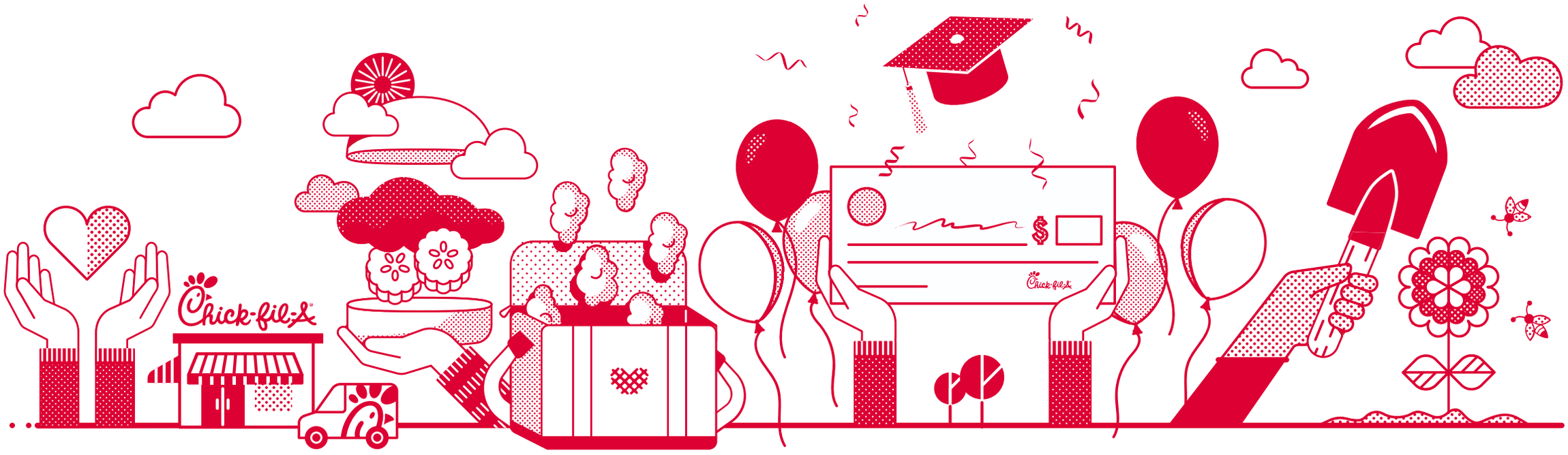
2025 Chick-fil-A®
Global Impact Report

Care in Action



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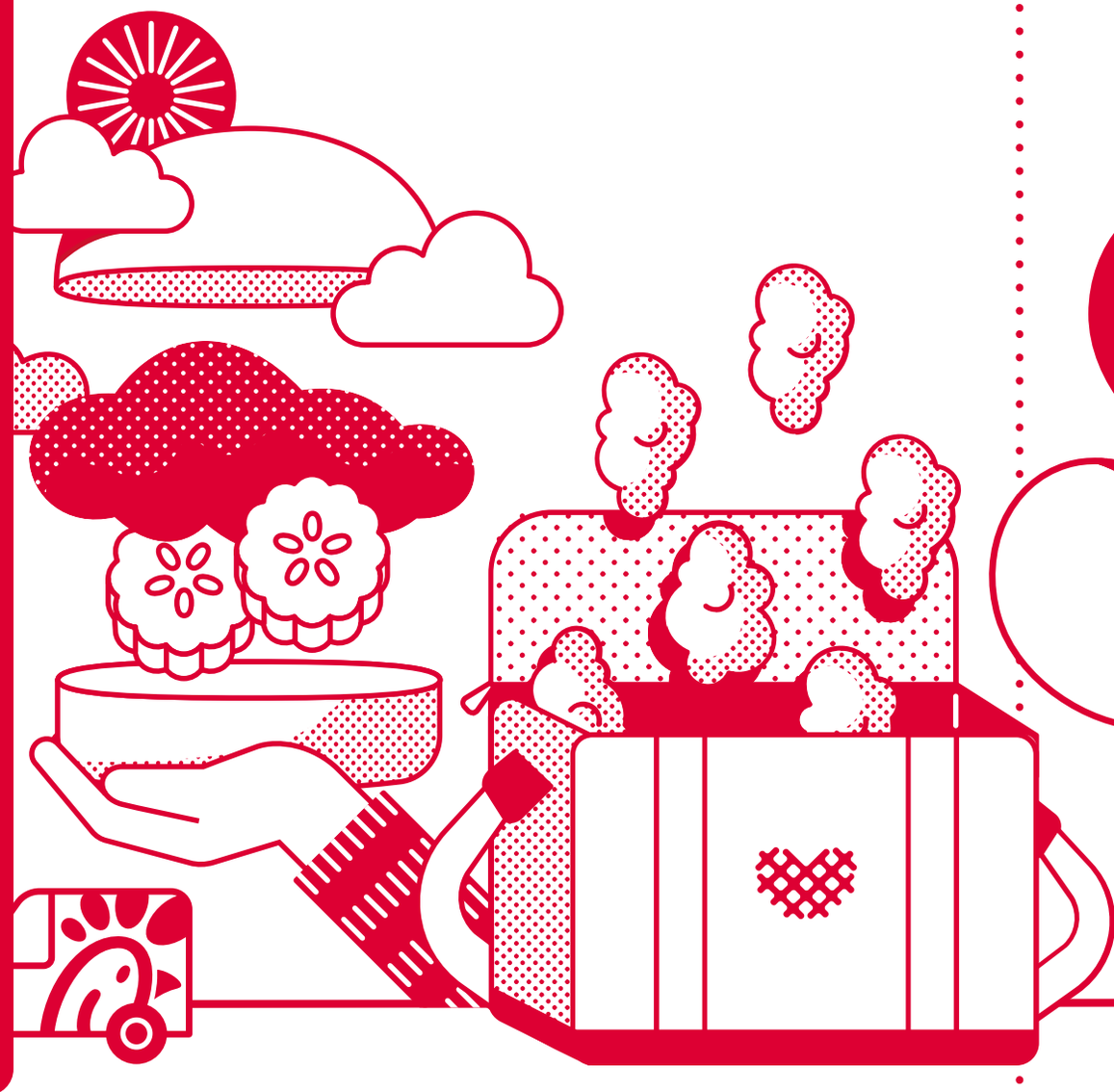
This report highlights acts of service for people and communities served by local Chick-fil-A Owner-Operators, Restaurant Team Members, Chick-fil-A, Inc. Support Center and Subsidiary Staff, as well as the related overall 2025 collective impact on people, communities and our planet. Financial information is presented in U.S. dollars, unless otherwise noted. Terms used throughout the report are explained in Measuring our impact on page 11. Visit chick-fil-a.com for more information.



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2025 highlights

Local Chick-fil-A Owners-Operators, Restaurant Team Members and Chick-fil-A, Inc. Support Center and Subsidiary Staff work together to:

- Positively impact others
- Enhance the neighborhoods Chick-fil-A restaurants call home
- Build responsible local businesses

Our five-year impact

Chick-fil-A® restaurants add positive impact to local communities beyond profit, including giving back to neighborhoods and advancing opportunities for others. To demonstrate the brand's commitment, we established five-year goals in 2020 and tracked cumulative efforts across Chick-fil-A restaurants, Chick-fil-A, Inc. and subsidiaries through 2025. Throughout this report we have shared stories of this work, as well as the people and organizations we have been privileged to work with over the past five years.

Caring through Food

GOAL:
Provide 200 million meals to local communities

100% COMPLETE

- **200 million** – Equivalent number of meals donated since 2020 This milestone reflects the collective efforts of local Owner-Operators, Restaurant Team Members, Chick-fil-A, Inc., and more than 1,500 community partners within the communities we serve.
- **12+ million** – Meals created from surplus food donated through the Chick-fil-A Shared Table® program in 2025

Caring for People

GOAL:
Impact more than 50,000 Restaurant Team Member lives through education opportunities.

100% COMPLETE

- **69,000+** – Restaurant Team Members impacted through education opportunities since 2020
- **$27+ million** – Scholarship funding awarded to over 15,000 Restaurant Team Members, including the first $25,000 scholarship given in Puerto Rico in 2025

Caring for Communities

GOAL:
Provide more than 3 million people with resources that support economic mobility

100% COMPLETE

- **$6 million** – Record-breaking amount awarded to local nonprofits through the True Inspiration Awards® grant program in 2025
- **500,000+** – Hours of community service completed by Chick-fil-A Leader Academy™ students during the 2024-2025 school year

Caring for the Planet

GOAL:
25 million pounds of Restaurant food waste diverted from landfills

100% COMPLETE

- **61+ million** – Pounds of food waste diverted from landfills since 2020
- **3 million** – Gallons of used cooking oil converted into clean-burning renewable ful generated since 2022

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A message from our CEO

The 2025 Global Impact Report reflects the Chick-fil-A Corporate Purpose in action. Across the Chick-fil-A brand system, local Owner-Operators, Restaurant Team Members, Support Center Staff, suppliers and community partners worked together to make an impact in our four focus areas: Caring through Food, Caring for People, Caring for Communities, and Caring for the Planet.

At its core, this report reflects the dedication of the Chick-fil-A community and the impact made possible through intentional collaboration and a commitment to care. Together, Chick-fil-A Restaurants served more than 2.2 billion Guests and opened new restaurants in the U.S. and internationally. Yet, what stands out most is the commitment to service behind that growth. Each new location represents a local community that we've had the opportunity to invest in and serve in 2025 and for years to come.

2025 also marked the fulfillment of the five-year Global Impact goals and commitments we established in 2020. Take a moment to read about our progress in the pages that follow. A few highlights include:

- Donated the equivalent of **more than 200 million meals** to communities in need since 2020.
- Invested more than **$120 million in scholarships over the past five years** to expand opportunities for Restaurant Team Members and community members
- Diverted more than **61 million pounds of food waste** from landfills through our stewardship efforts.

Looking ahead, we will continue to strengthen our focus on ending community hunger together. Addressing hunger has long been central to our work, and the growing need in communities makes clear that sustained and expanded effort is required.

"We will continue to strengthen our focus on ending community hunger together. Addressing hunger has long been central to our work, and the growing need in communities makes clear that sustained and expanded effort is required."

During Hunger Action Month in September, I challenged the Chick-fil-A community to deepen our efforts to help support communities facing the growing impacts of hunger and food insecurity.

We have seen incredible participation and leadership from our Owner-Operators and their teams in the Chick-fil-A Shared Table® program. At the same time, this work is bigger than any one brand. Moving forward, I hope to continue bringing leaders across our industry together to advance solutions to this pressing issue, because when it comes to ending community hunger, there are no competitors.

In 2026, the Cathy family will celebrate our 80th anniversary in the restaurant business. This milestone is not simply a moment to celebrate how far we've come, but more importantly, it is an invitation for all of us at Chick-fil-A to continue stewarding and growing our legacy of care, service and positive influence for generations to come.

— Andrew T. Cathy
CEO, Chick-fil-A, Inc.

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About Chick-fil-A

"Nearly every moment of every day we have the opportunity to give something to someone else – our time, our love, our resources."

– S. TRUETT CATHY, FOUNDER

At-a-glance

S. Truett Cathy founded Chick-fil-A in 1967. It was his pleasure – and continues to be ours – to offer delicious food alongside an unwavering commitment to serve the community. Learn more about Truett Cathy's legacy on Chick-fil-A.com.

Core values

We're here to serve.

We're better together.

We are purpose driven.

We pursue what's next.

Corporate Purpose

To glorify God by being a faithful steward of all that is entrusted to us. To have a positive influence on all who come in contact with Chick-fil-A.

2025 in review around the world

Served more than **2.2B Guests**

Opened **188 new Restaurants in the U.S.**

Opened **2 new Restaurants in Puerto Rico**

Opened **8 new Restaurants in Canada**

1st Restaurant opening in **Singapore**

1st Restaurant opening in the **UK**

Celebrating **5 Years** of Bay Center Foods

Investing in local ownership

Chick-fil-A Owner-Operators at 3,300 Restaurants are on-site and actively involved small-business owners. They work closely with their Team Members and take a direct approach to fostering connections and giving back within their communities. Over the past two years, more than 75% of newly selected Owner-Operators had experience working as Team Member themselves.

Care in Action Highlights

American Customer Satisfaction Index:

No. 1 fast-food Restaurant brand in customer satisfaction for 11 years

QSR Magazine's 2025 Best Brands to Work For

Forbes: America's Best Brands for Value

Newsweek: America's Greatest Workplaces for Parents & Families

TIME: World's Best Brands 2025

United States Chamber of Commerce Foundation Citizens Awards Best Corporate Steward

USA Today: America's Best in Customer Service

Newsweek's 2025 Greatest Workplaces for Inclusion & Diversity

Collaborating intentionally for a Global Impact

Chick-fil-A Global Impact efforts are intentional and collective, grounded in a strong commitment to the Corporate Purpose and ongoing collaboration across the organization. This work is guided by our leaders and a dedicated team of Support Center Staff who help to steward and advance the Chick-fil-A impact strategy in alignment with the work of the broader Corporate Communications & External Affairs Department.

This team's shared mission is to be a tangible expression of the Chick-fil-A Corporate Purpose in the four key focus areas of Food, People, Communities and Planet.

Caring through Food - Serving great food people can feel good about

Caring for People - Cultivating a positive work environment where people feel known and cared for

Caring for Communities - Strengthening the cities and neighborhoods where Chick-fil-A restaurants serve

Caring for the Planet - Acting as good stewards of the planet we share

The Global Impact team works closely with local Owner-Operators, Restaurant Team Members, Chick-fil-A, Inc. Support Center and Subsidiary staff, suppliers, community partners and others to help measure progress and fulfill our commitments.

See page 10 for a message from Brent Fielder, our Vice President of Global Impact, about our future Global Impact commitments and plans.

Our focus

Feedback and perspectives from internal and external stakeholders help us prioritize opportunities to make an impact in our four Global Impact focus areas of **caring through food**, **caring for people**, **caring for communities**, and **caring for the planet**. Top priorities identified through a materiality assessment include food safety and quality, talent attraction and development, ethical and transparent business practices and more.

Where insight meets impact: The Global Impact Operator Council

Newly launched at the close of 2025, the Global Impact Operator Council brings together 21 Owner-Operators from across the United States and Canada to help shape the future of our Global Impact work. Representing diverse communities and Restaurant environments, the Council ensures that the decisions we make at the Chick-fil-A Support Center are informed by real-world experience at the local level.

By engaging Owner-Operators early in new initiatives, pilot programs and evolving strategies, we strengthen both stewardship and execution. Their insight helps us test assumptions, identify operational challenges and ensure our community efforts are practical, scalable and aligned with the needs of the people and communities we serve.

Grounded in shared responsibility, the Council reflects our commitment to responsible governance and long-term impact – keeping the Owner-Operator and community perspective at the heart of how we care for people, communities and our planet.

Local Owner-Operators making an impact

Chick-fil-A Owner-Operators are key partners in helping us achieve our global impact goals.
In 2025, we recognized the following Global Impact Operator Champions for their efforts.

Care Through Food Global Impact Operator Champion Matt Stockdale, Owner-Operator of Chick-fil-A Ear of Corn in Rochester, Minnesota, brings comfort and dignity to others by serving monthly meals to families at the local hospital. Through this effort, he ensures that food is a source of nourishment, compassion and connection for families during some of their most challenging times.

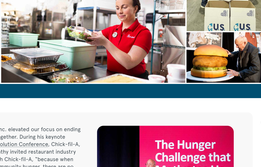
For more than a decade, **Care for People** Global Impact Operator Champion T. J. Wilson, Jr., Owner-Operator of Chick-fil-A Wesley Chapel Road in Decatur, Georgia, has supported Restaurant Team Members through scholarships, English-language learning and financial literacy resources. His commitments expand learning and opportunity within his Restaurant communities.

Care for Communities Global Impact Operator Champion Christen Bohannon, Owner-Operator of Chick-fil-A Murfreesboro in Somerset, Kentucky, is helping grow the next generation of leaders in her community. In just three years, Christen has expanded the local Chick-fil-A Leader Academy™ program from three schools to five, helping more students engage in service and extending their impact across the area.

Care for Planet Global Impact Operator Champion Chris Gammel, Owner-Operator of Chick-fil-A Raintree Drive & 101, Scottsdale, Arizona, translates everyday Restaurant operations into meaningful environmental actions – from recycling cooking oil and participating in the Chick-fil-A Shared Table® program, to championing composting across his local market.

Caring through Food

Serving great food people can feel good about



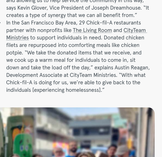
In 2025, Chick-fil-A, Inc. elevated our focus on ending community hunger, together. During his keynote address at the Global Evolution Conference, Chick-fil-A, Inc. CEO Andrew T. Cathy invited restaurant industry leaders to partner with Chick-fil-A, "because when it comes to ending community hunger, there are no competitors," Andrew called on local Owner-Operators to be bridge builders, connecting with community partners, other QSR brands and within Chick-fil-A to address this pressing issue.

At Chick-fil-A, this work has been underway for years as we offer nourishment to our neighbors through great-tasting, freshly prepared meals; donate food to those in need; and foster connections through a shared meal.

The Hunger Challenge that Motivates Us

Feeding America estimates that 48 million people in America face food insecurity, including 14 million children. According to the University of Toronto, 8.7 million Canadians live in food-insecure households.

200 million meals donated to communities in need



Chick-fil-A, Inc. reached a major milestone in 2025, achieving its goal to help address community hunger by donating the equivalent of more than 200 million meals[1] since 2020. This milestone reflects the collective efforts of local Owner-Operators, Restaurant Team Members, Chick-fil-A, Inc. and more than 1,500 partners within the communities we serve and includes:

- 47 million meals[1] created by the Chick-fil-A Shared Table® program, which allows local Owner-Operators to donate surplus food to human-relief nonprofits. See story below for more information.
- Each time a new Restaurant opens, Chick-fil-A, Inc. donates 25,000 in the local currency to a local food bank in partnership with Second Harvest in Canada, The Food Bank Singapore, Neighbourly in the UK and Ireland, or Feeding America[2] Since 2020, Chick-fil-A, Inc. has donated more than 319 million to celebrate new Restaurant openings.
- During Hunger Action Month in September, Chick-fil-A, Inc. invested an additional $4 million to support hunger-relief efforts across the U.S. This includes donations to Feeding America to help provide additional meals, sponsoring a food packaging line with Convoy of Hope and awarding grants to other local nonprofit organizations supporting helping feed communities in need.

Chick-fil-A, Inc's commitment to ending community hunger also includes diverting food from landfills, with more than 61 million pounds of food waste diverted by Chick-fil-A, Inc. and Chick-fil-A restaurants since 2020. (See page 9)

> "Everyone deserves access to fresh, nourishing food, yet hunger exists in plain sight. It affects tens of millions of community members who simply want the same thing we all want for ourselves: a chance to thrive. I'm grateful Chick-fil-A shares our vision to end community hunger, together."
>
> – CLAIRE BABINEAUX-FONTENOT, FEEDING AMERICA CEO (2019-2026)

From Restaurant kitchens to community meals

Roughly one-third of all food produced globally for human consumption is lost or wasted. This is enough to feed billion people.[1] We care about this issue because, at Chick-fil-A, our mission goes beyond serving meals – we are committed to being present in the communities we serve. Through the Chick-fil-A Shared Table® program, Chick-fil-A Owner-Operators fight food insecurity in their local communities by donating surplus food to local soup kitchens, shelters and nonprofits to help feed those in need. This network of care is turning everyday ingredients into meaningful nourishment.

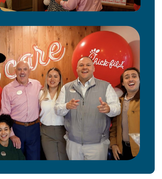
Here is a look at how the program is making a difference in communities across Canada, Puerto Rico and the U.S.

- In Kitchener, Ontario, Canada, Chick-fil-A Operator Olivia Elford and her restaurant have participated in the Chick-fil-A Shared Table® program since she opened in August 2021. Her restaurant partners with The Food Bank of Waterloo Region, packaging and freezing unused items, which the organization picks up weekly. Olivia is grateful her team can give back since there's so much need in Canada.
- Dream Center Esperanza Ministry is a local nonprofit dedicated to supporting individuals facing homelessness, addiction, abuse and poverty in Hatillo, Puerto Rico. Jan Olivo Morales, Owner-Operator of Chick-fil-A Hatillo, fulfills his goal of serving the community beyond the Restaurant through this initiative. The Ministry picks up extra food from Chick-fil-A Hatillo twice each week, transforming extra biscuits, chicken and more into nourishing meals for those in need, allowing the nonprofit to serve approximately 800 meals each month for children, seniors and individuals experiencing homelessness.
- In Leeds, U.K., Owner-Operator Mike Hoy and his team donate surplus food to St. George's Crypt, which has provided vital support to homeless and vulnerable people since 1930. It provides three meals a day and in 2024 alone served over 65,700 hot meals to those in need.
- In a state where 1 in 5 children face hunger, 15 Chick-fil-A restaurants in the Detroit area are providing surplus food to partners like Helping Hands of Wayne County and Hospitality House Food Pantry, providing stability and care through food. "Something simple like having access to a hot meal can make a big difference for those facing food insecurity," notes Vikki Brown, local Owner-Operator of Chick-fil-A Livonia. "I'm grateful to make an impact through something that reflects our Corporate Purpose and everyday operations."
- According to Feeding America, 1 in 7 adults in Florida face hunger. Twenty-seven Miami-area Chick-fil-A restaurants are helping address food insecurity through partnerships with organizations like Joseph Dreamhouse and Food Rescue US – South Florida. The program has become a vital resource, transforming surplus food into hundreds of thousands of meals. "I'm grateful to Chick-fil-A for partnering with us and allowing us to help service the community in this way," says Kevin Glover, Vice President of Joseph Dreamhouse. "It creates a type of synergy that we can all benefit from."
- In the San Francisco Bay Area, 29 Chick-fil-A restaurants partner with nonprofits like The Living Room and CityTeam Ministries to support individuals in need. Donated chicken filets are repurposed into comforting meals like chicken potpie. "We take the donated items that we receive, and we cook up a warm meal for individuals to come in, sit down and take the load off the day," explains Austin Reagan, Development Associate at CityTeam Ministries. "With what Chick-fil-A is doing for us, we're able to give back to the individuals [experiencing homelessness]."

Atlanta Restaurant openings help combat food insecurity

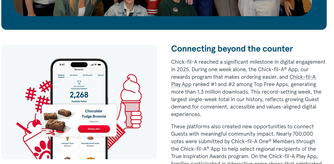
Chick-fil-A celebrated the opening of five Atlanta and North Georgia Restaurants with a donation of $125,000 to Feeding America on behalf of the Atlanta Community Food Bank. The donation is expected to help provide up to 300,000 meals across the region. "Supporting local hunger relief is deeply important to us, because when our neighbors are fed, our whole community grows stronger," says Matt Rhodes, local Owner-Operator of Chick-fil-A Breaux Avenue in Lawrenceville, Georgia, one of the new locations.

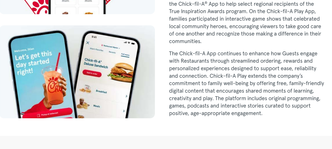
The new Georgia locations will participate in the Chick-fil-A Shared Table® program, through which Restaurants donate surplus food to local organizations working to combat hunger.



Celebrating in the Big Apple

To recognize our 10-year anniversary in New York City and to continue fighting hunger, Chick-fil-A, Inc. awarded $100,000 to The Bowery Mission, which serves as a Chick-fil-A Shared Table® program partner for local Restaurants at 37th & 6th and Fulton Street.





Supplier spotlight: Alto-Shaam is cooking up a better future

Like Chick-fil-A, our food service equipment supplier, Alto-Shaam, is a family-owned business passionate about making a lasting difference. With more than 500 global employees, Alto-Shaam is transforming its passion for success into a force for good as it focuses on:

1. **Supporting its global industry and communities**, including joining Chick-fil-A in the fight against hunger. Employee volunteers helped sort more than 15,000 meals for Feeding America Southeastern Wisconsin and served 150 meals at the local St. Benedict the Moor Parish.
2. **Advancing culinary arts & education** with more than 17 years and $1 million+ in support to the Culinary Institute of America and sponsoring Food Fight that provides nutrition and cooking classes, along with home-cooked meals, to children in local, Milwaukee-area schools.
3. **Enhancing the lives of children** by providing much-needed kitchen equipment to schools through School Nutrition Association grants.
4. **Pioneering a cure for blood cancer** that claimed the life of founder, Jerry Maatra by donating more than $1.5 million to Blood Cancer United toward research and scholarships since the beginning of the partnership.

Connecting beyond the counter

Chick-fil-A reached a significant milestone in digital engagement in 2025. During one week alone, the Chick-fil-A® App, our rewards program that makes ordering easier, and Chick-fil-A Play App ranked #1 and #2 among Top Free Apps, generating more than 1.3 million downloads. This record-setting week, the largest single-week total in our history, reflects growing Guest demand for convenient, accessible and values-aligned digital experiences.

These platforms also created new opportunities to connect Guests with meaningful community impact. Nearly 700,000 votes were submitted by Chick-fil-A One® Members through the Chick-fil-A® App to help select regional recipients of the True Inspiration Awards program. On the Chick-fil-A Play App, families participated in interactive game shows that celebrated local community heroes, encouraging viewers to take good care of one another and recognize those making a difference in their communities.

The Chick-fil-A App continues to enhance how Guests engage with Restaurants through streamlined ordering, rewards and personalized experiences designed to support ease, reliability and connection. Chick-fil-A Play extends the company's commitment to family well-being by offering free, family-friendly digital content that encourages shared moments of learning, creativity and play. The platform includes original programming, games, podcasts and interactive stories curated to support positive, age-appropriate engagement.

> "Our team's passion for giving back stems from our founder, is reinforced by our family owners, and engages everyone," said Kellee Boelter, Vice President of Marketing. "We've made great strides in our social impact initiatives, and we're just getting started."
>
> – KELLEE BOELTER, VICE PRESIDENT OF MARKETING ALTO-SHAAM

Since 2018, Alto-Shaam owners have been a mainstay in Chick-fil-A restaurants. We are proud to work with a company that shares our commitment to fighting hunger, advancing education and making a positive impact.

[1] Helps provide at least 10 meals securing by Feeding America on behalf of local partner food banks.

[2] According to the United States Department of Agriculture (USDA), 1.2 pounds of food is equivalent to one meal.

[1] United Nations Environmental Programme

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- Caring for the Planet
- Which Leaders Deserve Honors on JC Jones Awards?
- Remarkable Futures Recognitions

Caring for People

Cultivating a positive work environment where people feel valued

Our positive work environment is a cornerstone of Chick-fil-A. Whether serving Guests in our Restaurants, delivering fresh Chick-fil-A Supply® or empowering Owner-Operators and Team Members at our Support Centers, we strive to live our value of we're better together.

Advancing opportunities through scholarships

Chick-fil-A's scholarship programs, administered by Scholarship America, provide financial support and advancing opportunity through education, helping lift a financial burden for team Members and students in the community.

Chick-fil-A Remarkable Futures™ Scholarships

In 2025, Chick-fil-A, Inc. continued its long-standing commitment to supporting the next generation of leaders in Remarkable Futures™ scholarships, marking the second year of investment in the program's history. The funding helped remove financial barriers and provide meaningful opportunities and pathways for more than 10,000 Restaurant Team Members across the United States, Canada and Puerto Rico.

> "Chick-fil-A is deeply committed to investing in the remarkable futures of both Chick-fil-A Team Members and community leaders. The growth of scholarship giving at Chick-fil-A reflects our belief in the power of education to transform lives. We are honored to support these exceptional students as they pursue their educational aspirations and look forward to seeing how they make a positive impact in their communities."
>
> ANDREW T. SUPRAY, CEO, CHICK-FIL-A, INC.

This investment builds on a legacy that began more than 50 years ago with the Chick-fil-A Scholarship, which, in 2025, alone, helped nearly 700 students pursue their dreams. Over time, it has been celebrating education as a powerful driver of opportunity, leadership and long-term impact.

Alongside broad based scholarship support, Chick-fil-A, Inc. also recognized 27 students in 2025 for Remarkable Futures™ 2025 scholarships for exceptional academic achievement, leadership, service and demonstrated financial need. Their pursuits span a wide range of fields, illustrating how education can prepare students to lead, serve and transform meaningful impact in their communities.

Through the Chick-fil-A Remarkable Futures Scholarship Program, Chick-fil-A continues to invest beyond the classroom, equipping Team Members with the resources they need to navigate life's milestones and to make a strong future for these individuals and their communities.

Scholarship Recipient Spotlight

Thelma C., challenged the University of Central Florida Westgate, is the first Remarkable Futures Scholarship recipient from Chick-fil-A Supply. Her journey, from Team Member to Partner, now paves the way for Chick-fil-A Leadership Development Program in the future.

Since its inception, the program has invested in dozens of community service-oriented emerging leaders, allowing access to higher education and reinforcing the broader Chick-fil-A commitment to Caring for People. The program's impact goes far strengthening the lives of their communities, making a difference in service, academics and civic life.

We surprised the 10 Chick-fil-A Scholarship Finalists during a special awards ceremony at the Chick-fil-A Support Center in Atlanta, Ga. Each finalist received a scholarship and received a personal recommendation from a teacher, coach, community leader or mentor who spoke about their personal and professional achievements.

Empowering students to pursue what is next

The Chick-fil-A™ Community Scholars program reflects Chick-fil-A's commitment to supporting the next generation of leadership beyond our own workforce. This scholarship awards 10 students with a $2,000 scholarship, a personalized development, demonstrated community service and financial need. It is open to residents of the United States, Canada and Puerto Rico who are pursuing an associate or undergraduate degree at accredited colleges, universities or vocational institutions. In tandem with the scholarship, recipients participate in a year-long leadership development mentoring experience designed to deepen their capacity to lead and serve, fostering connections among peers and with Chick-fil-A leaders.

Scholarship Recipient Spotlight

Jessica R. will pursue environmental science and public policy at Georgetown University, where her advocacy efforts systemic change for underserved communities.

Making education more accessible

Chick-fil-A continues to advance long-term economic mobility by extending education access beyond traditional scholarship models. Through Chick-fil-A Remarkable Futures™ Education Program, Chick-fil-A, Inc. provides Team Members with access to over 100 Restaurant Team Members for thousands of online programs that support workforce development, skills readiness and career advancement. The program's flexible, employer-aligned pathways include short-term, stackable credentials with business needs, from foundational life and language skills to skilled trades, high school completion and accreditation certificates and degree programs.

Partnering with DECA

Through the Chick-fil-A, Inc.'s national partnership with DECA, Restaurant Team Members ages 14 and older can connect students (both leadership, entrepreneurship and career-focused skills across marketing, finance, hospitality and management) with meaningful opportunities to develop leadership, communication, problem solving, teamwork and career readiness. Together with DECA, Chick-fil-A is excited to help prepare students for future success by providing hands-on learning and connecting classroom learning with real-world experience.

Global Impact Fellows - where are they now?

Empowering Leadership, Chick-fil-A Global Impact Fellow, Chick-fil-A Global Impact Fellows Program. For one year, each College graduate supports a single Chick-fil-A Global Impact Partner, gaining hands-on experience in a role that follows gain a dual perspective on how social investment, strategy and partnerships drive meaningful impact around the world. The program is rooted in Chick-fil-A's enduring commitment to build future-ready leaders who understand how to responsibly fulfill community and business needs.

Global Impact Fellow spotlights

Laurie Schaner joined the Global Impact Fellowship from leading the student Chick-fil-A Leadership Development Program, where she focused on student engagement and education access, partner outreach and program growth. Her leadership development experiences that shaped her journey include student-led community and long-term opportunities.

Kristen Mosley leads the Global Impact Fellowship. With 15 years of experience in the arts & culture, community development, and nonprofit leadership, she brings deep expertise in storytelling, stewardship, community needs and partnership building, and a strong commitment to caring for others.

The Genetalligence perspective

For the first time in history, six generations are working side-by-side in the restaurant industry. To help Owner-Operators and Team Members in Chick-fil-A restaurants understand and navigate generational differences, Chick-fil-A, Inc. partnered with generational expert Megan Gerhardt, Ph.D., an at-eight-notes consultant, to develop a generational intelligence and relationship curriculum grain research-backed insights and practical tools, empowering Team Members and Owner-Operators to build environments where every person feels welcomed and respected.

"Genetalligence was a great way for my leadership team to begin a dialogue about the differences among the age groups on the team. It helped us turn differences into a strength by understanding each other's perspectives and working as better together care for one another across generations."

TIFFANY BAUGLER, OWNER-OPERATOR OF CHICK-FIL-A I-35 AND LITTLE ROCK, ARLINGTON, TEXAS

Syncing up leaders who support one another

SYNC stands for Serving Owners Operators to lead teams together around what matters most: people, purpose and connection. Chick-fil-A Support Centers launched SYNC in 2025 with 62 combined leaders (Director and VP level) from all Support Centers, bonding leaders who arrangen when they move together.

SYNC creates opportunities for leaders to:

- Align on shared goals and priorities across markets
- Share what's working and what's challenging locally
- Translate national strategy into meaningful leadership
- Lead with empathy for Team Members and communities

Through focused sessions and shared experiences, leaders explore how marketing, communications and market development work together to support Owners Operators. Leaders come together with clarity and focus, strategies stick better, teams feel supported and communities benefit.

Meaningful connections build stronger teams

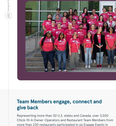
Furthering our culture of care is critical to our success. In 2025, Chick-fil-A Support Centers "through a ranger and celebrate the People-Leader Perks."

- Food for Thought events bring Support Center Staff together for meaningful conversations. Over 2,000 Team Members focused on furthering environments of respect, trust and acceptance. The initial summer session aimed to help Staff "Be Better Together" and strengthen relationships. The subsequent fall session offered practical tools for creating inspiring and encouraging trust. Together, Staff found Food for Thought events to be a great way to "Be Better Together."
- Chick-fil-A, leaning in with courage and care, These events provided a safe space for Team Members to connect, learn from workplace and across the communities we serve.
- Chick-fil-A Support Center Staff Appreciation Week through People-Leader Perks. The week-long celebration helps people leaders strengthen their connections and appreciation for their teams. Chick-fil-A, Inc. Support Center Purpose. Through large-group breakout sessions or backing organizations, customized card decks that help teams get to know each other, and a dedicated Appreciation Week toolkit, leaders are armed with tools to lead engage and encourage their teams on our journey to become the world's most caring company.

Service shapes our story: Chick-fil-A Staff Accolades Program

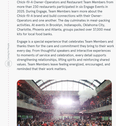
This congress recognizes Chick-fil-A, Inc. Staff for exceptional entrepreneurship and meaningful contributions that positively impact Guests, Team Members, Owner-Operators and communities. Staff celebrating Mar. 31, 32, 33, 34 and 35 years of service are honored with a Chick-fil-A Staff Accolades Congress pin, given by our co-workers to recognize exceptional efforts and initiatives, including those that have created lasting impact on Team Members, Guests and communities in Atlanta and nationwide.

In 2025, nearly 200 honorees were celebrated at Support Center Bullington and Support Center Leslie, representing more than 1,400 combined years of service. Honorees shared stories that reflect the spirit of Chick-fil-A, Inc. Staff, from supporting Team Member leaders in refilling signature menu items, serving as more than a milestone. It is a legacy built over time. Chick-fil-A Support Center Staff Accolades Congress pin. Chick-fil-A Support Center to celebrate three seasons for their dedication that shaped Chick-fil-A across decades.



Volunteering is in our hearts

"We're here to serve" is a Chick-fil-A, Inc. core value. One of the ways we live out this value is by giving our time to meaningful causes in our communities. To help Chick-fil-A, Inc. Support Center Staff get involved, each full-time employee receives 40 hours per year for volunteering and other workplace activities.



Congratulations, Stacey!

Each year, we recognize one outstanding Staff Member as the Chick-fil-A, Inc. Support Center Staff Leadership Award. Congratulations to our Chick-fil-A Technology & Transformation (DIT) team member this honor for leading a high-impact partnership in Support Atlanta connecting Chick-fil-A, Inc. technology teams with Guests.

Stacey initiated a group of 10 DIT Staff volunteers to engage 100 ninth grade students at Long Middle School in Atlanta, introducing them to technology, problem solving and career possibilities through a custom "Restaurant Robot" challenge. Students designed and programmed robots to perform tasks in familiar, real-world scenarios. The session of students programmed robots for complete Chick-fil-A restaurant-based tasks, including selecting a Chick-fil-A sandwich, fulfilling a drive-thru order, and preparing a Chick-fil-A Cool Wrap and serve their customers, giving the entire ninth grade class an opening curiosity about technology careers.

Team Members engage, connect and give back

Representing more than 20 U.S. states and Canada, over 5,000 Team Members from Chick-fil-A Support Centers and Restaurants and over 150 restaurants participated in six Engage events in 2025. During Engage, Team Members learn more about the Chick-fil-A Support Centers' Purpose, Strategy, Culture, Operations and one another. The day culminates in near-sunrise activities, 10 events in Boston, Indianapolis, Oklahoma City, Orlando, Tulsa, Atlanta, Dallas, Nashville, Charlotte and Houston, into our local hundreds.

Engage is a special experience that celebrates Team Members and their work. It's a day of connection and celebration. Over the years, many Engage events have grown and changed to accommodate the growth in numbers and celebration, every detail supports the Purpose of Chick-fil-A, Inc. and the Support Centers' Purpose. Team Members leave feeling energized, encouraged, and reminded that their work matters.

"My favorite part of Engage was seeing how Chick-fil-A serves in the community and the world around us. Binding friends was such an honor."

ANNA, RESTAURANT TEAM MEMBER, DALLAS, TEXAS

Alumni Spotlight: A legacy of servant leadership and community impact

In 2005, Tim Tassopoulos, Former President and Chief Operating Officer of Chick-fil-A, Inc., was inducted into the Georgia Tech Alumni Association's Distinguished Alumni Awards. This recognition honors alumni who have made significant contributions to their profession and professional football player with the Atlanta Falcons. In high school, he was a multisport athlete who needed a job that allowed flexibility with his busy class and practice schedule. Jobs Tim talked about time working with his twenty, Owner Operator Dan Cathy, Chick-fil-A, Inc. Chairman and Founder, Tim's Cathy Foundation, Tim's commitment to excellence in acting alongside Tim's Cathy Foundation, Tim's "Have a great time, give it your all, and be a good teammate and give back." Tim's Cathy Foundation, Tim's Cathy Foundation, Tim's Cathy Foundation,

2020 Chick-fil-A Global Impact Report

1. A Message from Jon Bell
2. Strategic Focus
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8. Appendix

Caring for Communities

We believe in caring in and beyond our Restaurants, including helping nonprofits, developing future leaders and being involved in our communities.

Helping local nonprofits fulfill their missions

Each year, it's an privilege to recognize local nonprofits working to fulfill their missions and to celebrate the impact leaders in these nonprofits bring to our communities.

About the 2020 Awards:
Chick-fil-A Operators nominated nonprofits in 200 ZIPs in 50 states, Washington, D.C. and the United States. Twenty finalists were selected from the nominees.

Each finalist received a Regional Award of $5,000 and a Chick-fil-A Cow Appreciation Day Gift Card to support their local nonprofit. Each Regional Award winner received a $25,000 Grand Prize. Because of the COVID-19 crisis, we chose to make the Grand Prize Awards unrestricted to help each organization meet its local needs.

Last year, we organized a recognition for our 50 in 5 Youth Caring Awards finalists, which included a dinner with their families, which was scheduled for the evening of March 16, 2020. Because of the COVID-19 crisis, we had to cancel the dinner and instead, we recognized the 50 finalists in a virtual ceremony. Finalists, Social, received the $25,000 Grand Prize. Two finalists received the Regional Award of $5,000 and the Chick-fil-A Cow Appreciation Day Gift Card. Finalists in the Regional Awards pool will support continued local service, as it is important to us that we continue to support our local communities during difficult times.

Since 2006, Your Inspiration Awards grants, totaling almost $40 million, have helped more than 1,000 nonprofits organizations. Local Chick-fil-A Owner Operators and Chick-fil-A Guests gained the opportunity to nominate the one-of-a-kind nonprofits that do it, no matter what it takes, to make a difference, creating lasting impacts in the world by fulfilling their missions.

Growing globally with local Owner-Operators

Our Owner-Operators are independent, and impact - opening restaurants, raising local Owner-Operators with roots in the community in Great Britain and Ireland.

The restaurant is poised to be the 1st Chick-fil-A restaurant in the U.K. or Ireland to open its doors. Chick-fil-A has 2,000 restaurants in 48 states and in Washington, D.C. and is ranked in the top chain in the U.S. with 37 billion in annual sales.

Chick-fil-A has been preparing for its entrance into the U.K. and Ireland for nearly a decade. Chick-fil-A's Global Impact Scorecard reflects its commitment to each of our local stakeholders. Chick-fil-A's Global Impact Scorecard is a tool that demonstrates "where" the impact is and is a way to measure our impact. Chick-fil-A's Global Impact Scorecard is a tool that demonstrates "where" the impact is and is a way to measure our impact.

The ripple effect: How Old Skool Café is transforming San Francisco one year at time

Since opening their doors, Old Skool Café has utilized the food to bring people together and to create a place where people feel at home. Their mission is to "Feed the community, one meal at a time" and "Feed neighborhoods."

Since opening in August 2019, Old Skool Café has served over 10,000 meals, and has served over 1,000 people every month. The great space is made to breathe. It allows us to leverage our space to bring people together, to provide a place for healing and a place of hope.

Celebrating community builders

We believe in supporting local nonprofits that have a strong presence in their communities. That's why we annually hold the Chick-fil-A Leader Academy, a 3-day leadership development and capacity-building conference for nonprofit leaders from across the United States, Canada and Puerto Rico.

In 2019, this conference welcomed over 400 attendees, representing nonprofits from across the United States, Canada and Puerto Rico. Participants received training in strategic planning, organizational rehabilitation and capacity-building in the world and a personal development session on "Leadership in Life." Attendees also encouraged attendees with a keynote address from Dr. Ben Carson, Director of Emeritus of Pediatric Neurosurgery at Johns Hopkins and 2016 of Ginger Sandoz, talked about perseverance and purpose, and Jeff Foxworthy, comedian and author, shared his humorous stories and wisdom.

That Chick-fil-A Leader Academy is part of our ongoing commitment to equip and encourage local nonprofits with the capacity-building, leadership development and resources they need to strengthen their communities. Our goal is to reach 1,000 nonprofit groups by 2020 to reach 1,000 nonprofit groups by 2020 to reach 1,000 nonprofit groups by 2020

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Caring for the Planet

Acting as good stewards of the planet we share

At Chick-fil-A, we embrace opportunities to be good stewards of the planet we share by decreasing our environmental impact. Diverting food waste from landfills, recycling used cooking oil and prioritizing effective energy strategies are just a few of the ways we create value through our sustainability efforts.

Small scraps, big difference

Food waste is the largest component of U.S. landfills at 24% – more than plastic (18%), paper (12%), metal (9%) and glass (5%). It also is a significant contributor to greenhouse gas emissions.[1] Chick-fil-A restaurants and the Chick-fil-A Support Center: Buffington are doing their part to help reduce food waste through active composting initiatives.

In 2021, Chick-fil-A, Inc. set a goal to divert 25 million pounds of food waste from landfills. Since that time, we've more than doubled our impact, diverting more than 61 million pounds through 2025. While edible, surplus food is donated to local nonprofits through the Chick-fil-A Shared Table® program (see page 6), inedible items like salad prep scraps and even fryer crumbs are composted at participating restaurants.

"We use quality ingredients all day in our delicious foods and instead of sending scraps to landfill, we compost items like strawberry tops, coffee and tea grounds, and lettuce and tomato pieces," says Chris Gammel, Owner-Operator of Chick-fil-A Raintree Drive and 101 in Scottsdale, Arizona. "Composting is super easy and has a really positive environmental impact. My family is even doing it at home now and we're inspiring Team Members to do the same."

Chris and other local Owner-Operators in the Phoenix area work with Recycled City, a local composting service that uses organic waste to create fertile soil for nearby farmland. "Each week, the food waste Chick-fil-A Phoenix-area Restaurants contribute for composting keeps thousands of pounds of food diverted from landfills," says J.D. Hill, founder of Recycled City.

Chick-fil-A became the first restaurant company to join the U.S. Food Waste Pact in 2024. As a participant in the national voluntary agreement, we work collaboratively across the food industry to reduce waste.

How used oil goes green

Even after the Chick-fil-A Waffle Potato Fries® are cooked, we are not finished with the cooking oil. Chick-fil-A restaurants participate in our partnership with DAR PRO Solutions, a company that collects and repurposes used cooking oil into clean-burning renewable fuel. Since the program began in 2022, Chick-fil-A restaurants have collectively generated 3 million gallons of renewable diesel.

Chris Hall, Owner-Operator of Chick-fil-A Camelback and 16th Street in Phoenix says,

"Stewardship is part of the DNA of Chick-fil-A. We want to be faithful stewards of all we have been entrusted with and caring for the planet is just one way we do this."

Efficiently energizing restaurants

As energy demands soar, the power grid is facing unprecedented strain. With a goal of advancing sustainability across the Chick-fil-A system's footprint, Chick-fil-A, Inc. and local Chick-fil-A restaurants continue to research and assess opportunities to reduce traditional energy consumption or explore renewable energy.

To reduce reliance on the local power grid, local Owner-Operator Adam Hoffman of Chick-fil-A Quarry Creek in Oceanside, California is piloting a solar-powered microgrid. It is the third California Restaurant to assess the innovative technology as part of a pilot Chick-fil-A, Inc. hopes to expand over the next five years.

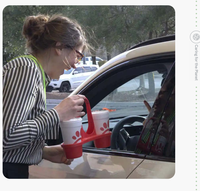
"I'm really excited to see how the solar system performs because other Restaurants have seen incredible energy benefits with it," Adam says. This pilot will hopefully inspire others in our community to take more conservation measures in their own lives."

A smarter way to carry-on

Chick-fil-A restaurant drive-thrus have a new, innovative way of delivering multiple drinks to Guests that reduces waste and is more cost effective. Working with Owner-Operators who noticed paper drink carriers are often tossed aside after beverages are delivered to vehicles, The Chick-fil-A Packaging Team developed a reusable two-drink caddy for Team Members working the drive-thru.

"After I started using the reusable caddy, I saw the impact firsthand," says Chris Walker, a multi-Restaurant Owner-Operator in Charleston, South Carolina. "Knowing that one of our priorities is to care for the planet, it seems like a win-win."

If the durable cup carrier that is easy to use, clean and store eventually replaces 50% of single-use cup carriers at Chick-fil-A restaurants, it could save up to 91,000 pounds of paperboard every year.



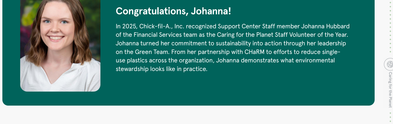
Hard-to-Recycle, yes. But we're working on it

In November, Chick-fil-A Support Center Staff, led by Green Team members, again recognized America Recycles Day by collecting hard-to-recycle items that are not typically accepted in curbside recycle programs. Overall, Support Center Staff in Buffington and Irvine contributed more than 15,000 pounds of electronics, books, textiles, Styrofoam™, paint and other items for recycling, composting or donation, and redirecting them from landfill. In addition, Atlanta-area Staff donated another 5,500+ pounds of hard-to-recycle items as part of the local Center for Hard-to-Recycle Materials (CHaRM®) annual Corporate Challenge.

The Green Team of Staff volunteers work all year to help colleagues support environmental stewardship.

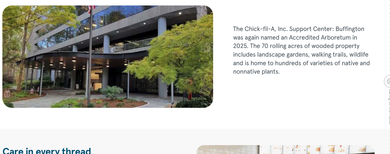
- The Support Center: Buffington on campus recycling center accepts Styrofoam, glass, textiles, batteries and plastic bags.
- The on-campus café also participated in the Chick-fil-A Shared Table® program (see page 6), donating nearly 12,000 pounds of food to local nonprofits that help feed people in the community facing hunger.

These efforts reflect the ongoing commitment of Chick-fil-A, Inc. to care for the planet by reducing waste and encouraging thoughtful resource use across the organization.



Congratulations, Johanna!

In 2025, Chick-fil-A, Inc. recognized Support Center Staff member Johanna Hubbard of the Financial Services team as the Caring for the Planet Staff Volunteer of the Year. Johanna turned her commitment to sustainability into action through her leadership on the Green Team. From her partnership with ChaRM to efforts to reduce single-use plastics across the organization, Johanna demonstrates what environmental stewardship looks like in practice.



The Chick-fil-A, Inc. Support Center: Buffington was again named an Accredited Arboretum in 2025. The 70 rolling acres of wooded property includes landscape gardens, walking trails, wildlife and is home to hundreds of varieties of native and nonnative plants.

Care in every thread

In 2025, Chick-fil-A rolled out "TeamStyle 4.0" to more than 220,000 Restaurant Team Members, marking the first new uniform collection in 11 years. As part of the transition, over 360 restaurants participated in the TeamStyle 3.0 recycling initiative, working with WM to responsibly collect and sort eligible legacy uniforms, helping to divert them from landfills to processors that can recycle or repurpose the fiber for new uses. The new uniforms prioritize Team Member comfort, performance-based fabrics and expanded, more inclusive sizing.

Supplier spotlight: Olé Mexican Foods tortillas wrap up our foods with a shared commitment to the environment and community

It all started in 1988 when Veronia Moreno began making and selling authentic tortillas in Atlanta using traditional ingredients and techniques passed down through generations of family from her native Mexico. Today, Olé Mexican Foods and the Moreno family is a leading provider of tortillas across the U.S. and a proud partner to Chick-fil-A. "We've eaten Chick-fil-A for 35 years and are thrilled to be working together for two-and-a-half," says Veronica's son, Edgar, President of Sales and Marketing for the company.

The corn masa that makes some Olé Mexican Foods' tortillas is produced in a unique way that uses far less water and creates no wastewater. In the past two years alone, the company saved more than 17 million gallons of water. The process took a lot of trial and error to perfect and today the results are apparent in the delicious taste. There is also another benefit – the corn masa plant is located next door to the tortilla plant, which virtually eliminates transportation emissions.

In addition to sharing a commitment to protecting the environment, the Moreno family also shares a similar commitment to Chick-fil-A, Inc. to fighting hunger and providing scholarships. In the last three years, the company has donated 730,000 pounds of food to local food banks and provided 54 college scholarships to the children of employees. So, the next time you enjoy a tasty Chick-fil-A Hash Brown Scramble Burrito, give a nod to Veronia Moreno and her family. We certainly do.

1) National Environmental Education Foundation - https://www.neefusa.org/story/climate-change/food-waste-thought

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What's ahead? A message from our VP, Global Impact

As we reach the close of the 2025 Global Impact Report, I want to express my sincere gratitude to the entire Chick-fil-A community for this year's impact. What these pages reflect is not work happening on the margins of the business. They represent countless daily decisions to serve generously and steward what has been entrusted to us, caring for others in ways both seen and unseen.

Generosity is not simply something we do at an event or in a moment of need. It is how we operate, how we partner and how we invest for the long term. As our founder, S. Truett Cathy, once said, "We have a great opportunity to use our influence to influence the lives of other people. And I hope it would be for the influence of good." That opportunity continues to shape how we move forward.

Over the next five years, we will continue pursuing our passions by focusing on:

Caring through Food – Ending community hunger together through food diversion and thought leadership

Caring for People - Elevating our level of care through providing opportunities for Owner-Operators, Team Members and Staff to thrive and belong

Caring for Communities – Strengthening local communities through philanthropy and partnerships

Caring for the Planet – Stewarding the environment through collaboration to manage our resources responsibly

Looking ahead, our direction is clear. Hunger relief remains central to our strategy because it touches every part of the communities we serve — from people to the planet we share. Through food donation, food diversion and collaborative partnerships, we are aligning our strengths to address one of the most pressing needs facing our communities.

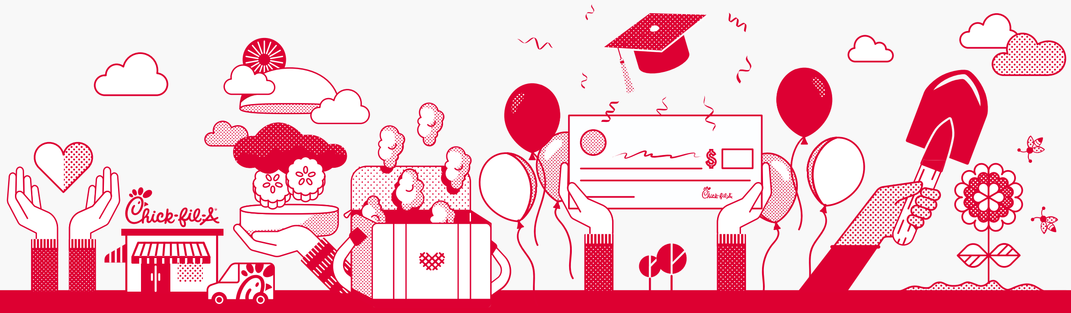
We will continue living out our Corporate Purpose in meaningful ways that require focus, partnership, and a continued commitment to stewarding our influence for good. When we live generously in all that we do, our impact will extend far beyond us.

Together, we will continue to steward well, serve faithfully, and care in ways that endure.

— Brent M. Fielder
Vice President, Global Impact
Chick-fil-A, Inc.

Through food donation, food diversion and collaborative partnerships, we are aligning our strengths to address hunger – one of the most pressing needs facing our communities.

– BRENT M. FIELDER
VICE PRESIDENT, GLOBAL IMPACT
CHICK-FIL-A, INC.



Follow our journey

Thank you for your interest in our global impact as Chick-fil-A – together with others – continues to care for people, local communities and the planet, through food and in multiple other ways. We invite you to continue following our journey at chick-fil-a.com.

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Communities – Groups of individuals who share a commonality through geography or association with an organization within the United States, Canada and Europe. These organizations are third-party partners that may include homeless shelters, senior centers, soup kitchens, churches, food banks, schools, hospitals, youth programs and other community-based programs and nonprofits.

Diverted – Food donated and intended for human consumption, food donated and intended for animal consumption, food waste that is composted, processed in an aerobic digester or food waste that is repurposed for industrial uses, such as rendering, conversion to biofuels.

Educational opportunities – Opportunities that aim to enable individuals to acquire knowledge and certain skills, and to cultivate certain capacities, which may include scholarships, tuition assistance, other education assistance and professional development.

Economic mobility – The ability of an individual to improve their economic situation.

Food waste – Edible and inedible food from a Chick-fil-A® restaurant's operations that is not consumed and taken to the landfill. Edible food waste includes food that is cooked or prepared that is intended for human consumption. Inedible food waste includes food scraps discarded by Guests and Restaurant Team Members who prepare food in the kitchen.

Guests – Chick-fil-A® restaurant customers.

Meal – A portion of food to satisfy an appetite. Donated meals may be measured in pounds of food donated, meal size or dollar equivalents based on the organization supported, which follow the conversion to number of meals below:

- Weight (lbs.): 1.2 lbs. of food = 1 meal
- Meal size: 1 entrée = 1 meal (Note: an entrée may also include a side, beverage or a dessert, which will be considered to be one meal, as one entrée is included)
- Dollar value ($): $1 = 10 meals at national level and $1 = 4 meals at local level

Owner-Operator – Local franchised Owner-Operator of a Chick-fil-A® restaurant.

People – Individuals living in the U.S., Canada and Europe in communities with access to resources that support economic mobility or have participated in a skills-for-life program, which includes Junior Achievement (JA), True Inspiration Awards® (TIA) and Chick-fil-A Leader Academy™. The Chick-fil-A Leader Academy estimates the number of participants by applying 30 participants per class average. JA is measured by the total number of people participating in the entire program. TIA is measured by the number of people identified by the grantees' approved applications. Chick-fil-A relies on its third-party partners to provide the number of participants to measure the key performance indicator.

Provided – When an individual receives support or assistance from Chick-fil-A or a third-party partner. Support or assistance in relation to our goals can include:

- Funding in dollars to support educational opportunities
- Funding in dollars for meals or donated meals
- Funding in dollars to support skills-for-life programs
- Funding in dollars to support access to resources that encourage economic mobility

Resources – Includes programs or supplies that address essential human needs, such as access to food and shelter, or offer skills for life training, such as literacy, leadership and job training, which can help individuals secure and retain jobs and thrive in the workforce.

Skills for life – Skills relevant for securing, retaining and thriving in work and professional development, which includes literacy, leadership skills and job training programs.

Staff – Part-time and/or full-time Chick-fil-A, Inc. employees or subsidiary employees.

Support Center – Chick-fil-A, Inc. corporate office locations.

Team Members – Chick-fil-A® restaurant employees.