



2023
ENVIRONMENTAL, SOCIAL
AND GOVERNANCE REPORT

Dine Better, Together

Contents

1

A MESSAGE FROM OUR CEO

3

ABOUT THE INFORMATION
IN OUR REPORT

4

OUR ESG STRATEGY & PRIORITIES

5

ESG Aligned with
Stakeholder Priorities

6

Materiality Matrix

7

Our ESG Commitment

8

UN SDGs Alignment

10

By the Numbers

11

OUR BUSINESS

12

Recipe for Growth

12

Our Actions and Values

13

Our Restaurant Brands

13

Fuzzy's Taco Shop

14

Our History

15

Better Together Around the World

16

Supporting Franchisees

17

Our Franchisees of the Year



People

19

Empowering Success

21

Investing in Our Team Members

22

Recruiting and Nurturing Talent

26

The People of Dine Brands

28

Philanthropy: Helping Our
Communities Thrive

31

Philanthropy: Franchisees Giving Back



Planet

35

Our Commitment to the Environment

35

Responsible Stewards of Our Planet

36

Sustainable Restaurant Design and
Operation

39

Conservation at Our New Restaurant
Support Center



Food

41

Where Community Happens

41

Innovating to Meet Guest Needs

42

Safety is a Science

43

Responsible Sourcing

45

Working Toward a More
Sustainable Supply Chain



Governance

47

Being Good Corporate Citizens

50

SASB INDEX

54

FORWARD-LOOKING STATEMENTS

A Message from Our CEO

How We Dine Better, Together

At Dine Brands, we take great pride in providing gathering places in the neighborhoods and communities we serve – places where families, friends, co-workers and neighbors know they are always welcome.

Serving our guests is an honor that comes with responsibilities. Giving back to our surrounding communities. Treating people with respect. Using natural resources with care. This report speaks to our progress and our commitment to these responsibilities. **"Dine better, together"** is how we describe our intention to combine business growth and competitive strength with our ESG commitments.

We pay close attention to how our actions affect the areas around our restaurants. We believe our business success depends on creating jobs, using energy wisely and providing food that meets the needs of our guests. Our franchisees, team members and restaurant teams care deeply about our guests, communities and each other. This care extends well beyond preparing and serving meals; it also means helping people in need, aligning with suppliers who provide food using more sustainable practices and welcoming people of all backgrounds.





John Peyton and Greg Flynn at Applebee's Franchise Leadership Conference, Las Vegas, Nevada



Our stakeholders' views and the UN SDGs reaffirm our decision to prioritize four critical areas of our business: people, planet, food and governance."

In 2022, we asked our stakeholders about the issues that are most important to them. Their responses continue to guide our efforts to operate a successful, responsible business. We also align our ESG work with the Sustainable Development Goals (SDGs) adopted by the United Nations. Our stakeholders' views and the UN SDGs reaffirm our decision to prioritize four critical areas of our business: people, planet, food and governance. In this report, we describe our ambitions in each of these areas, the progress we have made and what lies ahead.

We aim to set realistic, meaningful goals to help ensure long-term profits, and then work closely with our franchisees to achieve them. Many of our franchisees measure and report their efforts to conserve energy and water. Many also prioritize diversity in their restaurant teams and work to comply with evolving regulations that seek to combat climate change. Our franchisees integrate these responsibilities into daily operations, including menu planning, ordering supplies and investing in energy-efficient equipment. They also focus on minimizing food waste, using more sustainable packaging and supporting their communities through philanthropy and job creation.

At Dine Brands, we empower our franchisees by providing information and tools to help them operate their businesses and stay on top of emerging industry practices. This helps mitigate business risks and differentiates our brands in a highly competitive sector. Our suppliers are important partners in this effort. We select them in part because they share our values and our

desire to do better. We believe that by working together and embracing new ideas and approaches, we will remain one of the world's most loved restaurant brands.

This report also illustrates the commitment of our restaurant support centers and field teams to Dine Brands team members' individual advancement and prosperity. People, after all, are the reason we're here – to serve our guests and communities, and to contribute to the success of our team members, franchisees, investors and suppliers.

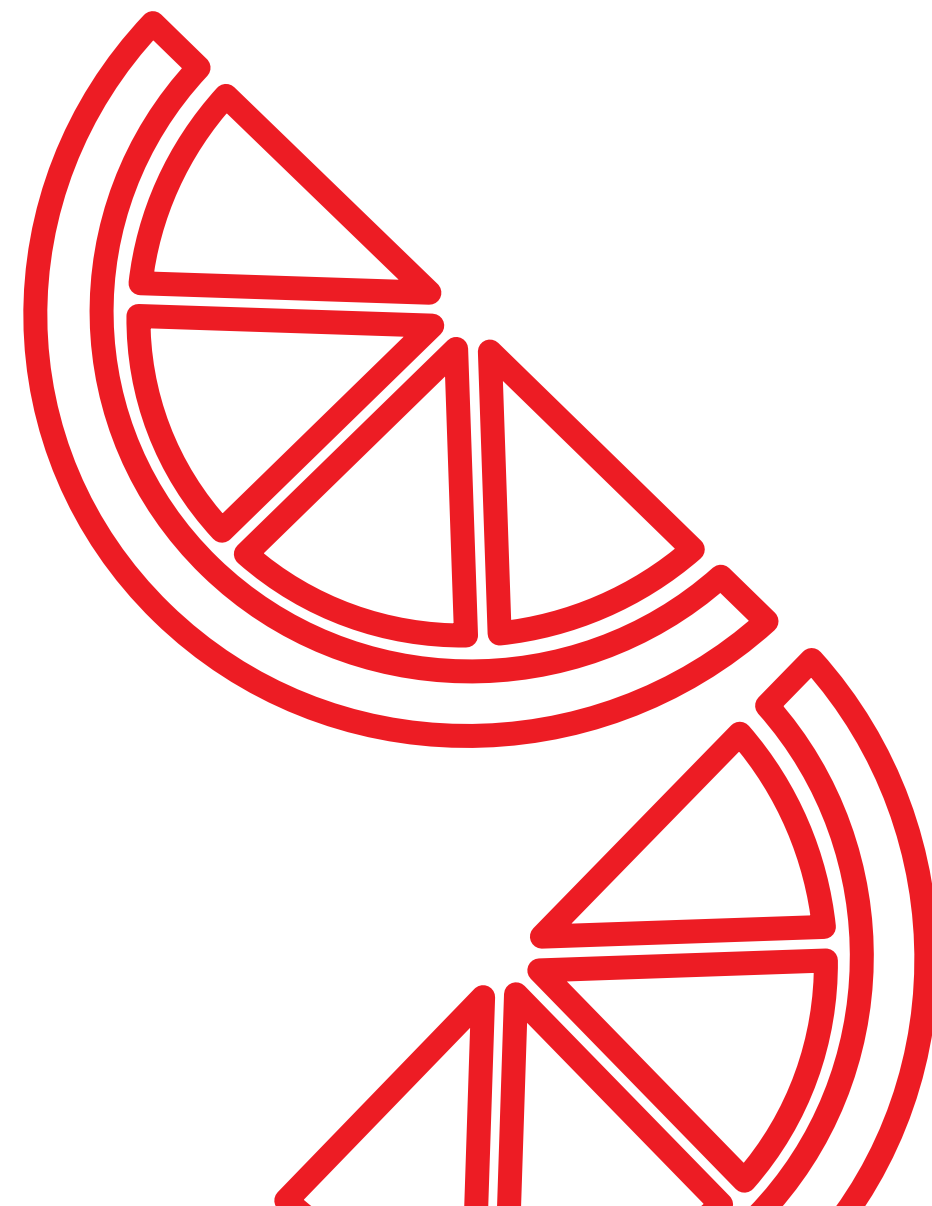
Thank you for joining us on this important and meaningful journey to **dine better, together.**

A handwritten signature in black ink that reads "John Peyton". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

John Peyton

Chief Executive Officer

About the Information in Our Report



This report covers January 1 through December 31, 2023, unless otherwise noted. In it, we disclose information based on the Restaurant Reporting Standards of the Sustainability Accounting Standards Board (SASB) that has been compiled from Dine Brands corporate operations, participating Franchisees, where applicable, and the corporate operations of our subsidiaries' brands:

- Applebee's Neighborhood Grill + Bar (Applebee's)
- Fuzzy's Taco Shop (Fuzzy's)
- International House of Pancakes (IHOP)

In 2023, independent franchisees operated all restaurants in the Dine Brands portfolio with the exception of one company-owned Fuzzy's. Not all franchisees tracked the metrics in this report or provided information to us. We continue to work toward full franchisee participation in our ESG reporting. 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.

We base data and data estimates on currently accessible information and SASB accounting metrics. Applebee's, Fuzzy's Taco Shop and IHOP inclusion in calculations is subject to availability and projects' alignment with their business operations and some calculations may be rounded. Where third parties have provided information in the report, we rely on them for the accuracy of their responses. Calculation methods may change in future reports in our use of actual collected data or by using estimations and modeling. You can find our financial data, which has been audited, and other relevant data in the Dine Brands 2023 Annual Report, on our website at <https://investors.dinebrands.com/investor-overview>.

We welcome your feedback and questions. You may contact us at esg@dinebrands.com.

Our ESG Strategy & Principles

Reducing carbon emissions

Being stewards of our planet



Serving safe honest-to-goodness food

Helping our people succeed

Helping the communities we serve

Implementing wellness programs

Celebrating our diversity

Inviting all to Dine Together

Focusing on energy conservation

ESG Aligned with Stakeholder 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 to our ESG efforts and demonstrates how our current strategy aligns with the topics identified as most important by various stakeholders. We are planning to conduct an updated Materiality Assessment, which will include Fuzzy's Taco Shop and will be published in our 2024 ESG Report.

After the conclusion of stakeholder engagements, 23 of the original 29 topics were identified 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 are plotted on the materiality matrix (following page). Each topic's placement represents its importance to stakeholders and its potential impact on our ESG efforts. The priority categories are "moderate," "high" and "very high." "Very high" topics (upper right of matrix) are areas stakeholders viewed as in need of the most immediate attention and that they believed 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

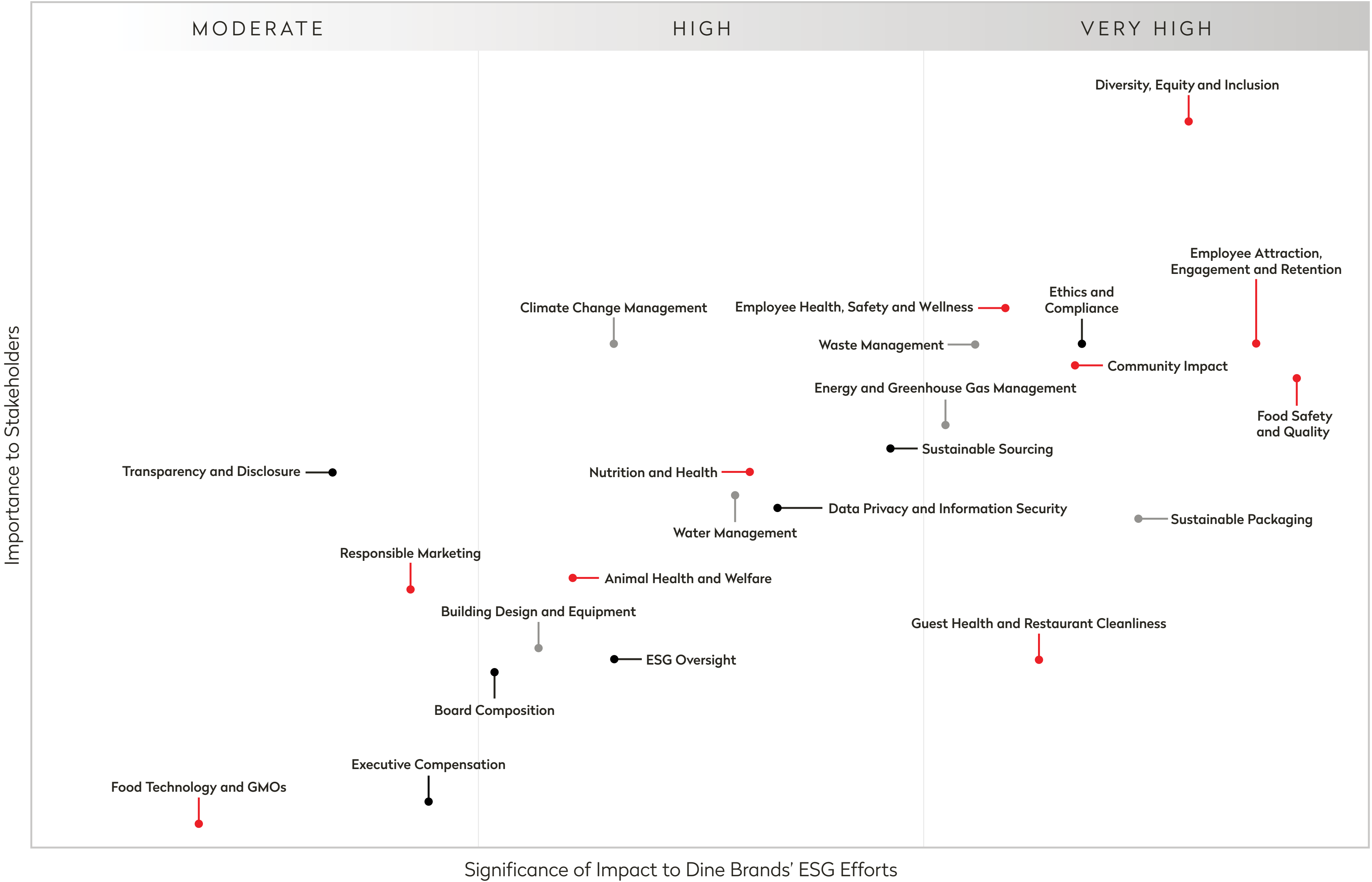
We interviewed Dine Brands executives and members of the Board of Directors and surveyed our team members.



Applebee's Franchise Conference, Las Vegas, Nevada

Materiality Matrix¹

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



¹ 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

Like everything we do at Dine Brands, our ability to **dine better, together** depends on collaboration among our stakeholders. Our guests, team members, franchisees, shareholders and leadership all play a role in determining and achieving our goals. These shared commitments allow us to contribute to our communities and a more sustainable planet. We focus our actions in four areas, as shown to the right.



People

Empowering our teams by:

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

Ensuring that our communities thrive by:

- Promoting food security.
- Supporting 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

Within our focus areas of people, planet, food and governance, our strategy is informed by the findings of our Materiality Assessment and their alignment with the [United Nations Sustainable Development Goals \(SDGs\)](#). The United Nations has adopted 17 SDGs as part of its 2030 Agenda for Sustainable Development, which seeks to tackle climate change, improve health and education, reduce inequality and spur economic growth. All 17 UN SDGs inform Dine Brands' ESG efforts, but those listed most closely align with our focus areas for immediate actions. In 2023, we added UN SDG #5 to the list: "Achieve gender equality and empower all women and girls." This addition reflects our ongoing commitment to equality in the workplace.

Following are details of our 2023 work to align with these six UN SDGs. Some are new efforts that began this year; others are longstanding initiatives that we continued in 2023.

We recognize that there is always more work to be done to achieve these goals. At the end of the People, Planet and Food sections of this report, we highlight future initiatives under the title "Looking Ahead."

¹ Does not include soft drinks, limited time menu offers, optional menu items, and some local franchisee menu items.



UN SDG #2

End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

Dine Brands focus: Source ingredients from suppliers that utilize sustainable practices; operate efficiently to avoid waste; donate unneeded food to support communities.

2023 HIGHLIGHTS

- Continued partnerships with suppliers and farmers that prioritize soil health through conservation tillage, cover crops, nutrient management, promoting biodiversity and water stewardship through irrigation efficiency.
- Donated 8.4 metric tons of food from RSCs to philanthropic partners to support communities and divert from landfills.
- Added information on sesame to Applebee's, Fuzzy's and IHOP allergen guides. Updated online Vegan and Vegetarian menu guides for Applebee's and IHOP.
- Eliminated high fructose corn syrup (HFCS) entirely from the IHOP core food menu¹. Removed HFCS from syrups in 2022.
- Applebee's continued its participation in the Kids LiveWell 2.0 Program, which sets nutritional standards for kids' menus.
- Fuzzy's relaunched its partnership with No Kid Hungry®. Since 2014, Fuzzy's has raised more than \$627,000 for No Kid Hungry®.



UN SDG #3

Ensure healthy lives and promote well-being for all at all ages.

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

2023 HIGHLIGHTS

- Heidi Fund and Dine Brands Foundation supported our communities and provided \$6,500 in financial assistance to team members and peers who experienced a financial crisis due to a catastrophic life event.
- Applebee's raised more than \$1.7M for Alex's Lemonade Stand Foundation.
- Dine Brands Foundation and team members donated to TMRG-selected organizations such as the Trevor Project and Boys and Girls Clubs in Kansas City and Pasadena.
- IHOP Franchisees continued to support local charities around the world on National Pancake Day.

Top: Fuzzy's team Embrace All Day, North Texas Food Bank
Bottom: Pasadena RSC team members, Alex's Lemonade Stand support





UN SDG #5

Achieve gender equality and empower all women and girls.

Dine Brands focus: Implement programs and update policies to increase opportunities and decrease barriers for women in the workforce.

2023 HIGHLIGHTS

- Continued our alliance with Women's Foodservice Forum (WFF) and Women in Technology International (WITI).
- Continued offering Embrace All Day to give team members nine hours paid time off to volunteer for a philanthropic activity and/or celebrate a day of personal cultural importance, such as International Women's Day.
- Continued team member benefits to include childcare and travel-related expenses if services affected by the Supreme Court's Dobbs decision are unavailable in the team member's home state¹.



UN SDG #8

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Dine Brands focus: Offer meaningful work and development opportunities.

2023 HIGHLIGHTS

- IHOP awarded \$40,000 in employee scholarships from the Bob Leonard Scholarship Fund, founded in 2011.
- Applebee's Bill Palmer Legacy Scholarship awarded \$420,000 in scholarships, founded in 2021.
- Continued Summer Internship Program for current college and university students.
- Designated Juneteenth an official company holiday.
- Enhanced team member benefits for parents of newborns, who may now be eligible to receive up to 90 days of remote work, an initiative driven by the Women@Dine TMRG.
- Dine Brands named Great Place to Work® Certified™ based on team member evaluations.
- Dine Brands named to the *Newsweek* 2024 List of America's Greatest Workplaces for Diversity.
- Dine Brands named to 2024 List of Best Places to Work in IT by *Computerworld*.



UN SDG #12

Ensure sustainable consumption and production patterns.

Dine Brands focus: Increase energy conservation and decrease food waste at restaurants.

2023 HIGHLIGHTS

- Utilized LEED-certified buildings for our RSCs² in Glendale and Pasadena.
- Donated 5.2 metric tons of food on behalf of our brands to divert waste from landfills.
- Saved 1.2 billion gallons of water annually, on average, via ConserveWell® Dipper Wells at participating Applebee's and IHOP U.S. locations³.
- Transitioned 11M Applebee's gift cards from plastic to paper stock certified by the Forest Stewardship Council (FSC).
- Achieved 100% EPS-free⁴ at Applebee's and IHOP, including to-go packaging, one year ahead of target.
- Transitioned 48M pieces of IHOP to-go packaging away from carbon black pigment, which prevented the containers from being recycled.



UN SDG #13

Take urgent action to combat climate change and its impacts.

Dine Brands focus: Work with our vendors and franchisees to reduce carbon emissions.

2023 HIGHLIGHTS

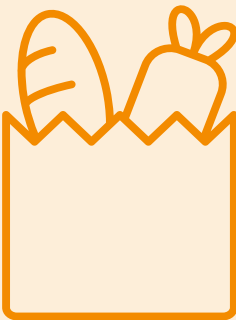
- Maintained approved kitchen equipment lists for Applebee's and IHOP to identify energy efficient equipment, including ENERGY STAR certified products, as part of the brands' equipment replacement strategy, as updated in 2022.
- Offered Impossible™ Burger at Applebee's and made plant-based burgers and sausages available at IHOP throughout the U.S., saving 3,538 metric tons of CO₂e⁵.
- Launched coffee pod recycling at Pasadena RSC. Continued RSC paper recycling program and cooking oil recycling.
- Saved 800 metric tons of CO₂e⁶ by using Ecolab in-restaurant cleaning solutions at participating U.S. locations.
- Conducted third party ESG/GHG Assurance Readiness in preparation for CA and SEC requirements for reporting on greenhouse gas (GHG) emissions and climate-related disclosures.

¹ Coverage may apply to team members and dependents who are enrolled in our medical plan, subject to policy limits and applicable law.
² In the first quarter of 2023, we completed our RSC move from Glendale to Pasadena.
³ As of December 31, 2023, with estimated savings of 1.2 billion gallons of water annually based on an updated 2023 average hours of operation for participating Applebee's and IHOP.
⁴ To-go packaging for both IHOP and Applebee's is 100% free from EPS (expanded polystyrene, commonly known as Styrofoam™), as of the end of 2023. Fuzzy's to-go packaging is on track to be EPS-free by the end of 2024.
⁵ As of December 31, 2023, with estimated savings calculated based on purchasing volume for Applebee's and IHOP restaurants and the consumption of these products instead of animal-based alternatives.
⁶ Estimated savings calculated for participating U.S. Applebee's and IHOP restaurants.

Dine Brands ESG by the Numbers



People



13.6

METRIC TONS OF FOOD DONATED BY OUR GLENDALE AND PASADENA¹ RESTAURANT SUPPORT CENTER, APPLEBEE'S, IHOP AND THEIR FRANCHISEES THROUGH DISTRIBUTION CENTERS IN 2023



\$1.7M

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



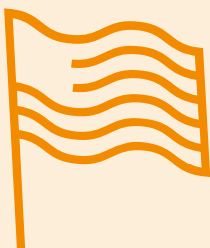
\$627,000

RAISED BY FUZZY'S SINCE 2014 TO SUPPORT NO KID HUNGRY[®]



\$708,471

RAISED BY IHOP PUERTO RICO AND MEXICO FRANCHISEES AS OF 2023 TO SUPPORT CHILDREN'S CHARITIES



565,362

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 LEADERSHIP²

32%

FEMALE

38%

PEOPLE OF COLOR

CORPORATE TEAM MEMBERS³

44%

FEMALE

46%

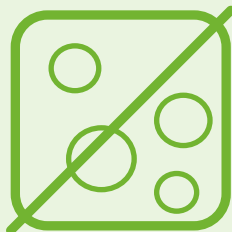
PEOPLE OF COLOR



UP TO 90

DAYS OF OPTIONAL REMOTE WORK FOR NEW PARENTS AFTER THEY RETURN FROM PAID PARENTAL LEAVE

Planet



100%

FREE OF EXPANDED POLYSTYRENE (EPS)⁴ AT APPLEBEE'S AND IHOP IN 2023



11M+

APPLEBEE'S GIFT CARDS TRANSITIONED FROM PLASTIC TO PAPER STOCK CERTIFIED BY THE FOREST STEWARDSHIP COUNCIL (FSC), REDUCING CO₂ EMISSIONS BY 222 METRIC TONS



48M

PIECES OF IHOP TO-GO PACKAGING TRANSITIONED FROM CARBON BLACK PIGMENT, WHICH PREVENTED THE CONTAINERS FROM BEING RECYCLED



Food



ANIMALS RAISED IN THE U.S. WITHOUT THE USE OF MEDICALLY IMPORTANT ANTIBIOTICS IN 2023^{5, 6}

95%

OF BEEF

97%

OF SOWS

98%

OF BROILERS



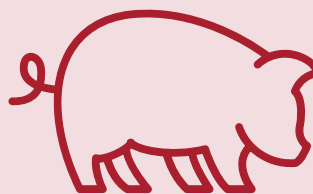
35.2%

U.S. CAGE-FREE EGG SUPPLY



50.1%

OF PORK SUPPLY SOURCED FROM SUPPLIERS WHO UTILIZED GROUP HOUSING^{5, 7}



21%

OF PORK SUPPLY RAISED GESTATION CRATE-FREE⁵

1 In the first quarter of 2023, we completed our RSC move from Glendale to Pasadena.
2 Leadership is defined as Director and above.
3 Includes one company-owned Fuzzy's Taco Shop within Corporate Team Member figure.
4 To-go packaging for both IHOP and Applebee's is 100% free from EPS (expanded polystyrene, commonly known as Styrofoam™), as of the end of 2023. Fuzzy's to-go packaging is on track to be EPS-free by the end of 2024.
5 As of December 31, 2023, based on supplier-reported information.
6 Except for treatment of sick and injured animals or controlling an identified disease outbreak under veterinary supervision.
7 Gestation Crate-Free is part of the Group Housing number; for additional explanation see [Responsible Sourcing](#).

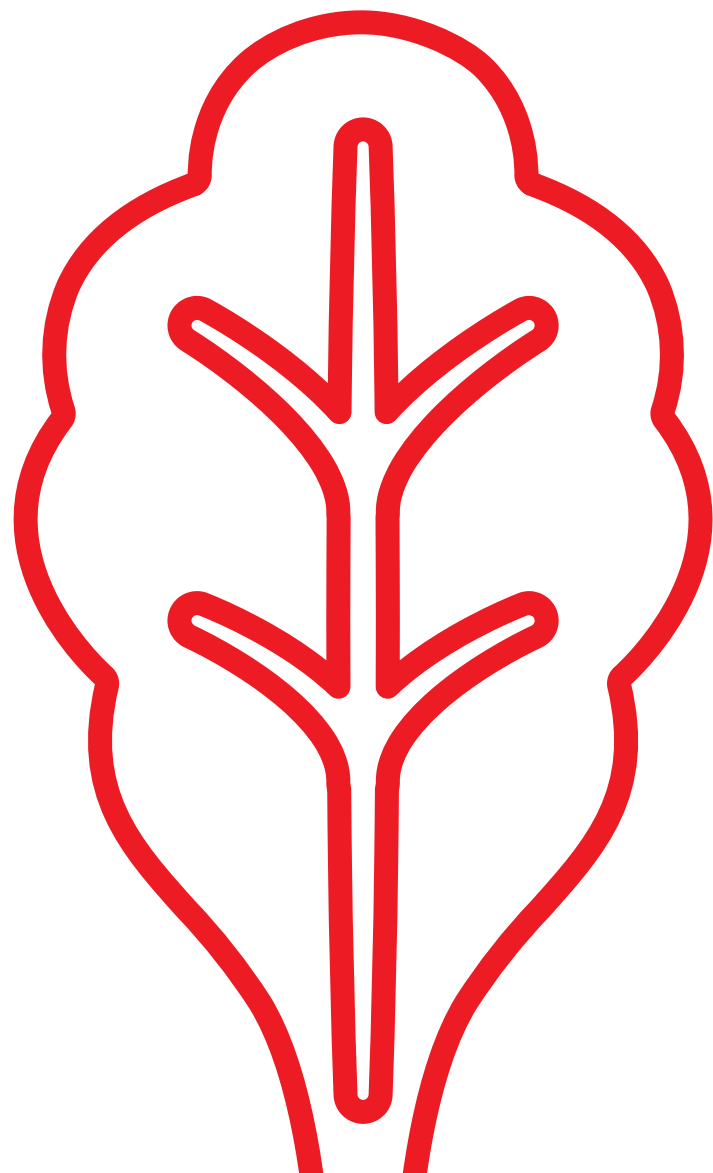
Our Business



Recipe for Growth

The Dine Brands **Recipe for Growth** represents our efforts to focus on business growth in a manner that is consistent with our values and our commitment to contribute to the communities we serve.

It includes our work to attract new guests and support our franchisees as they open new locations. In 2023, we continued to prioritize onboarding Fuzzy's and welcoming their franchisees to the Dine Brands family.



Our Actions and Values

Dine Brands' purpose is to nurture and grow some of the world's most loved restaurant brands, giving people around the world reasons to gather. We live and conduct our business in line 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

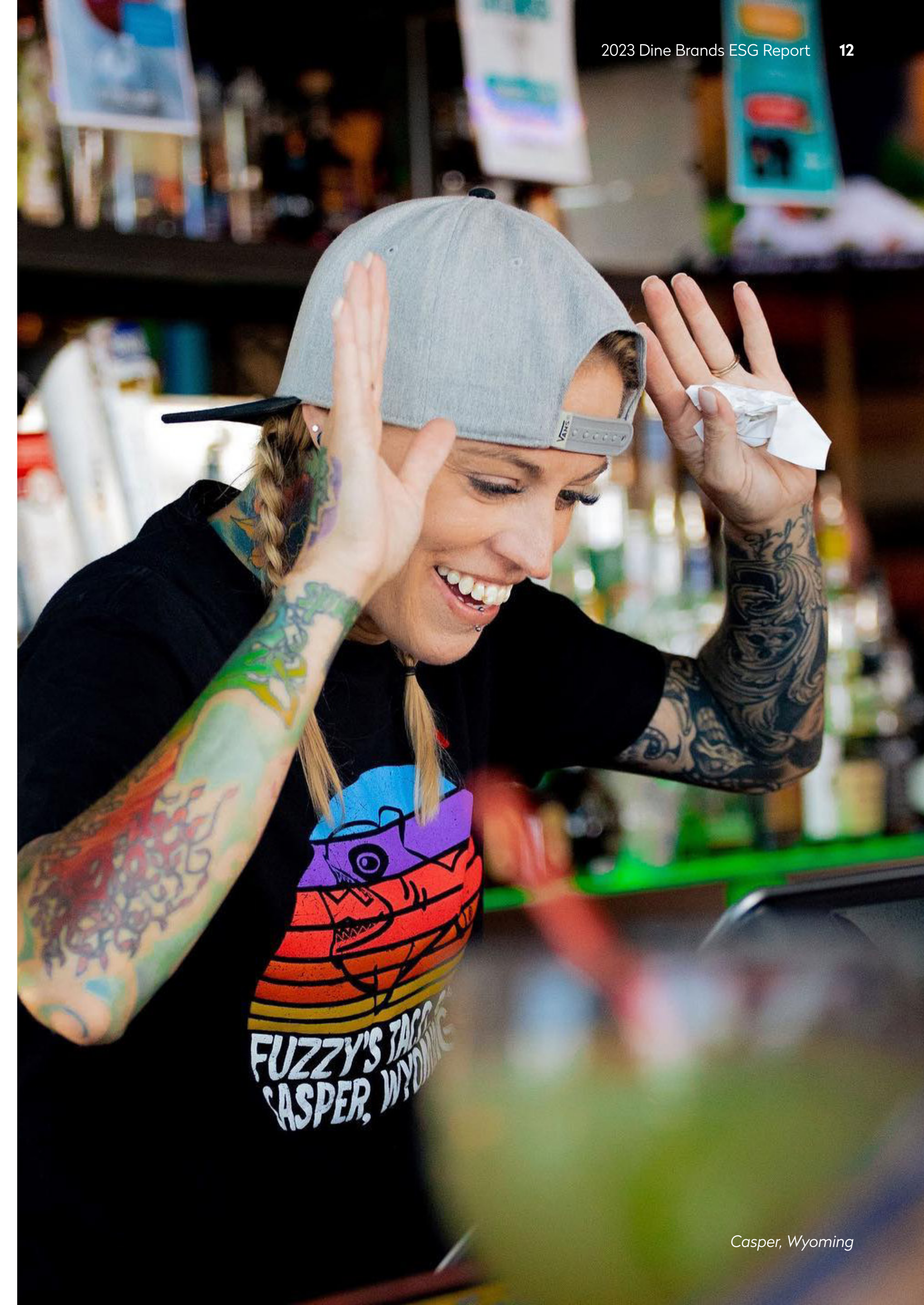
We know innovation is a catalyst for everyday improvement and long-term growth.

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.



Our Restaurant Brands

When it's time to gather with friends and family for a meal, people come to Applebee's, Fuzzy's and IHOP. In 2023, all Applebee's and IHOP restaurants were owned by franchisees and area licensees. Fuzzy's had 131 franchisee-owned restaurants and one company-owned restaurant.



Dine Brands is one of the world's largest full-service restaurant companies¹, franchising restaurants via our subsidiaries under three industry-leading brands. With headquarters in Pasadena, CA, we operate three Restaurant Support Centers (RSCs¹) in Pasadena, Greater Kansas City and Irving, Texas.

3,588

RESTAURANTS²

2

U.S. TERRITORIES

596

TEAM MEMBERS²

44

INTERNATIONAL FRANCHISEES²

50

STATES AND WASHINGTON D.C.

18

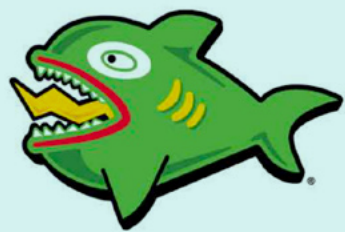
INTERNATIONAL MARKETS

310

U.S. FRANCHISEES²

3

RESTAURANT SUPPORT CENTERS²



Fuzzy's Taco Shop

The newest restaurant brand in the Dine Brands portfolio, Fuzzy's is a category innovator, offering a new twist on Mexican favorites at a value price point. Founded in 2003 in Fort Worth, Texas, Fuzzy's has 131 franchisee-owned locations and one company-owned restaurant. Their values, "Pride in Our People" and "Dish Out and Give Back," emphasize the brand's driving priority of people-centric progress, which parallels our enterprise-wide concept of **Dining Better, Together**. Fuzzy's Taco Shop has been ranked a Top Food Franchise, Top Franchise for Culture and Top Multi-Unit Franchise by *Franchise Business Review*. *Franchise Times* recognized Fuzzy's in its "Top 500 Issue." The brand also appeared in *Entrepreneur's* Franchise 500 Ranking and *Nation's Restaurant News'* "Fastest Growing Chains."



At **Applebee's** we are known for Servin' Up the Good – food, drinks, people & times – in every neighborhood with genuine hospitality that delivers value and a great experience to every guest, every time.

1,642

RESTAURANTS TOTAL,
100% FRANCHISEE-OWNED²



At **Fuzzy's Taco Shop** we ditch bad vibes and dish out good food. We're 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.

132

RESTAURANTS TOTAL,
99% FRANCHISEE-OWNED²

131

FRANCHISEE-OWNED
AND AREA LICENSED²

1

COMPANY-
OWNED²



At **IHOP**, we serve joy every day through our iHospitality culture, fostering tailored guest connections with loyalty and digital innovation, and delivering everyday value with warm and friendly service and one ingredient that is always on the menu – a smile.

1,814

RESTAURANTS TOTAL,
100% FRANCHISEE-OWNED²

¹ In the first quarter of 2023, we completed our RSC move from Glendale to Pasadena. As of report publication, the Greater Kansas City RSC team has transitioned to an entirely remote option instead of in person work. In future publications we will speak to a reduced number of RSCs, one in Pasadena and one Irving.

² Data from Dine Brands 2023 Annual Report. As of December 31, 2023.

Our History

Over the years, our team members, franchisees and their restaurant employees have helped Dine Brands grow into a network of thousands of restaurants where friends and family love to gather again and again.



1950

1958

First International House of Pancakes (IHOP) restaurant opened in Toluca Lake, CA

1969

IHOP opened the first restaurant outside of the United States in Westminister, BC



1980

1980

First Applebee's, originally named T.J. Applebee's® Rx for Edibles & Elixirs®, opened in Decatur, GA

1994

Applebee's opened the first restaurant outside of the United States in Winnipeg, MB



2000

2002

Applebee's established Heidi Fund
IHOP appointed first female President

2003

First Fuzzy's Taco Shop opened in Fort Worth, TX

2005

Applebee's began partnership with Alex's Lemonade Stand Foundation

2007

IHOP Corp. purchased Applebee's

2008

Applebee's established Veterans Day celebration

DineEquity (NYSE: DIN) formed as the parent company of Applebee's and IHOP



2010

2011

IHOP established Bob Leonard Scholarship Fund

2014

Fuzzy's began partnership with No Kid Hungry®

2015

Applebee's has specified GREENGUARD Certified building materials in all new restaurants

Applebee's moved headquarters to Glendale, CA, and joined IHOP in a LEED-certified building

2016

IHOP has specified GREENGUARD Certified building materials in all new restaurants

2018

DineEquity rebranded to Dine Brands Global



2020

2020

Dine Brands launched Team Member Resource Groups (TMRG)

2021

Bill Palmer Legacy Scholarship established

2022

Dine Brands acquired Fuzzy's
IHOP hosted inaugural Month of Giving

2023

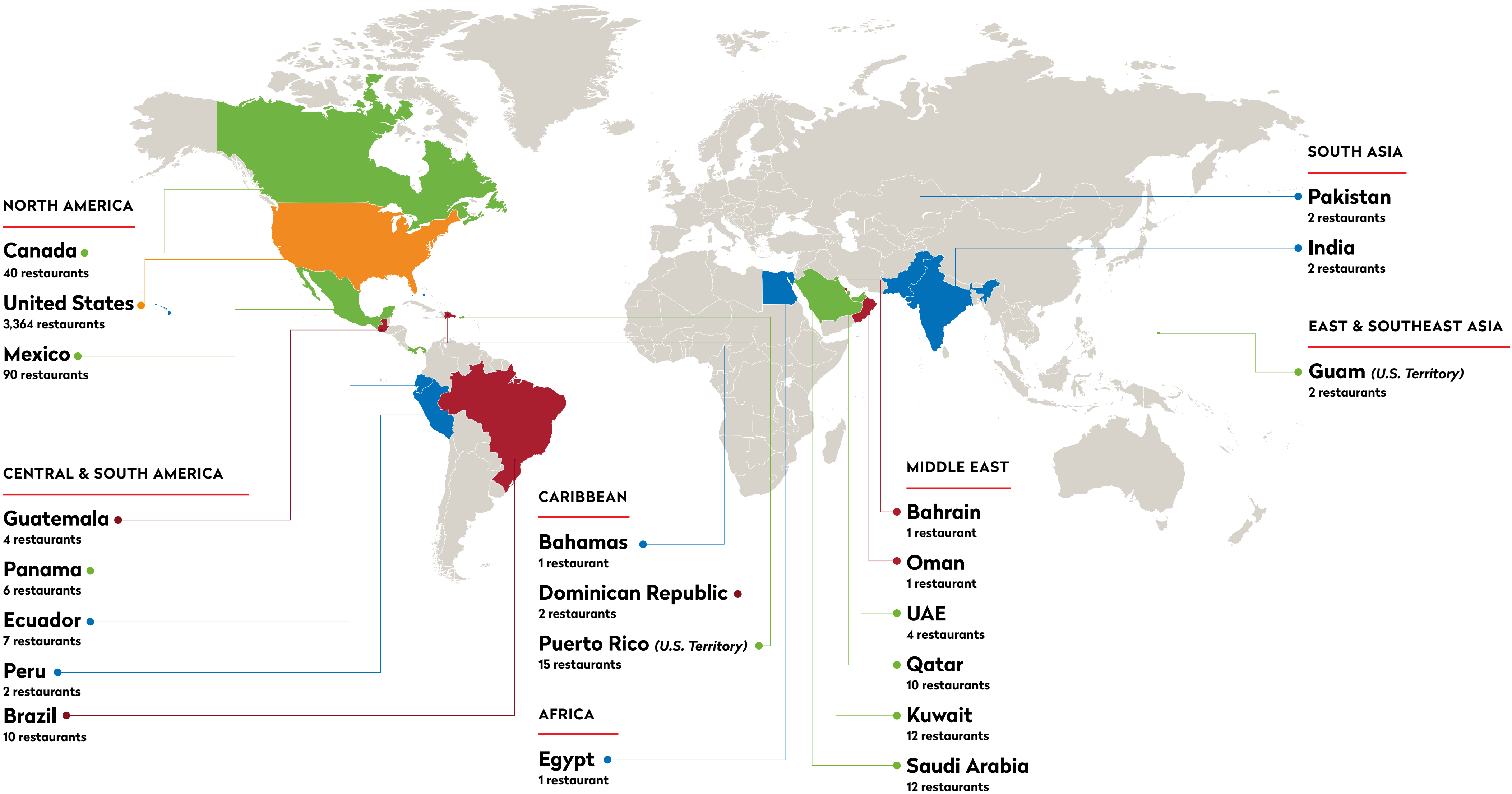
Dine Brands Global moved headquarters to LEED Gold certified building in Pasadena, CA

Dine Brands made Juneteenth official company holiday

Better Together Around the World

The joy of gathering with friends and family at a favorite restaurant is universal. In 2023, Applebee's, Fuzzy's and IHOP welcomed guests in 18 countries around the world.

- Applebee's
- IHOP
- Applebee's & IHOP
- Applebee's, Fuzzy's Taco Shop & IHOP





Dine Day on the Hill, franchise leadership and Dine Brands executives, Washington, D.C.



Women of IHOP panel session, franchisee and brand leaders, Austin, Texas

Supporting Franchisees

Dine Brands works to ensure that franchisees reach their full potential as profitable, independent business owners. Here are a few examples of the support we provide:

- Local and national assistance in advertising, construction, purchasing, technology, and government and industry relations.
- Training in operations and brand standards plus access to optional additional training and education opportunities.
- Direct engagement with Dine Brands through 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" and, in 2024, Fuzzy's "Let's Taco 'Bout It."
- Support in accessing lenders and other financial resources.

“

Dine Brands works to ensure that franchisees reach their full potential as profitable, independent business owners.”

Accolades for Our Franchisees



Dine Brands International, Applebee's and Global Franchise Awards leadership, GFA 2023, Las Vegas, Nevada.



The **Global Franchise Awards** named Applebee's **Regional Champion for the Americas** in recognition of the brand's work in the U.S., Canada and Latin America. The Global Franchise Awards also recognized IHOP as a finalist in two categories – Regional Champion for the Americas and Food/Drink – for work advancing the cause of international franchising.



The **International Franchise Association (IFA)** recognized Mark of **TEAM Schostak Family Restaurants** as **Franchisees of the Year** for his Applebee's restaurants. The IFA recognized leading franchisees who exemplify the organization's core pillars of community, workforce diversity, equity and inclusion and service to veterans.

Our Franchisees of the Year

Our franchisees are the foundation of our success. We are inspired by their commitment to giving back to their communities, building their businesses and supporting their restaurant employees. These awards celebrate exceptional efforts by Applebee's, Fuzzy's and IHOP franchisees.

APPLEBEE'S FRANCHISEE OF THE YEAR



Greg Flynn
The Flynn Group

Greg of **The Flynn Group**, Applebee's largest franchisee with 440 Applebee's restaurants throughout the U.S., earned the **2023 Applebee's Abe Gustin Franchisee of the Year Award**. The Flynn Group's "people first" culture results in manager and Team Member retention that is best in class. They continue to operate with excellence and receive top marks in restaurant assessments, while playing an integral role in their surrounding communities. Recently, they acquired Applebee's restaurants in New Mexico to add to their already impressive portfolio.

FUZZY'S FRANCHISEE OF THE YEAR



Marc Rogers
Rogers Restaurant Group

In 2023, Marc of **Rogers Restaurant Group** was named **Fuzzy's Franchisee of the Year**. Rogers owns 11 Fuzzy's locations and manages another six, all in the greater Denver metro area, and serves as President of the Franchisee Advisory Council. Marc's restaurants boast some of the highest sales volumes in the company, including the location that set the system sales record in 2022. He has built a strong team of operators who share his vision of success. They understand the value of being involved with projects early in the process and frequently provide useful feedback to support successful systemwide launches.

IHOP FRANCHISEE OF THE YEAR



Susan Mendenhall
Mendenhall Restaurants

Susan of **Mendenhall Restaurants** was recognized as **IHOP Franchisee of the Year** in 2023 and became the first woman to win the award twice. In addition to her leadership role for two IHOP restaurants in Tri-Cities, WA, she serves on IHOP's Franchisee Leadership and Menu committees, acting as a voice for the broader franchisee community on the brand's strategy and menu direction. Susan led her locations to impressive double-digit positive traffic and sales growth in 2022 and is known for mentoring team members on their path to becoming General Managers.

INTERNATIONAL FRANCHISEE OF THE YEAR



Antonio Barcelo
Family Foods Group

The Dine Brands International Team named Antonio of **Family Foods Group** the **International Franchisee of the Year**. The group owns 7 IHOP locations in Mexico. Antonio and his team excel at marketing and brand initiatives, and have led their restaurants to achieve the highest average transactions in their market. Their group regularly achieves among the highest rankings for training and development of their team members.

INTERNATIONAL PIONEER OF THE YEAR



Mohamed Makawi
Eagles Landing International Restaurants

The **International Pioneer of the Year** award, which recognizes vision, risk taking and out-of-the-box thinking, was awarded to Mohamed of **Eagles Landing International Restaurants**, which owns 30 restaurants globally. Mohamed, who had been a successful IHOP operator in the U.S. for many years, used his experience to enter a new market – doing so with dual-branded IHOP and Applebee's restaurants. In 2023, he opened two dual-branded restaurants in Dubai, one in Al Barsha and another in Dubai Festival City.

People



Pasadena RSC Quality Assurance team members, California

Our Team Members: The Heart and Soul of Dine Brands

At Dine Brands, supporting our team members, franchisees and communities is crucial to how we operate.

We are proud to promote diversity, equity, inclusion and belonging (DEIB). We offer space for team members to be their authentic selves at work and join their colleagues in giving back. Our franchisees, team members and restaurant teams engage in philanthropic work to contribute to their surrounding communities.

Empowering Success

The heart and soul of Dine Brands are people who take pride in their jobs and communities. We aim to foster a culture of trust and mutual respect – one that responds to the needs of our team members and offers them a roadmap to professional success. Our responsibility is to help them unleash their full potential and maximize their opportunities. We focus on providing team members with a safe, inclusive workplace where their contributions are appreciated and recognized.

Dine Brands Town Halls

Each quarter, team members across Dine Brands gather for our virtual town halls to meet with Dine management and learn about our business operations and progress. These 60- to 90-minute sessions follow the quarter's earnings call. Topics 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, including franchisees and restaurant managers.

“

We focus on providing team members with a safe, inclusive workplace where their contributions are appreciated and recognized.”



Recognition for the Dine Brands Workplace



In 2022 and 2023, Dine Brands received **Great Place to Work® Certification™**, an employee-driven evaluation that many consider the definitive “employer-of-choice” recognition. This certification helps job seekers identify companies that genuinely offer a great workplace culture. More than 94% of the team members who evaluated Dine Brands said they believe people are treated fairly; 86% reported feeling they make a difference at the company. We believe several recent company initiatives contributed to this positive feedback, including the ongoing growth of our Team Member Resource Groups, a company-wide Embrace All Day and our enhanced Wellness Program.



Dine Brands was named by **Newsweek** as one of “America’s Greatest Workplaces for Diversity for 2024.” This recognition was based on a study conducted by data research firm Plant-A Insights Group that included interviews with more than 223,000 employees in the U.S. and 1.5 million company reviews. The study was one of America’s largest independent workplace studies.



Also, **Computerworld** named Dine Brands to its 2024 List of Best Places to Work in IT. The publication included Dine Brands in “Top 10: Benefits” and “Top 10: Diversity” among companies of our size.

“
Team members have access to more than 10,000 online courses via the updated digital training and development platform...”

Dine Learning and LinkedIn Learning

Team members have access to more than 10,000 online courses via the updated digital training and development platform we introduced in 2022, which combines Dine Learning and LinkedIn Learning.

Dine Learning provides a broad array of live and self-paced online training modules for personal and professional success, including:

- Leadership and management skills.
- Compliance training for every aspect of our business.
- Productivity and collaboration courses.
- Diversity, equity, inclusion and belonging training.
- Optional brand standards training for Applebee's, Fuzzy's and IHOP restaurant employees.
- Training to meet the requirements for project management and IT certifications.

LinkedIn Learning is a customized skill-building platform that encourages team members to develop a career plan and acquire the right skills to achieve their goals, including opportunities to:

- Build and navigate career paths of their own design using role-based content and skills customized to Dine Brands.
- Review job openings customized to their career objectives along with relevant skills and learning content.
- Evaluate and understand skill and proficiency gaps to guide their learning and receive relevant content recommendations.
- Engage with learning videos and allyship resources that bolster the efforts of our Team Member Resource Groups to promote organizational education and cultivate understanding.
- Engage with the LinkedIn Learnings Artificial Intelligence Coaching tool, which provides team members with actionable advice and recommendations.
- Advance their skills with technical content taught by experts in the industry and from trusted partners.



Applebee's University: Investing in Restaurant Franchisee Employees

Applebee's University is an optional training and educational platform that offers courses for onboarding new restaurant franchisee employees and ongoing development training for all restaurant employees. In 2023, restaurant franchisee employees completed more than 1,476,000 courses in the United States alone.

1,476,000

APPLEBEE'S UNIVERSITY COURSES COMPLETED IN THE U.S. IN 2023



IHOP Academy: Training Restaurant Franchisee Employees, Enhancing Service

IHOP Academy is an optional brand training and education platform that provides training and best practices for restaurant employees at all levels. The Academy offers restaurant franchisee employees the opportunity to enhance their skills and contribute to improved guest satisfaction. In 2023, U.S. restaurant franchisee employees completed more than 495,900 IHOP Academy courses.

495,900

IHOP ACADEMY COURSES COMPLETED IN THE U.S. IN 2023



Fuzzy's U: Prioritizing Best Practices and Good Vibes

In 2023, Fuzzy's refreshed its training materials and platform and piloted an updated Fuzzy's U, which will be rolling out in 2024. This new learning management system reinforces the mission and vibes of the brand, best practices for food quality, preparation and safety, along with guidance on how best to serve guests.

Investing in Our Team Members

Our team members are essential to our success. We want them to feel good about their work and know that we value and appreciate their contributions to Dine Brands. We offer team members competitive salaries and benefits, including comprehensive insurance coverage and substantial paid time off.

Depending on the team member's position in the organization, benefits may 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, training and development opportunities, tuition reimbursement, adoption assistance and reimbursement for internet and mobile phone costs for those in hybrid or at-home work roles. New benefits for 2023 included access to family planning assistance and online physical therapy.

Enhanced Wellness Program

The Dine Brands Wellness Program offers team members benefits designed to support their physical health, mental health, financial wellbeing and career development.

In 2023, we added a new benefit to our Wellness Program on the recommendation of our Women@Dine Team Member Resource Group. New parents gained the option to work remotely, for up to 90 days, after they return from paid parental leave. The benefit aims to ease their transition back to work as they adjust to their new routines and family dynamics, and to support their physical and mental wellbeing.

“

Our team members are essential to our success.”

Juneteenth Added as Company Holiday

In 2023, Dine Brands began observing Juneteenth as an official company holiday. This holiday reflects our commitment to foster a culture that stands against racism and embraces inclusivity, equality and belonging. June 19th marks the emancipation of enslaved people in the United States and serves as a powerful reminder of the ongoing pursuit of justice. We encourage team members to use this day off work to engage in meaningful conversations, attend local events and deepen their understanding of this part of American history.



Right: Applebee's Culinary team, Pasadena RSC

Recruiting and Nurturing Talent

We believe we must develop and nurture team members from all backgrounds to successfully collaborate with our franchisees and meet the needs of our guests. From our leadership to our early-career team members, the people of Dine Brands contribute to a workplace that values all backgrounds, cultures, experiences and ways of thinking. Among current team members, we improved representation in more senior roles as 42% of the people promoted in 2023 were women and 41% were BIPOC.

Talent Acquisition Inclusion Strategy (TAIS)

Our Talent Acquisition Inclusion Strategy (TAIS) utilizes inclusive, unbiased hiring practices to attract new team members and support new hires. One TAIS component is our use of **diverse applicant interview panels and candidate slates**, which include people of diverse genders, races and ethnicities throughout the hiring process. We also maintain **association, alliance and university relationships** with organizations that benefit women and BIPOC team members.

In 2023, our alliances included:

- **Women in Technology International (WITI)** and the **Women's Foodservice Forum (WFF)** create opportunities for networking with women in fields related to our industry and for learning best practices to succeed and advance in the workplace. The Dine Brands relationship with WFF began when the group was founded; we are proud to continue as a sponsor of the group's efforts to support women's development in the food industry. Each year a group of our team members attends WFF's leadership conference.
- **Relationships with HBCUs** (historically Black colleges and universities) continued with the Dine Brands Talent Acquisition team's attendance at the 2023 Atlanta University Center Consortium-HBCU Career Fair, which included Clark Atlanta University, Spelman College and Morehouse College.
- **CEO Action for Diversity & Inclusion™** supports diversity, equity, inclusion and belonging in our company. In 2023 we piloted Executive Compensation Goals that will become individual Executive Goals in 2024.

Dine Brands Summer Intern Program offered career advancement opportunities for twelve current college students in the 2023 session. Interns worked across various departments within our company, including accounting, business analytics, consumer insights, ESG, finance, guest relations, IT, legal, marketing, project management, and meetings, events and travel. During their time at Dine Brands, interns researched historical and future menu trends, prepared for website updates and the launch of new internal cloud applications, supported single day events and related operations, helped onboard the Fuzzy's brand and started the coffee pod recycling program in Pasadena. They also networked with Dine Brands team members and their peers, engaged in discussions with the Dine Brands Executive Team and participated in TMRG education and events, in-restaurant training and a philanthropy day.

“

From our leadership to our early-career team members, the people of Dine Brands contribute to a workplace that values all backgrounds, cultures, experiences and ways of thinking.”



John Peyton greets interns and team members at Pasadena RSC, California.



Dine, IHOP, and International team members at Spelman College Career Fair, Atlanta, Georgia

Cultivating Team Member Resource Groups

Dine Brands has six Team Member Resource Groups (TMRG) that provide a support system for members who share a common identity and promote a workplace where all of our team members feel empowered to succeed.

Dine Brands TMRGs enhance and inform our DEIB efforts. Formed in 2020, the groups help to raise awareness, promote inclusion and belonging and drive engagement among team members. Team members of all seniority levels, including members of the Executive Leadership Team, participate in the groups as officers, members, allies, coaches and executive sponsors. In 2023, we provided more support and guidance to our TMRG officers and launched a centralized platform for improved access to programing resources and events. Each resource group works towards fostering workplace belonging in three main ways:

- **Member engagement** provides group members the opportunity to share experiences, network and support one another.
- **Organization engagement** includes TMRG-led events that provide learning opportunities for all team members. Many events have more than a hundred Dine Brands team members in attendance, including members of the leadership team. TMRGs also propose policy changes to influence Dine Brands culture and DEIB efforts.
- **Community engagement** focuses on efforts to serve local communities surrounding Dine's RSCs.

In 2023 we hosted the first TMRG Officers and Coaches Summit, which provided leadership and professional developmental to group leaders. The theme of the event was, "How to Scale Impact, Drive Sustainability, and Improve Cultural Competence within our TMRGs."

“

In 2023, we provided more support and guidance to our TMRG officers and launched a centralized platform for improved access to programing resources and events.”

Diversity, Equity, Inclusion and Belonging (DEIB)

Dine Brands provides ongoing discussions centered around inclusion and equity so all team members can feel seen and heard. Training includes workshops such as **Appreciating Differences**. These experiences aim to help new team members understand the factors that influence who we are and how we see others. We believe everyone has a role to play in nurturing a culture of belonging to ensure that all team members feel included and valued.



Team members on Pasadena RSC Terrace, California

Team Member Resource Groups

At Dine Brands we currently have six Team Member Resource Groups whose efforts, in 2023 and since their creation, help promote a workplace where all of our team members feel empowered to succeed.



DINE APAN

Dine Asian Pacific American Network (APAN) connects Asian, Asian American and Pacific Islander team members to celebrate their diverse cultures and experiences and provides a forum to share work and life events.

2023 HIGHLIGHTS

- Hosted Asian American Pacific Islander (AAPI) Heritage month panel on “Being Asian in America.” Team members shared experiences and discussed challenges faced by the community to encourage awareness, empathy and understanding of the AAPI community.
- Held discussion centered around common stereotypes of Asian Americans in media and the cultural importance of the film *Everything Everywhere All at Once* to counter those stereotypes.



DINE LINC
LatinX and Indigenous Networking Collective

DINE LINC

Dine LatinX and Indigenous Networking Collective (LINC) fosters an environment of inclusion and recognition for the Latinx and Indigenous People’s communities to celebrate the uniqueness of each culture and heritage and provide opportunities for professional development and networking.

2023 HIGHLIGHTS

- Education on the complicated history of the Chavez Ravine and Dodger Stadium. Held a guided discussion on the history of the three Mexican American neighborhoods that were displaced and removed to make room for the development of the LA Dodgers stadium.
- Hosted a learning session on the true story behind the book and film *Killers of the Flower Moon* and the history of the Osage Native Americans. The discussion focused on the tragic story of Mollie Burkhart, the theft of wealth and murders of her tribe members, and the disproportionate amount of unsolved missing and murder cases affecting the Native American community to this day.



DINE YOUNG PROFESSIONALS

Dine Young Professionals (DYP) promotes a diverse, inclusive culture and provides opportunities for education and growth to team members early in their careers to foster new thinking and unique solutions to business challenges.

2023 HIGHLIGHTS

- Piloted a Mentorship Program with engagement from team members across the organization with diverse experiences, roles and expertise.
- Hosted a menu innovation panel which featured each brand chef and an IHOP field representative who spoke with team members on the creativity, partnership and process for items to make the menu.



Top: DineOut TMRG Serving Up Pride tie dye shirt event, Kansas City RSC
Bottom: Dine LINC TMRG leadership, Pasadena RSC



DINEOUT WITH FRIENDS

DineOUT with Friends supports LGBTQIA+¹ team members and educates colleagues and local communities to ensure all hearts and minds respect, value and affirm the LGBTQIA+¹ community.

2023 HIGHLIGHTS

- Organized "Serving Up Pride" with Sweet Goodies, a bake sale that supported the Trevor Project, with donations collected both in person and online. The Trevor Project is a nonprofit organization that provides 24/7 crisis support services for lesbian, gay, bisexual, transgender, queer and questioning youth.
- Shared weekly newsletters during Pride Month around the theme of "Serving Up Pride," including information on current and historical news highlighting the LGBTQIA+¹ community and opportunities for team members to participate in Pride Month events both internally and around our local communities.

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

² As of report publication, the Greater Kansas City RSC team has transitioned to an entirely remote option instead of in person work. In future publications we will speak to a reduced number of RSCs, one in Pasadena and one Irving.



SOULFOOD@DINE

SoulFood@Dine advocates for the inclusion of African American/Black team members, educates and creates awareness of diversity's advantages, fosters a safe space for meaningful discussion and engages in community outreach.

2023 HIGHLIGHTS

- Organized a Back to School Supply Drive, a month-long donation event that benefited the Boys & Girls Clubs of Pasadena in their efforts to support underrepresented youth. SoulFood@Dine donated large boxes of school supplies and raised funds online.
- Hosted Juneteenth events, catered by Black-owned businesses, at the Pasadena and Kansas City RSCs² to gather in person to commemorate, educate and celebrate the liberation of Black Americans and the end of slavery.



WOMEN@DINE

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

2023 HIGHLIGHTS

- Franchise Leadership Panel with female franchisees and operators from all brands discussed leadership, career journeys and the restaurant system during Women's History Month.
- Implementation of a policy recommended by Women@Dine for Parent Transition Program ([page 21](#)).

Top: DYP TMRG coffee networking, Pasadena RSC

Bottom: Dine LINC TMRG Hispanic Heritage month event, Pasadena RSC



The People of Dine Brands

Dine Brands Board of Directors ²	
Female	40%
Male	60%
People of Color	20%
White ¹	70%
Not Specified	10%

Dine Brands Leadership Team ^{2, 3, 5}	
Female	32%
Male	68%
Asian ¹	16%
Black/African American ¹	8%
Hispanic/Latino ¹	11%
Native Hawaiian/Other Pacific Islander ¹	1%
Not Specified	0%
Two or More Races ¹	1%
White ¹	62%

Dine Brands Corporate Team Members ^{2, 4, 5}	
Female	44%
Male	56%
American Indian/Alaskan Native ¹	0.4%
Asian ¹	16%
Black/African American ¹	6%
Hispanic/Latino ¹	18%
Native Hawaiian/Other Pacific Islander ¹	1%
Not Specified	1%
Two or More Races ¹	4%
White ¹	54%

26

TEAM MEMBERS
PROMOTED INTO
LEADERSHIP^{2, 3} ROLES
IN 2023

64

TOTAL TEAM MEMBERS
PROMOTED IN 2023²

¹ Data based on team member voluntary self-reporting; also based on EEOC categories and requirements.

² As of December 2023.

³ Leadership is defined as Director and above.

⁴ Includes one company-owned Fuzzy's Taco Shop within Team Member figure.

⁵ Due to rounding may not total to 100%.



Dine Brands team members, Pasadena RSC

Gender Equity¹

The women of Dine Brands lead initiatives in every area of our business. Their hard work is a source of pride and inspiration. We are pleased to celebrate some of the accolades these outstanding women received in 2023².



Women's Food Service Forum Leadership Conference 2023, Applebee's, Dine Brands, Fuzzy's and IHOP team member attendees, Dallas, Texas

¹ In 2024, we plan to explore award opportunities for more Dine Brands team members, in addition to award nominations for women.
² Team member titles have been updated to honor 2024 promotions with respect to date of report publication.

RECOGNITION



Allegra Batista
Manager,
Communications
Applebee's

Ragan Communications and
PR Daily's 2023 Top Women in
Communications Awards



Elisabetta Brinis
Director,
Quality Assurance
Dine Brands Global

Nominee,
Women of Seafood,
Trident Seafoods



Christie Cook
Vice President,
Human Resources
Dine Brands Global

Nominee,
LA Business Journal:
Executive of the Year



Nicole Durham-Mallory
Vice President,
Franchise Sales Administration
Dine Brands Global

Nominee,
LA Business Journal: Women
to Watch



Amanda Dwyer
Senior Brand
Marketing Manager
IHOP

Shortlisted Nominee,
LA Times Inspirational Women
Awards: Rising Star/Next
Generation



Emily Glickman
Senior Manager,
Communications
IHOP

Ragan Communications and
PR Daily's 2023 Top Women in
Communications Awards



Candice Jacobson
Executive Director,
Communications
IHOP

Ragan Communications and
PR Daily's 2023 Top Women in
Communications Awards
FSR Rising Stars



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

PRWeek's Women of
Distinction



Bonnie Robertson
Manager,
Environmental, Social and
Governance (ESG)
Dine Brands Global

Finalist, LA Times Inspirational
Women Awards: Rising Star/
Next Generation
Finalist, LA Business Journal:
Community Advocate



Christine Son
SVP, General Counsel
and Secretary
Dine Brands Global

Shortlisted Nominee,
LA Times Inspirational Women
Awards: Company Executive



Jamie Swanson
Franchise Paralegal
Dine Brands Global

Nominee, LA Business Journal:
Next Gen



Stefanie Zambelli
Director,
Marketing
Applebee's

Honoree, PR Daily Top Women
in Marketing
Named 2023 Women's
Foodservice Forum
Changemaker

PHILANTHROPY

Helping Our Communities Thrive

Giving back is a deeply held practice for Dine Brands. We contribute time, money and goods to promote resilient communities, reduce food insecurity and children’s well-being. Dine Brands supports our team members and franchisees in their efforts to aid important causes, including newer philanthropic initiatives inspired by members of our TMRGs, such as:

- DineOUT with Friends TMRG raised over \$5,000 during their Pride Month donation event and bake sale for the **Trevor Project**.
- SoulFood@Dine and Dine Young Professionals TMRGs contributed to the **Boys & Girls Clubs of Pasadena**. SoulFood@Dine also organized a month-long Back to School Supply Drive, that benefited the Boys & Girls Clubs of Pasadena.
- Dine Young Professionals contributed to the **Boys & Girls Clubs of Greater Kansas City**.

Philanthropic donations: In 2023, we celebrated 20 years of the Dine Brands Foundation, which supports organizations in the communities around our RSCs.

- Dine Brands Foundation and team members across the organization donated to the **Maui Food Bank** in response to the Maui fires.
- Dine Brands Foundation contributed to the **Lobular Breast Cancer Alliance**.
- Dine Brands Foundation sponsored two events for the **Boys & Girls Clubs of Greater Kansas City**, including dinners for the Youth of the Year program and a meal for the Passport to Manhood program, which empowers boys aged 11 to 18 as they navigate the journey toward becoming responsible and confident young men. Dine Brands sponsored a breakfast that one of our local IHOP restaurants served to 200 attendees of the Passport to Manhood program.
- Dine Brands Foundation contributed to **Los Angeles’ Hope of the Valley Rescue Mission** and **Harvesters Community Food Network** to reduce food insecurity.

We also continued to support the Heidi Fund, part of the Dine Brands Foundation, which assists team members who experience a financial crisis.



DINE BRANDS

8.4

METRIC TONS OF FOOD
DONATED BY OUR
GLENDALE AND PASADENA
RESTAURANT SUPPORT
CENTERS IN 2023

63

METRIC TONS OF FOOD
DONATED BY OUR GLENDALE
AND PASADENA RESTAURANT
SUPPORT CENTERS SINCE
PARTNERSHIP ESTABLISHED
IN 2018

APPLEBEE'S & IHOP

5.2

METRIC TONS OF
FOOD DONATED BY
U.S. FRANCHISEES THROUGH
DISTRIBUTION CENTERS
IN 2023

2023 TOTAL

13.6

METRIC TONS OF
FOOD DONATED



Top: SoulFood@Dine TMRG Boys & Girls Club Back to School Supply Drive, Pasadena, California
Bottom: DineOut TMRG Trevor Project Bake Sale, Pasadena RSC

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. When Heidi’s story became known, it led to an outpouring of financial support for her. Dine Brands established the **Heidi Fund** in her name. The fund supports team members at Applebee’s, Fuzzy’s, IHOP and Dine Brands Global who experience a financial crisis caused by a catastrophic life event. When we moved to the Pasadena RSC, we offered unneeded furniture to team members in exchange for \$10 donations to the Heidi Fund, raising \$1,510.

Feeding Our Communities: Promoting Food Security

Food donations: To prevent food waste and help vulnerable communities, team members at our Glendale and Pasadena RSCs¹ continued contributing to the Hope of the Valley Rescue Mission. Our RSCs donated 8.4 metric tons of food in 2023, equal to 15,430 meals recovered and 23 metric tons of CO₂e^{1,2} saved. During the move from our Glendale RSC to our Pasadena RSC, we paused the food donation program due to a temporary need to work from home during the building transition. This accounts for the decrease in food donations in 2023 compared to 2022.

Since 2020, Applebee’s and IHOP and their U.S. franchisees have donated, on average, 26 metric tons of food annually to their local communities through distribution centers. In 2023, 5.2 metric tons were donated by distribution centers, equal to 9,647 meals recovered and 12.8 metric tons of CO₂e² saved. We continue to explore food donation opportunities for Fuzzy’s Taco Shop as part of the onboarding process for the brand.

Kansas City RSC team members held a food drive competition to benefit Harvesters Community Food Network. They brought in 4,500 food and household items, including 3,056 pounds of food equal to 2,550 meals for community members. In addition, Pasadena team members donated canned food items to Valley Food Bank and Harvesters Community Food Network during the holidays.

Fuzzy’s: Food is the Most Important School Supply



Fuzzy’s Family Reunion Blessings in a Backpack event, Fuzzy’s franchisees and team members, Oklahoma City, Oklahoma

In September, Fuzzy’s followed its vibe of “Dishing Out and Giving Back” through a partnership with Share Our Strength® that raised funds for the No Kid Hungry® campaign, “Food is the Most Important School Supply.” Guests at participating Fuzzy’s locations who made a \$2 donation to No Kid Hungry® received an offer for free chips and queso on their next visit. In 2023, donations from Fuzzy’s guests connected more than 620,000 children with meals from No Kid Hungry®. From 2014 to 2023, Fuzzy’s raised more than \$627,000 for No Kid Hungry®.

In August, attendees at Fuzzy’s Family Reunion, an annual gathering for franchisees, “chipped in” and filled more than 1,000 backpacks with non-perishable food items. **Blessings in a Backpack** distributed the backpacks to local children at risk for food insecurity.

IHOP: Putting Purpose Behind the Pancakes

In 2023, IHOP pivoted its charitable efforts by working to launch the brand’s new community platform, Stacking Up Joy, in early 2024. IHOP franchisees are already doing fantastic work throughout their communities, and this platform allows the brand to scale on a national level and continue putting purpose behind the pancakes.

The brand is centered around food, and one of the things IHOP does best – besides serving guests in restaurants – is feeding communities in need. In 2024, the brand will celebrate **National Pancake Day (NPD)** with **Feeding America®**, a nonprofit organization focused on helping families and eliminating food insecurity nationwide, speaking to the heart of who IHOP and Dine Brands are. Many of our franchisees continue to support local partners and organizations, serving up great food, smiles and joy for all in their communities.



Dine IT Embrace All Day, Los Angeles Food Bank

Feeding Our Communities on Embrace All Day

Embrace All Day is an opportunity for team members to support philanthropic efforts or acknowledge a day that is culturally important to them. With food at the core of what we do, multiple groups of team members utilized their time to support local community access to meals. In November, Dine Brands’ Pasadena-based IT team members spent the day at the Los Angeles Food Bank, and a large group of Dallas RSC team members volunteered at an event at Crossroads Community Service to support the North Texas Food Bank.

¹ In the first quarter of 2023, we completed our RSC move from Glendale to Pasadena.

² Refed Insights Engine Impact Calculator.

Supporting Children’s Well-Being

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. We are proud to share that as of 2023, Applebee’s and its franchisees have raised more than \$16.3 million to fund research and bring hope to families. This equates to funding 326,000 hours of pediatric cancer research by scientists searching for cures for kids with cancer. In 2023 alone, Applebee’s and its franchisees raised \$1.7M across the United States by collecting donations and contributing a portion of lemonade sales.

2023 was a transition year for IHOP’s national charitable initiatives. Select IHOP restaurants in the Northeast collected donations as part of National Pancake Day. Throughout the year, many franchisees organized their own initiatives to support local partners such as Children’s Miracle Network Hospitals, The Leukemia & Lymphoma Society and Shriners Hospitals for Children. IHOP franchisees in Puerto Rico also celebrated NPD and raised over \$7,000 in February. Restaurant guests in Puerto Rico donated by rounding up their checks to the nearest dollar (with the change going to charity) to support the local children’s hospital associated with their charity partners.

Looking beyond the United States, IHOP Mexico hosted its 10th annual National Pancake Day (NPD) in October, selling more than 48,404 pancakes. The total of each sale contributed to the fight against childhood cancer. As of 2023, IHOP’s franchisees in Mexico have raised more than 11.9 M pesos (USD \$701,241) for the Asociación Mexicana de Ayuda a Niños con Cáncer (AMANC). As of 2023, IHOP and its franchisees in the U.S., Canada,

APPLEBEE’S

\$16.3M+

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



ALSF, Menifee, California

\$1.7M

RAISED IN 2023 BY U.S. FRANCHISES TO SUPPORT ALEX’S LEMONADE STAND FOUNDATION

IHOP

\$35M

RAISED AS OF 2023 BY U.S., PUERTO RICO, MEXICO, AND CANADA FRANCHISES TO SUPPORT CHILDREN’S CHARITIES



AMANC recipients

Mexico and Puerto Rico have raised \$35 million to benefit Children’s Miracle Network Hospitals (CMNH), the Leukemia and Lymphoma Society and Shriners Hospitals for Children.

A Commitment to Lifelong Learning

The Bill Palmer Legacy Scholarship Fund supports continuing learning by Applebee’s U.S. team members and their children in honor of Applebee’s late founder, Bill Palmer. Established in 2021 by Neighborhood Restaurant Partners, Palmer’s former franchise group, the fund has awarded over 140 student scholarships of \$5,000, including 84 students in 2023. In addition, two students received the Founder’s Award, a \$10,000 scholarship introduced in 2023.

The IHOP Bob Leonard Memorial Scholarship supports full-time or part-time restaurant team members, their spouses, children and grandchildren who continue their education at a college, university, vocational school or graduate school. Established in 2011 by IHOP and Sunshine Restaurant Partners, the program honors the late Bob Leonard, the former vice president of operations, whose joy and commitment to the food service industry made him a true ambassador for the IHOP brand. The program awarded 16 student scholarships of \$2,500 in 2023 for a total of more than 65 academic scholarships since 2011.

BILL PALMER LEGACY SCHOLARSHIP FUND

\$750,000

IN SCHOLARSHIPS AWARDED SINCE 2021

IHOP BOB LEONARD MEMORIAL SCHOLARSHIP

\$162,500

IN SCHOLARSHIPS AWARDED SINCE 2011

Honoring Our Veterans

As part of Applebee’s Doin’ Good in the Neighborhood and IHOP’s Stacking Up Joy, we seek to honor those who put their neighbors first and serve their country. In 2023, participating Applebee’s in the U.S. continued a 16-year **Veterans Day tradition** by serving free meals to active military, veterans, reservists and National Guard members on November 11. Participating IHOPs provided 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 2023.

458,155

FREE MEALS SERVED BY APPLEBEE’S U.S. FRANCHISEES ON VETERANS DAY 2023

11.8M

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

107,362

FREE RED, WHITE AND BLUEBERRY PANCAKE STACKS AND PANCAKE COMBOS SERVED BY IHOP U.S. FRANCHISEES ON VETERANS DAY 2023

869,481

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

PHILANTHROPY

Franchisees Giving Back

Every year franchisees across Applebee's, Fuzzy's and IHOP support their communities by contributing to events and organizations that are special to their teams. These efforts by franchisees exemplify our brands' commitment to giving back.



Applebee's

Applebee's Doin' Good in the Neighborhood program encourages franchisees to make a positive impact in their communities across the pillars of "Families & Young Neighbors," "Neighbors Who Serve & Enrich," and "Neighbors We Call Team."

Judy and Kirk of Lone Star Apple Group own 12 Applebee's across Texas and New Mexico. In 2023, they donated \$250,000 to fund scholarships for the Foster School of Medicine at the Texas Tech University Health Sciences Center, which aims to educate future Hispanic health care providers who are bilingual.



T.L. Cannon team

The Applebee's Lloyd Hill Neighbor of the Year Award honors Applebee's franchisees who display compassion and care for their neighbors through various causes, activities, and initiatives. It is named for one of the brand's best-known leaders. The 2023 recipient was **T.L. Cannon** for their steadfast commitment to community and longstanding work with various charity partners including Make-A-Wish Foundation, Special Olympics of New York and Alex's Lemonade Stand Foundation, among others. Last year, T.L. Cannon hosted more than 500 Flapjack Fundraisers, Carryout for a Cause and Dine to Donate initiatives that benefited local community fundraisers.



Enrique Madera, Jr.

Hometown Hero

The Applebee's Hometown Hero program recognizes team members who go above and beyond to positively impact their restaurant's culture and their local community. **Enrique** from Azuza, CA, was the 2023 Hometown Hero. A Marine veteran, Enrique is a server with Applebee's franchisee **Flynn Group** and a pillar at his local Applebee's. He's known for bringing flowers on Mother's Day to all the mothers who work with him. Enrique recently sprang into action, performing the Heimlich maneuver and saving the life of a guest who was choking. A certified EMT, Enrique volunteers with the Armed Services YMCA.



Doherty Enterprises

The Bill Palmer Heart of Applebee's Award, established in honor of Applebee's founder Bill Palmer, recognizes franchisees that demonstrate exceptional commitment to an individual cause or organization. In 2023, the recipient of this award was **Doherty Enterprises** for their outstanding support of their restaurant team members and local community after the destruction from Hurricane Ian in Florida. Through their foundation they supported nearly 100 restaurant managers, team members and their families who needed financial assistance for their homes and vehicles to help them put their lives back together after the devastation. Doherty Enterprises also paid all employee hours scheduled for all days they were closed after the hurricane, which equaled 6,750 hours for 426 team members and amounted to more than \$135,000.



Fuzzy's

For Fuzzy's, the priority of **“Dishing Out and Giving Back”** is just as important as tacos. Fuzzy's franchisees are making a big impact in their communities while staying true to brand's values, including “Pride in their People,” “Roll Locally” and “Keep it Real.”



Ian Lieberman

Ian and Adam of **FTB Services** own four Fuzzy's locations in the Tampa Bay, FL, area and Ian is a member of the brand's Franchisee Advisory Council. Their commitment to giving back runs deep. They frequently host charitable events in their restaurants, donating a portion of sales. They also contribute time, food and items for auctions, benefiting multiple charitable organizations in their community, including Alex's Lemonade Stand and the March of Dimes.



Rogers Restaurant Group team

The Rogers Restaurant Group and **Zaiger Holdings, LLC** celebrated the anniversaries of the openings of their Colorado-based Fuzzy's restaurants by inviting their guests to support local causes. Each of their 17 restaurants partnered with a local charity that sold desserts at the anniversary celebration to raise funds for their organization. Recipients included local nonprofits such as Cozy Coats for Kids, Children's Literacy Center, Kawaski Kids Foundation and CASA Court Appointed Special Advocates for Children. To build excitement, the restaurants offered free tacos for a year to the first 50 guests who helped celebrate.



Starboard Group has donated more than 20,000 meals through GiftAMeal.

Andrew's **Starboard Group** owns restaurants in St. Louis and Columbia, Missouri, and partnered with GiftAMeal to give back locally to those in need. GiftAMeal donates to local food banks to cover the cost of distributing a meal, or 1.2 lbs. of groceries to a neighborhood pantry, each time a guest takes a photo of their Fuzzy's meal or receipt in the GiftAMeal application. In 2023, 6,648 meals were donated, and 20,395 meals have been donated by their Fuzzy's locations since 2020.



IHOP

All year long, IHOP franchisees give back to their communities by **Stacking Up Joy**, with a focus on food security, children's health and supporting smiles.

Support Following Natural Disaster and Local Tragedy

In response to the Maui wildfires, Dine Brands and IHOP supported disaster relief efforts through Feeding America®, which provided funds to the Maui Food Bank. Onsite in the community, Maui IHOP General Manager **Rodrigo** and IHOP restaurant team members worked tirelessly, providing 100 free meals a day to first responders.



John Khauv

The Heart of IHOP Award

The 2023 winner of the Heart of IHOP Award immigrated to the U.S. from Cambodia at age 10, having lost both his parents. John of the **John Khauv Group** got his first job at IHOP when he was fifteen years old, washing dishes. He quickly decided the restaurant business was what he wanted to do for the rest of his life. A dedicated employee, he worked his way up, and became the general manager of IHOP in Folsom, CA, and then purchased the restaurant in 2000. Today, he owns four locations in the Pacific Northwest and supports multiple local causes.



Peachtree Restaurant Partners team

Peachtree Restaurant Partners, which owns 51 IHOP restaurants in nine states, makes a point to contribute to the communities where it operates. Last year, their Oxford IHOP team continued a 14-year tradition by serving more than 12,000 pancakes to benefit the Oxford City Schools Education Foundation and support their community's schools. Earlier in the year, several members of the Atlanta team volunteered time at the Atlanta Food Bank to help fight food insecurity in their local community.

Looking Ahead

Below is a snapshot of some initiatives we plan to undertake in 2024 in support of goals in our People focus area.



UN SDG #2 Zero Hunger

Launching IHOP partnership with Feeding America® on National Pancake Day to fight food insecurity in the U.S. ([page 29](#)).



UN SDG #8 Decent Work and Economic Growth

- Celebrating our recognition by *Newsweek* as one of "America's Greatest Workplaces for Diversity for 2024" ([page 19](#)).
- Celebrating our recognition by *Computerworld* as one of the "2024 Best Places to Work in IT" ([page 19](#)).
- Rolling out a revamped Fuzzy's U learning management system sharing best practices for Fuzzy's restaurant employees.

Planet

Our Commitment to the Environment

We continue to explore opportunities and partner with our franchisees to conserve natural resources and lower energy and water consumption.

Sustainability extends across business priorities and operational practices, from the design of our RSCs and restaurants to the equipment used in the back of house to the materials within packaging and products used in the restaurants daily.

Emissions by Scope (metric tons CO₂e)

Scope 1 (RSCs and Company-Owned Fuzzy's Natural Gas and Propane) ¹	73
Scope 2 (RSCs and Company-Owned Fuzzy's Electric) ¹	351
Scope 3 (RSC Waste) ²	24
Scope 3 (Franchisees) ^{4, 5}	267,061

Responsible Stewards of Our Planet

Across our RSCs and participating Applebee's, Fuzzy's and IHOP restaurants, we performed our annual assessment of energy, water use and waste production to formulate the updates to usage and impact, as guided by the SASB disclosure topics and GHG Protocol (WRI/WCSD 2013).

Our RSCs in Glendale (through the first quarter of 2023), Pasadena, Kansas City and Irving were included in the Scope 1 and 2 emissions calculations for this year. In December 2022, we acquired three company-owned Fuzzy's Taco Shop restaurants in Texas in connection with our acquisition of Fuzzy's, two of which were subsequently refranchised in the second quarter of 2023. Scope 1 and 2 calculation methods reflect changes in scope categorization for the months of utilities based on ownership. The 424 MT CO₂e¹ for Scope 1 (Natural Gas and Propane) and 2 (Electric) is based on both actual and modeled data.

Scope 3 emissions for waste included our RSCs in Glendale (through the first quarter of 2023), Pasadena, Kansas City and Irving, which totaled 24 MT CO₂e², in both actual and modeled data. In 2023, we included 1,333 U.S. restaurant locations, representing 39% of the U.S. system³, in both actual and modeled data, for the calculation of our Scope 3 emissions, which totaled 267,061 MT CO₂e⁵. New for 2023 reporting, we included participating Fuzzy's locations, and used modeling to

generate data for the locations that participated in prior years but that did not submit 2023 actual data through a voluntary franchise data collection survey. This approach provides a more comprehensive view of Scope 3 emissions as of the end of 2023.

We will continue to partner with franchisees on sharing their information on an annual basis and explore opportunities for modeling the system in full. We expect reported emissions to increase with updated calculation methods and increased representation of the system.

In preparation for upcoming requirements for reporting on greenhouse gas (GHG) emissions and climate-related disclosures, we are working with a third party on an ESG/ GHG Assurance Readiness initiative.

¹ Scope 1 and 2 emissions include actual and modeled data for the Dine Brands Restaurant Support Centers (RSCs) in Pasadena, Glendale, Kansas City and Irving and company-owned Fuzzy's Taco Shops for December, 2022, to November, 2023. In December, 2022, we acquired three company-owned Fuzzy's Taco Shop restaurants in Texas in connection with our acquisition of Fuzzy's; two of these were subsequently refranchised in the second quarter of 2023. Calculation methods reflect changes in scope categorization for the months of utilities based on ownership. Approach and numbers subject to adjustment as access and data quality changes. Amounts have been rounded.

² Scope 3 (Waste) emissions include actual and modeled data for the Dine Brands Restaurant Support Centers (RSCs) in Pasadena, Glendale, Kansas City and Irving for December, 2022, to November, 2023. Approach and numbers subject to adjustment as access and data quality changes.

³ Restaurant count as of December 31, 2023, per the 2023 Annual Report.

⁴ Information represents 39% of the U.S. restaurants, or 1,333 locations within the system.

⁵ Data from December, 2022, to November, 2023. Scope 3 activity data was collected manually from Dine Brands Franchise Groups through a data collection survey. The emissions total includes both actual data and modeled data from franchisees who did not voluntarily report their utility usage but had done so in prior years. We did this to provide a more comprehensive view of the system. Approach and numbers subject to adjustment as access and data quality changes. Amounts have been rounded.



Pasadena RSC, California

Sustainable Restaurant Design and Operation

We work to help our franchisees operate restaurants that are successful and sustainable for the long term. This includes considering how Applebee’s, Fuzzy’s and IHOPs are designed, built, remodeled and operated. We also evaluate equipment and purchasing practices to identify opportunities for our franchisees to lower emissions and reduce their use of energy and water. In addition, we make changes to our to-go packaging to limit use of plastic and make our packaging easier to recycle. And we work to reduce food waste through efficient purchasing practices and by donating unneeded food. Some of the new restaurants our franchisees opened in 2023 are dual-branded as IHOP and Applebee’s. This innovation leverages two of our iconic brands and optimizes the restaurant by using the same back of house.

Conserving Energy Restaurant-Wide

We continually update the design guides for new restaurants to maximize energy efficiency. We work to identify and encourage the replacement of older equipment with energy-efficient alternatives and to use technology that automatically turns off lights and that coordinates heating, ventilation and air conditioning with kitchen equipment to reduce energy usage.

The energy usage table shows reported energy consumption for 2023 of 3,725,625 GJ across Dine Brands RSCs and 1,333 participating and modeled Applebee’s, Fuzzy’s and IHOP restaurants. This represents 38% grid electricity. We used modeling to generate data for locations that provided data for prior years, but not for 2023. As we improve tracking and encourage additional franchisee reporting, we anticipate these numbers will increase. Greater franchisee participation and expanded modeling will allow us to establish a baseline to better identify opportunities for efficiency.

Our Brand and Franchise teams continually look for more efficient equipment and operating practices that contribute to better experiences for guests and restaurant team members. In 2023, we completed equipment testing for combi ovens, infrared units and cheese melters. They

are now available to Applebee’s franchisees as options that reduce gas usage and provide more consistent food quality.

In addition, our IHOP franchisees continually replace fryers, burners, griddles, coffee brewers and refrigerators with Energy Star Rated models or similar energy-efficient units. This updated kitchen lineup, with more energy-efficient flat-top grills and fryer units, yields a 25% savings in annual BTU consumption compared with prior equipment.

Since 2021, we have been partnering with Budderfly, an Energy-as-a-Service company, to provide capital improvements and sustainability upgrades for IHOP franchisees at no out-of-pocket cost. As of 2023, Budderfly has helped 82 IHOP restaurants save 1,607 MWh of energy, equivalent to 122,467 gallons of gas consumed by a motor vehicle. Savings are from the combined use of its high-efficiency equipment, proprietary energy software and patented technologies.

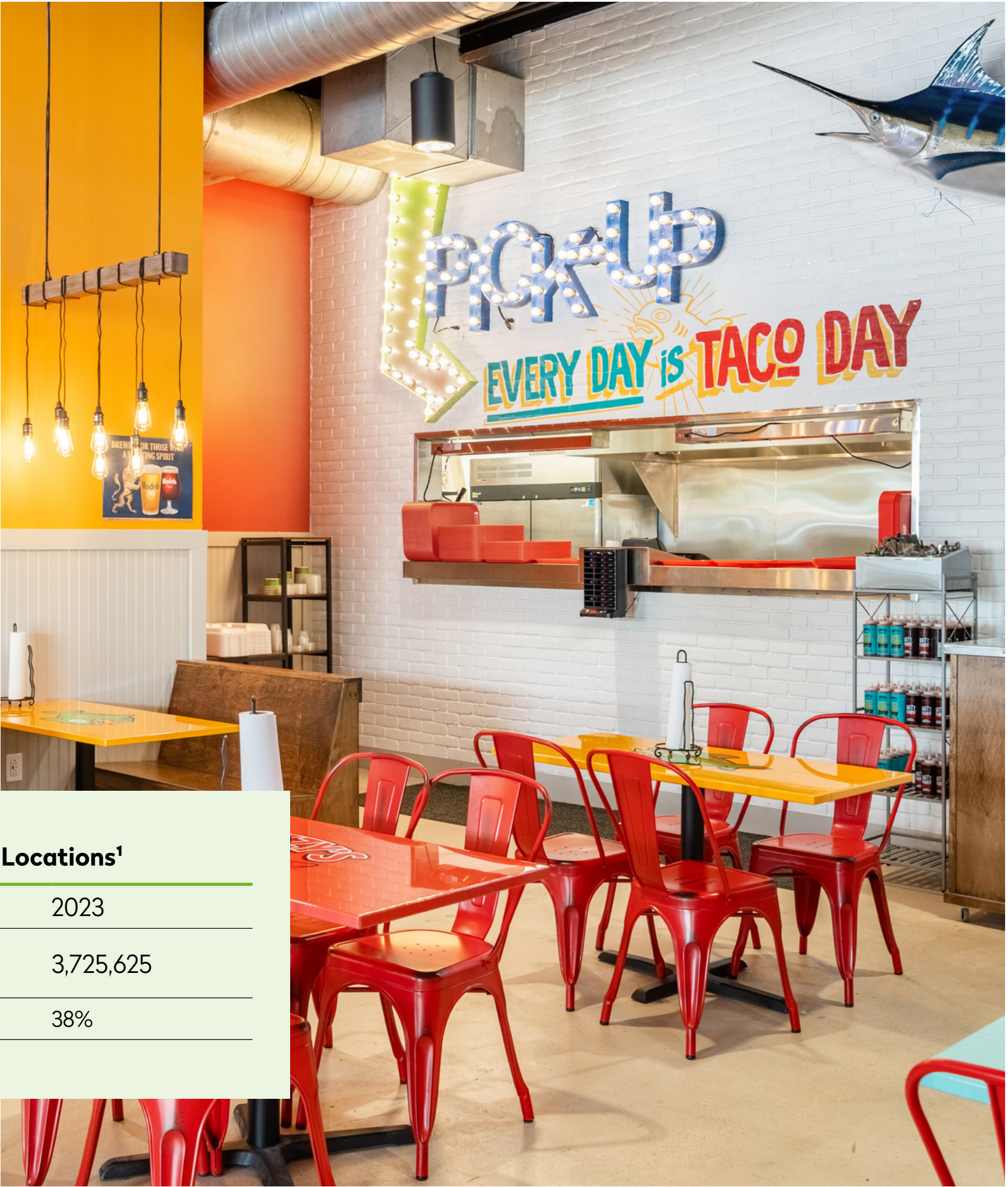
Applebee’s, Fuzzy’s and IHOP use 100% LED lighting in all new restaurant prototypes and remodels. Projects that followed this practice in 2023 included 3 new Applebee’s, 43 new IHOPs, 4 new Fuzzy’s and 175 remodels. LED lighting uses 90% less energy and lasts up to 25 times longer than traditional incandescent lights.

100%

LED LIGHTING IN ALL NEW
APPLEBEE’S, FUZZY’S
AND IHOP RESTAURANT
PROTOTYPES AND
REMODELS

Energy Usage at Reporting Locations¹

	2023
Total Energy Consumed in Gigajoules (GJ)	3,725,625
% Grid Electricity ²	38%



Arlington, Texas

¹ Data was collected through an Excel-based data collection survey sent to all franchise groups and company-owned locations. Participating franchise groups, company-owned restaurants and RSCs collected and input electricity and natural gas usage by location from December 2022 – November 2023. Usage data was collected in kilowatt hours, therms or cubic feet, and converted to gigajoules. In 2023, fewer franchisees shared their electricity and natural gas usage compared to 2022. We used modelling to generate data for locations that provided data for prior years, but not for 2023, and missing information for RSCs.

² Grid electricity is electricity generated and provided by various electricity suppliers across the U.S. Data about energy usage is made up of grid electricity and natural gas.

Monitoring and Reducing Water Use

Water is precious and an essential component of restaurant operations. We work with franchisees to monitor water use at restaurants and identify changes to restaurant operations that reduce use of this natural resource.

One of the most effective water-saving innovations continues, as franchisees install high-efficiency ConserveWell® Dipper Wells, which save an estimated 1.2 billion¹ gallons of water annually across participating locations in U.S. restaurants. This is an increase of 420 million gallon savings since 2021, based on higher adoption and updated average operational hours. These dipper wells hold serving utensils above 135°F in compliance with food safety standards. They replace old dipper wells that use continuously running water. Adoption of this equipment by participating restaurants increased by 4% in 2023 compared to 2022. Many franchisees have also installed WaterSense flush valves on urinals, which save over 4,600 gallons of water annually per unit. Both tools are now part of our typical equipment lineup and a mandatory element for remodels.

In 2023, Applebee's and IHOP piloted a hydroficient program, which helps adjust water pressure level to the needed amounts for items like toilets and prep sinks. It reduces water usage by counteracting an increased water pressure based on a restaurant's proximity to the local water service station or pump. The initial tests² in 2023 showed an average 15.8% reduction in restaurant water usage and 11.8% reduction in sewage. The Ecolab Low Temp (ELT) Dishmachines installed in 76 Applebee's and IHOP restaurants also saved more than 2,000,000 gallons of water and more than 20,000 therms of electricity.

U.S. Usage of Water-Efficient ConserveWell® Dipper Wells			
	2021	2022	2023
Applebee's	19%	30%	35%
IHOP	77%	91%	93%
Fuzzy's ³	NA	NA	NA

Water Usage at Reporting Locations ⁴	
	2023
Water Consumed Thousand Cubic Meters (m³)	11,516
% of Water Consumed in Regions with High or Extremely High Baseline Water Stress	56%

These machines require less water and energy to run dish cycles than traditional dishwashers while meeting a high standard for cleanliness.

Across participating and modeled Applebee's, Fuzzy's and IHOP restaurants, our franchisees reported water usage for 2023 of 11,516 thousand cubic meters. This figure represents 1,333 locations that voluntarily reported their usage and that were modeled. Modeling of restaurants is new for 2023 reporting and increased the water usage totals as it represents 1,333 locations, not just locations that shared actual data. This modeling approach is consistent across emissions, electric and water reporting for this year. As we work to improve tracking, expand modeling, and encourage additional franchisee reporting, we anticipate these numbers will increase and better represent baseline water usage for the enterprise.

Materials

Beginning in 2015 for Applebee's and 2016 for IHOP, we specify the use of GREENGUARD Certified building materials for new restaurant openings. In 2023, this applied to 3 new Applebee's and 43 new IHOP restaurants. These recycled and renewable materials help reduce waste in landfills and lower emissions. They include low-VOC fiberglass reinforced plastics (FRP) manufactured with 60% recycled and renewable products. This initiative to use zero-to-low VOC materials in restaurant kitchens, helps meet strict chemical emission standards and contributes to cleaner indoor air for guests and restaurant team members.

More Sustainable Cleaning Solutions

2,700 restaurants across Applebee's and IHOP franchisees use Ecolab in-restaurant cleaning solutions. In 2023, these franchisees saved an estimated 9.4 million gallons of water, 151,000 therms of energy, 319,000 pounds of waste and 800 metric tons of CO₂e by using these products, which were selected for performance and sustainability. The selected Ecolab products also require no personal protective equipment (PPE).

Exploring the Potential of Recycled Plastic in Patio Tables

In 2023, Fuzzy's piloted a new option for exterior patio tables made of 100% recycled plastic. Fuzzy's traditional patio tables are made from wood treated with a resin and have a typical lifespan of 5-7 years. The new pilot table material reduces the amount of wood used for furniture at the restaurants and doubles the life span to 10-12 years.



IHOP dual sided window cling

Menu Cling Material Savings

The Dine Brands Menu Publishing Team led a project to reduce the size and type of IHOP menu window clings that inform guests of seasonal and promotional items. We estimate the project, which began in the middle of 2023, saved 43,000 square feet of material waste by reducing dimensions and moving to a dual sided window cling. Beginning in 2024, this simplified approach will lead to estimated annual savings of 113,000 square feet of waste – the equivalent of almost two National Football League fields.

¹ As of December 31, 2023, with estimated savings of 1.2 billion gallons of water annually based on an updated 2023 average hours of operation for participating Applebee's and IHOP.

² Estimated savings are preliminary based on a few test locations and savings are subject to change based on additional information and participation.

³ Dipper Wells are not used in Fuzzy's restaurants.

⁴ Data was collected through an Excel-based data collection survey sent to all franchise groups and company-owned locations. Participating franchise groups, company-owned restaurants and RSCs collected and input water and irrigation usage by location from December 2022–November 2023. Usage data was collected in gallons or cubic feet and converted to thousand cubic meters. In 2023, fewer franchisees shared their water and irrigation usage compared to 2022. We used modelling to generate data for locations that provided data in prior years, but not for 2023, and missing information for RSCs.

More Sustainable Approach to Responsible Packaging

We seek out suppliers of paper, plastic and other products who share our commitment to sound environmental practices.

100%

**FREE OF EXPANDED
POLYSTYRENE (EPS)
AT APPLEBEE'S AND IHOP
IN 2023**

As of the end of 2023, Applebee's and IHOP achieved the goal of being 100% free from EPS (expanded polystyrene, commonly known as Styrofoam™), including to-go packaging. This target was completed

one year ahead of our goal. With the onboarding of Fuzzy's to Dine Brands beginning in December 2022, the brand aims to remove EPS from its to-go packaging by the end of 2024. Applebee's and IHOP restaurants in Mexico previously restricted the use of EPS for to-go packaging.

In 2023, Applebee's tested a new to-go packaging container that utilizes 16% less plastic compared to the prior model. When this container launches in 2024, we estimate saving 2.1 million pounds of plastic annually. These savings are based on removing a larger container option for packaging and offering a slightly different shape container for meals instead.

In 2023, IHOP removed carbon black pigment from an estimated 48 million pieces of to-go and left over packaging annually, using a clear plastic alternative instead. The carbon black pigment prevented containers from being sorted for recycling by infrared scanners. The clear containers are generally accepted by local recycling programs. In addition, IHOP implemented changes to its medium size to-go packaging and plating guidelines that will roll out in 2024. This reduction in the medium

to-go packaging size and transition away from the carbon black pigment will result in a 64% reduction in the plastic needed to make each IHOP container – equal to an estimated savings of 1.7 million pounds of plastic annually. For both the to-go and left over containers, a notation, “Please Recycle Me”, was added to the exterior to encourage guests to dispose of their items responsibly.

IHOP also transitioned their 16 oz cups from plastic to paper and will do the same with 30 oz cups when the current cups are depleted, which we expect to happen in Q1 2024.

Through our work with our procurement partners, Centralized Supply Chain Services and Foodbuy Foodservice, we prioritize partnerships with suppliers who are aligned with our sustainability goals. For example, in 2023, we selected a new supplier that offers Green Seal® certified towel roll and bath tissue as an option for Applebee's and IHOP restaurants. This certification identifies products and services that meet the rigorous performance, health and environmental criteria in Green Seal's environmental leadership standards, including their science-based standards.

Our brands continue to explore alternatives to plastic cutlery and cups for system-wide use to reduce overall plastic usage. We continue to learn about new ideas and best practices for decreasing packaging and food waste through participation in the National Restaurant Association Sustainability Expert Exchange¹ and the National Retail Federation (NRF) Sustainability Council.

Printing Label Size Reduction

Applebee's restaurants transitioned the Prep N Print labels they use in back-of-house food preparation to a smaller size in 2022. In 2023, IHOP began the same transition, reducing the label size from 2"x2" to 2"x1". For Applebee's, the savings equals an annual decrease of 4,000 miles of labels and 8,000 miles of liner paper per participating

restaurant. The simpler labels also improve back-of-house operations, preventing unnecessary food waste.

Gift Card Material Stock Transition

In 2023, Applebee's transitioned its gift cards from plastic to paper stock certified by the Forest Stewardship Council (FSC) across all distribution channels. This is a small change that makes a big impact. One plastic gift card weighs just a fraction of an ounce. However, multiply that by 11 million – the number of gift cards Applebee's prints each year – and that small change saves tens of thousands of pounds of plastic annually. This change also results in an annual reduction of CO₂ emissions of 222 metric tons, equivalent to the amount of greenhouse gas emissions saved by recycling 11 garbage trucks of waste instead of putting it in landfills².



Applebee's Forest Stewardship Council (FSC) gift card

Reducing Food Waste and Sourcing Responsibly

We prioritize reducing waste and responsible sourcing as we consider how items are purchased for our franchisees' restaurants. By sourcing products that are chopped, diced and ready for our recipes, we reduce waste and avoid operational errors. We prioritize purchasing the appropriate pack sizes of products, including using bulk foods, to use less packaging and prevent excess waste.

At our Pasadena RSC, our Food Quality and Safety team conducts on-site product audits to ensure the ongoing quality and consistency of the food our franchisees serve to guests. Food audits review product quality, alignment with product specifications and shelf life. Audited food that is untouched and in good condition is donated to charity partners and diverted from landfills.

We look to franchisees to track inventory, manage stock and quantity levels and monitor factors that lead to waste and product loss within their inventory management systems. They also maintain quality and prevent excess waste through accurate labeling of food.

Below we report on the total weight of packaging used across all U.S. Applebee's, Fuzzy's and IHOP restaurants, including the weight of our to-go containers and cups and the materials our suppliers used to ship and package products. We continually explore opportunities to use less packaging and to utilize packaging that is more sustainable.

**Total Packaging in Restaurants
(To-Go, Internal and External Product Packaging)³**

	2023
Total Weight of Packaging ³	26,623.4 metric tons

¹ A supplemental group to the Food Waste Reduction Alliance (FWRA)
² EPA Greenhouse Gas Equivalencies Calculator
³ Includes internal and external packaging for food products and to-go packaging across Applebee's, Fuzzy's and IHOP. Weight based on annual case sales information.



Pasadena RSC Town Hall, California

Conservation at Our New Restaurant Support Center

Our new Pasadena RSC is located in a LEED Gold Certified Building. We are proud to share several more sustainable initiatives at this RSC:

- Reinstated three programs: paper recycling, food donations and cooking oil recycling.
- Recycled 13.3 metric tons of paper, preserving 319 trees and 25,289 gallons of water in 2023.
- Donated 8.4 metric tons of food from our Pasadena and Glendale RSCs¹ in 2023.
- Recycled 1,000 pounds of cooking oil used at our Pasadena RSC test kitchens.
- Supported Heidi Fund through a furniture donation and sale by contributing \$10 to the Heidi Fund for each item donated by team members. (Total raised: \$1,510).
- Donated office supplies, appliances, and furniture to Hope of the Valley, Habitat for Humanity and various schools, educators and teachers. Collected and donated more than 1,000 binders during the program.
- Partnered with a relocation management contractor who is certified as a small business enterprise (SBE), a disadvantaged business enterprise (DBE), a woman-owned business enterprise (WBE) and a green business (GBC).
- Selected furniture for the new building that utilizes recycled materials. For example, more than 200 desk chairs in the office include an estimated 25% pre-consumer and post-consumer recycled materials and are GREENGUARD certified.
- Initiated a new coffee pod recycling program. In 2023, our Pasadena RSC began a Coffee Recycling Program from TerraCycle to eliminate waste from pods we use in coffee machines, which are not locally recyclable. We now ship used pods to TerraCycle facilities where they compost the coffee grounds, smelt the metals for reuse and add plastics to recycled plastic blends. Within the first few months of the start of the program we recycled 189.6 pounds of pods, which is an estimated 7,000 coffee pods per monthly pick up.



Pasadena RSC, California

13.3

METRIC TONS OF PAPER
RECYCLED IN 2023
AT THE PASADENA RSC

25%

RECYCLED MATERIAL
UTILIZED IN DESK CHAIRS
AT THE PASADENA RSC

1,000

POUNDS OF COOKING OIL
RECYCLED IN 2023 AT THE
PASADENA RSC

7,000

COFFEE PODS RECYCLED
PER MONTH AT THE
PASADENA RSC

¹ In the first quarter of 2023, we completed our RSC move from Glendale to Pasadena.
² 100% free from EPS (expanded polystyrene, commonly known as Styrofoam™).

Looking Ahead

Below is a snapshot of some initiatives we plan to undertake in 2024 in support of goals in our Planet focus area.



UN SDG #12 Responsible Consumption and Production

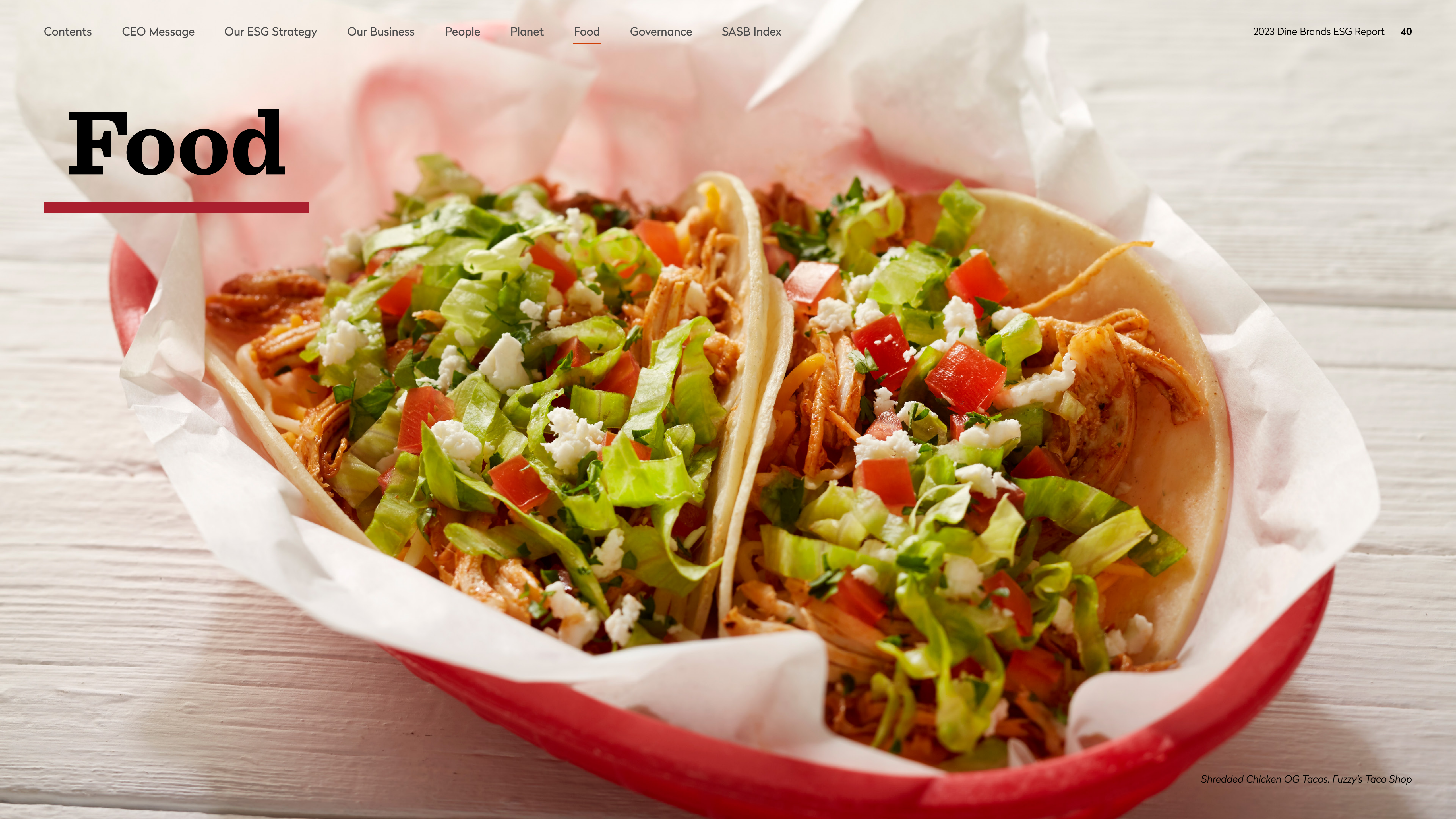
- Finalizing transition of IHOP 30 oz cups from plastic to paper in the first quarter of the year.
- Using an estimated 1.7 million pounds less plastic in IHOP to-go packaging due to updated design and plating guidelines.
- Fuzzy's is working towards becoming 100% expanded polystyrene² free in to-go packaging.



UN SDG #13 Climate Action

Dine Brands is conducting part two of a third party ESG/GHG Assurance Readiness program in preparation for upcoming requirements for reporting on greenhouse gas (GHG) emissions and climate-related disclosures (page 47).

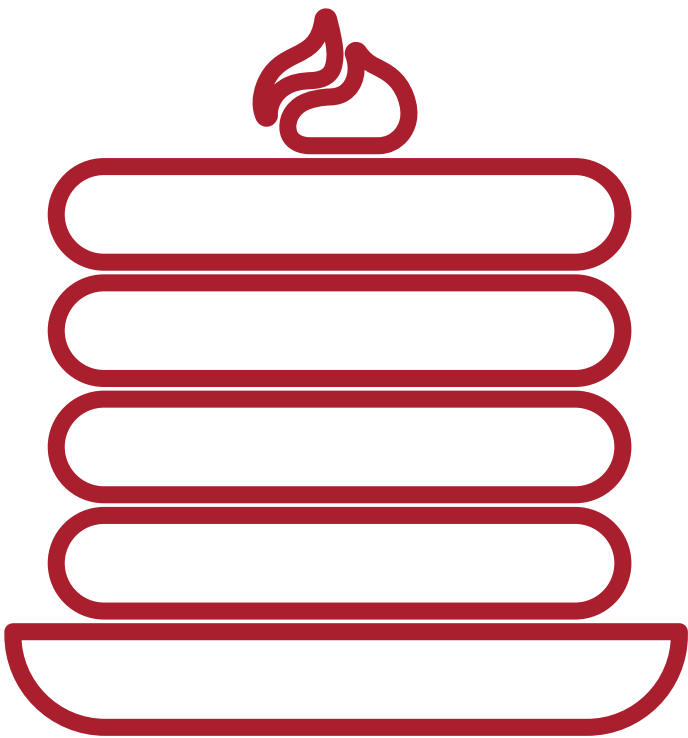
Food



Where Community Happens

Every day guests gather for meals at Applebee's, Fuzzy's and IHOP restaurants to celebrate big and small occasions.

Our franchisees take pride in serving honest-to-goodness food that is safe, provides good value and is prepared with ingredients from suppliers who share our commitment to the environment and animal health and welfare. We continually look for ways to better meet the needs of guests.



Innovating to Meet Guest Needs

As the needs of guests change, we work to offer them more transparency in menu information and variety in menu innovations to support their dining preferences.

Across Applebee's, Fuzzy's and IHOP menus, we added information on sesame to allergen and nutrition guides to align with U.S. Food and Drug Administration requirements. The Dine Brands Nutrition team also refreshed the online vegan and vegetarian menu guides for Applebee's and IHOP restaurants to include 2023 menu changes.

At the end of 2023, Applebee's began exploring a sodium reduction project for future and current menu items. In addition, Applebee's tested 200 new menu items during the year. Many will be debuting in restaurants in 2024, including various options for dietary preferences. Applebee's continues to support **Kids LiveWell 2.0**, a National Restaurant Association Program, by offering menu items for children that emphasize greater consumption of fruits and vegetables, lean proteins and low-fat dairy, while limiting unhealthy fats, added sugars and sodium. Applebee's continued to offer plant-based burgers and gluten-sensitive menu items.

In 2023, we continued to onboard Fuzzy's Taco Shop to the Dine Brands system. This included reviewing all menu items for quality, efficiency and innovation. The brand

team also looked into opportunities for updating menu information and nutritional guidance. This will remain a focus for the brand in 2024 as they engage with the Dine Brands Nutrition, Quality Assurance and Supply Chain teams and their new group purchasing organization.

To appeal to guests' lifestyles and needs, IHOP eliminated¹ high fructose corn syrup (HFCS) entirely from the core food menu, including syrups, as of 2023. IHOP also began exploring a sodium reduction project at the end of 2023. In 2022, IHOP introduced plant-based sausages and expanded on this initiative in 2023 by making plant-based burgers and sausages available on IHOP menus throughout the U.S. In 2023, IHOP piloted a dairy-free oat creamer which is planned to be launched to all restaurants in 2024. IHOP continues to explore opportunities for updating kids meal options to appeal to more dietary preferences, such as items that meet Kids LiveWell 2.0 criteria.

Along with prioritizing the in-restaurant guest experience, we continued to invest in technology to improve efficiency and guests' online ordering experience. In 2023, IHOP deployed Google AI to enhance online ordering throughout the U.S. by offering guests more helpful and personalized options, including suggestions based on their past orders and current menu items and promotions. This includes suggestions for dietary preferences such as gluten-friendly pancakes or plant-based sausage.

¹ Does not include soft drinks, limited time menu offers, optional menu items, and some local franchisee menu items.



North Hollywood, California



Quality Assurance kitchen, Pasadena RSC, California

Safety is a Science

The safety of guests and restaurant team members is central to our business. We work with franchisees to ensure adherence to proven standards for food safety, health and hygiene, and sanitation at all our brands' 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 our restaurants to the moment it is served to guests.

To ensure food safety, the restaurants in our portfolio:

- 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 washing procedures for fresh produce and safe protocols for thawing, cooking and cooling food.
- Practice a robust hand-washing program that follows recommendations from the Food and Drug Administration and Centers for Disease Control.
- Follow COVID-19 protocols, including health screening for team members and managers, and cleaning and sanitizing surfaces with a multi-purpose disinfectant (posted by the EPA on List N) proven to effectively kill both norovirus and SARS-CoV-2 (which causes COVID-19).
- 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, 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 adhere 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.

Cold Chain Monitoring Ensures Product Integrity

We work to maintain stable air temperatures during shipment of select frozen and refrigerated products to ensure the quality and safety of the food our franchisees serve and to reduce food waste. Our **Cold Chain Monitoring Program** monitors in time temperatures 24/7 as food moves from suppliers to distribution centers. We receive alerts if the temperature on a truck is out the safe range, allowing us to take immediate action to remedy the situation for certain products, and prevent food waste.

Responsible Sourcing

Animal Health and Welfare

Our animal welfare approach is rooted in the health and welfare of animals as well as our commitment to accountability. Approaches to animal health and welfare are constantly evolving. We are doing the following in response:

- 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 harvest and plant audits in cooperation with our suppliers.
- Remaining committed to better transparency in our process to drive positive outcomes.
- Continuing as members of the Animal Agriculture Alliance.
- 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 2023, the Animal Health and Welfare Advisory Council partnered with the Dine Brands team on approaches to improving tracking and supplier collaboration, helped keep Dine Brands informed of updates in the industry and utilized its expertise to assist with the onboarding of Fuzzy’s to meet and align with Dine Brands animal health and welfare priorities.

Animal Health and Welfare Council



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



Bruce Feinberg
▪ Former Senior Director, Global Protein and Dairy Quality Systems, McDonald’s Corp.
▪ Member since January 2023



Dr. Anna K. Johnson
▪ Professor of Animal Behavior and Welfare, Iowa State University
▪ Member since July 2021



Stewart T. Leeth
▪ Chief Sustainability Officer, Smithfield Foods, Inc.
▪ Member since July 2021



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



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



Dr. Randall S. Singer
▪ Professor of Epidemiology, University of Minnesota
▪ Member since July 2021



Kay Johnson Smith
▪ Consultant and Advisor, KJS Strategies
▪ Member since July 2021



Hannah Thompson-Weeman
▪ President and CEO, Animal Agriculture Alliance
▪ Member since May 2022



Dr. Dan U. Thomson
▪ Professor Emeritus of Animal Science, Iowa State University
▪ Member since July 2021

The Five Domains

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, Fuzzy’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.

THE FIVE DOMAINS

Four Domains assess an animal’s welfare in the following areas:

- Nutrition
- Environment
- Physical Health
- Behavioral Interactions

These domains determine the fifth domain:

- Mental Health

Responsible Antibiotic Use

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).

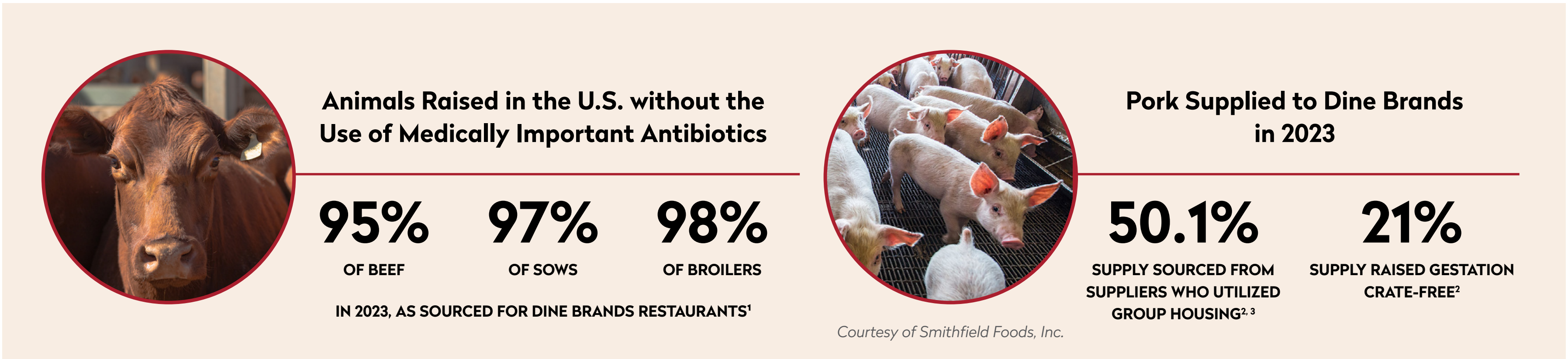
Beef and Dairy

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.

1 As of December 31, 2023, based on supplier-reported information. Excludes treatment of sick and injured animals or controlling an identified disease outbreak under veterinary supervision.
2 As of December 31, 2023, based on supplier-reported information.
3 Gestation Crate-Free is part of the Group Housing number.
4 End-of-year targets.
5 Percentage achieved as of December 31, 2023.



Cage-Free Eggs

Cage-Free Egg Supply 2023 Progress and Targets⁴

2023	35.2%⁵
2024	66%
2025	100%

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 we are aiming to have at least 66% cage-free by the end of 2024. We achieved and surpassed our 2023 goal of 33% cage-free eggs with a total of 35.2%.

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

Sow Group Housing

Dine Brands is committed to sourcing pork products for U.S. Applebee’s and IHOP restaurants from suppliers who utilize group housing systems. As of December 2023, 50.1% 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 and the percentage of our supply that was raised gestation crate-free increased due to supplier purchasing shifts. We 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 that suppliers provide annual progress updates on their efforts to comply with our plans. We prioritize collaboration with our vendor partners to promote animal health and welfare.

Industry Collaboration with Our Suppliers

With guidance from the Animal Health and Welfare Advisory Council and partnership with suppliers, we align ourselves with:

- The National Dairy FARM (Farmers Assuring Responsible Management) Animal Care Program in the U.S.
- The National Chicken Council's Welfare Guidelines.
- The Beef Quality Assurance Program.
- A VCPR (Veterinary-Client-Patient-Relationship) with responsible antibiotic use. This is in place for all raw material suppliers of poultry, beef, dairy, pork and eggs.
- NAMI Animal Handling Guidelines and Audits for farmers of cattle and swine providing raw material; the guidelines include best practices for transportation and humane handling at plants. NAMI audits are completed by auditors who have been trained and certified by PAACO (Professional Animal Auditor Certification Organization).

Working Toward a More Sustainable Supply Chain

We are building relationships with suppliers who share our commitment to sustainable practices. That includes working with longtime suppliers to adopt new practices and seeking out additional suppliers with similar operating values.

Our Supplier Quality Program ensures the quality of products supplied to Applebee's, Fuzzy's and IHOP restaurants. Suppliers must adhere to our **Supplier Code of Conduct**, which provides expectations and guidelines for doing business with us and our subsidiaries. Applebee's, Fuzzy's and IHOP Culinary teams, along with Dine Quality Assurance, work with our procurement partners, Centralized Supply Chain Services and Foodbuy Foodservice, to vet suppliers in accordance with our code.



Courtesy of Lamb Weston

Choosing Suppliers Who Share Our Values

As part of our efforts to engage in sustainable sourcing, we seek to work with vendors who prioritize and consider the environmental and social impact of their organizations. Sourcing ingredients from suppliers and partnering with distributors who share our commitment to environmental responsibility, social equity and responsible management practices is important as we continue to look for ways to improve our practices. We highlight some of our partners' work below.

- **Performance Food Group (PFG)** is Dine Brands' largest distribution partner, providing food to approximately half of the U.S. restaurants our franchisees own and operate. In 2023, PFG began a pilot program using zero-emissions refrigerated electric trucks to deliver food. Their initiative is part of our shared commitment to be responsible stewards of the environment.
- **Koch Poultry** is one of the largest suppliers to Applebee's. Koch piloted electric trucks to deliver products from their Chicago facility, including deliveries to some Applebee's.
- **Restaurant Technologies (RTI)** provides automated oil management solutions, used cooking oil collection, and automated hood cleaning for participating Applebee's and IHOP restaurants. In 2023, RTI recycled over 2,700 metric tons of waste oil from our participating restaurants. This saved over 150,000 cubic feet of landfill space and lowered greenhouse gas emissions by almost 9,500 metric tons of CO₂e.
- **Impossible Foods** provides alternative protein options for our guests, including plant-based burgers for Applebee's and IHOP and plant-based sausages for IHOP. In 2023, we estimate that consumption of these products instead of animal-based alternatives saved 3,538 metric tons of CO₂e and 30 million gallons of water.
- **Ken's Foods**, a dressing and sauce supplier to our brands, takes an innovative approach to reducing the environmental impact of its business. The company's efforts include generating 40 to 50% of their Massachusetts plant electrical needs from recaptured methane gas in wastewater and reducing their carbon emissions and water consumptions by eliminating freon from their cooling processes.
- **Lamb Weston** provides potato products to our brands and has been partnering with its growers to advance sustainable farming practices. Byproducts of vegetable processing are used as dairy feed, manure from Lamb Weston's dairy operations is used as crop nutrients, and crop rotation is incorporated to deliver the best quality and yields of crops like potatoes, peas, carrots, sweet corn and milk produced from Lamb Weston's dairy. From advancing soil health science in the field to implementing remote sensing technology for crop monitoring at the farm, Lamb Weston is building climate resilience and mitigation strategies to work toward a carbon neutral future in field operations.

“

...we seek to work with vendors who prioritize and consider the environmental and social impact of their organizations.”

Looking Ahead

Below is a snapshot of some initiatives we plan to undertake in 2024 in support of goals in our Food focus area.



UN SDG #2 Zero Hunger

- Piloting a sodium reduction plan for the Applebee's menu.
- Reviewing Fuzzy's menus and nutritional information for updates.
- Launching IHOP partnership with Feeding America®, on National Pancake Day, to fight food insecurity in the U.S. (page 29).
- Exploring opportunities for updating the IHOP kids menu to offer more balanced nutritional selections.



UN SDG #12 Responsible Consumption and Production

- Onboarding and aligning Fuzzy's with Animal Health and Welfare practices.
- Onboarding and aligning Fuzzy's with new procurement partner.

Governance



Being Good Corporate Citizens

All our ESG initiatives rest on our commitments to good governance, transparency, and accountability.

Our Board of Directors and Executive Leadership Team oversee these commitments, ensuring that Dine Brands acts effectively to achieve our ESG goals and meet the highest standards of honesty and ethical conduct while providing a healthy return for our investors.

Board Support for ESG Initiatives

The Dine Brands Board of Directors and Executive Leadership Team, including CEO John Peyton, are committed to accountable ESG practices that align with Dine Brands business practices and comply with quickly evolving ESG disclosure standards.

Promoting Transparency

Our Board of Directors and Executive Leadership Team provide oversight and set the standard for our commitment to transparency in our ESG efforts. This includes leadership provided by our Board of Directors Committees, the Board of Directors ESG liaison (since 2021), and our CEO. Our internal Dine Brands ESG Task Force is an enterprise-wide cross-functional, cross-brand working group that engages our team members to achieve our ESG goals by working with Applebee's, Fuzzy's, and IHOP franchisees. Members represent multiple departments, including Legal, Finance, Risk Management, Human Resources, Quality Assurance, Communications, Public Affairs, Operations, and Architecture and Design. Members come from all three of our brands, our International team, and Centralized Supply Chain Services, a procurement partner to Applebee's and IHOP.

This prioritization of transparency extends to reporting our goals, targets, actions, and progress to our franchisees, team members, guests, communities,

suppliers, investors, and other stakeholders. In 2023 we piloted Executive Compensation Goals that will become individual Executive Goals in 2024. Accountability motivates us to continually improve our efforts to have a positive environmental and social impact while we work to increase our value as a company.

Acting Ethically

Dine Brands places a high priority on personal integrity and honesty among our Board of Directors, CEO, and team members. Our Global Code of Conduct defines our policies for safe, ethical, and socially responsible business conduct. We expect all team members to understand and follow this code. We also require compliance with all legal requirements in the countries where we operate.



Accountability motivates us to continually improve our efforts to have a positive environmental and social impact while we work to increase our value as a company."



Preparing for Future ESG Requirements

Our ESG efforts include planning ahead for future requirements, such as CA and the SEC's rules for reporting greenhouse gas (GHG) emissions and on climate-related disclosures. In preparation, we engaged a third-party consultant to conduct ESG/GHG Assurance Readiness. This group evaluated our existing processes and policies and to recommend changes to ensure we are prepared to comply with reporting requirements. This work also included identifying potential efficiency opportunities and evaluating the programs we use to develop, aggregate, or report the GHG metrics. Based on the findings, part two of this work will be completed in 2024 to help implement suggestions and improve tracking. In addition, we plan to disclose climate-related risks in line with the TCFD's recommendations within the 2024 ESG Report.

Maintaining Board Oversight

Our Directors bring diverse experiences to their roles in reviewing and overseeing Dine Brands policies, goals, strategies, actions and progress. ESG topics are part of Board meetings and each of the Board’s committees has oversight responsibilities for topics related to ESG, including:

- **Nominating and Corporate Governance Committee**
Oversees the corporate governance of Dine Brands and makes recommendations to the full Board of Directors regarding the size, composition, functions and requirements of the Board.
- **Compensation Committee**
Responsibilities include compensation and employee benefit plans and practices and monitoring Dine Brands progress on organizational culture, diversity, equity, inclusion and belonging.
- **Audit Committee**
Responsible for assisting the Board of Directors’ oversight of the integrity of Dine Brands financial statements, compliance with legal and regulatory requirements and preparation of disclosures required by Securities and Exchange Commission rules and regulations. Responsibilities also include risk assessments of food safety and quality assurance, ESG and management of information technology and cyber risk.

Cyber Risk Management

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

The Dine Brands Chief Information Security Officer (“CISO”) leads our cybersecurity team, plan, strategy, policy, standards and processes and maintains responsibility for aligning with common security risk management framework and practices, including detailed tasks, plans and initiatives, which are reviewed and updated annually and periodically.

Our cybersecurity program is risk-based with an underlying threat modeling framework that enables us to track and measure our progress based on five pillars: strategy and foundation, teach and communicate, build and enhance, risk reduction and maturity, and security compliance. Our program framework and foundation are based on common security standards and frameworks, including ISO/IEC 27001/2:2022 and NIST Cyber Resiliency Framework and Model, in alignment with PCI DSS, privacy laws and regulatory requirements. Our program also incorporates incident response plans and notification

Board of Directors¹



Richard J. Dahl

- Chairman of the Board and Director
- Nominating and Corporate Governance Committee Member
- Audit Committee Member



John Peyton

- Chief Executive Officer, Dine Brands Global, Inc.



Howard M. Berk

- Director
- Audit Committee Member
- Chair of Compensation Committee



Michael C. Hyter

- Director
- ESG Liaison
- Nominating and Corporate Governance Committee Member



Caroline W. Nahas

- Director
- Chair of Nominating and Corporate Governance Committee
- Compensation Committee Member



Douglas M. Pasquale

- Director
- Chair of Audit Committee



Martha Poulter

- Director
- Cyber Security Liaison
- Audit Committee Member



Matthew T. Ryan

- Director
- Audit Committee Member



Artie F. Starrs

- Director
- Audit Committee Member



Lilian C. Tomovich

- Director
- Nominating and Corporate Governance Committee Member
- Compensation Committee Member



Dine Brands Board member Michael C. Hyter was named one of the most influential leaders in corporate governance by the National Association of Corporate Directors (NACD) as part of its 2023 NACD Directorship 100™, an annual list of leading corporate directors and governance advocates. He is the CEO of the Executive Leadership Council, which works to open channels of opportunity for Black executives to positively impact business and communities. Hyter hosted ten members of the Dine Brands team at the 2023 NACD Directorship 100 Awards Gala.

¹ Board of Directors membership information is current as of report publication date.

protocols to assess and manage incidents and threats, including their materiality.

Our cybersecurity program uses layered security defenses, cyber resiliency and automation capabilities for our security functions and operations. Our cybersecurity roadmap outlines and defines our security initiatives, projects and tasks. All security efforts and projects are discussed by the Security Steering Committee (“SSC”). Security events are identified via multiple channels, including, without limitation, security detection mechanisms, near real-time system alerts, out-of-bound channels and dark web monitoring. Our employees and vendor partners are also trained to report any security events to the cybersecurity team, who will escalate and notify the legal team, senior executives and Board of Directors, as needed.

Our cybersecurity risk management program is based on legal and regulatory requirements and considerations. Cybersecurity risks are included as an integral part of our broader Enterprise Risk Management (ERM) program and reviewed quarterly by a cross-functional team of internal stakeholders. They assess the risk level and strength of our mitigation strategies. Our cybersecurity risk assessment is performed regularly throughout the year, and may include:

- Regular cybersecurity program, risk and incident reporting to the Board of Directors.
- Quarterly cybersecurity risk reporting to the Enterprise Risk Committee, which includes the company’s Chief Executive Officer; Chief Financial Officer; Senior Vice President, Legal, General Counsel & Secretary; Internal Audit; Chief Information Officer; and CISO.
- Monthly Security Steering Committee meetings with members from the company’s cybersecurity, ERM, IT, internal audit and legal teams.

For more information, see [Dine Brands 10-K](#).

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 annually to the Board of Directors, which reviews the risks and progress made on their mitigation activity. The objective of ERM is to ensure that the organization is aware of, and prepared to respond to, potential enterprise risks (and opportunities) that could impact the achievement of Dine Brands’ strategic and operational objectives. Monitoring, management, support, timeliness and communication are some of the key factors we emphasize to provide a structured and consistent approach to risk management and to facilitate informed decision-making. As part of the 2023 risk review, we updated our risk factors within the [Dine Brands 10-K](#) to include climate-related risks.

Disclosures and Corporate Support Towards Lobbying

We are committed to acting responsibly and holding ourselves accountable to doing business aligned with our values. From time to time, Dine Brands meets with various state and federal representatives and arranges meetings for our franchisees and their representatives to discuss issues that affect our business. Through industry/trade associations, we engage with policymakers to understand priorities and demonstrate regulatory compliance. We work to inform legislative and government officials of our commitments and advocate in the best interest of our brands.

We did not make any direct political contributions or engage in any grassroots lobbying activities in 2023. We are members of the National Retail Federation, the National Restaurant Association and the International

“

We are committed to acting responsibly and holding ourselves accountable to doing business aligned with our values.”

Franchise Association. We paid \$35,000 each to the National Retail Federation and the National Restaurant Association, 100% of which was non-deductible, and \$45,000 in fees to the International Franchise Association, 18% of which was non-deductible. We are not members of any group, to our knowledge, that writes model legislation.

Our Nominating and Corporate Governance Committee has oversight of our political activities, and our management team, typically our General Counsel, provides updates and seeks approval as needed. Our Global Code of Conduct, which our employees review annually, requires us to adhere to strict laws governing corporate political activities, lobbying and contributions that vary around the globe.



SASB Index

DINE BRANDS

Restaurant Industry SASB Disclosures

We report our environmental, social and governance (ESG) progress in adherence to the Sustainability Accounting Standards Board (SASB) restaurant-industry disclosure topics and accounting metrics. Our disclosures represent all of Dine Brands, unless otherwise indicated, and include data shared for the one Dine Brands-owned restaurant and up to 1,332 participating U.S. franchise locations (representing approximately 39% of U.S. franchise restaurants).

DISCLOSURE TOPIC	ACCOUNTING METRIC	RESPONSE	SASB CODE
Energy Management	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable electricity	(1) For total energy consumed and (2) % of grid electricity, see Planet Conserving Energy Restaurant-Wide for information on 1,333 participating restaurants. (3) In 2023, 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	(1) We can provide no insight into water withdrawn and % water withdrawn in regions with High or Extremely High Water Stress. (2) For total water consumed and % of water consumed in regions with High or Extremely High Baseline Water Stress, see Planet Monitoring and Reducing Water Use for information on participating restaurants. % of water consumed in regions with High or Extremely High Baseline Water Stress is representative of all U.S. restaurants, not only the 1,333 participating restaurants sharing actual and modeled water consumption information.	FB-RN-140a.1
Food & Packaging Waste Management	(1) Total amount of waste (2) Percentage food waste (3) Percentage diverted	(1) 36 metric tons of waste was used across the Dine Brands Restaurant Support Centers (RSCs) in Pasadena, Glendale (first quarter of 2023), Kansas City and Irving. (2) We can provide no insight into % of food waste. (3) 13% of the waste at the RSCs was diverted. At both our Glendale and Pasadena RSCs we continued to donate food and recycle cooking oil. At the Pasadena RSC we started a coffee pod recycling program, from TerraCycle.	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	(1) For total weight of packaging see Planet Reducing Food Waste and Sourcing Responsibly . This represents packaging weight for all Applebee's, Fuzzy's and IHOP across the system. (2) On average, the corrugated boxes used to transport product are made with between 30-52% recycled material. Out of the total weight of packaging across the business (as mentioned in prompt number one) we reviewed the disposable packaging category for Applebee's and IHOP regarding the percentage made from recycled materials. Based on supplier reported information, an average of 20% or 6,589.6 metric tons of the total weight of disposable packaging is made from recycled material. Additional packaging information is not available at this time for percentage made from recycled and/or renewable materials. (3) We estimate that the recycling rate is 32%, which is the U.S. average. We expect to make updates in calculations and tracking 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	(1) 100% of restaurants operate in areas that are subject to routine health department inspections at least once a year per jurisdictional regulations. (2) 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 U.S. locations and one or more times per year internationally.	FB-RN-250a.1
	(1) Number of recalls issued (2) Total amount of food recalled	(1) In 2023, the FDA initiated 3 food recalls that affected Applebee's, Fuzzy's or IHOP restaurants. (2) The 4.32 metric tons of recalled products were removed with limited impact to 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	(1) Applebee's, Fuzzy's and IHOP restaurants had 2 confirmed foodborne illness outbreaks and (2) no U.S. Centers for Disease Control and Prevention (CDC) investigations in 2023.	FB-RN-250a.3

DISCLOSURE TOPIC	ACCOUNTING METRIC	RESPONSE	SASB CODE
Nutritional Content	(1) Percentage of meal options consistent with national dietary guidelines (2) Revenue from these options	(1) (2) Dine Brands provides guidance on nutrition and allergen information on our websites. Both Applebee's and IHOP provide online nutrition calculators that guests may use to determine nutrition, allergen and ingredient information for their meal choices. In addition, Applebee's and IHOP provide guests with vegan and vegetarian guides to fit their dietary preferences. Applebee's offers the Under 600 menu options, plant-based burgers, and notates gluten-sensitive menu items. At Fuzzy's, guests are provided the option to order a bowl instead of a burrito. Grilled proteins and grilled vegetables are available for tacos. At IHOP, turkey bacon, egg whites, plant-based burgers and sausages and protein pancakes are available for guests. To better accommodate guests with various health and lifestyle choices, IHOP notes gluten-friendly options and 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	(1) (2) Applebee's participates in the Kids LiveWell 2.0 Program in partnership with the National Restaurant Association, which sets nutritional standards for kids' menus. At Fuzzy's, carrots and ranch are offered as a kids meal side. At IHOP, guests may choose healthier options like turkey bacon, egg whites and protein-pancakes, or dietary substitutions like gluten-friendly pancakes or plant-based burgers or sausages.	FB-RN-260a.2
	(1) Number of advertising impressions made on children (2) Percentage promoting products that meet national dietary guidelines for children	(1) (2) Dine Brands, Applebee's, Fuzzy'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	(1) (2) As of the end of 2023, our business model was more than 99% franchised. Dine Brands' subsidiary, Fuzzy's Taco Shop, operated one company-owned restaurant at the end of 2023. The remaining restaurants are 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. From January–December 2023, within our one company-owned Fuzzy's Taco Shop restaurant, there was 67% voluntary and 9% involuntary turnover for restaurant employees.	FB-RN-310a.1
	(1) Average hourly wage, by region (2) Percentage of restaurant employees earning minimum wage, by region	(1) (2) From January–December 2023, within our one company-owned Fuzzy's Taco Shop restaurant, the average hourly wage for tipped and non-tipped employees was \$13.19. Based on the operational practices of Fuzzy's Taco Shop as a fast casual style restaurant, employees maintain roles that are not tipped.	FB-RN-310a.2
	Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations (2) employment discrimination	(1) (2) In 2023, Dine Brands and our one company-owned restaurant did not incur any losses as a result of legal proceedings associated with labor law violations or employment discrimination.	FB-RN-310a.3

DISCLOSURE TOPIC	ACCOUNTING METRIC	RESPONSE	SASB CODE
Supply Chain Management & Food Sourcing	Percentage of food purchased that (1) meets environmental and social sourcing standards (2) is certified to third-party environmental and/or social standards	(1) (2) 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. We are aligned with the Beef Quality Assurance Program. We are aligned with a VCPR (Veterinary-Client-Patient-Relationship) with responsible antibiotic use. This is in place for all raw material suppliers of poultry, beef, dairy, pork and eggs. We are aligned with NAMI Animal Handling Guidelines and Audits for farmers of cattle and swine providing raw material; the guidelines include best practices for transportation and humane handling at plants. NAMI audits are completed by auditors who have been trained and certified by PAACO (Professional Animal Auditor Certification Organization). 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	(1) For % of eggs that originate from cage-free environments, see Food Responsible Sourcing . (2) Dine Brands is committed to sourcing pork products from suppliers who utilize group housing systems for U.S. restaurants. 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 Food Responsible Sourcing .	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 Food Working Toward a More Sustainable Supply Chain .	FB-RN-430a.3
Restaurants and Employees	Number of (1) company-owned (2) franchise restaurants	(1) We had one company-owned Fuzzy’s restaurant as of December 31, 2023. (2) For the total number of company-owned and franchisee-owned restaurants, see Our Business Our Restaurant Brands .	FB-RN-000.A
	Number of employees at (1) company-owned locations (2) franchise locations	(1) As of the end of 2023, we had zero Applebee’s or IHOP company-owned restaurants and related employees; we had one company-owned Fuzzy’s restaurant with 16 employees. (2) 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: 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; the availability of suitable locations for new restaurants; the effects of climate change, including potential 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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