Our Board's Statement in Opposition

Our Board unanimously recommends that you vote "AGAINST" this proposal. The Compensation Committee of the Board of Directors ("Compensation Committee") already conducts an annual evaluation and approval of the Company's executive compensation program, including the metrics used in performance-based compensation plans, to ensure it is aligned with the Company's business strategy. Moreover, we believe that the proposal unduly interferes with the flexibility and judgment of the Compensation Committee to determine the appropriate metrics for the Company's executive compensation program. As a result, our Board believes the proposal is unnecessary, overly prescriptive and would not provide any benefit to shareholders.

The Compensation Committee already conducts an annual review of the Company's executive compensation program to ensure it is aligned with the Company's business strategy.

Consistent with its Charter, the Compensation Committee annually reviews all aspects of the Company's executive compensation program to evaluate whether the program and the performance metrics included in its performance-based compensation plans drive the execution of the Company's business strategy. There are three principles that drive the design of the executive compensation program: (i) pay for performance; (ii) drive business results with a focus on creating long-term shareholder value; and (iii) pay competitively. The Compensation Committee also provides extensive disclosure each year on its review process and the outputs of this process. Each year, the Compensation Committee considers shareholder perspectives on the Company's executive compensation program and Say on Pay voting results, which in recent years have been supportive, as part of its review. Additionally, the Compensation Committee retains an independent compensation consulting firm to advise on the Company's executive compensation design, including NEO target compensation opportunities.

Through this annual review, the Compensation Committee confirms that all metrics included in the Company's performance-based compensation plans are aligned to the execution of its business strategy. As an example, the Company's short-term incentive plan ("STIP") design was revised and refined several times in recent years to best reflect the most significant priorities of the Company's business strategy in the given year. In 2024, the Company introduced a qualitative Strategic Scorecard to its STIP design to measure management's efforts towards advancing the Company's core values *(Serve, Inclusion, Integrity, Community, Family)*, driving employee engagement, and executing its franchising strategy. The Compensation Committee further refined the qualitative Strategic Scorecard for 2025. Based on its thorough and informed annual review, the Board believes that the metrics included in the Company's current performance-based compensation plans are appropriate to support the Company's strategic initiatives. Please see pages 50- 77 for further details of the Compensation Committee's process.

The proposal unduly interferes with the flexibility and judgment of the Compensation Committee.

We believe that the Compensation Committee, which is comprised entirely of independent directors with a wide breadth of experiences, is best positioned to design an executive compensation program that is aligned with the Company's business strategy and creates long-term shareholder value. The proposal refers to the Company's 2023 STIP design, which included human capital metrics, and advocates for specific changes to those metrics. Consistent with our practice for all shareholders, the Company listens to shareholder perspectives and has engaged with the proponent to better understand its views. Since last year's Annual Shareholders' Meeting, we have also conducted outreach to shareholders representing approximately 42.1% of our outstanding shares of common stock to collect their feedback on our compensation design and other governance practices. Each of these perspectives is considered by the Compensation Committee as part of the broader mosaic of information it considers during its annual review. However, we believe that any shareholder proposal seeking to dictate specific metrics to include or not include within our pay design would inappropriately restrict the Compensation Committee as they exercise their business judgment.

In light of the Compensation Committee's existing practice to conduct a thorough annual review of the executive compensation program, and our belief that the Compensation Committee should maintain the authority to conduct this review using its best business judgment, our Board believes that the action requested in the proposal is unnecessary, prescriptive and would not provide any benefit to shareholders.

Our Board unanimously recommends that you vote "AGAINST" Proposal 6.