

# Dine Together

## Grow Together







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# About Our Report

This is our third comprehensive report of ESG topics relevant to our business. Along with our stakeholders, we have high expectations about how we will fulfill our responsibilities. This report has been produced to provide a progress update.

This report covers the period January 1 through December 31, 2022, unless otherwise noted. In it, we disclose information and data based on the Restaurant Reporting Standards of the Sustainability Accounting Standards Board (SASB) that have been compiled from Dine Brands corporate operations and its subsidiaries, which include Applebee's Neighborhood Grill & Bar (Applebee's) corporate operations, International House of Pancakes (IHOP)<sup>1</sup> corporate operations and Dine Brands-owned Applebee's restaurants.<sup>2</sup> Information in this report pertaining to company-owned restaurants reflects a reporting period of January 1 through the sale of the Applebee's restaurants as of October 25, 2022, unless otherwise noted. In December 2022, Dine Brands acquired Fuzzy's Taco Shop restaurants. Fuzzy's Taco Shop is not included in the scope of the 2022 ESG Report, but mentioned in relation to restaurant counts as stated in the [2022 Annual Report](#).

In 2022, most restaurants in the Dine Brands portfolio were operated by independent franchisees. Not all franchisees track the current metrics in this report or provide information to us, but we continue to work toward full franchisee participation in our ESG reporting. The restaurant data referenced in this report is compiled predominantly from Dine Brands-owned Applebee's restaurants<sup>2</sup> — known as company-owned restaurants — not from franchised restaurants, unless otherwise noted. Company-owned restaurants may or may not be representative of the independently owned franchised restaurants. References to **we**, **our**, or **us** in this report refer to Dine Brands and its subsidiaries (not franchisees) unless otherwise noted. "Team Members" refers to employees of Dine Brands and its subsidiaries.

Data and data estimates are based on currently accessible information and SASB accounting metrics. Calculation methods may change in future reports. Where third parties have provided information in the report, we rely on them for the accuracy of their responses. Please find our financial data, which has been audited, and other relevant data in the Dine Brands 2022 Annual Report, which is available on our website at <https://investors.dinebrands.com/investor-overview>.

We welcome your feedback and questions. You may contact us at [esg@dinebrands.com](mailto:esg@dinebrands.com).

<sup>1</sup> Unless explicitly stated, data does not include the four Flip'd by IHOP locations.  
<sup>2</sup> Dine Brands' subsidiaries operated 69 company-owned Applebee's restaurants in North Carolina and South Carolina until their sale to a franchisee in October 2022.



# A Message from Dine Brands CEO

## When We Dine Together, We Grow Together

Growth takes many forms. A child's first soccer goal. A job promotion. A second date.

At Dine Brands, we're proud to be the place where families, friends, co-workers and neighbors gather to celebrate growth in its many forms — from small victories to meaningful milestones. Our long-term success is intimately linked to the growth occurring in the neighborhoods and communities we serve, and those special everyday moments happening around the world.

Therefore, we pay very close attention to the factors affecting those communities, including economic opportunity, climate change and nutrition. Our franchisees, restaurant teams and team members care deeply about our guests, communities and each other. Their care extends well beyond the people who regularly visit our restaurants; it includes those who are in need and newcomers to the community whose experiences and customs may be different from everyone else's.

In 2022, we undertook a comprehensive materiality assessment to understand what's most important to our stakeholders. This study reaffirmed our decision to prioritize four critical areas of our business: people, planet, food and governance. In our third environmental, social and governance (ESG) report, we describe our ambitions in each of these areas, the progress we're making and what lies ahead.

Being practical people, we set realistic goals for Dine Brands, and then work hard to achieve them. Accordingly, our franchisees are increasingly elevating ESG measurement and reporting, including programs to strengthen diversity, equity and inclusion (DEI) to the top tier of their many business priorities. These initiatives are being incorporated into their businesses alongside everyday activities such as menu planning and ordering goods and supplies. They're making investments in energy-efficient equipment and implementing practices to minimize food waste and use environmentally friendly packaging. Our franchisees continue to support the health of their communities through philanthropy, sponsorships, and perhaps most importantly, the creation of jobs that support generational success.

At Dine Brands, we empower our franchisees by providing ESG information and tools that can help them manage competitive pressures, recruit and retain diverse staff and strengthen guest loyalty. Our suppliers are also critical partners in this effort, selected in part because of their support for environmental sustainability, social equity and responsible management practices.

Thank you for joining us on this important and meaningful journey. When we dine together, we grow together.



**John Peyton**  
Chief Executive Officer



“

Our long-term success is intimately linked to the growth occurring in the neighborhoods and communities we serve, and those special everyday moments happening around the world.”



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# Our Business

## Dine Brands and ESG

The concept of **Dine Together, Grow Together** expresses our desire to contribute to the communities we serve as we give people reasons to gather at our restaurant brands.

In 2022, our commitment to grow together was also reflected by a host of ESG initiatives where we’ve made substantial progress. These included the expansion of the Dine Brands Wellness Program, enhancements to our Animal Health and Welfare statements, our efforts to become more energy efficient and reduce food and packaging waste and other important initiatives. Our strides in these areas have occurred thanks to the strong, mutually beneficial relationships we have with our stakeholders, who are enabling us to grow together through a shared commitment to environmental, social and governance matters.



# Dine Brands ESG by the Numbers

## People



38

METRIC TONS OF FOOD DONATED BY OUR GLENDALE RESTAURANT SUPPORT CENTER, APPLEBEE'S, IHOP AND THEIR FRANCHISEES THROUGH DISTRIBUTION CENTERS IN 2022



\$1.3M

RAISED BY APPLEBEE'S U.S. FRANCHISEES TO SUPPORT ALEX'S LEMONADE STAND FOUNDATION



\$872,000

RAISED BY IHOP U.S., PUERTO RICO, MEXICO AND CANADA FRANCHISEES TO SUPPORT CHILDREN'S CHARITIES



592,000

FREE MEALS SERVED TO U.S. ACTIVE-DUTY MILITARY AND VETERANS ON VETERANS DAY AT APPLEBEE'S AND IHOP

ACHIEVED U.S. REPRESENTATION OF THESE GROUPS:

BOARD OF DIRECTORS

40% FEMALE

20% PEOPLE OF COLOR

DINE BRANDS LEADERSHIP<sup>1</sup>

29% FEMALE

36% PEOPLE OF COLOR

CORPORATE TEAM MEMBERS

41% FEMALE

44% PEOPLE OF COLOR

COMPANY-OWNED RESTAURANT TEAM MEMBERS<sup>2</sup>

59% FEMALE

52% PEOPLE OF COLOR

## Planet



100%

LED LIGHTING AT FORMER COMPANY-OWNED RESTAURANTS

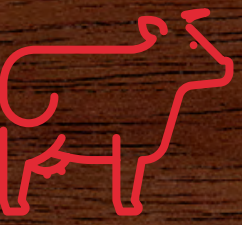


~911M

ESTIMATED GALLONS OF WATER SAVED ANNUALLY BY USING CONSERVEWELL® DIPPER WELLS AT 91% OF IHOP U.S. RESTAURANTS AND 30% OF APPLEBEE'S U.S. RESTAURANTS<sup>3</sup>

## Food

ANIMALS RAISED IN THE U.S. WITHOUT THE USE OF MEDICALLY IMPORTANT ANTIBIOTICS IN 2022<sup>4, 5</sup>



79% OF BEEF



22.3% U.S. CAGE-FREE EGG SUPPLY



97% OF SOWS



40% OF PORK SUPPLY SOURCED FROM SUPPLIERS WHO UTILIZED GROUP HOUSING<sup>4, 6</sup>



97% OF BROILERS



14% OF PORK SUPPLY RAISED GESTATION CRATE-FREE<sup>4</sup>

<sup>1</sup> Leadership is defined as Director and above.  
<sup>2</sup> Information as of October 2022. Dine Brands' subsidiaries operated 69 company-owned Applebee's restaurants in North Carolina and South Carolina until their sale to franchisees in October 2022.

<sup>3</sup> Estimated savings with respect to adjusted hours of operation due to COVID-19.  
<sup>4</sup> As of December 31, 2022, based on supplier-reported information.  
<sup>5</sup> Except for treatment of sick and injured animals or controlling an identified disease outbreak under veterinary supervision.  
<sup>6</sup> Gestation Crate-Free is part of the Group Housing number; for additional explanation see [Responsible Sourcing](#).



# Dine Brands Global, Inc.

Dine Brands franchises restaurants via its subsidiaries under three industry-leading brands, Applebee's Neighborhood Grill & Bar, Fuzzy's Taco Shop and IHOP.

With headquarters in Glendale, CA, Dine Brands operates two Restaurant Support Centers (RSCs) in Glendale and Greater Kansas City. Until the sale of the 69 company-owned Applebee's in October 2022, a mid-Atlantic office was operating in Raleigh, NC, to support its company-owned restaurants. As of December 2022, with the acquisition of Fuzzy's Taco Shop, there is a third Restaurant Support Center in Irving, Texas.

1 Data from Dine Brands 2022 Annual Report. As of December 31, 2022.  
2 In December 2022, Dine Brands acquired Fuzzy's Taco Shop. Fuzzy's Taco Shop data is not included in this 2022 ESG Report other than in relation to restaurant counts as stated in the 2022 Annual Report.



DINE BRANDS IS  
ONE OF THE WORLD'S  
LARGEST FULL-SERVICE  
RESTAURANT COMPANIES<sup>1</sup>

3,596

RESTAURANTS<sup>1</sup>

50

STATES AND  
WASHINGTON D.C.

2

U.S. TERRITORIES

15

COUNTRIES

637

TEAM MEMBERS<sup>1</sup>

341

DOMESTIC  
FRANCHISEES<sup>1,2</sup>

44

INTERNATIONAL  
FRANCHISEES<sup>1,2</sup>

3

RESTAURANT SUPPORT  
CENTERS<sup>1,2</sup>



1,678

RESTAURANTS TOTAL,  
100% FRANCHISEE-OWNED



137

RESTAURANTS TOTAL,  
97% FRANCHISEE-OWNED

134

FRANCHISEE-OWNED  
AND AREA LICENSED

3

COMPANY-OWNED



1,781

RESTAURANTS TOTAL,  
100% FRANCHISEE-OWNED



## Applebee's Restaurants Now 100% Franchisee-Owned

In October 2022, the company sold its 69 company-owned Applebee's restaurants in North and South Carolina. The sale makes Applebee's restaurants entirely franchisee-owned for the first time since Dine Brands purchased the company-owned restaurants in 2018. The sale accounted for about 2% of Dine Brands' total restaurants.



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# Popular Restaurant Brands

Applebee's and IHOP are two world-renowned restaurant brands. As of December 2022, all Applebee's and IHOP restaurants are owned by franchisees and area licensees. As part of the Dine Brands system, franchisees are aligned with our ESG strategy.

In December 2022, we also welcomed Fuzzy's Taco Shop to the Dine Brands family.



**Applebee's** is loved for its comfort food and local relevance — which we describe as *Eatin' Good in the Neighborhood*. Applebee's *Doin' Good in the Neighborhood* is a model program of corporate social responsibility.



**Fuzzy's Taco Shop** embodies its brand description — Good Vibes. Stellar Food. Badass People. It is proud to be a place where people can bring their dogs, party on our patios and feel the good vibes every time they walk in.<sup>1</sup>



**IHOP** is known for our world famous pancakes and a wide variety of breakfast lunch and dinner items available all day for guests of all ages. IHOP's purpose is to serve more joy every day and we do that with our freshly made griddle crafted food, warm and friendly service and one ingredient that is always on the menu — a smile.


<sup>1</sup> In December 2022, Dine Brands acquired Fuzzy's Taco Shop. Fuzzy's Taco Shop data is not included in this 2022 ESG Report other than in relation to restaurant counts as stated in the [2022 Annual Report](#).



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# Dine Brands History

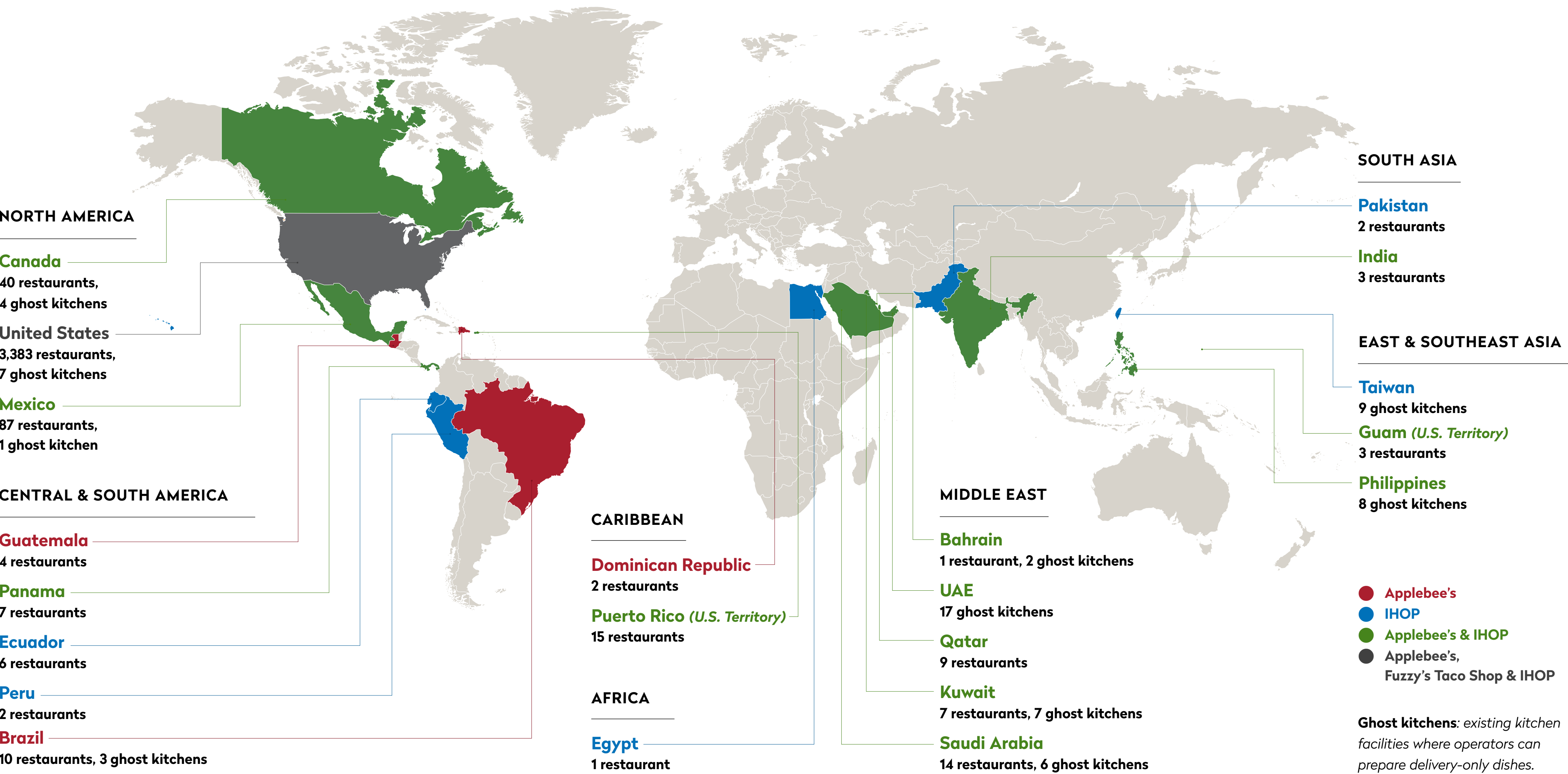
From our humble beginning in 1958, Dine Brands team members, franchisees and their restaurant employees have worked to make guests feel welcome, satisfied and eager to return.

<div>1950</div> 	<div>1980</div> 	<div>1990</div> 	<div>2000</div> 	<div>2010</div> 	<div>2020</div> 
<div><b>1958</b> First International House of Pancakes (IHOP) restaurant opens in Toluca Lake, CA</div> <div><b>1960</b> International House of Pancakes begins franchising</div>	<div><b>1980</b> T.J. Applebee's RX for Edibles &amp; Elixirs® opens in Decatur, GA</div> <div><b>1986</b> T.J. Applebee's changes name to Applebee's Neighborhood Grill &amp; Bar, with headquarters in Greater Kansas City Area</div>	<div><b>1991</b> IHOP moves headquarters to Glendale, CA and becomes publicly traded on NASDAQ as IHP</div>	<div><b>2002</b> Applebee's establishes Heidi Fund</div> <div><b>2005</b> Applebee's partners with Alex's Lemonade Stand Foundation</div> <div><b>2007</b> IHOP Corp. buys Applebee's</div> <div><b>2008</b> IHOP becomes DineEquity (NYSE: DIN)</div>	<div><b>2011</b> IHOP established Bob Leonard Scholarship Fund</div> <div><b>2015</b> Applebee's moves headquarters to Glendale, CA, joining IHOP in LEED-certified building</div> <div><b>2018</b> DineEquity rebrands to Dine Brands Global</div>	<div><b>2021</b> Bill Palmer Legacy Scholarship established</div> <div>First ghost kitchen opens</div> <div><b>2022</b> Dine Brands acquires Fuzzy's Taco Shop</div> <div>Launched IHOP's Loyalty Program, the International Bank of Pancakes</div>



# Growing Together Around the World

Dine Brands welcomes guests to Applebee's, Fuzzy's Taco Shops and IHOPs in 15 unique countries on four continents. Ghost kitchens expand our reach to 18 countries in total.





# Our Actions Align with Our Values

Dine Brands’ purpose is to nurture and grow the world’s favorite restaurant brands by giving people around the world reasons to gather. We live and conduct our business aligned with our values.



## Our Values

### Take Responsibility

We are accountable and can be trusted to deliver exceptional results.

### Further Together

We can only reach our potential by working together.

### Always Better

We know innovation is a catalyst for everyday improvement and long-term growth.

### Recognize the Good

We appreciate great people, great work and the impact we can have on those around us.

### Embrace All

We are strengthened by our differences as an organization and as a business.





# A World of Opportunities

Dine Brands welcomes people who want to own and operate their business as a franchisee of a leading, globally branded restaurant company. Our franchisees are entrepreneurs and are responsible for decisions that concern their restaurants, including hiring and employment practices, pricing and most operations.

Exemplifying our commitment to **grow together**, franchisees typically work with organizations in their communities to help build resilience by providing:

- Philanthropic support that has grown to combined total contributions of \$49 million as of end of year 2022.
- Employment and advancement opportunities that offer employees ways to achieve their goals through training within our organization and by pursuing educational opportunities at the vocational, college and post-graduate level.
- Workplaces that strive to be diverse, equitable and inclusive.

# Supporting Each Other’s Success

By growing together, we ensure that our restaurant franchisees attain their full potential as profitable, independent businesses. Here are a few examples of the support we provide:

- Local and national assistance in areas such as advertising, construction and purchasing, as well as offering operations and brands standards training.
- Direct engagement through activities such as town halls, Brand Leadership Councils and advertising and business meetings.
- Weekly communication via brand intranets, newsletters and portals — Applebee’s “Core News” and IHOP’s “Batter Up.”
- Access to optional Brand training and education platforms; a new, more advanced learning management system was implemented mid-year 2022.
- Support to franchisees in accessing lenders and other financial resources.

\$49M

COMBINED TOTAL  
PHILANTHROPIC  
CONTRIBUTIONS  
AS OF END OF YEAR 2022

“

By growing together,  
we ensure that  
our restaurant  
franchisees attain  
their full potential as  
profitable, independent  
businesses.”



## Applebee's University Investing in Education Excellence

Applebee's University is an optional training and educational platform for restaurant team members that provides courses focused on onboarding and continuous restaurant development training. In 2022, more than 1,135,000 courses were completed domestically.



1,135,000+

COURSES COMPLETED DOMESTICALLY  
ON APPLEBEE'S UNIVERSITY IN 2022



## IHOP Academy Best-in-Class Training

The IHOP Academy is an optional brand training and education platform that provides best practices training for restaurant employees at all levels. It aims to enhance the skill level of all our team members and, as a result, bring about an increase in guest satisfaction. In 2022, more than 434,000 courses were completed domestically through the Academy.



434,000+

COURSES COMPLETED DOMESTICALLY  
ON IHOP ACADEMY IN 2022



# Meet Our Franchisees of the Year

Each year, we recognize our franchisees for their contributions to the Applebee's and IHOP families and the communities they serve.



Mark Schostak

**Mark Schostak and TEAM Schostak Family Restaurants (TSFR)**, owner of 63 Applebee's in Michigan, earned the **2022 Applebee's Abe Gustin Franchisee of the Year Award** for their commitment to career development. Recognized as an employer of choice in Michigan for the past four years, TEAM Schostak also established the TSFR Care Fund, and matches contributions from TEAM Schostak members to assist colleagues facing challenging times. More than \$700,000 has been distributed since 2016.



Maaza Henry

**Maaza Henry**, owner of two IHOPs in North Carolina, was honored as **IHOP Franchisee of the Year** in 2022. Maaza mentored and trained hundreds of IHOP managers and dozens of franchise business consultants during her 24 years in the IHOP family. She inspires her team to deliver *iHospitality* to every guest, which helps her restaurants consistently attain some of the best guest relations results in the IHOP system. Maaza and her team at the Southern Pines, NC location even started work early on November 24<sup>th</sup> to serve their local police department a special Thanksgiving breakfast.



Greg Flynn



Bernardo DeJesus

**Flynn Restaurant Group** and **Mike's Hop, Inc.** earned recognition as **2022 International Franchisees of the Year** for Applebee's and IHOP restaurants, respectively. The award, sponsored by the **International Franchise Association**, recognizes leading franchisees who exemplify the organization's core pillars of community, workforce, diversity, equity and inclusion, and veterans.



Lima, Peru



Cairo, Egypt



Doha, Qatar



Coapa, Mexico



Brampton, Canada

## International Openings

The Dine Brands Global network continues to expand. In 2022, our international team worked with Dine Brands International Franchisees such as **Sygnius Investment Group**, **Kout Food Group**, and **Excellent Food Concepts Restaurant WLL** to open new Applebee's in Panama City, Panama, Al-Jahra, Kuwait, and Doha, Qatar. Meanwhile, IHOP entered new markets such as Cairo, Egypt, led by franchisee **EG Florida Royalty Group** and opened in locations such as Doha, Qatar led by franchisee **Eagles Landing International Restaurants**, and in Lima, Peru, led by franchisee group **Percapitals S.A.C.** which is part of **Neira Enterprises**. IHOP also strengthened its footprint in existing regions in Mexico with **RESCORP Concepts S.A.P.I. de C.V.** in Mexico City and **American Pancakes, Inc.** in Brampton, Ontario, Canada.



# ESG Strategy Attuned to Priorities

In early 2022, we worked with a third-party consultant to conduct an assessment of ESG priorities through the engagement of internal and external stakeholders. This first materiality assessment has been instrumental in enhancing our ESG efforts and demonstrates how our current strategy aligns with the topics identified as most important by various stakeholders. We plan to conduct an updated Materiality Assessment in 2024, which will include Fuzzy’s Taco Shop.

After concluding the stakeholder engagements, our consultant partner identified 23 of the original 29 topics as most relevant to our ESG practices based on the frequency with which the topics were raised by respondents and the emphasis they placed on those topics. Stakeholders scored each topic, which determined the priorities impacting our ESG strategy. The results were plotted on the materiality matrix (following page), with each topic’s placement representing importance to stakeholders and the potential impact on our ESG efforts. The priority categories are “moderate,” “high” and “very high.” “Very high” topics (upper right of matrix) are understood as areas stakeholders viewed as needing the most immediate attention and would provide the greatest impact on our ESG efforts. The “moderate” and “high” sections indicate topics stakeholders identified as important, but with a longer timeline to pursue action than “very high” topics.

## External Stakeholder Engagement

We interviewed suppliers and franchisees, and surveyed and interviewed several investors. We also researched industry associations, NGOs (non-governmental organizations), and governments and regulators.

## Internal Stakeholder Engagement

We interviewed Dine Brands executives and members of the Board of Directors and surveyed our team members.

Top: IHOP servers deliver your favorite dish with a smile.  
Middle: Applebee’s team members volunteer at *Bracken’s Kitchen*, a non-profit focused on rescuing, repurposing and restoring both food and lives.  
Bottom: Spreading more joy to more guests every day starts with a welcoming environment for both employees and guests.



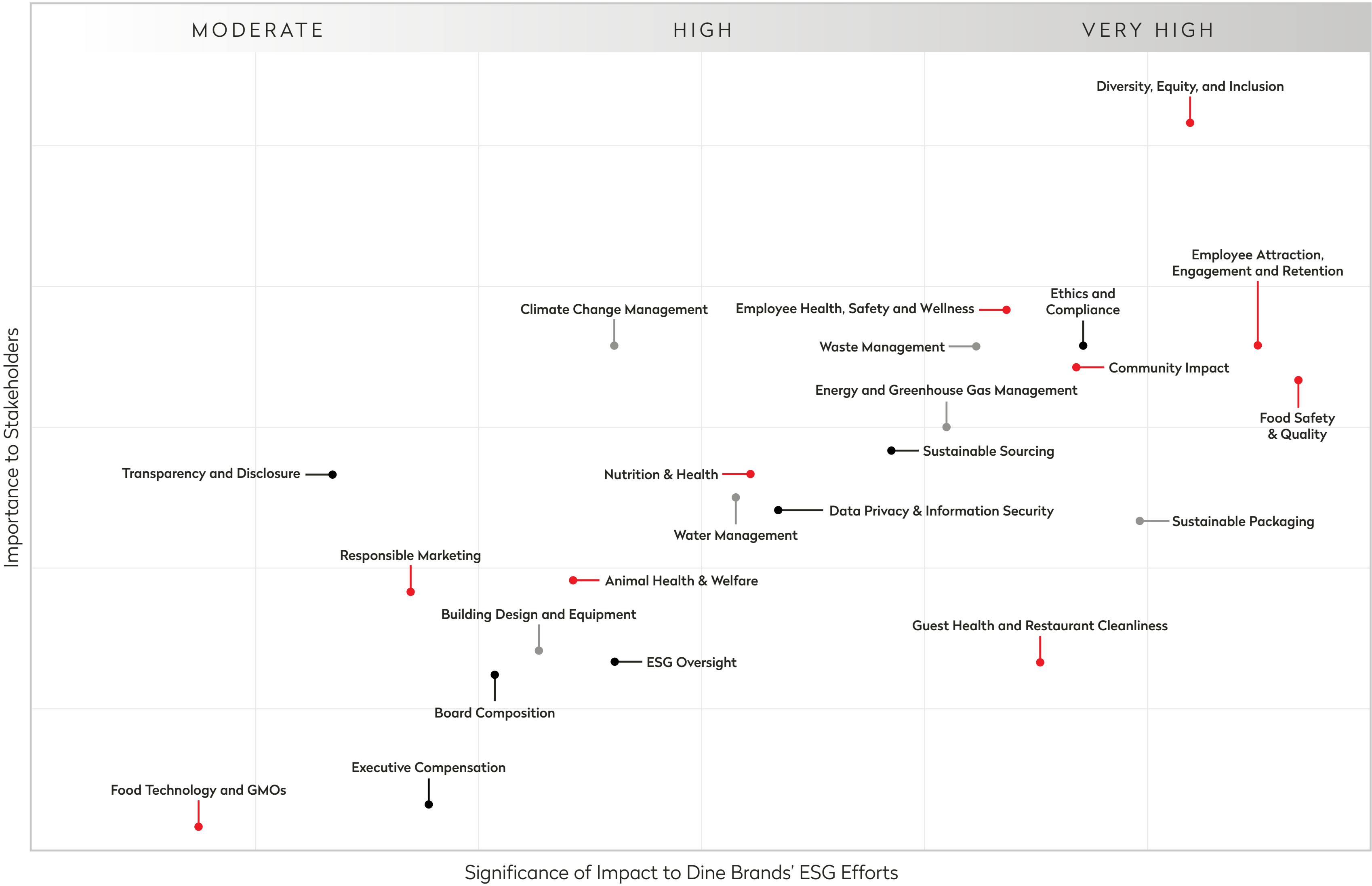


# Materiality Matrix<sup>1</sup>

The materiality assessment demonstrates how our current strategy aligns with the topics identified as most important by various stakeholders.



<sup>1</sup> The inclusion of a given topic and its ranking in this materiality assessment do not necessarily reflect potential for impact to our financial condition or indicate that such topic is material to investors in our securities.





# Our ESG Commitment

No organization can excel without the support of stakeholders. Our team members, franchisees, guests and the communities we serve are drivers of our success. Their priorities — identified in our materiality assessment — show how our businesses and brands work and grow together in a strong partnership to contribute to the welfare of our society and planet.

We are committed to ensuring that our vision for corporate responsibility and ESG strategy aligns with issues that our stakeholders and organization care about most deeply. Our actions are focused in four areas:



## People

**Empowering our teams by:**

- Supporting franchisees' success
- Investing in our team members
- Increasing representation among our talent

**Ensuring our communities thrive by:**

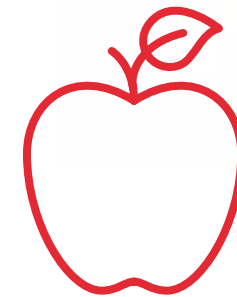
- Contributing to resilient communities
- Fundraising for children's well-being
- Enabling local giving



## Planet

**Caring for the environment by:**

- Acting as responsible stewards of our planet
- Minimizing food and packaging waste



## Food

**Responding to our guests by:**

- Serving safe, honest-to-goodness food
- Focusing on the health and welfare of animals
- Working toward a more sustainable supply chain



## Governance

**Being good corporate citizens by:**

- Promoting transparency
- Acting ethically
- Maintaining Board oversight





# UN SDGs Alignment

Dine Brands identified five of the United Nations Sustainable Development Goals (UNSDGs) with which our ESG strategy aligns.



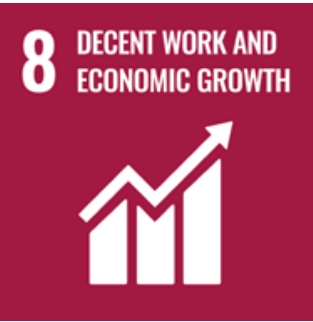
## UN SDG #2 Promote sustainable agriculture.

Dine Brands focus: Collaborate with produce suppliers on sustainable farming solutions.



## UN SDG #3 Ensure healthy lives and promote well-being for all.

Dine Brands focus: Implement wellness programs that focus on physical and mental well-being.



## UN SDG #8 Promote inclusive/sustainable economic growth, productive employment and decent work.

Dine Brands focus: Offer meaningful work and development opportunities to team members.



## UN SDG #12 Ensure sustainable consumption and production patterns.

Dine Brands focus: Increase restaurant energy conservation (equipment/building material selection) and food waste management.



## UN SDG #13 Take urgent action to combat climate change and its impacts.

Dine Brands focus: Engage our vendor partners and franchisees to reduce carbon emissions.





# People

Dine Brands values and encourages diversity, equity and inclusion (DEI) in the workplace. We believe DEI is crucial to our growth and that's why it is of great importance to our company. We adhere to a strategy aimed at attracting, engaging and retaining a diverse workforce, which is also essential to support franchisees in diverse communities worldwide.

We also ensure our team members and franchisees have the resources and support they need to succeed. We do this by creating opportunities to engage with management, gain a deeper understanding of Dine Brands operations and receive personal training that leads to more rewarding careers and educational achievement.

Alhambra, California





# Empowering Success

The heart and soul of Dine Brands are the people who take pride in their jobs and communities. Our responsibility is to provide team members with a safe, respectful, inclusive workplace where their contributions are appreciated and acknowledged.

## Dine Brands Town Halls

Conducted quarterly, these virtual town halls give team members across the organization the opportunity to meet with Dine management and become personally invested in and informed about current Dine Brands operations. The 60- to 90-minute sessions follow each quarter’s earnings call and focus on topics that include:

- Leadership updates from the CEO, CFO and brand presidents.
- A discussion of our business results and priorities.
- A forward-look at our opportunities and brand strategies.
- Recognition of team successes and accomplishments.
- Open Q&A with the Dine Brands Executive Team.
- Guest speakers that include franchisees and restaurant managers.

## Dine Learning

In 2022, we introduced an updated digital platform for learning and development that provides opportunities for personal and professional growth. Within the learning management system there is a broad array of live and self-paced online training modules, including:

- Diversity, equity and inclusion training.
- Leadership and management skill building.
- Compliance training for every aspect of our business.
- Productivity and collaboration skill courses.
- Optional brand standards training for Applebee’s and IHOP restaurant employees.

With this platform, team members can meet educational requirements for project management and IT certifications.



In 2022, Dine Brands received **Great Place to Work® Certification™**, an employee-driven evaluation process considered by many to be the definitive “employer-of-choice” recognition. Of the team members who evaluated Dine Brands, more than 90% believe that people are treated fairly, and 88% reported feeling they make a difference at the company. Such positive feedback can be credited to the progress that we made in 2021 with the establishment of Team Member Resource Groups, a company-wide **Embrace All Day**, and an updated Tuition Reimbursement Program. Great Place to Work Certification helps job seekers distinguish which companies genuinely offer a great company culture.

## LinkedIn Learning

New for 2022, team members gained access to LinkedIn Learning within the Dine Learning platform. LinkedIn Learning, a customized skill building platform for Dine Brands team members, encourages team members to develop a career plan and acquire the right skills to grow and learn, like the “Inclusive Mindset for Committed Allies” course. Here are a few of its advantages:

- Team members navigate career paths of their own design using role-based content and skills customized to Dine Brands.
- As part of the learning process at Dine Brands, job opportunities — along with relevant skills and learning content — are made known to team members based on their career goals.

- Learners can evaluate and understand skill and proficiency gaps that enable them to guide their learning and receive relevant content recommendations at every level.
- Team Member Resource Groups are better able to support organizational education and cultivate understanding through tailored learning videos and allyship resources that bolster the resources they create themselves.

With the integration of the LinkedIn Learning resources and the Dine Learning platform, over 10,000 courses are now available for Dine Brands team members.



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# Investing in Our Team Members

Growing together also happens in an environment in which team members know they and their contributions to our success are valued. One way we show this is through the competitive salaries and benefits we offer, including tuition reimbursement and adoption assistance.

Depending on the team member’s role, benefits can include medical, dental, vision, 401(k) and 401(k) match, deferred compensation, Flexible Spending Accounts (FSA), life insurance, disability coverage, Employee Assistance Program (EAP), free financial counseling and identity-theft protection, pay-for-performance, domestic partner benefits, sick days, family leave, vacation and personal days, Embrace All Day and training and development opportunities at all levels. In 2022, in response to hybrid scheduling and reclassification of in-person or at home work roles, coverage was also expanded for internet and cell-phone reimbursement.

## Enhanced Wellness Program

The Dine Brands Wellness Program offers team members programs aimed at physical and mental health as well as financial wellbeing and career development.

In 2022, Wellness Program benefits were expanded on the recommendation of our Women@Dine Team Member Resource Group. Subject to policy limits and applicable law, coverage may include childcare and travel-related expenses to an out-of-state location if services affected by the Supreme Court’s Dobbs vs. Jackson Women’s Health Organization decision are unavailable in the team member’s home state. This benefit also extends to dependents who are enrolled in our medical plan. Additionally, upon request and subject to applicable laws and regulations, a one-time taxable stipend will be provided to help defray costs of needed travel and/or medical care that may not be available in the state in which the team member resides.

*Top Left: Dine team members gather to recreate Keith Haring’s First National Coming Out Day Poster to celebrate Pride Month.*  
*Top Right: Applebee’s team members celebrate the holiday season with a rooftop social.*  
*Middle Right: Dine Brands International ring in the holidays with a team dinner.*  
*Bottom Center: Team members at APAN Team Member Resource Group’s Boba event.*





# Increasing Representation Among Our Talent

Dine Brands draws its strength from the various backgrounds, cultures, experiences and thinking styles of our team members. In 2022, to honor our commitment to attract and retain talent from historically underrepresented groups, we expanded on three of our company’s initiatives: Team Member Resource Groups, Talent Acquisition Inclusion Strategy and Diversity, Equity, and Inclusion.

## Investing in Team Member Resource Groups

TMRGs are a valuable resource for Dine Brands as members provide thought leadership and learning opportunities for all. Current TMRGs include:



### DINE APAN

Dine APAN connects Asian, Asian American and Pacific Islander team members to celebrate their diverse cultures and experiences while providing a forum for sharing work and life events.



### DINE LINC

Dine LINC fosters an environment of inclusion and recognition for the Latinx and Indigenous People’s communities by celebrating the uniqueness of each culture and heritage and providing opportunities for professional development and networking.



### DINE YOUNG PROFESSIONALS

Dine Young Professionals promotes a diverse, inclusive culture by providing education and growth opportunities to team members early in their careers, as well as fostering innovative concepts and unique solutions to business challenges.



### DINEOUT WITH FRIENDS

DineOUT with Friends supports LGBTQIA+<sup>1</sup> team members while educating colleagues and our local communities to ensure all hearts and minds respect, value and affirm those in the LGBTQIA+<sup>1</sup> community.



### SOULFOOD@DINE

SoulFood@Dine advocates the inclusion of African American/Black team members by educating and creating awareness on diversity’s advantages, allowing a safe space for meaningful discussion, and engaging in community outreach.



### WOMEN@DINE

Women@Dine provides development opportunities for women by championing a positive, inclusive environment to encourage success in all aspects of life and raise awareness of workplace challenges.

**In 2022, TMRG activities included** Heritage Month events: SoulFood@Dine organized a Juneteenth celebration and a discussion with Black franchisees. Dine LINC Hispanic Heritage Month included a Fireside Chat dedicated to the Chicano Walkout of the 1960s. Dine APAN organized a panel discussion on Asian-American and Pacific Islander representation in an era of hate. Meanwhile, Lunch & Learn sessions included a presentation on women’s health organized by Women@Dine, a workshop on equity in parenting organized by DineOUT with Friends, and a panel discussion on technological innovation hosted by Dine Young Professionals.

<sup>1</sup> Lesbian, gay, bisexual, transgender, queer/questioning, intersex, and asexual/agender/aromantic/ally+.



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Diversifying Talent Pools

Dine Brands recruits applicants and hires the best people in an unbiased process. Our Talent Acquisition Inclusion Strategy (TAIS) is ongoing and works to accomplish this goal with several initiatives.

**Diverse applicant interview panels and candidate slates** are comprised of people representing a diversity of genders, races and ethnicities. In 2022, Dine Brands employed 4% more women and Black, Indigenous and People of Color (BIPOC) than in 2021. We achieved improved representation in more senior roles as 41% of internal promotions were women and 47% were BIPOC in 2022.

**Relationships with HBCUs** (historically Black colleges and universities) continued with Dine Brands team member presence at the 2022 Atlanta University Center Consortium-HBCU Career Fair, which includes Clark Atlanta University, Spelman College and Morehouse College.

**Our association/alliance relationships** expanded with organizations devoted to or benefiting women and BIPOC team members. In 2022, our alliances included:

- **Women in Technology International (WITI)** and the **Women’s Foodservice Forum (WFF)**, which create opportunities for networking with women in fields related to our industry, as well as for learning best practices to succeed and advance in the workplace. Dine Brands is a sponsor of the WFF and has been a supporter of women’s development in the food industry within this group since its founding.
- **CEO Action for Diversity & Inclusion™** supports diversity, equity and inclusion in our company. Since 2021, DEI goals have been part of our Executive Leadership Team’s performance assessment and in 2023 we are piloting, for a 2024 launch, executive compensation goals tied to meeting DEI and ESG objectives.

**Relaunching the Dine Brands Summer Intern Program in 2022** created career advancement opportunities for ten current college students across various departments and brands (communications, legal, quality assurance, consumer insights, operations service, loyalty, finance, and HR). Along with Dine team member and peer networking, the summer interns focused on career building through career conversations with the Dine Executive Team, TMRG education and event involvement, resume and cover letter workshops led by the Dine Young Professionals and HR specialists, and in-restaurant training. This program, which included a philanthropic day, embodied our value of FURTHER TOGETHER.

Advancing Diversity, Equity and Inclusion

We believe that a diverse, inclusive corporate culture starts at the top. Dine Brands strives to build a Board of Directors and Leadership Team that reflect gender equity and diversity at all levels.

**Diversity, Equity and Inclusion Training** is ongoing, regularly scheduled training to demonstrate expected behaviors so all team members feel safe and included. Training includes workplace harassment prevention and workshops such as **Appreciating Differences: Diversity and Inclusion**. These resources are designed to help new team members understand the factors that influence who we are and how we see others. We all have a role to play in maintaining an inclusive workplace, and awareness programs such as these encourage everyone to be an agent of change as we grow together as a stronger, more diverse company.



Individuals from Dine participated in the Women's Foodservice Forum.



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# The People of Dine Brands

Dine Brands Board of Directors	
Female	40%
Male	60%
People of Color	20%
White <sup>1</sup>	70%
Not Specified	10%

Dine Brands Leadership Team <sup>2, 3</sup>	
Female	29%
Male	71%
Asian <sup>1</sup>	14%
Black/African American <sup>1</sup>	8%
Hispanic/Latino <sup>1</sup>	11%
Native Hawaiian/ Other Pacific Islander <sup>1</sup>	1.5%
Not Specified	0%
Two or More Races <sup>1</sup>	1.5%
White <sup>1</sup>	64%

Dine Brands Corporate Team Members <sup>2</sup>	
Female	41%
Male	59%
American Indian/ Alaskan Native <sup>1</sup>	<1%
Asian <sup>1</sup>	17%
Black/African American <sup>1</sup>	7%
Hispanic/Latino <sup>1</sup>	16%
Native Hawaiian/ Other Pacific Islander <sup>1</sup>	1%
Not Specified	0%
Two or More Races <sup>1</sup>	4%
White <sup>1</sup>	56%

Dine Brands Company-Owned Restaurant Team Members <sup>4</sup>	
Female	59%
Male	41%
American Indian/ Alaskan Native <sup>1</sup>	1%
Asian <sup>1</sup>	<1%
Black/African American <sup>1</sup>	36%
Hispanic/Latino <sup>1</sup>	7%
Native Hawaiian/ Other Pacific Islander <sup>1</sup>	<1%
Not Specified	2%
Two or More Races <sup>1</sup>	5%
White <sup>1</sup>	48%

17  
TEAM MEMBERS WERE PROMOTED INTO LEADERSHIP<sup>2, 3</sup> ROLES IN 2022

64  
TEAM MEMBERS WERE PROMOTED IN 2022<sup>2</sup>



<sup>1</sup> Data based on team member voluntary self-reporting; also based on EEOC categories and requirements.  
<sup>2</sup> As of December 2022, excluding Fuzzy's Taco Shops.  
<sup>3</sup> Leadership is defined as Director and above.  
<sup>4</sup> Information as of October 2022. Dine Brands' subsidiaries operated 69 company-owned Applebee's restaurants in North Carolina and South Carolina until their sale to franchisees in October 2022.



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## Gender Equity

We know gender equity benefits all of society and translates to business success. As we strive toward equity, we acknowledge what we have achieved while realizing there is still work to be done. We’re also proud to take a moment to acknowledge some of the women at our brands who have received national recognition and exemplify our entire enterprise. Here are a few of their accomplishments in 2022.<sup>1</sup>

NATION’S RESTAURANT NEWS  
2022 CREATOR AWARD WINNER:  
IHOP



**Kieran Donahue**  
*Chief Marketing Officer,  
IHOP*

<sup>1</sup> Team member titles have been updated to honor 2023 promotions with respect to date of report publication.

## RECOGNITIONS



**Christine Son**  
*SVP, General Counsel and  
Secretary,  
Dine Brands Global*

**Finalist,  
Los Angeles Times  
In-House Counsel  
Leadership Award**



**Susan Nelson**  
*SVP, Chief Communications and  
Public Affairs Officer,  
Dine Brands Global*

**Nominee,  
Los Angeles Business Journal  
Women’s Leadership Award**



**Candice Jacobson**  
*Executive Director,  
IHOP Communications*

**Dynamic Doer, Ragan’s Top  
Women in Communications;  
Honorable Mention,  
PRNEWS PR Platinum Award**



**Melissa Hariri**  
*Executive Director,  
Applebee’s Communications*

**PRWeek’s Outstanding  
In-House Professional**



**Heather Mann**  
*Director of Communications,  
Dine Brands Global*

**Named  
2022 WFF Changemaker**



**Mia McMahon**  
*CMP, Director of  
Corporate Travel and Events,  
Dine Brands Global*

**MeetingsNet  
Changemaker Award**



**Emily Glickman**  
*Senior Manager,  
IHOP Communications*

**Rising Star,  
Ragan’s Top Women in  
Communications**



**Allegra Batista**  
*Manager,  
Applebee’s Communications*

**Dynamic Doer,  
Ragan’s Top Women in  
Communications**



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# Helping Our Communities Thrive

## Actions that Impact Our Communities

The desire to have community impact is high on the list of priorities expressed by our stakeholders. It also aligns with how our brands approach each opportunity to improve their communities.

**Philanthropic donations:** Since establishing the Dine Foundation in 2003, we have focused on supporting community organizations in our RSCs. We also continue to support the Heidi Fund, a subset of the Dine Foundation, which was established to assist team members experiencing a financial crisis. Many causes important to our Dine TMRG members also received our support in 2022.

- DineOUT with Friends TMRG aligned during Pride Month to help support the **Trevor Project**, which provides 24/7 crisis support services to LGBTQ+ youth.
- Women@Dine supported the annual **Dress for Success** Women’s History Month and International Women’s Day campaign: Your Hour, Her Power®, which is inspired by the belief that when a woman has access to opportunities that can change her life, she becomes powerful beyond measure.
- Dine Young Professionals and SoulFood TMRGs contributed to both the **Metro Los Angeles Boys & Girls Clubs** and the **Boys & Girls Clubs of Greater Kansas City**.
- Dine Foundation sponsored three events for the **Boys & Girls Clubs of Greater Kansas City**, including dinners for the Youth of the Year program, SMART Girls conference and Passport to Manhood conference.
- Dine Foundation contributed to Los Angeles’ **Hope of the Valley Rescue Mission** and **Harvesters Community Food Network** to reduce food insecurity through monetary contributions. In addition, team members donated canned food items to Valley Food Bank and Harvesters Community Food Network during the holidays.

**The Heidi Fund:** When Heidi Tomassi, an Applebee’s server in Olathe, Kansas, found a large amount of cash left behind by a customer, she didn’t hesitate to do the right thing. Despite being in dire financial circumstances herself, she made sure the money was returned, which resulted in an outpouring of financial support for Heidi. Dine Brands established the **Heidi Fund** in her name and makes funds available to team members at Applebee’s, IHOP and Dine Brands Global who experience a financial crisis caused by a catastrophic life event.



Boys & Girls Clubs of Greater Kansas City winners attend Youth of the Year Award Dinner. Kansas City, Kansas.



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Support following natural disaster and local tragedy:

In the damaging aftermath of Hurricane Ian, Applebee's franchisee Doherty Enterprises orchestrated calls twice daily to restaurant leadership teams to ensure the safety of all employees and provided updates on floods, closures, power and water outages. Doherty Enterprises organized places to stay and provided meals for displaced employees and their families; all employees were paid during this time whether or not they were able to work. The Doherty team also leveraged its Wow a Friend Foundation to offer financial assistance to 94 employees, providing a total of \$160,400 to help repair damage to homes and vehicles.

Working in tandem with the franchisee, Applebee's field operations team members delivered bottled water and beverages to the Doherty restaurants and worked shifts to support the restaurant employees. Dine Foundation donated \$30,000 to help support the teams in the affected area. In emergencies, Dine Brands teams are deployed to support our franchisees, their restaurants and employees along with their impacted families.

Also, Sunrise Restaurant Partners' IHOP in Pinellas Park, Florida provided over 200 breakfasts to local National Guard members before they set out on their hurricane relief efforts.

Following the devastating tragedy and deadly shooting at Robb Elementary School in Uvalde, Texas, Applebee's franchisee Neighborhood Restaurant Partners (NRP) played a key role in comforting and bringing the local community together. As the only sit-down national restaurant in town, NRP's Applebee's restaurant served as a vital dining hub for first responders and community members alike. In addition to hosting an on-site blood drive, NRP and Applebee's donated \$20,000 for the San Antonio Area Foundation: Uvalde Strong Survivors Fund, which provided direct financial assistance to the survivors of the deceased and those directly affected by the tragedy. This tragedy also personally affected eight Applebee's Team Members who lost family members in the shooting.

**Food donations:** To prevent food waste and help vulnerable communities, our Glendale RSC continued its history of contributing

DINE BRANDS

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METRIC TONS OF FOOD DONATED BY OUR GLENDALE RESTAURANT SUPPORT CENTER IN 2022

55

METRIC TONS OF FOOD DONATED BY OUR GLENDALE RESTAURANT SUPPORT CENTER SINCE PARTNERSHIP ESTABLISHED IN 2018

APPLEBEE'S AND IHOP

23

METRIC TONS OF FOOD DONATED BY U.S. FRANCHISEES THROUGH DISTRIBUTION CENTERS IN 2022

to the Hope of the Valley Rescue Mission, donating over 15 metric tons of food in 2022, which equals 28,070 meals recovered, saving 24.49 tons of CO<sub>2</sub>e.<sup>1</sup> Following an internal revamp of the food donation process we were able to increase donations by 13.7% compared to 2021 partially due to the inclusion of new products available for donation.

Embrace All Day

On November 14, Dine Brands' Glendale-based Quality Assurance and Menu Publishing teams gathered at the North Valley YMCA in San Fernando, California, to help prepare more than 3,000 Thanksgiving meals. It was part of the Thanksgiving Basket Project, an initiative started by Dine Brands team member Maithili Patil and her family in 2007 to provide meals to families in the San Fernando Valley who were facing hardship.



3,000+

THANKSGIVING MEALS PREPARED BY DINE BRANDS TEAM MEMBERS

*The Embrace All Day gives team members the opportunity to support philanthropy efforts or acknowledge a day that is culturally important to them.*

<sup>1</sup> Refed Insights Engine Impact Calculator



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## Fundraising for Children’s Well-Being

Children with vital healthcare concerns are the focus of Applebee’s and IHOP restaurants’ signature charitable events in communities across North America.

Applebee’s continued its annual partnership with **Alex’s Lemonade Stand Foundation** and invited guests and neighbors to join in local activities with opportunities to donate towards the fight

against childhood cancer. As of 2022, Applebee’s and its franchisees are proud to have raised more than \$14.5 million to fund research and bring hope to families.

In February, IHOP embarked on its first ever **Month of Giving**, which culminated in **National Pancake Day (NPD)**, an event held annually since 2006. Every dollar raised during the National Pancake Day campaign supports the local children’s hospital associated with the charity partners. Restaurant guests can donate by rounding up their checks to the nearest

dollar (with the change going to the charity). To date, IHOP and its franchisees in the U.S., Canada and Puerto Rico have raised \$34.9 million to benefit Children’s Miracle Network Hospitals (CMNH), the Leukemia and Lymphoma Society, and Shriners Hospitals for Children through Month of Giving, NPD and Kid Chef contest.

In October, IHOP Mexico hosted its 9th annual National Pancake Day and set a record with more than 56,000 pancakes sold, with a percentage of each sale contributed to the fight against childhood cancer. Since 2014, IHOP’s franchisees in Mexico have raised more than 2 million pesos (USD \$110,000) for the Asociación Mexicana de Ayuda a Niños con Cáncer (AMANC).

In July, the second **Duatlón National Championship 2022** presented by IHOP was sponsored by the Villahermosa IHOP franchise group in Tabasco, Mexico. As part of the group’s strategy for sustainability, the event aims to build community relationships and promote healthy living through sport. 400 athletes participated, including 90 children and teens, and 900 people attended.



IHOP Mexico hosted its 9th annual National Pancake Day in October 2022.

### APPLEBEE’S

**\$14.5M**

RAISED SINCE 2005 BY U.S. FRANCHISEES TO SUPPORT ALEX’S LEMONADE STAND FOUNDATION

**\$1.3M**

RAISED IN 2022 BY U.S. FRANCHISEES TO SUPPORT ALEX’S LEMONADE STAND FOUNDATION



### IHOP

**\$34.9M**

RAISED AS OF 2022 BY U.S. FRANCHISEES ON NATIONAL PANCAKE DAY THROUGH MONTH OF GIVING AND DURING THE KID CHEF CONTEST TO SUPPORT CHILDREN’S CHARITIES

**\$872,000**

RAISED IN 2022 BY U.S., PUERTO RICO, MEXICO, AND CANADA FRANCHISEES TO SUPPORT CHILDREN’S CHARITIES





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# Enabling Local Giving

Our franchisees show appreciation to their communities year-round with hundreds of events that raise millions of dollars for local organizations.

## Applebee's



**Applebee's Doin' Good in the Neighborhood program** encourages franchisees to make a positive impact in their communities. Participating Applebee's in the U.S. celebrated a 15-year **Veterans Day tradition** by serving active military, veterans, reservists and National Guard members free meals on November 11. Applebee's restaurants served more than 495,000 free meals on Veterans Day 2022, bringing the total number to more than 11.3 million since 2008.

### Applebee's Lloyd Hill Neighbor of the Year Award

Named after one of the brand's best-known leaders, this award honors an Applebee's franchisee that has displayed compassion and care for its neighbors through various causes, activities, and initiatives. The 2022 recipient is 20-year Applebee's franchisee **Apple American Group (AAG)**. AAG's commitment to community includes longstanding work on behalf of charity partners Alex's Lemonade Stand Foundation, Muscular Dystrophy Association, Special Olympics, The Jimmy Fund, The Flynn Family Fund and various schools, local law enforcement agencies and churches. In 2022, more than \$1.3 million was raised.



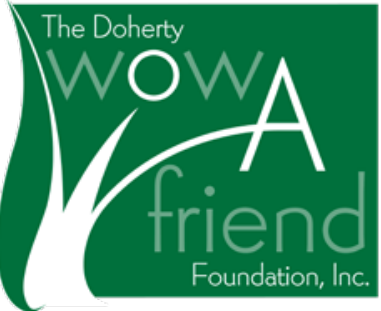
### Bill Palmer Heart of Applebee's Award

Established in honor of Applebee's founder Bill Palmer, the Heart of Applebee's award recognizes franchisees that have demonstrated exceptional commitment to an individual cause or organization. In 2022, **Neighborhood Restaurant Partners (NRP)** and **T.L. Cannon** earned the award for their outstanding work with Make-A-Wish Foundation. NRP — with restaurants in Florida, Georgia and Texas — raised more than \$1 million since 2014 to fund 88 wishes. T.L. Cannon — with restaurants in New York, Pennsylvania and Connecticut — raised more than \$1.8 million since 2008 to fund more than 300 wishes and host more than 400 wish dinners.



### Wow a Friend Foundation

The Doherty Enterprises **Wow a Friend Foundation (WAF)** offers financial assistance to Doherty Applebee's team members and their families during difficult times. Funded solely by employee contributions, employees at the 82 Doherty-owned restaurants have raised nearly \$5.5 million over the past 15 years — with \$2.6 million given by franchisee owners Ed and Joan Doherty as a matching gift. More than \$4.6 million in assistance has been given to 3,300 employees over the years.



495,000

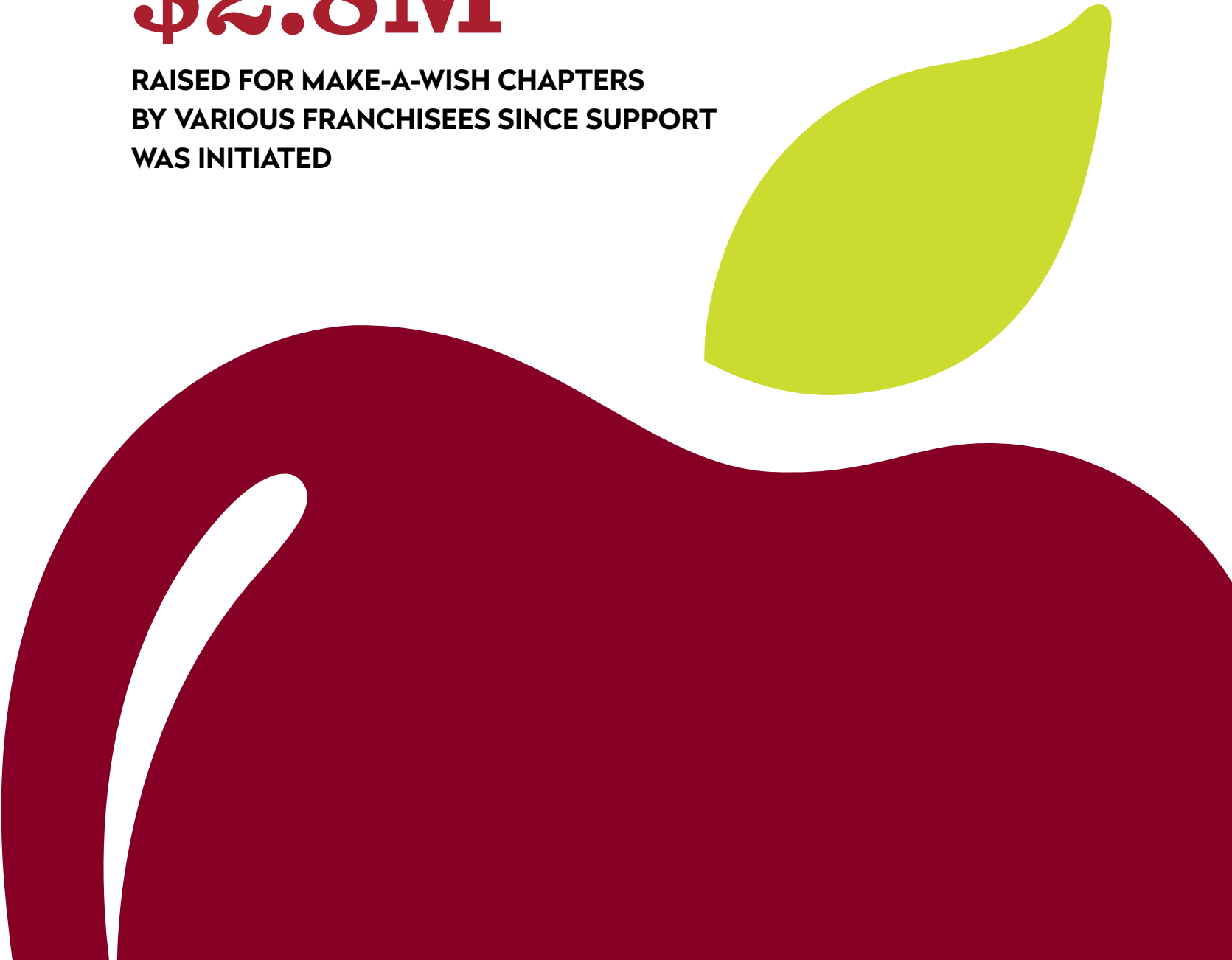
FREE MEALS SERVED BY U.S. FRANCHISEES ON VETERANS DAY 2022

11.3M

FREE MEALS SERVED BY U.S. FRANCHISEES ON VETERANS DAY SINCE 2008

\$2.8M

RAISED FOR MAKE-A-WISH CHAPTERS BY VARIOUS FRANCHISEES SINCE SUPPORT WAS INITIATED





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# IHOP

While **Month of Giving** and **National Pancake Day** are IHOP’s major fundraising events, IHOP franchisees also donate significant amounts of food and raise funds to give directly back to their communities. Among the recipients are hospitals, first responders, schools and families.

For more than 20 years, Franchisees in the Northeast Region have provided year-round support for the **Leukemia and Lymphoma Society (LLS)**, including during the Month of Giving and National Pancake Day. Franchisees Doc Wilhelm, Richard Smith, Mickey Koerner and Bob Sharp initiated the relationship between LLS and IHOP in 1999 in Washington, D.C. and surrounding market areas. In 2022, the restaurants sponsored LLS’ Light the Night Walkathons and participated in events to promote LLS’ Dare to Dream Campaign, raising more than \$121,000. From December to March, balloon icons were sold to raise \$155,000.

On November 11, participating IHOPs showed their true colors by providing more than **97,000 free red, white and blueberry pancake stacks and pancake combos** to veterans and active military personnel as an expression of appreciation on Veteran's Day 2022. This equals 251,000 individual pancakes that were made to share with the veteran and active military guests within their red, white and blueberry stacks and combo meals. **Since 2014, more than 778,000 free red, white and blueberry pancake stacks and pancake combos** have been served in honor of Veteran's Day.

In 2022, IHOP launched **International Bank of Pancakes**, its first-ever loyalty program. The program kicked off with appearances by former Dallas Cowboy Emmitt Smith, gymnast Katelyn Ohashi and actress Niecy Nash, who each donated up to \$50,000 to a charity of their choice to spread the news about International Bank of Pancakes. The Pat + Emmitt Smith Charities, Amazing Grace Charities and Cheat Code were the charity partners supported by the celebrity hosts.

IHOP’s popular **Milkshake Monday** returned for a second year. Held on September 12 — National Chocolate Milkshake Day — Milkshake Monday donates \$1 from every milkshake sold nationwide that day to Comedy Gives Back®. Comedy Gives Back addresses crisis relief and access to mental health and chemical dependency treatment. Nationwide, IHOP served more than 21,000 milkshakes on Milkshake Monday 2022.

## The Heart of IHOP Award

The pandemic challenged us all. It also brought out the best in many of us. The Heart of IHOP award winners **Bill** and **Karen Cardinal**, owners of four IHOPs in Rhode Island and Massachusetts, were so inspired by the generosity they witnessed in their community that they decided to “pancake it forward.” Every day, a follower on the restaurant’s Facebook page was selected to receive two Family Feasts with Pancakes — with a catch. Winners were required to share the second Feast by passing it forward to a family member or friend who was homebound, at heightened risk, or in need of a meal.



Emmitt Smith



Bill Cardinal



Karen Cardinal

97,000

FREE RED, WHITE AND BLUEBERRY PANCAKE STACKS AND PANCAKE COMBOS SERVED BY U.S. FRANCHISEES ON VETERANS DAY 2022

778,000

FREE RED, WHITE AND BLUEBERRY PANCAKE STACKS AND PANCAKE COMBOS SERVED BY U.S. FRANCHISEES ON VETERANS DAY SINCE 2014





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## Hometown Heroes

The Applebee's Hometown Hero program recognizes team members who go above and beyond in their jobs and communities. In 2022, three team members earned this recognition.



**Lisa Alvarez, Hometown Hero of the Year**, is a server in Doherty Enterprises Port Charlotte, Florida, restaurant, is known for impressing guests with her service and giving heart. Lisa and her husband also serve as foster parents and have provided a home and love to 121 newborns over the past 21 years.



**Valerie Costa** in the Thrive Restaurant Group's Applebee's in Des Moines, Iowa, is known for taking on extra shifts as needed. Valerie also watched children for colleagues who are single mothers, helped team members get home after missing their bus, and even helped a new team member find an apartment.



**Ashlee Watson** is head bartender at the LA Apple Applebee's in LaGrange, Kentucky. When a local minister stopped by for lunch and told her about local kids in need, Ashlee saw an opportunity to do something she had always wanted to do — start an Angel Tree. Soon, the names of 32 children were hanging on the Applebee's Angel Tree and within a day, after Ashlee had talked to her customers, all 32 kids had sponsors and would receive gifts for Christmas.

## A Commitment to Lifelong Learning



Bill Palmer Legacy Scholarship Fund winner Gabriella tours her university campus; her dad RD is a 27 year Applebee's leader at franchisee Keystone Apple.

### Bill Palmer Legacy Scholarship Fund

In 2021, the Bill Palmer Legacy Scholarship Fund was established by Neighborhood Restaurant Partners, the former franchise group of Applebee's late founder Bill Palmer. In his honor, the Scholarship Fund provides financial support for continued learning to Applebee's Team Members and their children in the U.S. In its inaugural year, 60 students were awarded with scholarships of \$5,000 in 2022.

### IHOP Bob Leonard Memorial Scholarship

In 2011, IHOP and the Sunshine Restaurant Partners established the IHOP Bob Leonard Memorial Scholarship in honor of the former vice president of operations. Bob's exemplification of "joy" and commitment to the food service industry made him a true ambassador for the IHOP brand. The Bob Leonard Memorial Scholarship assists full- and part-time team members, their spouses, children and grandchildren who are continuing their education at a college, university, vocational school or graduate school. When the COVID-19 pandemic started, we had to pause the program, but it will return in 2023. Awards will be given retroactively for the years that were missed and submissions were opened for the 16 scholarships in Fall 2022. Academic scholarships have been awarded since 2011 and \$40,000 will be distributed to winners when the program officially returns in 2023.

### BILL PALMER LEGACY SCHOLARSHIP FUND

**\$300,000**

IN SCHOLARSHIP FUNDS AWARDED SINCE 2022

### IHOP BOB LEONARD MEMORIAL SCHOLARSHIP

**\$120,000**

IN SCHOLARSHIPS AWARDED SINCE 2011



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# Planet

## Our Commitment to the Environment

Environmental sustainability is of great concern to Dine Brands, our stakeholders and customers. In recent years, we’ve taken concrete steps to improve our operations with respect to water and energy conservation, reducing food waste, and decreasing carbon emissions. Here’s how Dine Brands worked to bring sustainability to the table in 2022.



*Photo courtesy of Cargill, Inc.*



# Responsible Stewards of Our Planet

In 2022, we performed our annual assessment of energy, water use and waste production at our 69 former company-owned restaurants and 1,053 U.S. franchise locations — representing 33% of domestic restaurants<sup>1</sup> — to formulate our SASB responses.

With respect to the sale of the 69 company-owned Applebee’s in October 2022, we calculated our Scope 1 and 2 emissions of natural gas, propane, and electricity. Compared to the annual information presented in the table for the years 2019, 2020 and 2021, figures for 2022 only represent ten out of the twelve months when the restaurants were still company-owned. A decrease in 2022 numbers does not represent a decrease in emissions, but a shorter reporting period.

Based on the information collected from Dine Brands franchise groups through a voluntary data collection survey, select locations, including the former company-owned restaurants, are included in the calculation of our Scope 3 emissions [which include franchise emissions of Scope 1 (natural gas and propane) and Scope 2 (purchased electricity)]. For the 2022 Scope 3 emissions, the franchise locations reporting information increased by 198% from 376 locations in 2021 to 1,122 participating locations in 2022. Therefore, our total Scope 3 emissions of 223,286.12 MT CO<sub>2</sub>e<sup>2, 3</sup> is significantly larger than prior reporting years. We expect a continued increase in Scope 3 emissions as we expand voluntary franchise information in ESG reporting.

We are looking into opportunities to improve tracking in 2023 for our new RSC in Pasadena, Kansas City RSC and Irving RSC per the addition of Fuzzy’s Taco Shop to the Dine Brands portfolio and the three company-owned Fuzzy’s Taco Shop locations.

“For the 2022 Scope 3 emissions, the franchise locations reporting information increased by 198% from 376 locations in 2021 to 1,122 participating locations in 2022.”

1 Restaurant count as of December 31, 2022 per the 2022 Annual Report.

2 Scope 3 Emission sources defined as: Waste, including mixed MSW (Municipal Solid Waste) and mixed recyclables, generated across formerly company-owned Applebee’s locations through October 2022. Franchise emissions including Scope 1 (natural gas), and Scope 2 (purchased electricity), including the formerly company-owned Applebee’s locations Scope 1 (natural gas), and Scope 2 (purchased electricity) for November 2022.

3 Data from December 2021 to November 2022. Scope 3 activity data was collected manually from Dine Brands Franchise Groups through a data collection survey. November 2022 data includes the 69 company-owned restaurants sold in October 2022. Approach and numbers subject to adjustment as access and data quality changes.

4 This includes information from January 2022 through the sale of the company-owned North and South Carolina locations in October 2022.

5 Available Scope 1 and 2 usage data for company-owned Applebee’s restaurants was collected, audited and warehoused via our third-party Utility Bill Management (UBM) system. No data is modeled to this point. Information represents January–December unless otherwise stated. Within the organizational boundary of operational control, there are no material exclusions of in-boundary Scope 1 and 2 required emissions data from Dine Brands. Refrigerants and gasoline fuel usage are excluded at this time.

Carbon Emissions at U.S. Company-Owned Restaurants through October 2022  
Measured in metric tons CO<sub>2</sub>e<sup>5</sup>

	2019	2020	2021	2022 <sup>4</sup>
Scope 1 (Natural Gas & Propane)	6,797	5,419	6,118	5,136
Scope 2 (Electric)	8,422	6,609	6,432	5,769
Total Scope 1 & 2	15,219	12,028	12,550	10,905



Greenwood, South Carolina



# The Pursuit of Sustainable Design

As our franchisees continue to build new restaurants, sustainable design principles are prioritized for construction and remodels to decrease our use of energy, water and materials.

## Conserving Energy Restaurant-Wide

Our restaurants require millions of kilowatts per day to prepare meals and provide an inviting dining atmosphere for our guests. By installing devices that automatically turn off lights, adding heating, ventilation and air conditioning controls that coordinate with kitchen equipment, and utilizing more energy-efficient equipment, we are continuing to update our restaurants to maximize efficiency.

Represented in the energy usage table, our reported energy consumption compared to 2021 has tripled to 3,189,170 GJ for 2022, based on increased franchise participation. As we continue to improve tracking and encourage additional franchise location reporting, we anticipate our numbers increasing as we build a baseline to better identify efficiency opportunities.

In 2022, we began testing equipment like the combi oven, infrared units, and cheese melters in Applebee's restaurants and they continue to be evaluated in 2023. These pieces of equipment were selected for their properties to maintain and enhance food quality and safety along with potential energy savings. The Brand and Franchise teams continue to prioritize opportunities for more efficient units and operations in restaurants that create an improved back-of-house team member and guest experience, along with lower impact on the environment.

In addition to exploring more efficient building energy management systems, our IHOP franchisees are replacing fryers, burners, griddles, coffee brewers and refrigerators with Energy Star Rated models or similar, more energy-efficient units. In this updated kitchen lineup, these more energy-efficient flat-top grills and fryer units will yield a 25% savings in annual BTU consumption.

Both IHOP and Applebee's are committed to the use of 100% LED lighting in all new restaurant prototypes and for future remodels. This commitment includes the 2022 construction of 37 new IHOP restaurants and 4 new Applebee's locations, along with 38 remodels in 2022. LED lighting is also used in 100% of our illuminated signage at former company-owned and franchised restaurants. With the use of LEDS, 90% less energy is used and can last up to 25 times longer than traditional incandescent bulbs.

1 Includes 69 formerly company-owned restaurants in North Carolina and South Carolina and select domestic franchisee restaurants.  
2 Data was collected through a third-party aggregator for company-owned Applebee's locations representing December 2021–October 2022, with respect to the sale of the company-owned restaurants. Data was collected through an Excel-based data collection survey sent to all franchise groups. Franchise groups collected and input electricity and natural gas usage by location from December 2021–November 2022. Usage data was collected in kilowatt hours, therms or cubic feet, and converted to gigajoules. Along with greater franchise sharing of electricity and natural gas usage compared to 2021, many of our restaurants also reinstated hours of operation that had been decreased in response to COVID-19.  
3 Grid electricity is electricity generated and provided by various electricity suppliers across the US. Our energy usage is made up of grid electricity and natural gas.



El Paso, Texas

Energy Usage at U.S. Company-Owned and Select Franchisee Restaurants <sup>1,2</sup>		
	2021	2022
Total Energy Consumed in Gigajoules (GJ)	1,027,467	3,189,170
% Grid Electricity <sup>3</sup>	45%	40%



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## Monitoring and Reducing Water Use

The restaurant industry relies heavily on water, and decreasing precipitation has created a water shortage in much of the U.S. and the world. That’s why it’s our responsibility to find innovative ways to use water more efficiently.

One of our most effective innovations is high-efficiency ConserveWell® Dipper Wells, which can save an estimated 911 million<sup>1</sup> gallons of water annually across participating locations in our domestic footprint. 12% more franchisees adopted in 2022 than in 2021. Many of our franchisees have also installed WaterSense flush valves on urinals, saving over 4,600 gallons of water annually per unit. Both of these components are now part of the typical equipment lineup and a mandatory element for all remodels.

U.S. Usage of Water-Efficient ConserveWell® Dipper Wells		
	2021	2022
Applebee's	19%	30%
IHOP	77%	91%

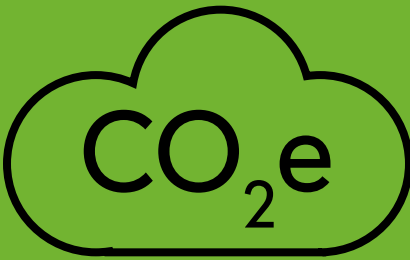
Water Usage at U.S. Company-Owned and Select Franchisee Restaurants <sup>2, 3</sup>		
	2021	2022
Water Consumed Thousand Cubic Meters (m³)	1,239	10,696
% of Water Consumed in Regions with High or Extremely High Baseline Water Stress	13%	22%

Our reported water usage has significantly increased due to greater franchise reporting. Compared to 2021, which represented 376 locations, our 2022 water usage of 10,696 thousand cubic meters represents three times as many restaurants, or up to 1,122 participating locations. 33% of domestic Applebee's and IHOP restaurants reported utility information and franchisees new to sharing for 2022 hold more and/or higher-volume restaurants. We continue to look for opportunities to decrease water usage.

Applebee's Thrive Restaurant Group has created a “Flip It Off” program that provides steps to reduce water, electric and gas use when not needed for restaurant operation. Stickers on equipment indicate the “Fire Up, Fire Down” times, informing all back-of-house team members of the optimum times to run the units for utility efficiency. Along with this program, Thrive is exploring new thawing equipment that would align with the USDA's running water method, but that uses approximately 98% less water.

  
**911M**

**ESTIMATED GALLONS OF WATER  
SAVED ANNUALLY AT PARTICIPATING  
APPLEBEE'S AND IHOP  
U.S. RESTAURANTS¹**



**789**

**METRIC TONS OF CO<sub>2</sub>e SAVED  
THROUGH THE USE OF  
ECOLAB PRODUCTS AT  
PARTICIPATING RESTAURANTS**

## Ecolab Solutions Provide Environmental Savings

We prioritize partners who share our focus on environmentally conscious operations, quality products, and employee and food safety. The use of Ecolab in-restaurant solutions at participating restaurants saved an estimated 8.6 million gallons of water and 146,000 therms of energy, and helped avoid 387,550 pounds of waste in 2022 alone. This equals 789 metric tons of CO<sub>2</sub>e saved — equivalent to the annual emissions of 166 passenger vehicles. Ecolab prioritizes employee health with products that are simple to use, require no personal protective equipment (PPE), and minimize air impacts due to low volatile organic compounds (low VOCs), while offering sustainable solutions to maintain restaurant cleanliness.

<sup>1</sup> As of December 31, 2022, with estimated savings of 911 million gallons of water annually with respect to adjusted hours of operation due to COVID-19.  
<sup>2</sup> Includes 69 company-owned restaurants in North Carolina and South Carolina and select domestic franchisee restaurants.  
<sup>3</sup> Data was collected through a third-party aggregator for company-owned Applebee's locations representing December 2021–October 2022. Data was collected through an Excel-based data collection survey sent to all franchise groups. Franchise groups collected and input water and irrigation usage by location from December 2021–November 2022. Usage data was collected in gallons or cubic feet and converted to thousand cubic meters. Along with greater franchise sharing of water usage compared to 2021, many of our restaurants also reinstated hours of operation that had been decreased in response to COVID-19. In 2021 the number reported was in cubic meters, but labeled as thousand cubic meters. We have updated the water usage number for 2021 to represent thousand cubic meters.



Materials

In 2022, GREENGUARD Certified materials were used in four new Applebee's franchise restaurants and 37 new IHOP franchise restaurants, which increases the total system impact to 18%<sup>1, 2</sup> of domestic Applebee's and IHOPs. Using recycled and renewable building materials helps reduce waste in landfills and lowers emissions, including low-VOC fiberglass reinforced plastics (FRP) manufactured with 60% recycled and renewable products. Our initiative to use zero-to-low VOC materials in our kitchens helps us meet strict chemical emission standards.

The transition to Forest Stewardship Council (FSC)-certified paper stock for gift cards is still of interest to our brands. While the timeline to implement the change has been impacted by pricing and supply chain availability, we aim to revisit this goal in 2024.

Sustainable, Recyclable Packaging

We strive to work with suppliers of paper, plastic and other goods who share our commitment to sound environmental practices.

For example, our partnership with **Direct Pack, Inc. (DPI)** led to the use of thermoformed sustainable food packaging designed to take food home to enjoy after dining at both our restaurants. Those containers use post-consumer recycled PET (such as water bottles) for packaging, which is more sustainable than compostable packaging materials because it can be recycled repeatedly.

Aligned on the desire to lessen materials usage and environmental impact, collaboration on a new food packaging design with partners at **Sabert Corp.** led to an annual avoided impact of 615 metric tons of CO<sub>2</sub>e in greenhouse gas emissions, 155,000 m<sup>3</sup> water consumed and 87 MT of polypropylene consumption in our Applebee's restaurants.

<sup>1</sup> Starting 2015, 100% of new restaurant openings for Applebee's.  
<sup>2</sup> Starting 2016, 100% of new restaurant openings for IHOP.



Continuing towards our goal of being 100% free of expanded polystyrene (EPS) by the end of 2024, we are now 91% EPS-free. Applebee's and IHOP will be out of EPS by the end of 2023, one year ahead of schedule.

In 2023, IHOP will begin removing containers that use carbon black pigment from its to-go packaging while Applebee's continues to explore its options. Containers that use carbon black pigment cannot be recycled because sensors in automated waste-sorting machines are unable to recognize the colorant, which leads to incorrect sorting and rejection of the containers.

We continue to explore alternatives to plastic cutlery and cups for system-wide use to reduce overall plastic usage. New ideas and best practices for packaging and decreasing food waste are also introduced to our brands through participation in the Food Waste Reduction Alliance (FWRA) and the National Retail Federation (NRF) Sustainability Council.

Paper Recycling Reinstated

During the height of the pandemic, when team members were primarily working remotely, there was little opportunity for organized paper recycling at the corporate level. In 2022, our paper recycling program was reinstated, prompted in part by our return to our offices with a hybrid schedule. The result: More than 11 metric tons of paper were recycled last year, an increase of 51% over the 7.25 metric tons recycled in 2020. This 2022 increase is partially due to the digitalization of historical paper documentation in anticipation of the move to our new headquarters in Pasadena in 2023. The 2022 metric is equivalent to avoiding 60 MTCO<sub>2</sub> or removing 14 gas-powered cars from the road.



# Reducing Food Waste and Sourcing Responsibly

Our efforts to reduce food waste begin with how we purchase our items. This includes products that are already chopped, diced, and prepared for recipes, or to serve as-is. It also means receiving bulk food products in more sustainable packaging, for example, transitioning the artisan bread used for IHOP Thick N' Fluffy French Toast into larger pack sizes, which decreases the number of corrugate cases needed to ship product.

In our Glendale RSC, our Food Quality and Safety team conducts on-site product auditing to ensure the consistency of the product and the overall quality of the foods being served at our restaurants. In 2022, food audits were conducted with more efficiency, requiring 100 fewer cases of product to be ordered. The number of quality checks completed by the team actually increased, and the audited food that was untouched and in quality condition was donated to charity partners.

Throughout the approval process of a product, we audit ingredients directly from the supplier over several production runs to confirm that the items that reach our restaurants adhere to our specifications. In 2022, we revisited the defined shelf lives of our products across all categories of food. Our purpose was to reset the shelf lives, as needed, to more accurately account for their acceptable level of quality. With this change in specification, we diverted 42,948,973 lbs. of products, or 19,481 metric tons of food waste, from landfills.

We also expanded the use of our inventory management system to additional restaurants to track inventory, manage stock and quantity levels and track factors that lead to waste and product loss. Our kitchens also label and rotate food to maintain quality and prevent excess waste. And we recycled 2,500 pounds of cooking oil used at our Glendale RSC test kitchen.

At our Applebee's restaurants, the Prep N Print labels used within our back-of-house food preparation decreased in size. Reducing the 2"x2" label to 2"x1" resulted in a significant savings in paper, with a decrease in the printable area of labels by 4,000 miles and liner paper by 8,000 miles across restaurants on an annual basis. This simplification in the labels will also help increase clarity in back-of-house food prep operations and prevent unnecessary food waste.

As we continue to improve our reporting, the total weight of packaging used in our restaurants in 2022 now includes the weight of to-go containers, cups and packaging across domestic Applebee's and IHOP restaurants. We have updated our 2021 number to include in-restaurant and to-go disposable items. We continue to explore opportunities for more sustainable packaging and using less packaging; additional information can be found within the [Sustainable, Recyclable Packaging](#) section.

Waste and Diversion at Company-Owned Restaurants			Total Packaging in Restaurants (To-Go, Internal and External Product Packaging)		
	2021	2022		2021	2022
Total Amount of Waste Produced <sup>1</sup>	5,756 metric tons	5,691 metric tons	Total Weight of Packaging <sup>3</sup>	55,374.06 metric tons	55,177.35 metric tons
Percentage Diverted from Landfills <sup>2</sup>	27%	29%			

# Cold Chain Monitoring Ensures Product Integrity

Maintaining stable air temperature during shipment of select frozen and refrigerated products is essential to preserving product integrity. Our **Cold Chain Monitoring Program** monitors temperature 24/7 as food moves through the cold chain, which is the journey from suppliers to distribution centers. If we receive an alert that the food temperature might be out of a safe range on a truck, we can take immediate action to remedy the situation.

Detailed monitoring helps ensure the quality and safety of the food we serve. Since upgrading to real-time monitoring in 2020, there has been a decrease in food waste resulting from products falling out of safe food temperature zones during transport.

<sup>1</sup> Data was collected through a third-party aggregator for company-owned Applebee's locations from January 2022–October 2022. Data for November and December 2022 from these locations is not included in the chart due to the sale to a franchises in October 2022. Data was collected in metric tons, so no conversion was required.

<sup>2</sup> Includes diversion through recycling and reusing.

<sup>3</sup> Includes internal and external packaging for food products and to-go packaging across Applebee's and IHOP. 2021 and 2022 numbers exclude produce. Weight based on annual case sales information.

# Food Waste Audits: Identifying Opportunities

In 2022, food waste audits were performed in select Applebee's and IHOP restaurants to explore opportunities for decreasing waste. The audits identified types and quantities of food in the waste stream such as whether it was pre- or post-consumer and related disposal methods. The audit showed the majority of waste occurred in the kitchen, also known as pre-consumer food waste, with opportunities for improvement in food preparation and holding, food packaging and waste diversion. (Post-consumer food waste discarded by guests after the food is sold or served represents a small percentage of waste within a restaurant.) In 2023, a new waste management program will be implemented to assist in managing unnecessary pre-consumer food waste and encourage improved disposal practices.



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# Food

## Where Community Happens

We believe community happens when people dine together over their favorite meals, whether at a restaurant with family and friends or sharing to-go meals at home. Dine Brands, Applebee's, and IHOP aim to enhance these experiences by serving flavorful, carefully prepared food that meets our guests' dietary needs. We provide balanced food choices and value for every budget, source meats from suppliers who care about the health and welfare of their animals and continually innovate to introduce restaurant concepts and menu items to meet the evolving needs of our guests.



Montebello, California





Carson, California

## In 2022, to appeal to our guests’ lifestyles and needs, we:

- Introduced plant-based meat to Applebee’s and IHOP menus, along with egg substitutes at Flip’d by IHOP.
- Eliminated high-fructose corn syrup (HFCS) from IHOP table syrups.
- Formalized plans to eliminate HFCS entirely from the IHOP menu in 2023.<sup>1</sup>
- Noted substitutions on menus for guests requiring or choosing certain dietary plans.

## Support for Children’s Nutrition

Applebee’s is proud to support **Kids LiveWell 2.0**, a children’s nutrition initiative. Made up of restaurants that are committed to offering menu items for children, the emphasis is on greater consumption of fruits and vegetables, lean proteins and low-fat dairy while limiting unhealthy fats, added sugars and sodium. Created by the National Restaurant Association, the program is based on the latest USDA Dietary Guidelines for Americans.

<sup>1</sup> Does not include soft drinks manufactured by PepsiCo.

“Applebee’s is proud to support Kids LiveWell 2.0, a children’s nutrition initiative.”



## Servie Award Winner

The pride we take in our work and in giving our guests a great experience when they visit is something we strive for in all our restaurants. And it hasn’t gone unnoticed. **Lauren Forker**, a server at Applebee’s Restaurant, Benton Harbor, Michigan recently earned the **Yelp for Restaurants Servie Award** for Best Team Player. She is one of 8 front-of-house employees across various restaurants and states to earn the honor from among 7,500 nominations and nearly 18,000 votes.





# Innovating to Meet Guest Needs

In recent years, many advances at Applebee’s and IHOP restaurants came in response to the pandemic and new dining realities. In 2022, advances in off-premise dining, innovative restaurant concepts, ghost kitchens, menu innovations and technology continued to evolve.

## GHOST KITCHENS

2022 saw our ghost kitchens continue to grow in number to a total of 64, with 89% of those in international locations.

In 2022 Alone:

- Our Middle East ghost kitchen partner, **Kitopi Catering Services LLC** opened 17 ghost kitchens across Kuwait, Saudi Arabia and the UAE.
- Cultivated multiple ghost kitchen partnerships across the world representing 7 partnerships in 8 countries.

## VIRTUAL BRANDS

In 2022, we expanded our relationships with virtual brands to offer additional menu options to our guests.

- Super Mega Dilla** and **Thrilled Cheese** — two new chef-curated virtual brands — are items prepared in IHOP kitchens for delivery only. These virtual brands use the kitchen capacity in IHOP restaurants, which allows us to optimize kitchen equipment while adding to our diverse menu offerings.

## MENU INNOVATIONS

Dine Brands restaurants modified their menus in 2022 in an effort to stay apace with customer meal preferences and emerging trends.

- Plant-based meat alternatives (PBMA)** — including Impossible Burger and sausage substitutes — were introduced at Applebee’s and IHOP. In overall nutritional value, PBMA have protein content like beef, but less fat, cholesterol, and carbohydrates.
- Flip’d by IHOP is innovating with dishes that use **JUST Egg** which looks, cooks and tastes like eggs, but is made from plants and is cholesterol-free.
- IHOP is also working toward a high-fructose corn syrup-free future. By the end of 2022, high fructose corn syrup (HFCS) was no longer used in table syrups at IHOP restaurants. Our sights are now set on a menu-wide move from HFCS by the end of 2023.<sup>1</sup>

## TECH ADVANCES

In 2022, we continued to invest in technology to help improve efficiency and the guest experience.

- Our investments to boost productivity and service included digital waitlists, mobile payment, handheld server tablets and car-side pickup.
- We expanded the reach of the **FlyBuy™** platform to an additional food order and delivery platform. FlyBuy is order proximity software providing greater insight on a customer’s journey to the restaurant, which helps us to better support guests in a more accurate and timely way, decreasing order issues and associated food waste.
- We are implementing **Otter™** restaurant management software that integrates our back- and front-of-house with food delivery apps, point-of-sale systems and most major online and delivery platforms, allowing all to be managed from a single device.



<sup>1</sup> Does not include soft drinks manufactured by PepsiCo.



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# Food Safety is Always on the Menu

Dine Brands adheres to proven food safety, health and hygiene, and sanitation standards at all our restaurants. Our food safety standard operating procedure (SOP) manual includes the most recent guidelines listed by the Food and Drug Administration (FDA) Food Code and covers all food safety and handling procedures from the time food is delivered to when it is served to our guests.

## To ensure the food we serve is safe, we:

- Require the full-time presence of a Certified Food Protection Manager.
- Prevent cross contamination through proper storage and handling of raw and ready-to-eat foods.
- Follow strict fresh produce washing procedures, as well as safe thawing, cooking and cooling food protocols.
- Practice a robust hand-washing hygiene program that follows Food and Drug Administration and Centers for Disease Control recommendations.
- Implemented COVID-19 protocols, including team member and manager health screening, and cleaning and sanitizing with a multi-purpose disinfectant proven to effectively kill both norovirus and SARS-CoV-2 (which causes COVID-19) on surfaces and posted by the EPA on List N.
- Conduct multiple routine food safety evaluations each year performed by a third-party food safety auditing company based on the Food and Drug Administration (FDA) Food Code, which is the official regulatory authority document regarding restaurants' compliance with FDA requirements.
- Store food supplies following Current Good Manufacturing Practices (CGMPs), Hazard Analysis and Critical Control Points (HACCP), Hazard Analysis Risk-Based Preventive Controls (HARPC), Environmental Monitoring Planning, Sanitation Standard Operating Procedures (SSOPs), and sanitation performance standards.
- Require all food suppliers to achieve and maintain a minimum food safety audit letter grade of "A," or equivalent, from a Global Food Safety Initiative (GFSI)-recognized third-party auditing agency.

In addition, Dine Brands and our franchisees are subject to extensive federal, state, and local government regulations pertaining to food safety as well as to the inspection, preparation and sale of food and alcoholic beverages.





# Responsible Sourcing

## Animal Health and Welfare

Our animal welfare approach is rooted in the health and welfare of animals as well as accountability. We know animal welfare and the industry are constantly evolving and we are:

- Monitoring and assessing areas of animal health and welfare through all aspects of our supply chain in collaboration with our suppliers.
- Reviewing farm animal handling procedures and third-party farm, harvest and plant audits in cooperation with our suppliers.
- Committed to providing better transparency in our process to drive positive outcomes.
- Working closely with our Animal Health and Welfare Advisory Council — made up of leading experts in the fields of animal livestock behavior, health and welfare, veterinary medicine and animal agriculture — to help guide our policies and our approach to animal care and welfare.

In 2022, the Animal Health and Welfare Advisory Council prioritized industry education, category expert collaboration and directional insights to better define our organizational approach to animal health and welfare. Informed by this expertise, we have expanded our statements to include aquaculture, beef and dairy, and broilers along with updates to previously existing statements on the animal welfare framework, antibiotics and antimicrobials, cage-free eggs and sow group housing.

## Animal Health and Welfare Council



**Dr. Karen Christenson**  
Senior Director of Animal Welfare,  
Tyson Foods  
*(Member since July, 2021)*



**Dr. Mike Siemens**  
Senior Vice President,  
Global Animal Welfare Officer,  
Arrowsight Inc.  
*(Member since July, 2021)*



**Bruce Feinberg**  
Former Senior Director,  
Global Protein & Dairy Quality  
Systems, McDonald's Corp.  
*(Member since January, 2023)*



**Dr. Randall S. Singer**  
Professor of Epidemiology,  
University of Minnesota  
*(Member since July, 2021)*



**Dr. Anna K. Johnson**  
Professor of Animal Behavior  
& Welfare,  
Iowa State University  
*(Member since July, 2021)*



**Kay Johnson Smith**  
Chief Operating Officer,  
Dairy MAX  
*(Member since July, 2021)*



**Stewart T. Leeth**  
Chief Sustainability Officer,  
Smithfield Foods, Inc.  
*(Member since July, 2021)*



**Hannah Thompson-Weeman**  
President & CEO,  
Animal Agriculture Alliance  
*(Member since May, 2022)*



**Dr. Maja M. Makagon**  
Associate Professor of Animal Science,  
University of California-Davis  
*(Member since July, 2021)*



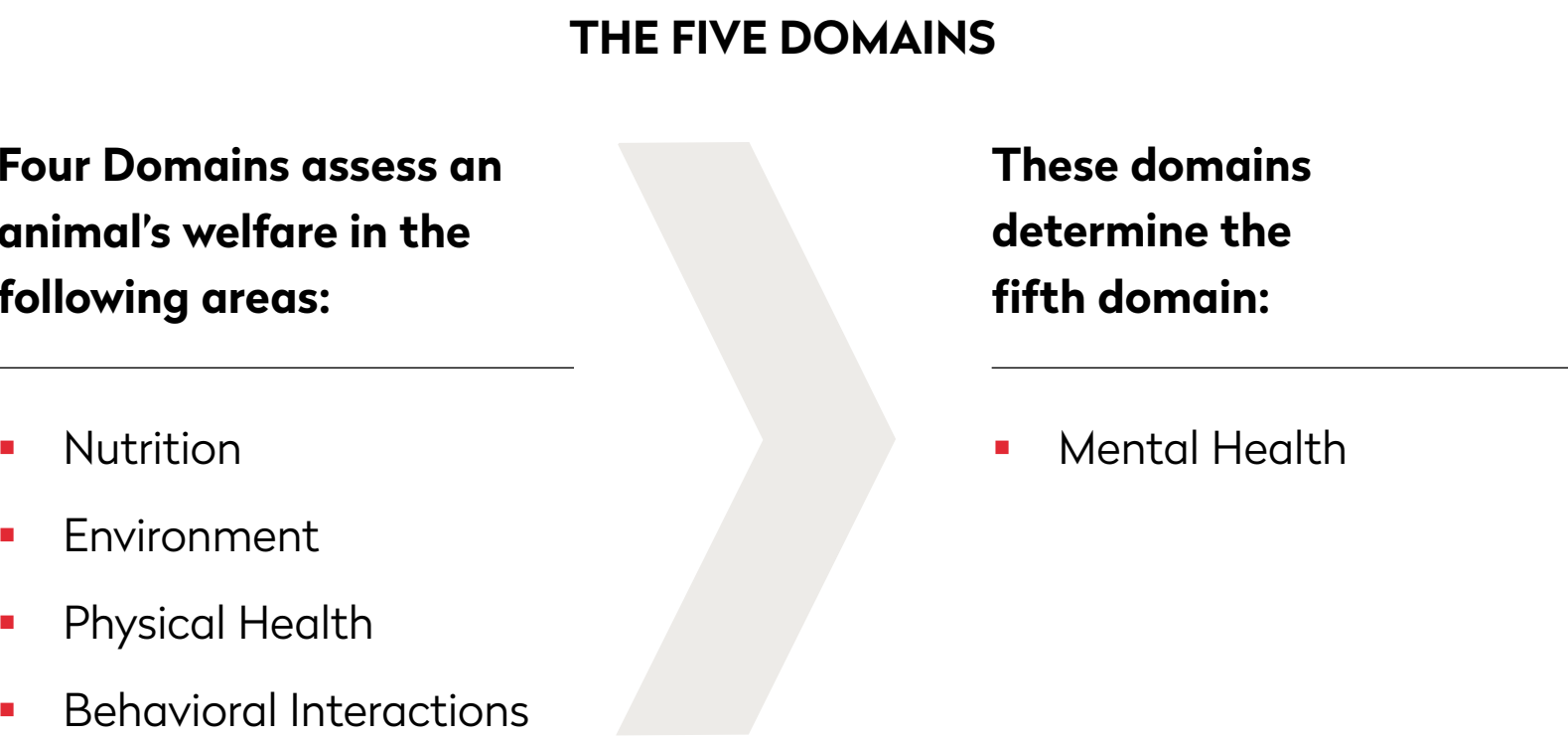
**Dr. Dan U. Thomson**  
Professor of Animal Science,  
Iowa State University  
*(Member since July, 2021)*



# The Five Domains

In 2022, guided by the expertise of our Animal Health and Welfare Advisory Council, we transitioned from the Five Freedoms to the Five Domains, a structure we consider to be more comprehensive. Informed with the learnings and debates of the scientific community, our adoption of the Five Domains aligns with our current approach and allows for evolution in this area, which is necessary for continuous improvement in welfare standards.

We support efforts by our suppliers to strive towards improvements in how animals are cared for. Our commitment to animal health and welfare in the Applebee’s and IHOP supply chains is guided by the **Five Domains Model**, a science-based approach to assessing animal welfare that recognizes that animals experience feelings that range from negative to positive. The model emphasizes the importance of a positive mental state, which is collectively determined by the domains.



# Antibiotics and Antimicrobials

We support animal health and well-being practices that reduce, and where possible, eliminate the need for antibiotic therapies in food animals. Antibiotics are important veterinary medical tools to prevent, control and treat disease in herds or flocks. We continue to partner with our suppliers as they develop antibiotic stewardship programs aligned with the principles described [here](#). We will also continue our engagement with all suppliers to

reduce the use of medically important antibiotics in each of our meat supply chains to promote animal, human and ecosystem health; the use of medically important antibiotics for growth promotion is prohibited in our supply chain.

As we advance and continue to improve our animal health and welfare approach, supply chain and tracking information and calculations are subject to change. Since the release of the 2021 ESG Report, we have reauthenticated our Antibiotics and Antimicrobials statement with our supplier partners.

# Aquaculture

We seek to procure seafood from suppliers who are members of the Global Seafood Alliance, and who are certified through Best Aquaculture Practices (BAP) or Best Seafood Practices (BSP).

# Beef and Dairy

We only source from suppliers who are committed to responsibly raising and processing beef/dairy cattle and employ licensed veterinarians for animal health oversight. Beef products within our supply chain come from harvest facilities that meet or exceed the NAMI (North America Meat Institute) guidelines. We support and encourage all farmers, ranchers and dairymen that are part of the Dine Brands supply chain to be certified through Beef Quality Assurance (BQA) and Beef Quality Assurance Transportation (BQAT) or follow the guidelines of Farmers Assuring Responsible Management (FARM).

# Broilers

We only source from suppliers who are committed to responsibly raising and processing chickens. This means that the chickens in our supply chain are monitored by licensed veterinarians and raised and managed by people trained in animal health and welfare. Our suppliers meet or exceed the National Chicken Council (NCC) standards for animal care and handling.



Photo courtesy of Cargill, Inc.

**ANIMALS RAISED IN THE U.S. WITHOUT THE USE OF MEDICALLY IMPORTANT ANTIBIOTICS IN 2022, AS SOURCED FOR DINE BRANDS RESTAURANTS<sup>1</sup>**

**79%**  
OF BEEF

**97%**  
OF SOWS

**97%**  
OF BROILERS

<sup>1</sup> As of December 31, 2022, based on supplier-reported information. Excludes treatment of sick and injured animals or controlling an identified disease outbreak under veterinary supervision.



## Cage-Free Eggs

We are committed to a U.S. egg supply by the end of 2025 that is derived 100% from hens housed in a cage-free environment and are aiming to have at least 33% of our egg supply chain cage-free by the end of 2023, 66% by the end of 2024 and 100% by the end of 2025. We achieved and surpassed our goal of 20% cage-free eggs for 2022 with a total of 22.3% at end of year.

In Latin America, we are committed to 100% cage-free by the end of 2025 upon supplier availability and consumer affordability.

Cage-Free Egg Supply 2022 Progress and Targets <sup>1</sup>	
2022	22.3% <sup>2</sup>
2023	33%
2024	66%
2025	100%

<sup>1</sup> End-of-year targets.  
<sup>2</sup> Percentage achieved as of December 31, 2022.  
<sup>3</sup> As of December 31, 2022, based on supplier-reported information.  
<sup>4</sup> Gestation Crate-Free is part of the Group Housing number.  
<sup>5</sup> Our 2021 ESG Report erroneously stated that the portion of our pork supply raised gestation crate-free was 14%. The correct number for 2021 was 17%.



“We are committed to a U.S. egg supply by the end of 2025 that is derived 100% from hens housed in a cage-free environment ...”

## Sow Group Housing

Dine Brands is committed to sourcing pork products for our domestic Applebee’s and IHOP restaurants from suppliers who utilize group housing systems. As of December 2022, 40% of the pork supply came from suppliers who use group housing systems, though not all pigs from these suppliers are raised in a group housing setting due to the variations in practices at individual farms. The percentage of group housed pork decreased from 2021 due to supply chain disruptions. We will continue to monitor this goal and the industry direction to make progress towards increasing the percentage of pork from suppliers who use group housing systems. We request suppliers to provide annual progress on their efforts to comply with our plans. We prioritize collaboration with our vendor partners to promote animal health and welfare.



Housing of  
Pork Supplied to  
Dine Brands in 2022

40%  
SUPPLY SOURCED FROM  
SUPPLIERS WHO UTILIZED  
GROUP HOUSING<sup>3, 4</sup>

14%  
SUPPLY RAISED  
GESTATION CRATE-FREE<sup>3, 5</sup>

Photo courtesy of Smithfield Foods, Inc.



# Working Toward a More Sustainable Supply Chain

We are working with suppliers who are committed to their own social and environmental standards as well as ours. Through collaboration, we make sustainability more feasible for us all.

Our Supplier Quality Program helps maintain the quality of products supplied to Applebee's and IHOP. Among other things, it requires suppliers to adhere to a **Supplier Code of Conduct** that provides expectations and guidelines for doing business with us and our subsidiaries. Applebee's and IHOP Culinary teams, along with Dine Quality Assurance, work with our purchasing partner, Centralized Supply Chain Services, to vet suppliers. Our Supplier Code of Conduct supports our vetting process.

## Choosing Suppliers Who Share Our Values

To us, sustainable sourcing also means working with suppliers who consider the environmental and social impact of their farming activities. Purchasing reliably sourced ingredients ensures that we buy agricultural produce and meat from those who share our commitment to environmental awareness. It also encourages support for social equity and solid management practices.

## Bewley's North America Rainforest Alliance Certified Coffee Served at Flip'd

Flip'd by IHOP House and French Roast and IHOP's Cold Brew are procured from specialty roaster Bewley's North America, which sources coffee beans that are Rainforest Alliance Certified. Rainforest Alliance is an international non-profit working to protect farmers, forests and forest communities, and to help farmers mitigate and adapt to the climate crisis — while also certifying a great-tasting, sustainable cup of coffee.

## Smithfield Foods, Inc. Capturing Emissions to Produce Renewable Natural Gas

Smithfield Foods, Inc., the world's largest pork producer, supplies pork to Applebee's and IHOP restaurants. Smithfield Renewables is harnessing methane gas from animal waste to heat homes and reduce emissions impact. Smithfield has been on the forefront of innovative environmental management practices for more than two decades and has been adding anaerobic digesters to company-owned operations since 2018. These systems capture natural emissions from manure and convert them to pipeline-quality, low-carbon renewable gas (RNG). As of 2022, 100 digesters are in operation to produce approximately one million dekatherms of RNG per year, which is primarily fed to existing pipelines and grids



Lawrence, Kansas



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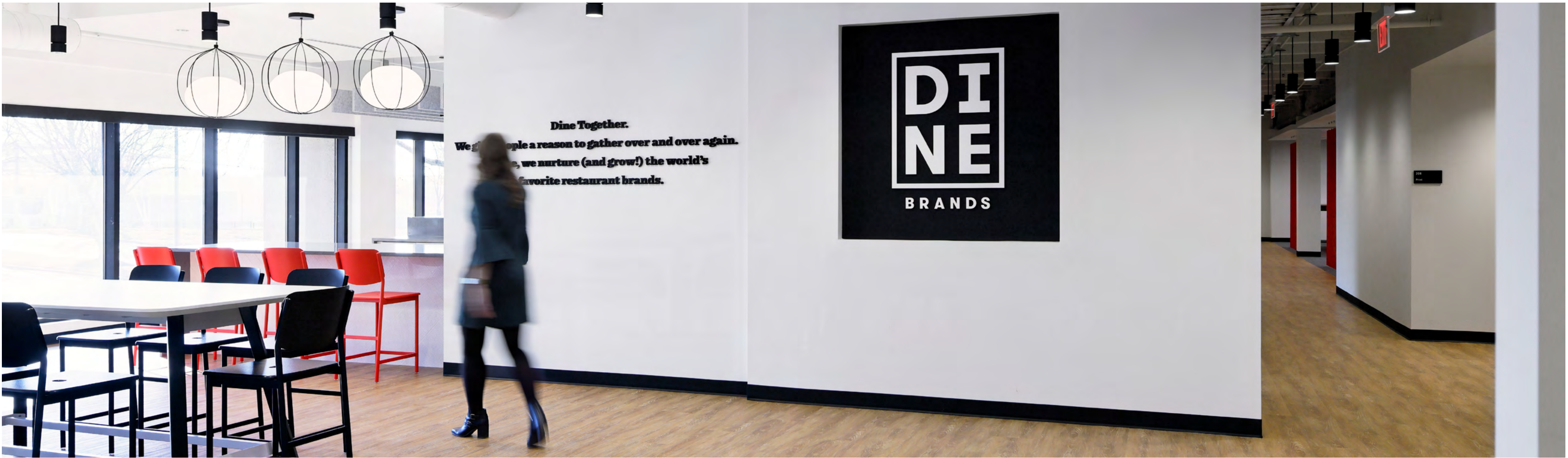
## Being Good Corporate Citizens

Every business has a responsibility to society and the world. Ours is rooted in our commitment to ESG initiatives and a Global Code of Conduct that requires transparency and accountability in our business practices and daily interactions with team members, franchisees and stakeholders as we strive to achieve a better quality of life for all in the communities we serve.

*Kansas City Restaurant Support Center (RSC)  
Leawood, Kansas*







Kansas City Restaurant Support Center (RSC)  
Leawood, Kansas

## Board Support for ESG Initiatives

With our Board of Directors’ oversight, our Executive Leadership Team sets the standard for our commitment to transparency. CEO John Peyton and Dine Brands executives exemplify Dine Brands’ responsibility as a good corporate citizen by aligning our business with ESG practices and accountability and moving quickly to comply with evolving ESG disclosure standards.

## Promoting Transparency

Transparency in reporting our goals, targets, actions and progress keeps us accountable to our franchisees, team members, communities, suppliers, investors and all stakeholders. Being accountable motivates us to continually improve as we strive to make positive environmental and social impacts while increasing our value as a company.

## Acting Ethically

We emphasize personal integrity and honesty for our Board of Directors, CEO and team members. Our Global Code of Conduct serves to help all team members understand and follow our policies regarding safe, ethical and socially responsible business conduct. We also require compliance with all legal requirements in the countries where we operate.

“  
We emphasize personal integrity and honesty for our Board of Directors, CEO and team members.”



## Maintaining Board Oversight

The Dine Brands Board of Directors brings diverse experiences to their roles in reviewing and overseeing our company’s policies, goals, strategies, actions and progress. Each of the Board’s committees has oversight responsibilities for topics related to ESG, including:

### Nominating and Corporate Governance Committee

Oversees Dine Brands’ corporate social responsibility, sustainability and philanthropy, and all other matters related to our participation as a global corporate citizen.

### Compensation Committee

Responsibilities include compensation and employee benefit plans and practices and monitoring of program progress pertaining to Dine Brands’ organizational culture, diversity and inclusion.

### Audit Committee

Responsible for assisting the Board of Directors with oversight of the integrity of Dine Brands financial statements, compliance with legal and regulatory requirements, and preparation of required disclosures under applicable Securities and Exchange Commission rules and regulations. Responsibilities also include risk assessments of food safety and quality assurance, along with information technology and cyber risk management.

## Cyber Risk Management

To protect Dine Brands data and information, our cyber risk management process continuously identifies and assesses threats, vulnerabilities and impact of risks to the Dine Brands network and systems.

Protection of financial and personal information is a high priority. We continually focus on enhancing our cybersecurity capabilities, educating team members on cybersecurity and managing our cyber risks. We also participate in annual audits to verify that measures are in place to protect our financial data and employees’ personal information.

## Risk Assessment and Mitigation

Our **Enterprise Risk Management** (ERM) team confers with company-wide risk owners who report on inherent and residual risks within our enterprise and their risk mitigation strategies. The ERM team reports its findings quarterly and annually to the Board of Directors, which reviews the risks and progress made on their mitigation.



Glendale Restaurant Support Center (RSC)  
Glendale, California





Eatin' Good in  
the Neighborhood®

# SASB Index

## Restaurant Industry SASB Disclosures

In reporting our environmental, social and governance (ESG) progress, we adhere to the Sustainability Accounting Standards Board (SASB) restaurant-industry disclosure topics and accounting metrics. Currently, our disclosures include data for 69 Dine Brands-owned restaurants prior to their sale in October 2022, and 1,053 U.S. franchise locations (representing approximately 33% of domestic franchise restaurants), unless otherwise noted.

Kansas City Restaurant Support Center (RSC)  
Leawood, Kansas



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DISCLOSURE TOPIC	ACCOUNTING METRIC	RESPONSE	SASB CODE
Energy Management	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable electricity	For total energy consumed and % of grid electricity, see <a href="#">Planet   Conserving Energy Restaurant-Wide</a> .  In 2022, Dine Brands used 0% renewable energy.	FB-RN-130a.1
	Water Management	(1) Total water withdrawn, including percentage in regions with High or Extremely High Baseline Water Stress (2) Total water consumed, including percentage in regions with High or Extremely High Baseline Water Stress  We can provide no insight into water withdrawn and % water withdrawn in regions with High or Extremely High Water Stress.  For total water consumed and % of water consumed in regions with High or Extremely High Baseline Water Stress, see <a href="#">Planet   Monitoring and Reducing Water Use</a> .	FB-RN-140a.1
Food & Packaging Waste Management	(1) Total amount of waste (2) Percentage food waste (3) Percentage diverted	For total amount of waste and % diverted from landfills, see <a href="#">Planet   Reducing Food Waste and Responsible Sourcing</a> .  Percentage of food waste is not available.	FB-RN-150a.1
	(1) Total weight of packaging (2) Percentage made from recycled and/or renewable materials (3) Percentage that is recyclable, reusable and/or compostable	For total weight of packaging see <a href="#">Planet   Reducing Food Waste and Responsible Sourcing</a> .  Information is not available at this time for percentage made from recycled and/or renewable materials. It is estimated that the recycling rate is 32%, per US average. Updates in calculations and tracking are expected in the future.	FB-RN-150a.2
Food Safety	(1) Percentage of restaurants inspected by a food safety oversight body (2) Percentage receiving critical violations	100% of our restaurants operate in areas that are subject to routine health department inspections at least once a year per jurisdictional regulations. Variations in inspection frequency continue to occur due to COVID-19. If a restaurant receives a critical violation, it is corrected immediately. In addition to routine health inspections, the company also engages with a third-party food safety evaluation vendor to inspect our restaurants. These occur at least twice a year in our domestic locations and one or more times per year internationally.	FB-RN-250a.1
	(1) Number of recalls issued (2) Total amount of food recalled	In 2022, the FDA initiated one food recall that affected IHOP or Applebee's restaurants. We removed the recalled products with limited impact on our business.	FB-RN-250a.2
	(1) Number of confirmed foodborne illness outbreaks (2) Percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	We had zero confirmed foodborne illness outbreaks and no U.S. Centers for Disease Control and Prevention (CDC) investigations in 2022.	FB-RN-250a.3



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DISCLOSURE TOPIC	ACCOUNTING METRIC	RESPONSE	SASB CODE
Nutritional Content	(1) Percentage of meal options consistent with national dietary guidelines (2) Revenue from these options	Dine Brands provides guidance on nutritional, allergen and dietary preferences using our own nutrition, allergen and vegetarian guides on our websites. Both Applebee's and IHOP provide online nutrition calculators that can be used to determine nutritional information on guest meal choices. Applebee's offers the Under 600 menu options and notates gluten-sensitive menu items. At IHOP, turkey bacon, egg whites, plant-based patties and protein pancakes are available for guests. Flip'd by IHOP also offers a plant-based egg in addition to turkey bacon, egg whites and plant-based patties. To better accommodate guests with various health and lifestyle choices, IHOP notes gluten-friendly pancakes and waffles, and both IHOP and Flip'd by IHOP note vegetarian menu items.	FB-RN-260a.1
	(1) Percentage of children's meal options consistent with national dietary guidelines for children (2) Revenue from these options	Applebee's participates in the Kids Live-Well Program in partnership with the National Restaurant Association, which sets nutritional standards for kids' menus. At IHOP, guests are able to make healthier choices like turkey bacon, egg whites and protein-pancakes, or dietary substitutions like gluten-friendly pancakes or plant-based patties.	FB-RN-260a.2
	(1) Number of advertising impressions made on children (2) Percentage promoting products that meet national dietary guidelines for children	Dine Brands, Applebee's and IHOP do not market to or target children in their advertising.	FB-RN-260a.3
Labor Practices	(1) Voluntary turnover rate for restaurant employees (2) Involuntary turnover rate for restaurant employees	<p>As of the end of 2022, our business model was more than 99% franchised. Dine Brands' subsidiaries operated 69 company-owned restaurants in North Carolina and South Carolina until their sale in October 2022, with the remaining restaurants owned and operated by independent franchisees and licensees under agreements with Dine Brands or its affiliates. Each independent franchisee is responsible for its own businesses as well as decisions involving people, operations and hiring practices.</p> <p>From January–October 2022, across our 69 company-owned restaurants in North Carolina and South Carolina there was 204% voluntary and 37% involuntary turnover for restaurant employees. We believe these figures were impacted by COVID-19.</p>	FB-RN-310a.1
	(1) Average hourly wage, by region (2) Percentage of restaurant employees earning minimum wage, by region	From January-October 2022 at company-owned restaurants, the average hourly wage for tipped and non-tipped employees was \$12.19. As of October 25, 2022, 49% of hourly restaurant employees earned minimum wage before tips.	FB-RN-310a.2
	Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations (2) employment discrimination	In 2022, Dine Brands and our company-owned restaurants did not incur any losses related to labor law violations and recorded zero losses related to discrimination claims.	FB-RN-310a.3



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Supply Chain Management & Food Sourcing	Percentage of food purchased that (1) meets environmental and social sourcing standards (2) is certified to meet third-party environmental and/or social standards	Dine Brands supports seafood suppliers who are Best Aquaculture Practices (BAP) certified. Our suppliers meet and exceed the National Chicken Council (NCC) standards for animal care and handling as well as undergoing routine third-party audits by an approved audit agency. Our dairy suppliers participate in National Dairy FARM programs. Many of our suppliers are aligned with social standards such as the Sedex Members Ethical Trade Audit (SMETA).	FB-RN-430a.1
	Percentage of (1) eggs that originated from a cage-free environment (2) pork that was produced without the use of gestation crates	For % of eggs that originate from cage-free environments, see <a href="#">Food   Animal Health and Welfare</a> . Dine Brands is committed to sourcing pork products from suppliers who utilize group housing systems for both Applebee's and IHOP in the U.S. We continue to collaborate with our vendor partners to promote animal health and welfare. For % of pork that was produced without the use of gestation crates, see <a href="#">Food   Animal Health and Welfare</a> .	FB-RN-430a.2
	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	For our strategy for managing environmental and social risks in our supply chain, see <a href="#">Food   Working Toward a More Sustainable Supply Chain</a> .	FB-RN-430a.3
Restaurants and Employees	Number of (1) company-owned (2) franchise restaurants	For our total number of company-owned and franchisee-owned restaurants, see <a href="#">Our Business   Dine Brands Global</a> .	FB-RN-000.A
	Number of employees at (1) company-owned locations (2) franchise locations	As of the end of 2022, we had zero Applebee's or IHOP company-owned restaurant employees.  Each independent franchisee is responsible for its own businesses as well as decisions involving people, operations, employment and hiring.	FB-RN-000.B



## Forward-Looking Statements

Statements contained in this ESG Report may constitute forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. You can identify these forward-looking statements by words such as “may,” “will,” “would,” “should,” “could,” “expect,” “anticipate,” “believe,” “estimate,” “intend,” “plan,” “goal” and other similar expressions. These statements involve known and unknown risks, uncertainties, and other factors, which may cause actual results to be materially different from those expressed or implied in such statements. These factors include, but are not limited to: uncertainty regarding the duration and severity of the ongoing COVID-19 pandemic (including the emergence of variant strains) and its ultimate impact on our business; general economic conditions, including the impact of inflation; our level of indebtedness; compliance with the terms of our securitized debt; our ability to refinance our current indebtedness or obtain additional financing; our dependence on information technology; potential cyber incidents; the implementation of restaurant development plans; our dependence on our franchisees, including any insolvency or bankruptcy; credit risks from our IHOP franchisees operating under our previous IHOP business model in which we built and equipped IHOP restaurants and then franchised them to franchisees; insufficient insurance coverage to cover potential risks associated with the ownership and operation of restaurants; the concentration of our Applebee’s franchised restaurants in a limited number of franchisees; the financial health of our franchisees; our franchisees’ and other licensees’ compliance with our quality standards and trademark usage; general risks associated with the restaurant industry; potential harm to our brands’ reputation; risks of food-borne illness

or food tampering; possible future impairment charges; trading volatility and fluctuations in the price of our stock; our ability to achieve the financial guidance we provide to investors; successful implementation of our business strategy; the availability of suitable locations for new restaurants; shortages or interruptions in the supply or delivery of products from third parties or availability of utilities; the management and forecasting of appropriate inventory levels; development and implementation of innovative marketing and use of social media; changing health or dietary preference of consumers; risks associated with doing business in international markets; the results of litigation and other legal proceedings; third-party claims with respect to intellectual property assets; delivery initiatives and use of third-party delivery vendors; our allocation of human capital and our ability to attract and retain management and other key employees; compliance with federal, state and local governmental regulations; risks associated with our self-insurance; natural disasters, pandemics, epidemics, or other serious incidents; our success with development initiatives outside of our core business; the adequacy of our internal controls over financial reporting and future changes in accounting standards; and other factors discussed in this ESG Report, from time to time in the Corporation’s Annual and Quarterly Reports on Forms 10-K and 10-Q, and in the Corporation’s other filings with the Securities and Exchange Commission. The forward-looking statements contained in this ESG Report are made as of the date hereof and the Corporation does not intend to, nor does it assume any obligation to, update or supplement any forward-looking statements after the date hereof to reflect actual results or future events or circumstances.



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