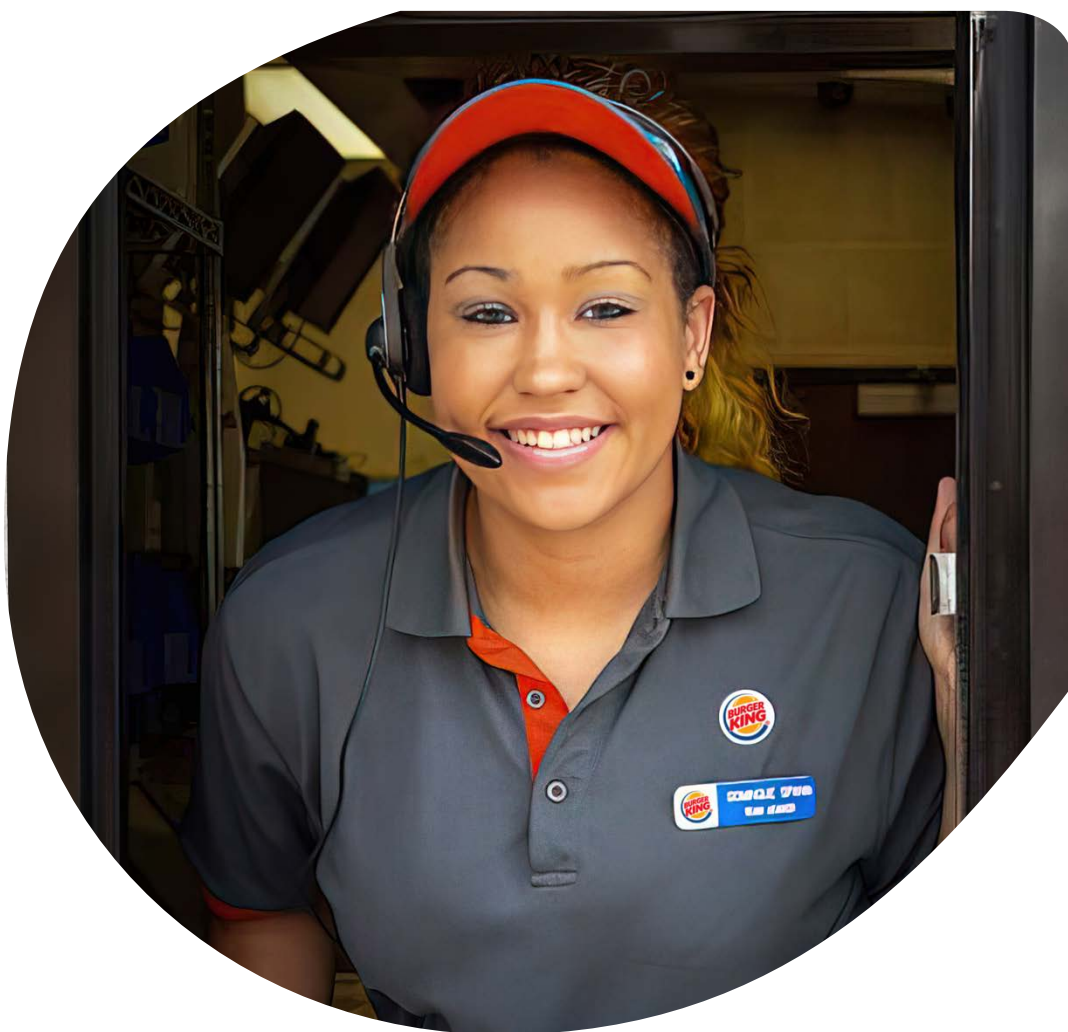


2022 Sustainability Report

Carrols Restaurant Group, Inc.





Sustainability at Carrols

Carrols is committed to creating long-term value for its stockholders through sustainable business practices that support our employees, our customers and the communities we serve.

As one of the largest restaurant franchisees in the United States, Carrols operates almost 1,100 restaurants across the Burger King® and Popeyes® brands. Carrols is the largest Burger King franchisee in the country, currently operating over 1,000 Burger King restaurants in 23 states. Carrols has operated Burger King restaurants since 1976 and Popeyes restaurants since 2019.

As a franchisee, we are subject to strict guidelines established by Restaurant Brands International (RBI), the parent company of Burger King Corporation, the franchisor of our Burger King restaurants, and Popeyes Louisiana Kitchen, the franchisor of our Popeyes restaurants. In areas ranging from vendor and menu selection, sustainable packaging and the responsible sourcing of the food we serve, we operate in accordance with RBI’s standards and follow its sustainability initiatives.

Our 2022 Sustainability Report provides important updates on our efforts to build on our commitment to sustainability. Over the past year, we have provided increased disclosure regarding our and RBI’s dedication to sustainable business practices. We have also continued to improve how we measure and track our performance in key areas such as greenhouse gas emissions and employee development. Furthermore, we have made important progress in our efforts to identify opportunities to lower our electricity costs while reducing greenhouse gas emissions and helping achieve a more sustainable future.

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Carrols' and RBI's Shared Vision

“ We believe that the delicious, affordable and convenient meals we serve, and our customers love, must be sustainable.”

We are proud to support RBI's sustainability programs in the areas our franchisor controls and regularly consult with RBI's sustainability team to receive updates on their efforts and share our perspectives. We are also committed to leading our own efforts in areas under our control such as reducing energy use, career development, employee well-being, community support and volunteerism.

The Corporate Governance and Nominating Committee of Carrols' Board of Directors oversees the Company's policies, goals and initiatives relating to sustainability and environmental, social and governance (ESG). Our Sustainability Committee, led by our Vice President and General Counsel, provides executive-level oversight of our sustainability initiatives.

As summarized in this report, there are four pillars to our sustainability program: Our Food, Our Environment, Our People and Our Communities. We are committed to continually build upon these four pillars by consistently serving high-quality food that tastes great, striving to reduce our environmental footprint, supporting our employees and giving back to our local communities.

Our Sphere of Influence





Our Food

Carrols is committed to maintaining industry-leading food quality and safety standards.

Our Approach

We are passionate about serving our guests the great-tasting and high-quality food they love each and every day. To ensure industry-leading food quality and safety standards across our operations, Carrols adheres to a variety of important policies, practices and procedures:



Training

We provide extensive classroom, online and in-restaurant training to ensure that every Carrols team member has the knowledge and skills needed to meet our rigorous food quality and safety requirements. Our restaurant managers and shift supervisors also complete the ServSafe food safety training and certification program, which is accredited by the American National Standards Institute Conference for Food Protection.



Compliance

We operate in strict compliance with all health and quality assurance standards mandated by federal, state and local laws and regulations. These include, among other things, rules regarding food handling and cleanliness, minimum cooking times and temperatures, and maximum time periods for holding prepared food.



Inspections

All our restaurants are subject to rigorous food safety inspections on a regular basis, undergoing scheduled and unscheduled audits at least three times a year by independent third-party firms overseen by our franchisors. During these audits, our restaurants are carefully inspected to ensure that quality, cleanliness and safety protocols are being followed on a consistent basis and that our franchisors' brand and food safety standards are being met. These third-party inspections complement the inspections our restaurant managers perform multiple times a day to ensure taste, quality, cleanliness and food safety. In addition, our district managers conduct safety audits at our restaurants twice a year to help ensure the safety of our employees and customers.



Customer Service

We are committed to consistently providing our guests with a great customer experience, which is why we carefully track our guest satisfaction metrics and seek to quickly resolve any customer complaints. We believe that our commitment and dedication to customer service is reflected in the fact that we typically outperform the Burger King system in same-store-sales and guest satisfaction ratings.



Nutritional Transparency

We support RBI's commitment to provide our guests with a variety of menu options, including plant-based offerings, and equip them with the information they need to make educated food choices.



Ingredients

As part of its commitment to using real food and high-quality ingredients, Burger King has banned 120 artificial ingredients from its food menu in the United States and is working toward offering a permanent menu that is free of colors, flavors and preservatives from artificial sources, wherever possible. Popeyes is working toward accomplishing the same by the end of 2025.





Highlights and Initiatives

Carrols shares RBI's commitments to food safety, nutritional transparency, improving choice and safe ingredients.

Food Safety

RBI is committed to maintaining rigorous science-based food safety standards across its supply chain as [food safety](#) is one of the most fundamental and critical components of our business. To help ensure that safe food is provided to our guests, RBI provides its approved suppliers with education and training regarding its food safety policies and standards and works to continuously upgrade these standards to ensure they are ahead of the latest trends and any potential safety threats.

Nutrition Explorer

Burger King offers [Nutrition Explorer](#), an online platform that provides customers with nutritional information about Burger King menu items to help them make informed decisions.

Improving Choice

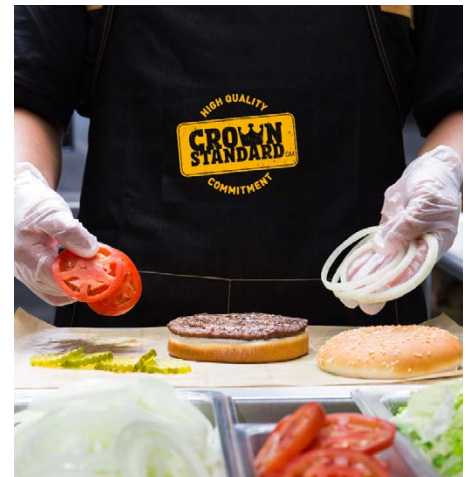
In an effort to offer guests more plant-based options, Burger King introduced the [Impossible™ Whopper](#) in 2019, a flame-grilled patty made from plants. Burger King has also been testing additional plant-based options across a variety of international markets.

Partially Hydrogenated Oils

RBI requires all Burger King and Popeyes products to be free of partially hydrogenated oils and to be designated as containing no trans fat.

Additives

As part of RBI's commitment to safe ingredients, its product specifications require that all approved plastic toys and promotional drinkware do not contain bisphenol A (BPAs). RBI also prohibits the use of perfluorooctanoic acid (PFOAs) within its approved paper and packaging products.



Resources

- [Nutrition Explorer](#) is an online nutrition information platform for Burger King.
- RBI's [Restaurant Brands for Good: 2022 Report](#) and its [website](#) provide an overview of RBI's approach to improving choice, nutrition, transparency and other topics discussed above.



Our Environment

At Carrols, we believe that protecting our planet for future generations and ensuring the sustainability of our business are of paramount importance. We are dedicated to doing our part by working to continuously decrease our carbon footprint through reduced energy use while supporting RBI's sustainability policies in areas such as the responsible sourcing of the food we serve.

Our Approach

Carrols is committed to reducing our energy use and, in turn, our carbon footprint by, among other things, installing LED lighting and more energy efficient heating, cooling and cooking equipment. We are also actively working on electric vehicle (EV) charging and community solar pilot programs that can help reduce emissions in the communities we serve.

With respect to matters that are controlled by our franchisor, Carrols supports RBI's sustainability practices in areas including:

- Responsible sourcing
- Packaging and recycling
- Waste reduction

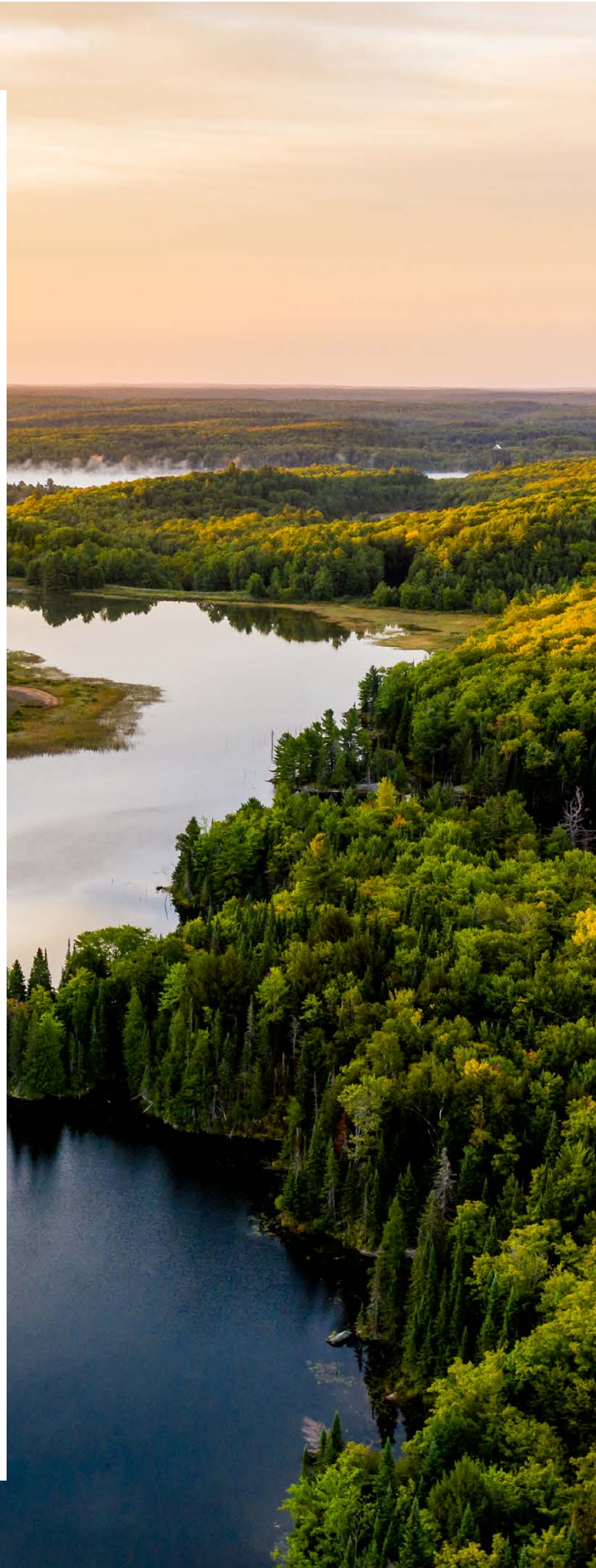




Climate Action

As part of our sustainability program, we engaged consulting firms to help us measure our Scope 1 and Scope 2 greenhouse gas (GHG) emissions in 2021 and 2022. As a franchisee, we prioritize measuring our Scope 1 and 2 footprint due to the direct control we have over these emissions, which primarily come from energy use at our corporate offices and our portfolio of Burger King and Popeyes restaurants. Our emissions were measured in accordance with the internationally accepted Greenhouse Gas Protocol (GHGP). Our total 2022 Scope 1 emissions were 69,088 MTCO₂e and our total 2022 Scope 2 emissions were 107,313 MTCO₂e under both the location-based and the market-based approach. As our restaurant operating hours increased in 2022 closer to pre-pandemic levels, we intend to utilize our 2022 emissions as our new base year for climate targets.

We are in the process of developing a GHG reduction strategy that includes testing technology that can help reduce the amount of electricity used to heat and cool our restaurants, the installation of higher-efficiency lighting, kitchen equipment and HVAC systems, and pursuing opportunities to source renewable energy. Once this work has been completed, we intend to identify and commit to a target to reduce our Scope 1 and 2 emissions. We also will continue to publicly report our Scope 1 and 2 GHG emissions on an annual basis. We believe that RBI is in the best position to influence our Scope 3 GHG emissions as we are only permitted to utilize suppliers that are approved by RBI and operate in compliance with RBI's standards. RBI has measured its Scope 3 emissions, and we strongly support its goal to reduce Scope 3 emissions intensity by 50% per restaurant by 2030. This target was approved by the [Science Based Targets initiative](#) (SBTi) and is based on [SBTi Criteria and Recommendations](#).





Highlights and Initiatives



Greener Buildings

Carrols is dedicated to reducing its environmental footprint by building more energy efficient restaurants with a focus on sustainability inside and out. Improved HVAC systems, higher-efficiency water heaters and more energy efficient kitchen equipment all help decrease energy consumption. White membrane roofing that provides increased thermal reflectivity to help keep buildings cooler in the summer and color impregnated fiber cement building façades that do not require painting mean even the exteriors of our new buildings can help make a difference.



Packaging and Recycling

Packaging helps us safely serve our guests the food they love, but some packaging can harm the health of our planet. To help address this concern, we phased out expanded polystyrene (EPS) foam packaging at all our Burger King locations in 2020. We are also aligned with RBI's [sustainable packaging strategy](#), including its commitment to have 100% of approved, guest-facing fiber-based packaging come from renewable, recycled or certified¹ sources and to eliminate harmful perfluoroalkyl and polyfluoroalkyl substances (PFAS) intentionally added to guest food packaging by 2025.



Waste Reduction

To help reduce waste and conserve resources, our cooking oil is recycled into clean-burning biofuels and other applications and a majority of our restaurants have high-efficiency hand dryers in their restrooms to help minimize paper towel use. We also support RBI's goal of making recycling available at all our Burger King and Popeyes locations where commercially viable and adequate infrastructure exists by 2025.



Water Reduction

We track water consumption at all our restaurants to help identify leaks and other opportunities to reduce water waste. We have also taken steps to reduce water consumption by installing low-flow faucets and toilets in a majority of our restaurants.



LED Lighting

LED lighting is standard in all our newly constructed, rebuilt and remodeled restaurants. It is also being retrofitted in our older restaurants, as well as incorporated into signage and parking lot lighting to help reduce our electricity use.

¹ Certified sources are defined as sources certified by at least one of the following certification bodies: the Forest Stewardship Council (FSC), the Programme for the Endorsement of Forest Certification (PEFC) or the Sustainable Forestry Initiative (SFI).



Looking Ahead

We are actively working on pilot programs that can help reduce energy consumption and GHG emissions with the intent of rolling out successful programs more extensively across our portfolio. Examples of some of the pilot programs we are currently working on include:



Electric Vehicle Charging

Carrols is working with EV charging providers on pilot programs to install EV charging stations in the parking lots of up to a dozen of our restaurants. Currently, EV charging stations are operational at two of our Burger King restaurants. By supporting EV adoption, we hope to help create a more sustainable future by helping reduce GHG emissions while attracting EV-driving guests to our restaurants.



Energy Reduction Initiatives

Carrols had several of its restaurants audited to identify opportunities to reduce energy usage. We have also entered into a pilot program to test technology and initiatives that can help decrease the amount of electricity used to heat and cool our restaurants and are actively pursuing additional energy reduction initiatives.



Community Solar

Carrols supports community solar programs, which facilitate the sourcing of clean energy in the communities our restaurants serve while helping reduce GHG emissions and the Company's electricity costs. Carrols currently participates in community solar programs in New York, Illinois and Massachusetts and is actively pursuing opportunities in additional states as they become available.





Responsible Sourcing

Food production can be resource-intensive. This is why Carrols supports RBI's commitment to responsibly source the food we serve and to make procurement choices that align with our shared goal of more sustainable food production.

Beef

We are committed to a beef supply chain that protects environmental resources, prioritizes humane treatment of animals and supports the rights of workers. RBI is an active member of the Global Roundtable for Sustainable Beef and the U.S. Roundtable for Sustainable Beef and is aligned with their goals to improve the sustainability of beef production at both global and regional levels.

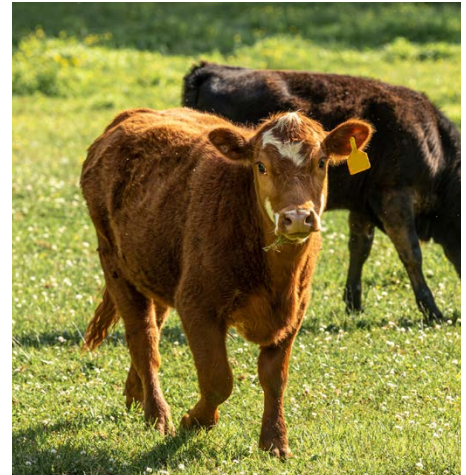
Burger King has also entered into partnerships to support grassland restoration and regenerative agricultural practices. In 2020, it announced a [three-year grasslands restoration project](#) in partnership with Cargill and World Wildlife Fund to convert 8,000 acres of marginal cropland throughout Montana and South Dakota to ecologically diverse grasslands. In addition, in 2022, Burger King teamed up with Cargill and the National Fish and Wildlife Foundation (NFWF) on a five-year plan to support regenerative agriculture in Colorado, Kansas, Nebraska, New Mexico, Oklahoma and Texas. Through this partnership, up to \$10 million in funding has been made available to bring financial and technical resources to ranching organizations to help improve grassland management and reduce greenhouse gas emissions by sequestering more carbon in the soil, improving soil health and resistance to erosion and increasing biodiversity.

Poultry

All chicken used in approved products for Burger King and Popeyes in the United States is raised without the use of antibiotics important to human medicine (as defined by the World Health Organization in *Critically Important Antimicrobials for Human Medicine: 6th Revision 2018*). In addition, RBI is working with suppliers, animal welfare experts and others in the poultry industry to continuously improve the welfare of chicken in its supply chain. For example, RBI became members of the International Poultry Welfare Alliance (IPWA) and the U.S. Roundtable for Sustainable Poultry and Eggs (US-RSPE) in 2022 and established a supplier advisory council focused on chicken welfare to leverage their practical expertise in determining and implementing best practices for RBI's supply chain. RBI is also conducting pilot tests in partnership with its supplier advisory councils and leading academic advisors and universities related to on-farm enrichments and lighting.

Cage-Free Eggs

RBI is committed to transitioning to cage-free eggs on a global basis and plans to use 100% cage-free eggs in North America at Popeyes restaurants by the end of 2025 and at Burger King restaurants by the end of 2026. This includes 100% of whole eggs, liquid eggs, egg products, and egg ingredients where egg makes up greater than 1% of an approved product's formulation.





Pork

RBI is committed to eliminating the use of gestation crates for housing pregnant sows in its supply chain globally. RBI has achieved this goal with respect to its Popeyes restaurants in the United States and is on track to achieve this goal with respect to its Burger King restaurants by the end of 2024. In the long term, RBI hopes to eliminate the use of gestation crates for non-pregnant sows in its supply chain as well.

Packaging

RBI is actively working with suppliers to source approved fiber-based packaging from certified sustainably managed forests or recycled sources. Currently, approximately 99.6% of guest-facing fiber-based packaging in North America comes from certified or recycled sources and RBI is working to reach 100%. RBI is also working to identify opportunities to increase the use of renewable and recycled materials, to make our guest packaging more recyclable or compostable, and to reduce material volume through innovative packaging design and restaurant policies. For example, Burger King launched nationally in the U.S. an unbleached napkin made of 100% recycled fiber and tested a strawless lid in New Jersey in 2022.

Reusable Packaging Systems

RBI has been testing a variety of reusable and returnable packaging systems to determine how they might create a commercially viable system that reduces packaging waste, including through a [pilot program](#) at Burger King restaurants in New Jersey.

Palm Oil

Our palm oil purchases are within the scope of RBI's Palm Oil Sourcing Policy¹ supporting sustainable palm oil production. RBI is actively working with its approved suppliers to source palm oil that does not contribute to deforestation² or agricultural development on peatlands. In 2022, approximately 99% of RBI's palm oil volumes in North America within the scope of RBI's Palm Oil Sourcing Policy was Roundtable for Sustainable Palm Oil (RSPO) certified Mass Balance or better.



¹ All palm oil directly sourced by the Burger King and Popeyes brands, and approved food products with greater than 1% palm oil/palm kernel oil as an ingredient, excluding third-party branded products, as well as cooking oil and food products sold in Turkey.
² As currently defined by the Food and Agriculture Organization of the United Nations (FAO).



Animal Welfare

While RBI is not directly involved in the raising, feeding, handling, transportation or processing of animals, as a major global purchaser of animal products they are partnering with suppliers and producers to drive ongoing improvement in animal welfare in the supply chain as part of RBI's ongoing efforts to improve [animal health and welfare](#).

Forest Commitment

We support RBI's commitment to eliminating deforestation in its supply chain by 2030 or sooner. RBI is focusing its efforts on priority commodities that are sourced in large volumes for its brands, either directly or indirectly, and where RBI can potentially leverage its scale for greatest impact. As part of its [forest commitment](#), RBI is working with approved supply chain suppliers and franchisees towards the following by 2030 or sooner for priority commodities:

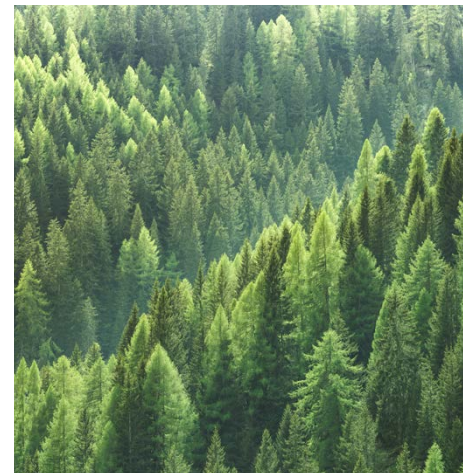
- No deforestation of primary forests
- No deforestation of areas of High Conservation Value
- No development of High Carbon Stock forest areas
- No development on peatlands
- The respect of human rights as per RBI's Vendor Code
- The right of all impacted communities to provide or withhold free, prior and informed consent

Code of Business Ethics and Conduct for Vendors

RBI's responsible sourcing initiatives also include a [Code of Business Ethics and Conduct for Vendors](#) that sets forth the basic requirements that must be met by all vendors, including their employees, officers, agents and subcontractors, who are approved to do business with RBI. The code covers expectations in a variety of areas including with respect to human rights; wages and benefits; working hours; forced labor; child labor; diversity; discrimination and harassment; freedom of association; health and safety; and compliance with immigration laws and regulations.

Resources

- RBI's website provides an overview of its approach to [responsible sourcing](#).
- RBI's [Restaurant Brands for Good: 2022 Report](#) offers further information about its goals and initiatives with respect to protecting our forests, animal health and welfare, and responsible sourcing (see "Planet" section).





Our People

Carrols' greatest asset is our people, who work together to provide outstanding service and quality food to the thousands of guests we serve every day.

Our Approach

Carrols' greatest asset is our people; people who work together and are dedicated to providing outstanding service and quality food for the thousands of guests we serve each and every day.

Carrols works to create a safe, equitable and rewarding work environment where employees are supported in their roles and are presented with clear pathways for advancement. Our employee base includes over 24,000 team members who work at our restaurants across 23 states.

To support career development, we provide our employees with extensive training opportunities and clear pathways for advancement. Carrols also launched a mentoring program to provide support to advance the professional development for new-in-position, demographically diverse and high potential/high impact restaurant managers. In addition, we offer an educational assistance plan that provides financial support to full-time corporate staff, salaried employees and part-time assistant managers to take advantage of after-hour educational opportunities to improve their skills in their present position or prepare them to assume greater responsibilities within the Company.

Diversity and Inclusion

We are dedicated to creating an inclusive culture for our diverse workforce in which all our employees feel valued, respected and heard. As of June 30, 2023, approximately 54% of our employees were female and approximately 59% of our employees self-identified as being a member of a racial or ethnic minority group.



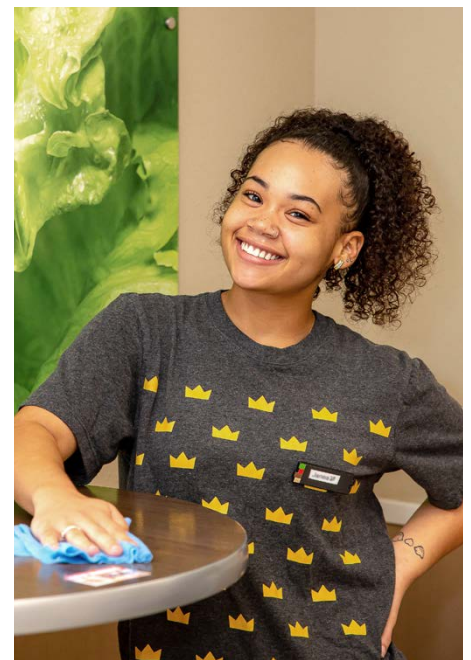


Codes and Policies

We have implemented a variety of codes and policies to ensure that our workplaces support our people, reflect our values and comply with applicable laws and regulations. They include our:

- Code of Business Ethics and Conduct
- Code of Ethics for Executives and Principal Financial Employees
- Ethics Hotline Policy
- Equal Employment Opportunity Policy
- Equal Employment Opportunity Policy for Disabled Persons Policy
- Equal Access to Services for Disabled Persons Policy
- Anti-Discrimination and Harassment Policies
- Preventing and Eliminating Sexual Harassment Policy
- Conflict Resolution Policy and Procedures
- Safety Policy
- Remote Work/Work from Home Policy for corporate employees

Furthermore, to empower our employees to report concerns without fear of reprisal, Carrols has established an ethics hotline – a free tip line and website available 24 hours a day, seven days a week, to field complaints and reports on an anonymous basis. Our Ethics Hotline Policy prohibits retaliation against complainants.



Highlights and Initiatives

The Carrols Cares Fund

In response to the economic challenges resulting from the COVID-19 pandemic, we established the Carrols Cares Fund in April 2020 to provide financial assistance to our employees in need. Since its launch, the Carrols Cares Fund has evolved into a corporate-level initiative that provides assistance to more than just employees who have experienced hardship as a result of the pandemic. As of June 30, 2023, the fund has provided over 950 of our employees with a wide range of support that has included, among other things, bereavement expenses and financial relief after a house fire.

Leadership and Career Development

Carrols is dedicated to providing its employees with the training they need to succeed in their roles and build a long-term career at Carrols. As a result, we have designed a multi-phase training program that meets the training needs of both Carrols and our franchisors while helping advance our restaurant employees from team members to multi-unit supervisors and beyond.

Carrols Phase 1–5 Training Programs

- Phase
1

Restaurant Employee Advancement Program

Delivers restaurant safety and operations training, team leader classroom certification and ServSafe Food Safety course
- Phase
2-3

Shift Certification Programs

Develops entry-level management candidates into assistant managers
- Phase
4

Skill Assessment and Development Plan

Helps transition assistant managers into restaurant general managers
- Phase
5

Multi-Unit Manager Development Program

Teaches managerial and leadership skills for managing restaurant teams

While the most valuable team member development typically comes from shoulder-to-shoulder training and coaching in our restaurants, Carrols offers digital and interactive training methods as well. We continuously review and improve our training programs to try to provide the best possible learning experiences.

Our commitment to developing talent and leadership from within our own ranks has delivered meaningful results: a majority of the managers at our restaurants and overseeing our operating regions have been promoted into their leadership roles from more junior positions within Carrols.



Our Communities

Carrols helps promote caring and supportive communities in the places where our team members live and work.

Our Approach

We have created programs that encourage our employees to engage in volunteerism and charitable giving to help support organizations that strengthen the local communities where our employees live and work.

Highlights and Initiatives

Dollars for Doers Volunteer Program

Our Dollars for Doers Program provides grants to community organizations where our employees volunteer. Each employee may seek up to two grants per year of up to \$250 each in support of their chosen charities. This program is open to both part-time and full-time employees.

Matching Gift Program

Through our Matching Gift Program, Carrols matches charitable donations to local food banks and food pantries of up to \$5,000 per employee per year. The program is open to both part-time and full-time employees.

Education Assistance Plan

Carrols offers an educational assistance plan that provides full-time corporate staff, salaried employees and part-time assistant managers up to \$4,000 per year to take advantage of after-hour educational opportunities to improve their skills in their present position or prepare them to assume greater responsibilities within the Company.



Burger King Foundation

Since 2012, Carrols has helped raise over \$5.5 million to support the Burger King Foundation, a non-profit organization that assists Burger King employees, their family members and the community through educational scholarships and emergency relief grants.

In the last 10 years, Carrols has awarded over 4,700 scholarships, approximately 30% of which have been awarded to employees of Carrols or their family members and the remainder to recipients in the communities

our restaurants serve. Scholarship grants range from \$1,000 to \$50,000 and are intended to help students offset the cost of attending college or post-secondary vocational/technical school. Recipients are selected based on their grade point average, work experience, extracurricular activities and community service.

Since 2000, the Burger King Scholars program has provided nearly \$60 million in financial support to 48,000 students.



Scholarship winner Oumou Camara

H.E.R. Scholarship Winner

The H.E.R. (Helping Equalize Restaurants) Scholarship is awarded annually to two of the most qualified Burger King employees to support female team members in achieving their educational goals. Carrols' employee Oumou Camara, a high-school honors student in Greensboro, North Carolina, won a \$25,000 H.E.R. Scholarship in 2022. As part of an accelerated high school to college program, Oumou earned college credits in high school and entered the University of North Carolina at Chapel Hill as a sophomore.

Local Charitable Contributions

Carrols is also committed to supporting the Syracuse, New York community where our Company is headquartered. Through direct financial donations to not-for-profit organizations and participation in fundraising events, Carrols supports a wide variety of charitable causes including ones devoted to medical research, healthcare, social services, rehabilitation programs and education.

This support includes a long-standing partnership with the Upstate Foundation, through which we have provided over \$1 million in donations for patient support programs, improvements to patient areas and the expansion of services at Upstate Golisano Children's Hospital. Carrols also actively supports community groups such as youth recreation and local volunteer fire and rescue.

Resources

- Carrols' [Caring About Our Communities](#) brochure provides an overview of our Dollars for Doers and matching gift programs.
- RBI's website offers an overview of the priorities of the [Burger King Foundation](#).



Forward-Looking Statements

Certain statements in this report constitute forward-looking statements. Forward-looking statements represent our expectations or beliefs concerning future events. Without limiting the foregoing, these statements are often identified by the words “may”, “might”, “will”, “should”, “anticipate”, “believe”, “expect”, “intend”, “estimate”, “hope”, “plan”, “commit”, “target” or similar expressions. In addition, expressions of our strategies, intentions or plans are also forward-looking statements. Such statements reflect management’s current views with respect to future events and are subject to risks and uncertainties, both known and unknown, and are not commitments or guarantees of future performance. You are cautioned not to place undue reliance on these forward-looking statements as there are important factors that could cause actual results to differ materially from those in forward-looking statements, many of which are beyond our control. Factors that could cause actual results to differ materially from our expectations are detailed in Carrols Restaurant Group, Inc.’s filings with the Securities and Exchange Commission including, without limitation, our annual report on Form 10-K. The Company undertakes no obligation to update such forward-looking statements, except as may be required by law.

Website references and hyperlinks throughout this report are provided for convenience only. The content on third-party websites is not incorporated by reference into this report, nor does it constitute a part of this report, and we assume no liability for such content. Furthermore, certain information in this report has been provided by third parties, including our franchisors. In such cases, we have relied on these third parties for the accuracy and completeness of such information.





POPEYES

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