0%	0%	0%															
Executive Team*	33%	30%	44%	67%	70%	56%	0%	0%	0%															
Leadership (VP+)	31%	35%	33%	69%	65%	67%	0%	0%	0%															
Leadership (Dir+)	29%	30%	29%	70%	69%	70%	1%	1%	1%															
Restaurant Leadership	26%	28%	21%	74%	72%	79%	0%	0%	0%															
SC/PJFS Leadership	18%	18%	9%	82%	82%	91%	0%	0%	0%															
All Team Members	32%	31%	31%	67%	68%	68%	1%	1%	1%															
All Restaurant Team Members	34%	33%	33%	64%	66%	66%	2%	1%	1%															
All SC/PJFS Team Members	10%	9%	10%	89%	89%	88%	1%	2%	1%															

\* 2024 BOD and Executive Team reflects data as of 2/28/2025





**Asian Pacific Islander Month:** Our theme for Asian Pacific Islander Month in 2024 was “Advancing Leaders through Innovation,” which was celebrated at our API Heritage Month event, including a speaker panel, food festival and presentation of an Indian classical dance, Bharatanatyam.



**Pride Month:** During Pride Month 2024, Papa Johns celebrated the theme of “Reflect. Empower. Unite.” at events including a journaling workshop, presentations from the Human Rights Campaign (HRC) and “Lunch and Lip Sync Karaoke.”

# CELEBRATING OUR UNIQUE FLAVORS



**Black History Month:** During February, we shared stories from some of our team members, including how we support organizations that support our community and spotlighting Andre Wilson, Director of Operations, who started as a delivery driver in 2008.

To close out the month, we held a film festival in the Atlanta and Louisville RSCs, where we screened short films about Black culinary traditions, such as Creole, soul food, Jamaican and others. We sampled a menu of the food featured in the films and closed the event with a roundtable discussion.



**Hispanic Heritage Month:** Throughout September, profiles of several of our dedicated Hispanic and Latino team members who contribute to making Papa Johns a better place to work were shared, culminating in a tasting of the Latin coffee tradition and a happy hour at our Atlanta and Louisville RSCs, respectively, hosted by the Flavor Juntos Inclusion Resource Group.



**Women's History Month:** Events held at our Atlanta and Louisville RSCs to honor Women's History Month included workshops on building vision boards and mindfulness and nutrition, as well as roundtable discussions focused on caregivers and women in technology.



# OUR COMMUNITIES

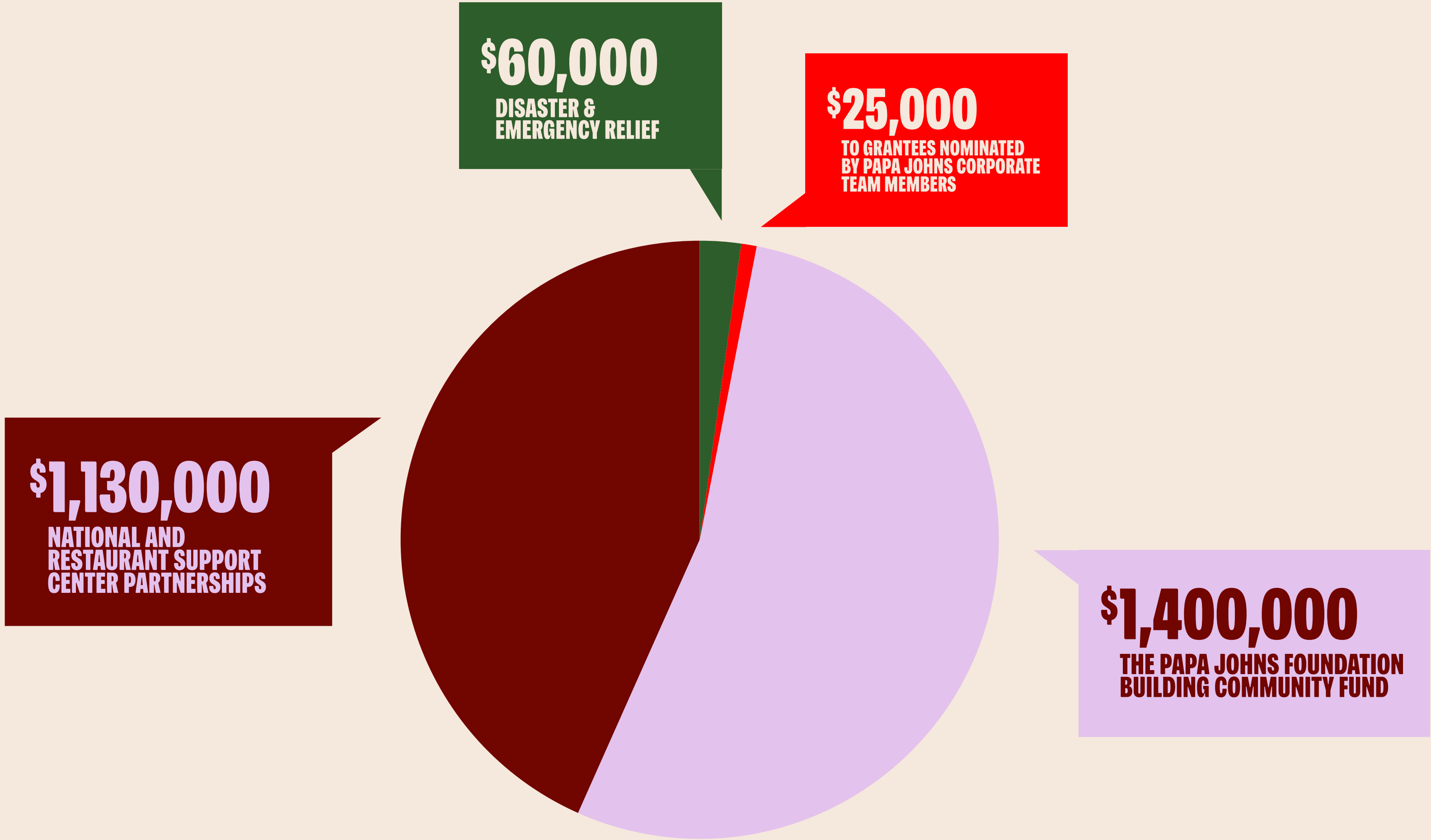
## Foundation Direct Giving

As part of our commitment to Do The Right Thing, we are delivering better for our communities through the Papa Johns Foundation for Building Community. In partnership with Papa Johns, the Foundation focuses on three core areas of impact: Youth Leadership & Entrepreneurship, Food Security and Food Waste Reduction. Learn more about the Papa Johns Foundation [here](#).



# THE PAPA JOHNS FOUNDATION'S GIVING IN 2024

\$2,615,000  
TOTAL





Youth Leadership & Entrepreneurship

BOYS & GIRLS CLUBS OF AMERICA PARTNERSHIP

In 2024, the Papa Johns Foundation celebrated five years of supporting Boys & Girls Clubs of America’s (BGCA) youth leadership programs, investing more than \$4.5 million since the partnership began in 2019.

In 2024, the Foundation supported the following initiatives, engaging 5,394 teens in youth leadership development programs:

- **BGCA’s Keystone Conference**, which brought together Boys & Girls Clubs “Keystoners” from across the U.S. and military bases worldwide. This year, 1,000 Club teens attended three days of leadership workshops, community service, hands-on learning, networking and inspiring speakers. During the Day of Service on July 27, volunteers from Papa Johns worked in small groups with Club teens to support local Atlanta organizations.
- **Keystone Project Award Grants** of \$23,000 to 14 BGCA Keystone Clubs to implement community service projects like clothes drives, diversity festivals and wellness retreats.
- **Youth of the Year**, which recognizes teens for outstanding leadership, community engagement and academic performance. Finalists for the Southeast Youth of the Year were hosted at our Atlanta RSC, where they heard from a panel of leaders and learned up-close what goes into bringing our Better Ingredients. Better Pizza. promise to life through a pizza-making class.



SUPPORTING JUNIOR ACHIEVEMENT

In support of Junior Achievement’s (JA) work to foster the entrepreneurial spirit of young leaders, Papa Johns helped immerse future-ready students in experiences that brought the business world to life through hands-on learning:

- In Louisville, every day between September and May, 50 fifth grade students visited JA Kentuckiana’s BizTown, a simulated town housing mock businesses, including a mock Papa Johns restaurant, where students took over operations and learned management skills by playing the roles of executive leaders.
- Papa Johns partnered with JA of Georgia to create a five-week real-world business challenge for 10th grade students to teach them about franchising and entrepreneurship. Papa Johns volunteers collaborated with the students, bringing problem-solving techniques during coaching sessions throughout the challenge.





# Food Insecurity

## 10 MILLION MEALS BY 2027

We continue to advance our goal to donate 10 million meals to those in need by 2027, with more than 6.8 million meals donated to date. This goal is supported by four strategic initiatives:

- The Papa Johns Harvest Program, a partnership with Food Donation Connection, which coordinates surplus food donations from Papa Johns restaurants. (see [page 23](#) for additional details)
- Grants to national and local nonprofit organizations addressing hunger and food insecurity
- The Papa Johns Foundation’s Building Community Fund, which supports local nonprofit organizations in franchisee communities
- In-kind pizza donations

### Support of Food Recovery Network

Since 2022 the Papa Johns Foundation has supported the Food Recovery Network (FRN) through both national grants and grants made through the Building Community Fund (more info on [page 18](#)) to campus chapters. In 2024 the Foundation awarded FRN \$87,500 in total to support FRN’s nationwide work to bolster its college student-led food recovery programming to reduce food waste, increase food access and support communities

experiencing hunger across the U.S. These funds have enabled FRN to empower a nationwide network of 6,000 students, dining providers and food businesses to recover surplus food and deliver it to organizations fighting food insecurity.



“We want the pizzas we make and the ingredients we stock to go to good use and the Harvest Program gives our team members an opportunity to support our local community.”

**TAYLOR DECK**  
Restaurant General Manager



**Louisville:** Our team participated in Dare to Care’s National “Food Fight” Volunteer Day and organized a food drive to gather donations. Together, they donated a grand total of 5,959 meals to the Louisville community.



**Milton Keynes:** Team members in Milton Keynes filled up two cars to get the 40 pounds of food collected during their Hunger Action Month food drive to their community food bank.



**Atlanta:** The Atlanta RSC team packed more than 4,000 meals with Hands on Atlanta, which were delivered to two local Title 1 schools.

### Hunger Action Month

During Hunger Action Month in September, team members and franchisees got involved through educational events, fundraising and volunteer opportunities. Our RSCs across the globe hosted various volunteer activities, giving our team members an opportunity to advance our goal of 10 million meals by 2027.



## Building Community Fund

In 2021, the Papa Johns Foundation launched the Building Community Fund, which empowers our restaurant team members and U.S. franchise partners to support the communities they serve by applying for grants on behalf of local organizations addressing one or more of the Foundation’s focus areas—youth leadership and entrepreneurship, food security and food waste reduction. This year, the Building Community Fund provided nearly \$1.5 million to more than 270 organizations across the U.S. The Papa Johns Foundation has invested more than \$5 million in local franchise communities since launching the Building Community Fund in 2021.

## RESTAURANT SUPPORT CENTER COMMUNITY ENGAGEMENT

To help build stronger communities in the places our RSC team members call home, the Foundation supported local organizations working in its three core areas through grants totaling \$235,000:

- Atlanta Community Food Bank
- Second Helpings Atlanta
- Concrete Jungle
- Junior Achievement Georgia
- Junior Achievement Kentuckiana
- Dare to Care
- Kentucky Harvest
- University of Louisville
- GLI Power to Prosper Business Accelerator
- Boys & Girls Clubs of Metro Atlanta

## BUILDING COMMUNITY FUND PARTNER SPOTLIGHTS

### Kids’ Meals, Inc.

Nominated by Papa Johns franchise partner DCT Texas, Kids’ Meals, Inc. received \$10,000 to support their work to fight childhood hunger in the Houston area. With an aligned focus on food security and food waste reduction, Papa Johns is proud to recognize Houston-based Kids’ Meals, Inc. as a 2024 Building Community Fund grant recipient for the third time since the fund’s inception.

The \$10,000 grant will support the organization’s Healthy Meal Delivery program, which delivers free, nutritious meals directly to the homes of more than 8,500 of Houston’s most vulnerable preschool-aged children. This program plays a crucial role in Kids’ Meals, Inc.’s efforts to end childhood hunger in the greater Houston area.

### Boys & Girls Clubs of Newark

Nominated by Papa Johns franchise partner and Foundation board member Joe Johnson, Boys & Girls Clubs of Newark received \$5,000 to support their efforts in teaching youth about healthy living. With a shared focus on youth leadership and food insecurity, Papa Johns is proud to support Boys & Girls Clubs of Newark as a 2024 Building Community Fund grant recipient for the second time since the fund’s inception.

The grant will support the organization’s new program, “Healthy Living Through Access and Nutritional Education.” This initiative is designed to promote healthy living by encouraging nutritious eating habits to enhance overall well-being. The program will feature interactive discussions, cooking demonstrations and hands-on gardening activities to engage participants in a fun and educational way. This program plays a crucial role in the Club’s efforts to end childhood hunger in Newark, New Jersey.





## TEAM MEMBER GRANTS

In addition to supporting the focus areas of the Papa Johns Foundation, Papa Johns is also committed to supporting the causes that matter most to our team members. In 2024, for the second year, our Team Member Grant Giving Program provided team members with the opportunity to nominate a nonprofit organization to receive a grant of up to \$2,000. This program supported causes ranging from STEM education to local community gardens through grants totaling \$25,000 in 2024.

## TEAM MEMBER GRANT SPOTLIGHT: COMMUNICYCLE



“Communicycle provides kids in Beaver County, PA with one of the foundational growing steps in life, a bike. A ticket that enables kids to explore their community and get exercise. The organization teaches kids about the responsibility of owning a bike and involves them in the building and repair of their bicycles. Communicycle saw a gap in my community and filled it while also teaching our youth leadership skills that reach beyond their bicycles.”

**PAUL OLIJAR**

Maintenance Manager,  
Quality Control Center—PA

## DELIVERING SUPPORT TO HURRICANE SURVIVORS

Following hurricanes Helene and Milton, which caused staggering destruction and unprecedented floods, Papa Johns team members began planning how to help. Working together, our QCCs, franchisees, corporate restaurants and our RSCs in Atlanta and Louisville rallied to send help where it was needed most—ultimately serving more than 12,000 pizzas to local residents.

Our QCC team in North Carolina brought the mobile kitchen to Asheville with products supplied by our QCC in Georgia. In addition, the North Carolina QCC coordinated and delivered

donations from generous partners, and the [Papa Johns Foundation](#) supported [World Central Kitchen](#), a global nonprofit that provides meals on the frontlines of communities in crisis.

Soon after, as Hurricane Milton approached Florida, evacuees were sheltered at Atlanta Motor Speedway, where they received a special delivery of free pizzas coordinated by our Operations team. “Whatever we can do to help, our teams are willing to go and do it,” said Jimmy Jones, Director of Operations. “It’s about the people. We have to let the community know we care.”



A mobile kitchen served free pizzas to the Asheville community



# OUR FOOD

## Ensuring Food Quality & Safety

The Papa Johns Global Food Safety Program covers our entire supply chain—from our suppliers and QCCs to Papa Johns restaurants. Relevant Papa Johns food service and restaurant team members receive food safety training that includes safe ingredient handling, team member health and hygiene, and cross-contamination. Team members also receive regular safety updates and reminders throughout the year. We engage with industry groups, such as the National Council of Chain Restaurants, the National Restaurant Association and the National Retail Federation, to ensure that we have access to best-in-class resources, address common food safety issues and find shared solutions to supply chain challenges.

A strong Quality Assurance (QA) team ensures customer safety as well as the quality of our ingredients. Papa Johns requires all global suppliers to undergo a food safety audit conducted by an

independent certified third party. For select ingredient suppliers, we conduct an additional annual quality systems audit and provide feedback through our supplier scorecard. We conducted quality audits for approximately 70% of these suppliers. In the UK, we work closely with our Primary Enforcement Authority to ensure that our food safety systems and legal declarations are compliant with legislation.

## Bringing to Life Our Promise of Better Ingredients. Better Pizza

Papa Johns is dedicated to bringing better to our customers through high-quality pizza with authentic, clean ingredients. Our original dough is always fresh, never frozen and made with six simple ingredients: flour, water, sugar, oil, salt and yeast. Over the years, we have worked with suppliers to remove artificial flavors, synthetic colors, preservatives such as BHA and BHT, flavor enhancer MSG, partially hydrogenated oils and high-fructose corn syrup from our menu.

Supplier partnerships enhance innovation at Papa Johns and give us access to new markets, while making a positive socioeconomic impact on our small, veteran, local and diverse-owned businesses and their communities. In 2024, we invested more than \$40 million with small, veteran-owned, local-owned and diverse-owned business suppliers across our value chain.

## ANIMAL WELFARE

Animal welfare is a critical part of our responsible sourcing strategy. We share a commitment with our suppliers to the fair treatment of animals and expect them to adhere to the highest commercial standards for animal welfare. Our International Corporate Animal Welfare Policy outlines our approach and commitment to animal welfare in North America and the UK.

We work with strategic partners to advance our animal welfare practices, and in 2023, became members of the International



Poultry Welfare Alliance (IPWA) and the U.S. Roundtable for Sustainable Poultry & Eggs (US-RSPE). As of 2021, chicken used for our grilled chicken pizza toppings and boneless wings is sourced from supply chains that do not use antibiotics important to human medicine (NAIHM).

### Our Commitment to Cage-Free Eggs

We are committed to sourcing 100% of our eggs and egg ingredients for Papa Johns proprietary menu items from cage-free suppliers by 2030. As of 2023, 100% of eggs purchased in North America are from cage-free sources, while in the UK market, we have exclusively used cage-free eggs since 2018. Papa Johns actively engages with suppliers in regions with a limited supply or that lack a pathway to a commercially viable supply, to help increase the availability of eggs from cage-free sources.







# ENVIRONMENT

Papa Johns is committed to addressing the environmental issues most important to our business and stakeholders. Our environmental approach focuses on sustainable packaging and materials management, sustainable agriculture, food waste and greenhouse gas emissions, as outlined in our [Environmental & Climate Change Statement](#).

## ADDRESSING OUR CLIMATE IMPACT

We recognize that climate change is a significant global challenge, and we are preparing for the opportunities and risks a changing climate will have on the planet and society. Papa Johns currently conducts an annual assessment of our full greenhouse gas (GHG) emissions inventory. Scope 1 and 2 emissions reflect 2024 data, while our Scope 3 emissions represent data from 2023.

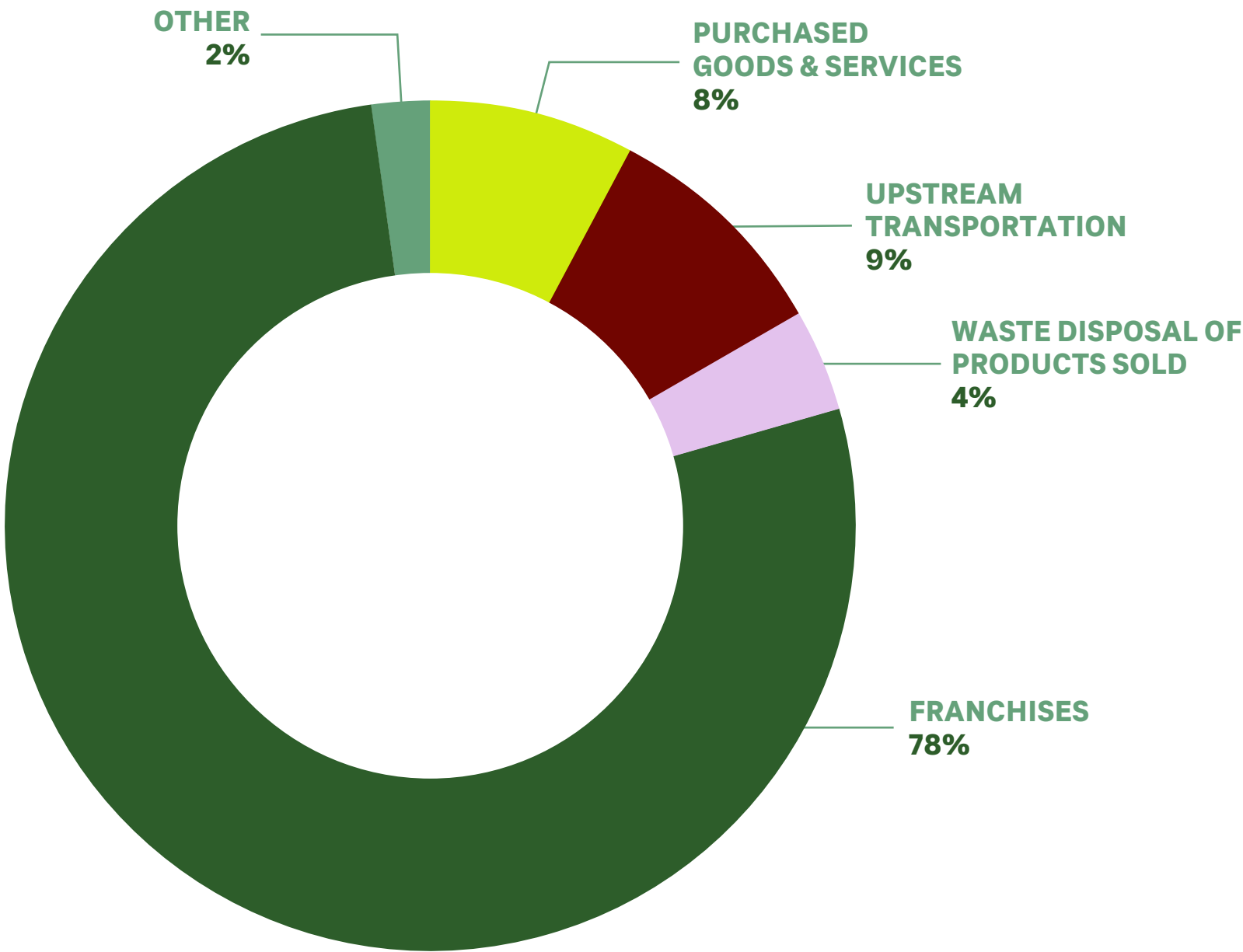
Papa Johns first published our 2022 Scope 3 emissions in 2024. Of the 15 Scope 3 upstream and downstream categories included in the Greenhouse Gas Protocol, we evaluate the 10 categories most relevant for Papa Johns value chain. Since our first GHG inventory, we continue to refine our data collection processes and calculation methodology, which resulted in an increase in total Scope 3 emissions in 2023 and a shift in higher impact categories. For our 2023 inventory, the footprint of our franchisees is the main driver of Scope 3 emissions, followed by the sourcing and production of ingredients. We continue to refine tracking and collection methods to improve the availability and quality of this data, which will enable us to prioritize focus areas to address our impact.

## GREENHOUSE GAS EMISSIONS

GHG SCOPE (METRIC TONS CO <sub>2</sub> e)	2022	2023	2024
SCOPE 1 (natural gas, propane, fleet gasoline and diesel, refrigerants)	52,695	52,106	51,849
SCOPE 2	37,024	35,731	36,389
Electricity (location-based)	37,024	35,731	36,389
Electricity (market-based)	—	—	37,909
TOTAL SCOPE 1 & 2	89,719	87,837	88,238

## PAPA JOHNS 2023 SCOPE 3 GHG EMISSIONS

Category	Emissions
Category 1: Purchased Goods & Services	201,434
Category 4: Upstream Transportation	243,709
Category 12: Waste Disposal of Products Sold	98,181
Category 14: Franchises	2,062,577
Other (Categories 2, 3, 5, 6, 7 & 9)	48,386
Total	2,654,288 MT CO <sub>2</sub> e



Purchased Goods & Services emissions associated with franchises are included in Category 14.  
Emissions from Land Use Change are reflected in Categories 1 and 14 and represent 16% of total Scope 3 emissions. Data for Land Use Change emissions for Franchises (Category 14) was added in 2023.



## Energy Efficiency

Efforts to mitigate our environmental footprint are focused on improving efficiencies and reducing energy use across our operations. Our repairs and maintenance program in our corporate-owned restaurants included the installation of tankless water heaters and new refrigeration systems that produce fewer emissions.

Our Energy Management System (EMS) enables us to monitor, control and optimize electricity generation and transmission across our restaurants, QCCs and Corporate Hubs. In 2024, we continued testing innovative Powerhouse Dynamics EMS technology that allows us to monitor energy use in certain restaurants and gather critical data to understand the most significant users of energy. We also conducted tests to assess how adjustments in restaurant operating hours could potentially drive energy savings. This data will help identify opportunities to



conserve power and inform decisions on prioritizing equipment upgrades to improve the energy efficiency of our restaurants.

Across our North America QCCs, in 2024 we completed the installation of 10 new bowl mixers equipped with variable frequency drives that allow us to optimize speed and energy consumption. Other improvements in our dough-making machinery included a new gearbox and drive motor that has lowered energy consumption at our QCC—Texas.

## Optimizing Our Fleet

We also aim to optimize our transportation and logistics operations, which improves energy efficiency and reduces fuel consumption and associated emissions, including:

- Using routing technology to ensure the most efficient routes for the twice-weekly deliveries to our restaurants and reduce driving time and the number of trucks on the road. In 2024, route optimization projects helped avoid more than 164,000 miles of travel.
- Expanding training within our Shore Power program, which provides an approximate 25% reduction in diesel fuel consumption each year by using electric power to refrigerate delivery trucks during loading—a process that can take up to five hours. As of 2024, all 12 QCCs are equipped with this technology.
- Improving idling times across the fleet during loading and unloading through technological advancements and educational efforts among our drivers.

## Addressing Deforestation

Papa Johns recognizes the risk of deforestation to the climate and biodiversity and we are committed to managing the deforestation impacts within our corporate supply chain.

In partnership with a third-party consultant, we conducted a deforestation risk assessment across our supply chain. Certain ingredients and raw materials used in the products we serve are known to contribute to deforestation risks in some geographies.

**Paper:** Since 2015, Papa Johns has eliminated deforestation risk from sourcing of our pizza boxes, which represent more than 80% of our paper purchases, through certification by the Sustainable Forestry Initiative, Forest Stewardship Council and the Programme for the Endorsement of Forest Certification.

**Soy and Palm:** We have eliminated the use of palm oil as an ingredient in most of our menu items in North America. In the few products where it is used, we source only certified sustainable palm oil.

**Cheese and Meat:** Papa Johns North America sources all meat (pork, beef, chicken) and cheese from animals reared in the U.S. and Canada, which reduces deforestation risk from land conversion for livestock rearing.

## Sustainability in Our UK Operations

Our strategic partners support us in reducing the carbon footprint of our UK operations and supply chain. We are members of the Zero Carbon Forum, a collaborative effort by the UK hospitality industry to address climate change, and are leveraging its tools to measure the carbon footprint of a slice of pizza. In 2024, we continued working with our partners Sedex and PAPA (Pizza, Pasta & Italian Food Association), to help us improve environmental performance, address packaging waste and make our supply chain more resilient.

Our UK supply chain is an area we are targeting to reduce our carbon emissions. In 2024, we increased the amount of wheat that the UK is able to source locally, moving to a 75:25 blend of British and Canadian wheat flour, up from a 50:50 blend in 2023, and will see a full year’s impact of this increase in 2025.



Other efforts to reduce packaging and overall carbon footprint within our UK ingredients supply chain include:

- Continued transitioning to the use of pouches for sauces and spreads—currently, all spread used in our Garlic Sticks is transported and stored in pouches
- Expanded the use of chilled, rather than frozen, versions of certain ingredients, including cheese and pepperoni, requiring less energy spent in production and storage of these ingredients
- Making ingredients available to restaurants in smaller volumes through smaller pack sizes to reduce food waste

Within our QCCs, in 2024 we upgraded our dough mixers to newer, more energy-efficient models, and continued to reduce food waste by providing unused dough to local farmers for use as livestock feed. Recycling programs at our QCCs and



Milton Keynes Restaurant Support Center (RSC) were also improved through the installation of centralized recycling systems that include separate collection bins for general waste, mixed recycling and food waste. Within our restaurants, we are actively exploring new equipment and processes that will reduce carbon emissions stemming from the collection and transport of cardboard waste.

## Packaging

Our business relies on quality packaging to deliver pizza safely to our customers. That’s why we make sustainable packaging materials and responsible materials management a top priority and are developing a formal sustainable packaging policy.

Since 2015, our pizza boxes have been made with 100% fiber-based materials certified by the Sustainable Forestry Initiative and the Programme for the Endorsement of Forest Certification. We continue to explore opportunities to improve the sustainability features of our packaging. For example, our UK operations packaging team is conducting trials to test the effectiveness of removing the plastic supports inside our pizza boxes, which could potentially reduce the use of plastic in our packaging significantly.

In all of our QCCs, we use reusable dough trays to transport our pizza dough to our restaurants and recycle the trays at the end of their useful life. During 2024, our program diverted more than 393,000 trays—more than 379,000 pounds of waste—from landfills.

## Innovations in Packaging

In 2024, improvements to packaging for cheese and chicken wings in our North America supply chain have allowed higher volumes of ingredients within each package, thereby reducing the volume of corrugated cardboard used to store and transport these products.

## Diverting Food Waste Through Our Harvest Program

To prevent food waste, we use forecasting tools and an inventory management system to accurately source ingredients and have a donation program in place for when orders are incorrect or go uncollected. Through our Harvest Program in the U.S., in partnership with Food Donation Connection, surplus meals are donated to over 280 community organizations. And, in the UK, a partnership with FareShare diverts surplus food from our restaurants among the more than 8,000 local charities FareShare serves. In 2024, through nearly full participation across our corporate restaurants and the Test Kitchen in our Atlanta RSC, we donated nearly 360,245 meals. Since 2010, the program has diverted more than 1.7 million pounds of food that would have otherwise gone to landfills to help feed those experiencing food insecurity.

## Materials Used by Weight (Metric Tons)

Packaging Materials	2024	2023
Non-Renewable Packaging Materials		
Plastic	187	217
Foil	19	22
Renewable Packaging Materials		
Corrugated cardboard	565	578
Paperboard	33	33
Paper	304	285
TOTAL	1,108	1,135



# GOVERNANCE

## TRANSPARENCY & ACCOUNTABILITY

At Papa Johns, we believe that adherence to high ethical standards is critical for long-term performance and maintaining stakeholder trust. Our corporate governance guidelines, adopted by our Board of Directors (the Board), serve as a framework for the governance of the company. The Board sets high standards for the company’s employees, officers and directors. Implicit in this philosophy is the importance of sound corporate governance. It is the duty of the Board to serve as a prudent fiduciary for shareholders and to oversee the management of the company’s business. To fulfill its responsibilities and to discharge its duty, the Board follows the procedures and standards that are set forth in these guidelines, which are subject to modification from time to time as the Board deems appropriate in the best interests of the company or as required by applicable laws and regulations.

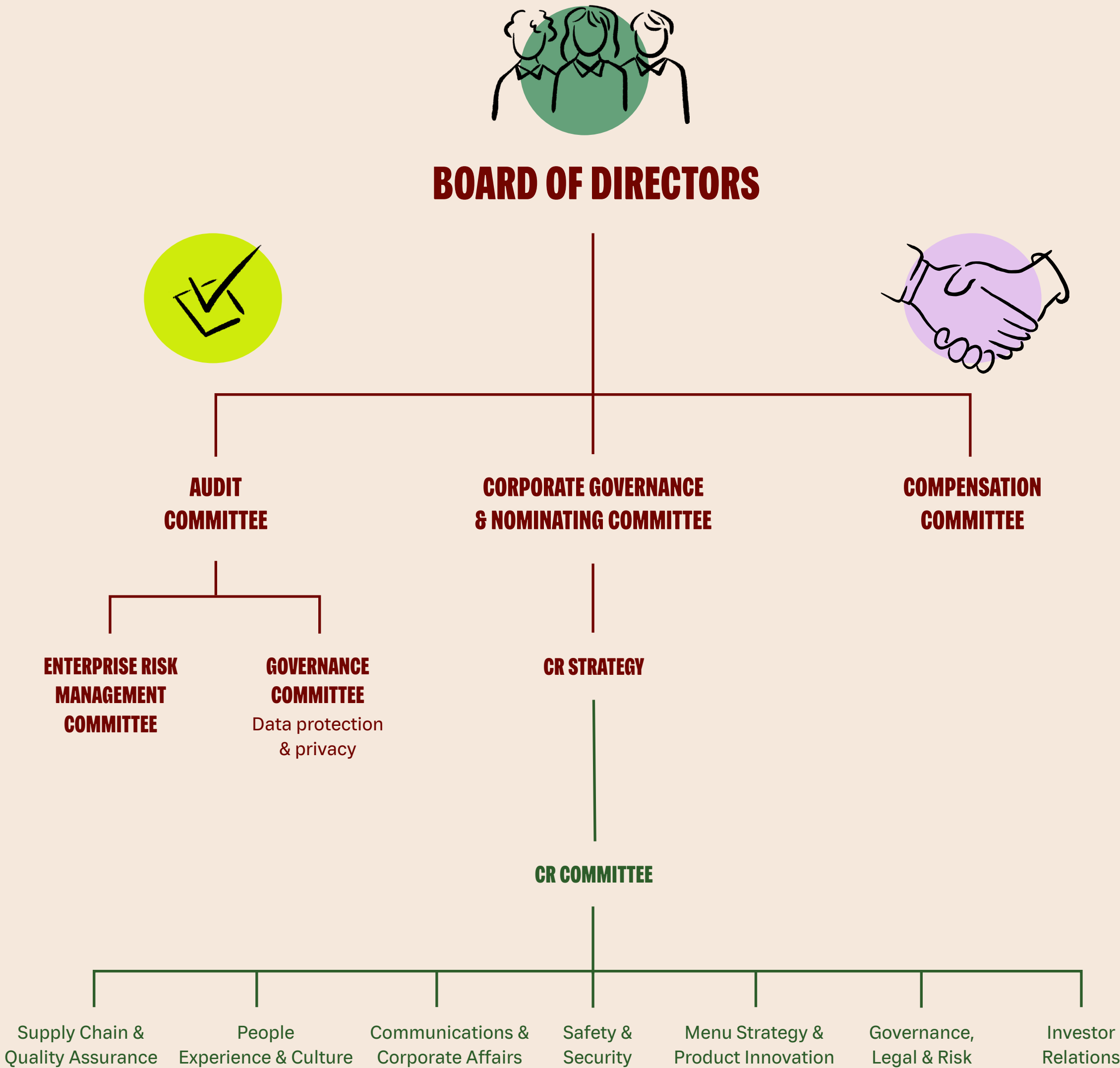
As of Feb. 28, 2025, our Board consists of eight directors, seven of whom are independent, based on NASDAQ rules for director independence. We appreciate Board diversity in alignment with our corporate

values and the many ways the company benefits from a wide range of perspectives. Our Board includes one Black director and one Latina director, and three of our nine directors are women.

## CORPORATE RESPONSIBILITY GOVERNANCE

The Corporate Governance and Nominating Committee has oversight of the company’s corporate responsibility (CR) strategy and performance. The Board receives semi-annual updates on the company’s CR strategy, priorities and accomplishments.

In 2022, we were one of the first companies in our industry to link CR priorities to compensation. We integrated a metric into our Management Incentive Program, where a percentage of eligible team members’ and executives’ annual bonuses is tied to achieving CR priorities. This metric was included again in our 2024 Management Incentive Program.





## COMPLIANCE & BUSINESS ETHICS

Papa Johns holds all team members accountable for ethical business practices as articulated in our Code of Ethics and Business Conduct (the Code), which covers conflicts of interest, use of corporate assets, data privacy and insider trading, among other topics, and outlines clear punitive action for non-compliance.

Annual training on the Code and other corporate policies and procedures governing business conduct is mandated for all team members. These trainings include, but are not limited to anti-corruption, workplace harassment and discrimination, and safety and security procedures. All team members must certify in writing that they have read and understand the Code. Our leaders are responsible for fostering a culture in which compliance with policies, procedures, laws and regulations is considered a critical business activity.

Team members are encouraged to report concerns or potential violations of the Code or other policies through the Papa Johns Ethics Helpline and website, which is operated by a third-party provider. A team member or person reporting issues may do so anonymously. We maintain a strict Non-Retaliation Policy and are committed to investigating all potential violations fairly and reasonably. The Corporate Governance & Nominating Committee of the Board oversees the company’s compliance with this program, while the Audit Committee oversees any concerns involving financial misconduct. Both Committees receive regular updates regarding any reported issues and the resolution by the company.

## RISK MANAGEMENT

We have designed an enterprise-wide risk management (ERM) framework to help identify and manage all known significant risks, including non-financial ones. Our Chief Legal & Risk Officer is responsible for oversight of our ERM program with the assistance of a core support team. An internal cross-functional ERM Committee meets and reports quarterly to the Audit Committee of the Board. In addition, the company’s Internal Audit team conducts annual fraud and enterprise risk surveys. Results are shared with the ERM Committee, Executive Leadership and the Audit Committee of the Board.

In 2024, our risk management efforts focused on continuous improvement of existing processes, particularly with emerging risks within data governance, international exposures and operational resilience.

## INFORMATION SECURITY & DATA PRIVACY

Papa Johns relies heavily on information systems, including a call center (Papa Call) and digital ordering solutions, through which more than 85% of our domestic sales originate. To support our data protection efforts, we have created robust information security and data privacy programs, governed by our Global Information Security and Data Privacy policies and procedures.

Our Chief Digital & Technology Officer and Vice President of Information Security & Compliance are responsible for the information security program and general data governance. The Papa Johns Information Security team provides quarterly

updates on information security issues to the Board’s Audit Committee and conducts an annual review with the full Board each October. Our cross-functional Data Governance Committee focuses on key issues, including data protection, governance standardization and improving internal documentation.

We conduct annual internal and third-party risk assessments to evaluate the effectiveness of our security controls, identify any new threats or vulnerabilities and ensure we have appropriate controls in place to mitigate risks. All corporate team members must complete several annual cybersecurity and data protection awareness training courses and receive ongoing security awareness communications related to specific risks such as phishing.

Our Chief Legal & Risk Officer is responsible for our data privacy program, with assistance from our Global Data Privacy Officer. The Papa Johns legal team manages our privacy disclosures, advises cross-functional teams on data privacy matters and implements policies, procedures and processes to comply with applicable data privacy regulations.

## Forward-Looking Statement

Certain matters discussed in this report that are not historical facts are “forward-looking statements” that involve risks and uncertainties. For a discussion of such risks and uncertainties, which could cause actual results to differ from those contained in the forward-looking statements, see “Part I. Item 1A.—Risk Factors” of the Annual Report on Form 10-K for the fiscal year ended December 29, 2024, as well as subsequent filings. We undertake no obligation to update publicly any forward-looking statements, whether as a result of future events, new information or otherwise.





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