

2024  
BUSINESS  
RESPONSIBILITY  
REPORT



**Together, Responsibly**



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# Overview







# Message from our CEO

## Dine Together With Purpose

At Dine Brands, service to our guests goes hand-in-hand with respect for our planet, our people and our communities. We create places where families, friends and neighbors connect over a meal. And we recognize our impact on the lives, economies and environment that sustain us. With this perspective, we present the Dine Brands Business Responsibility Report, our fifth annual report on our commitment to responsible growth guided by our four pillars: people, planet, food and governance.

### Strategic Power of Responsibility

This report highlights our continued efforts to create value that benefits all our stakeholders—investors, franchisees, team members, suppliers and guests. Environmental, social and governance initiatives are essential to business growth and resilience. In our competitive and dynamic industry, these initiatives enable us to differentiate our brands, maximize operational efficiency and attract and retain the best team members.

### Care For Our Planet

In 2024, we worked closely with our franchisees and suppliers to explore and pilot practical, scalable projects that seek to reduce our impact on the environment, including water-saving measures and new packaging. These efforts lessen the use of vital resources, enable more resilient operations and help drive long-term value.

### Support For Our People

People are at the heart of everything we do. So, it's only natural that we uphold a strong commitment to create inclusive, supportive environments where our team members, franchisees and guests can thrive. And we continue our work to build a strong, engaged workforce and enhance our reputation as employers of choice in our industry.

### Honest-to-Goodness Food

Quality, food safety and responsible sourcing are cornerstones of our food offerings, and the high standards we uphold fortify the trust and loyalty of our guests. We continually evolve our menu to reflect the growing demand for food that's satisfying, meets dietary preferences and has a lower impact on the environment. And we work with our suppliers to increase transparency across the supply chain.

### Strong Governance

Strong governance supports our responsible business practices and ensures accountability and transparency at each level of our organization. We maintained and enhanced our governance practices, including making updates to our Enterprise Risk Management policy. With the backing of our board and leadership team, these ongoing efforts contribute to a culture of integrity that bolsters the long-term reputation and credibility of our brands.

### Our Future Together

As our business grows and evolves, we recognize our responsibility to stakeholders and future generations. We're committed to prioritizing realistic targets, learning from each success and challenge, and pushing ourselves to do better each year. I'm optimistic about the future we're building at Dine Brands—a future where business success and business responsibility are intricately intertwined.



**Thank you for your support in our progress. Together, we're making a lasting, positive impact on the world.**

**John Peyton**  
Chief Executive Officer





# 2024 Highlights

## People



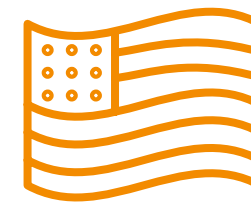
DONATED  
**7.9** METRIC TONS OF FOOD<sup>1</sup>



FUNDED  
**1M** MEALS FOR FEEDING AMERICA®<sup>4</sup>



RAISED  
**\$1.7M** FOR  
ALEX'S LEMONADE STAND FOUNDATION<sup>2</sup>



SERVED  
**672,993**  
FREE MEALS ON VETERANS DAY<sup>5</sup>



RAISED  
**\$661K** FOR  
NO KID HUNGRY® SINCE 2014<sup>3</sup>



## Planet



**100%** FREE OF EXPANDED  
POLYSTYRENE (EPS)<sup>6</sup>



**12M** PAPER GIFT CARDS, SAVING  
**218** METRIC TONS OF CO<sub>2</sub>e<sup>7</sup>



**2.2M** FEWER POUNDS OF  
PLASTIC USED FOR UPDATED  
APPLEBEE'S TO-GO PACKAGING



## Food



**66.8%** OF  
U.S. EGGS ARE  
CAGE-FREE<sup>8</sup>



CREATED FUZZY'S  
VEGAN AND  
VEGETARIAN GUIDE



<sup>1</sup> Metric tons donated by Dine Restaurant Support Centers, Applebee's, IHOP and their franchisees through distribution centers in 2024.

<sup>2</sup> Raised by Applebee's and U.S. franchisees.

<sup>3</sup> Raised by Fuzzy's and franchisees.

<sup>4</sup> Raised by IHOP and U.S. franchisees.

<sup>5</sup> Meals served to U.S. active-duty military and veterans at Applebee's and IHOP.

<sup>6</sup> Free of expanded polystyrene (EPS), commonly known as Styrofoam™, at Applebee's and IHOP as of the end of 2023 and Fuzzy's as of end of year 2024 based on brand packaging specifications.

<sup>7</sup> Applebee's gift cards transitioned from plastic to paper stock certified by the Forest Stewardship Council (FSC) in 2023, and IHOP started its transition in 2024. This saved 218 metric tons of CO<sub>2</sub> emissions across the two brands in 2024.

<sup>8</sup> Percentage achieved as of December 31, 2024.



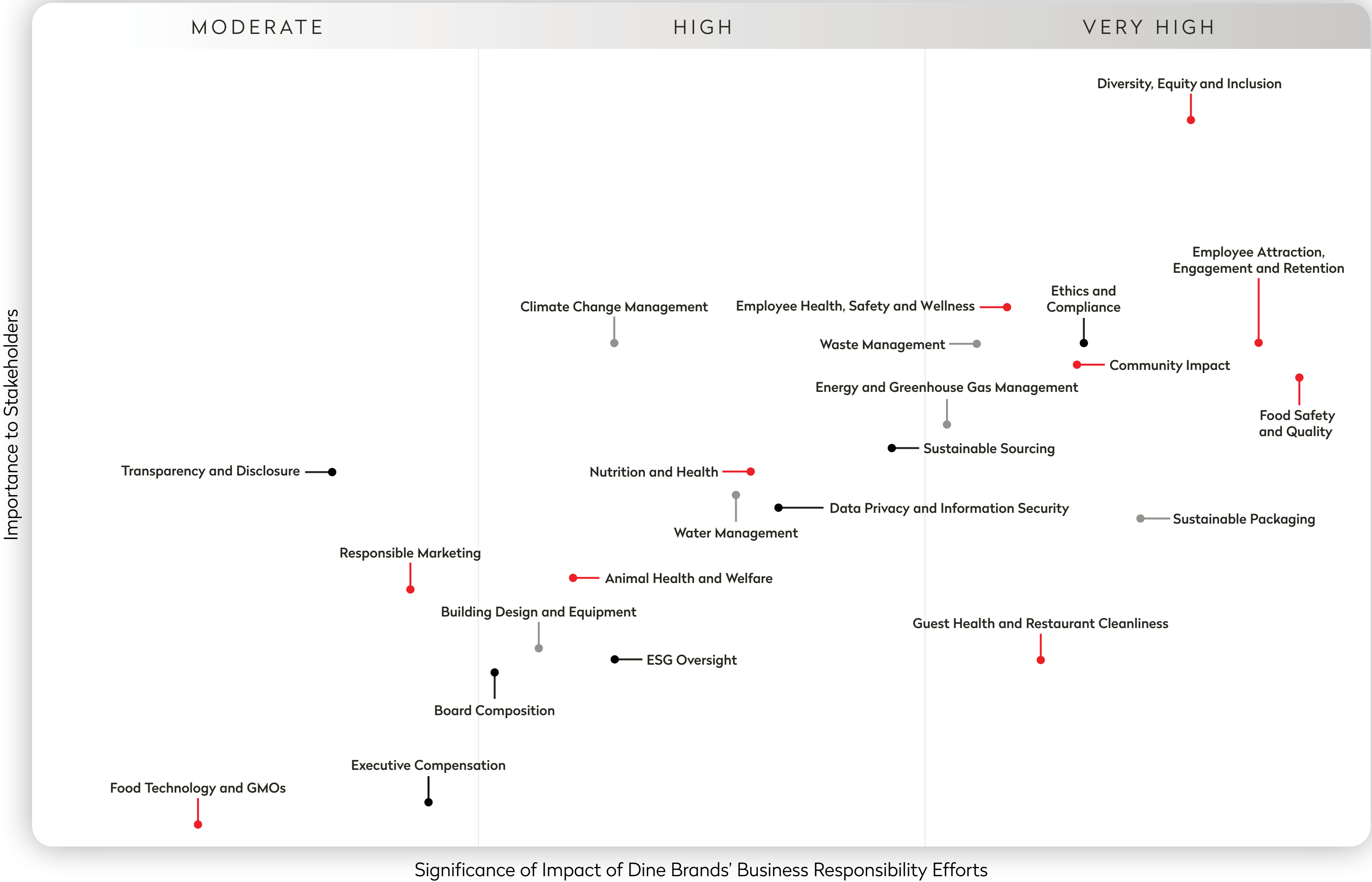


# 2022 Materiality Assessment

Dine Brands aims to align our business responsibility strategy with the priorities of our internal and external stakeholders. As part of this process, we conducted a Materiality Assessment in 2022. Through interviews, surveys and desktop research we identified 23 relevant topics and assessed each topic's relative importance to our stakeholders and their views on its potential impact on our environmental, social and governance efforts.<sup>1</sup>

The results are displayed in the materiality matrix on this page. Topics in the upper right area of the matrix (under “Very High”) are areas stakeholders viewed as important. Topics located in the middle and left columns were identified as “High” and “Moderate,” respectively.

- Environmental
- Social
- Governance



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





# People

## EMPOWERING TEAMS

- Supporting franchisees' success.
- Investing in our team members.
- Providing opportunities for all.

## HELPING COMMUNITIES

- Promoting food security.
- Supporting children's well-being.
- Enabling local giving.

# Food

## MEETING OUR GUESTS' NEEDS

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

# Planet

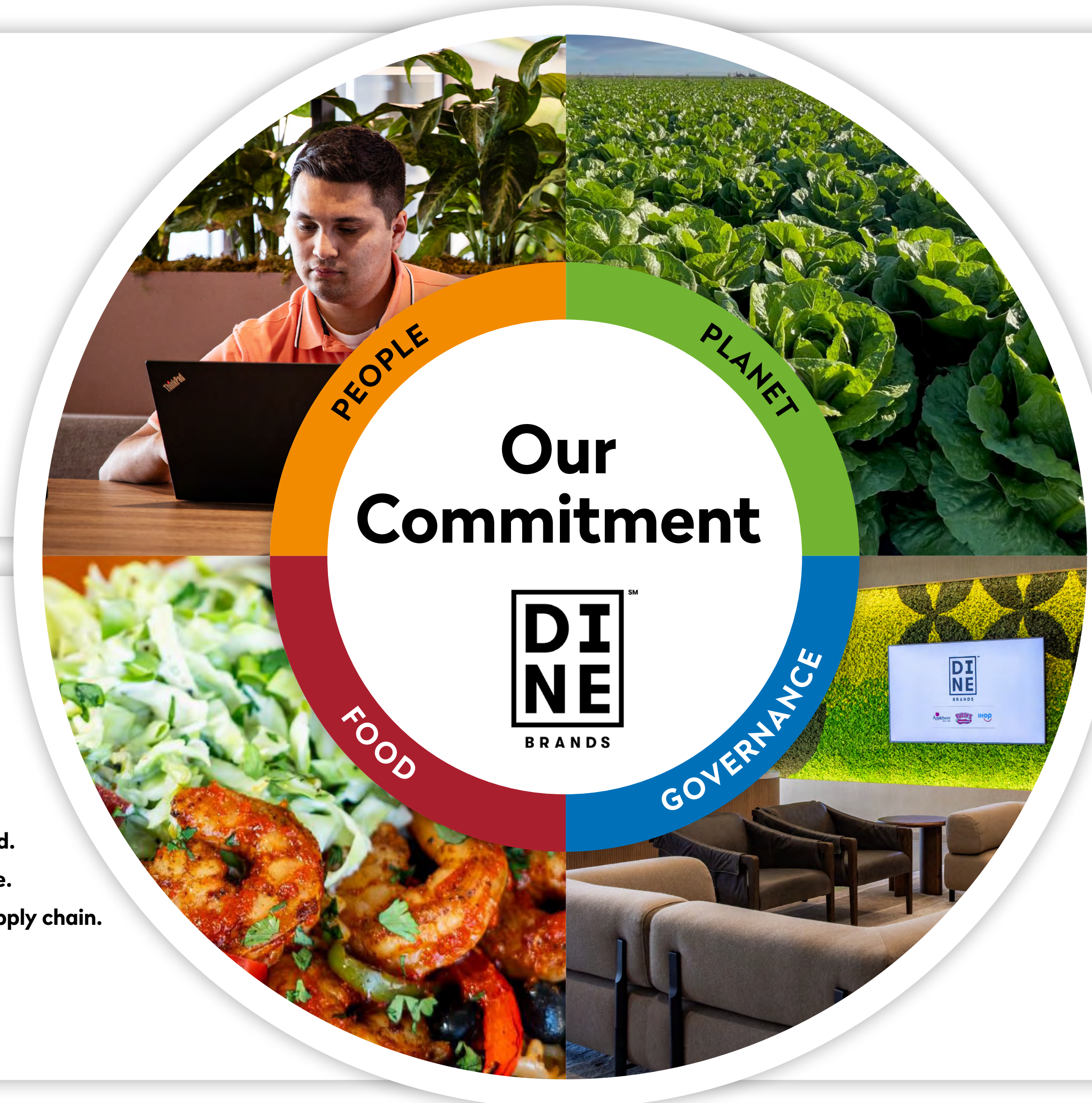
## CARING FOR THE ENVIRONMENT

- Acting as stewards of our planet.
- Minimizing waste.
- Using natural resources responsibly.

# Governance

## BEING GOOD CORPORATE CITIZENS

- Promoting transparency.
- Acting ethically.
- Maintaining Board oversight.







# UN SDGs



The United Nations' 17 Sustainable Development Goals (SDGs) aim to address climate change, enhance health and education, reduce inequality and drive economic growth. All UN SDGs inform Dine Brands' business responsibility initiatives, but the UN SDGs listed below most closely align with our focus areas for immediate action. Following are highlights of our 2024 efforts to support these UN SDGs.



## UN SDG #2

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

### 2024 HIGHLIGHTS

- Partnered with suppliers who prioritize more sustainable sourcing.→
- Donated food to fight food insecurity.→
- Raised funds for No Kid Hungry®.→
- Raised funds for Feeding America®.→
- Updated menu and allergen guides.→
- Participated in Kids LiveWell 2.0.→



## UN SDG #3

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

### 2024 HIGHLIGHTS

- Provided financial assistance to team members in need.→
- Raised funds for Alex's Lemonade Stand Foundation.→
- Team Members raised funds for community nonprofits.→
- Franchisees supported local charities.→



## UN SDG #5

Achieve gender equality and empower all women and girls.

### 2024 HIGHLIGHTS

- Continued our work to support representation in senior roles through earned promotions.→
- Sponsored Prosper Forum.→
- Continued alliances with women's organizations.→
- Continued offering Embrace All Day.→



## UN SDG #8

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

### 2024 HIGHLIGHTS

- Awarded scholarships to restaurant employees and team members.→
- Offered summer internships.→
- Initiated programs to support franchisees.→



## UN SDG #12

Ensure sustainable consumption and production patterns.

### 2024 HIGHLIGHTS

- Donated food to divert waste from landfills.→
- Saved water using ConserveWell® Dipper Wells.→
- Utilized Applebee's and IHOP gift cards made from paper.→
- Transitioned IHOP cups from plastic to paper.→
- Reduced amount of material used in to-go packaging for Applebee's and IHOP.→
- Achieved 100% free of expanded polystyrene (EPS).→



## UN SDG #13

Take urgent action to combat climate change and its impacts.

### 2024 HIGHLIGHTS

- Offered plant-based menu options.→
- Specified kitchen equipment that is more energy efficient in restaurant prototypes.→
- Conducted third-party GHG Assurance Readiness.→
- Conducted third-party Climate Risk Assessment.→





# Looking Ahead

Below are some of our ongoing and upcoming initiatives to support our business responsibility priorities.



*Dine Brands Pasadena RSC, California.*

## People

- Looking for opportunities to emphasize the relationship between wellbeing and belonging to help our team members and business thrive.
- Identifying new options for providing team members with the resources and opportunities to reach their full potential and make meaningful contributions to the organization.
- Updating our people systems and processes to optimize support for our brands and team members.



*Photo courtesy of Cargill, Inc.*

## Planet

- Exploring opportunities to remove carbon black from Applebee's packaging.
- Identifying opportunities to transition Fuzzy's packaging materials to reduce environmental impact.
- Transitioning Fuzzy's gift cards from plastic to paper stock certified by the Forest Stewardship Council (FSC).



*Shredded Chicken and Seasoned Ground Beef Taco, Fuzzy's Taco Shop.*

## Food

- Continuing research into sodium reduction for Applebee's and IHOP.
- Reviewing Fuzzy's kids menus for opportunities to offer more balanced nutritional selections.
- Exploring a new oil management program for IHOP.
- Exploring a responsibly sourced coffee program for IHOP.
- Considering opportunities to reduce red colorants in menu items.





# Our Business

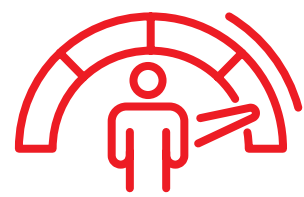


*Downey, California.*



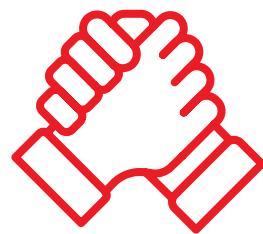


# Values



## Take Responsibility

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



## Further Together

We can only reach our potential by working together.



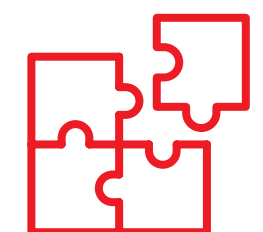
## Always Better

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.



*Dine Brands Pasadena RSC, California.*



## 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.





## Brands

Dine Brands is one of the largest full-service restaurant companies, giving people reasons to gather in their neighborhoods around the world.

**2**

RESTAURANT  
SUPPORT CENTERS<sup>1</sup>

**600**

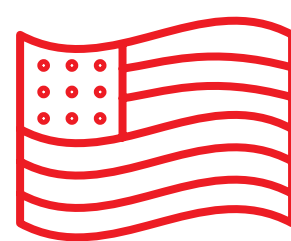
CORPORATE TEAM MEMBERS

**395**

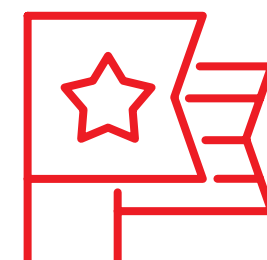
RESTAURANT TEAM MEMBERS

**50**

STATES AND WASHINGTON D.C.

**302**

U.S. FRANCHISEES

**2**

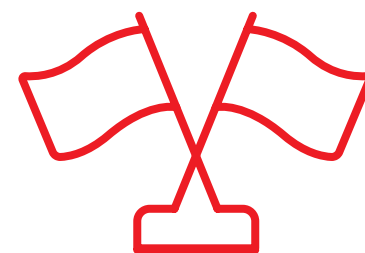
U.S. TERRITORIES

**3,555**

U.S. AND INTERNATIONAL  
RESTAURANTS<sup>1</sup>

**55**

INTERNATIONAL FRANCHISEES

**19**

INTERNATIONAL MARKETS



Eatin' Good in the  
Neighborhood™.

**1,614**

RESTAURANTS<sup>1</sup>

**97.1%**

FRANCHISEE-OWNED<sup>1</sup>

**1,567**

FRANCHISEE-OWNED<sup>1</sup>

**47**

COMPANY-OWNED<sup>1</sup>



We provide fresh flavors and  
good vibes that take a bite  
out of life.

**117**

RESTAURANTS<sup>1</sup>

**99%**

FRANCHISEE-OWNED<sup>1</sup>

**116**

FRANCHISEE-OWNED<sup>1</sup>

**1**

COMPANY-OWNED<sup>1</sup>



We serve joy to  
guests everyday.

**1,824**

RESTAURANTS<sup>1</sup>

**100%**

FRANCHISEE-OWNED AND  
AREA-LICENSED<sup>1</sup>

<sup>1</sup> As of December 29, 2024.





# Around the World

In 2024, guests in 20 countries enjoyed meals at Applebee's, Fuzzy's and IHOP.<sup>1</sup>

- Applebee's
- IHOP
- Applebee's & IHOP
- Applebee's, Fuzzy's & IHOP
- ★ Dual Branded Applebee's & IHOP

## NORTH AMERICA

**Canada** ●  
41 restaurants

**United States** ●  
3,312 restaurants

**Mexico** ●

## CENTRAL & SOUTH AMERICA

● **Ecuador**  
7 restaurants

● **Panama**  
8 restaurants

● **Honduras**  
2 restaurants

● **Guatemala**  
4 restaurants

● **Peru**  
3 restaurants

● **Brazil**  
10 restaurants

## CARIBBEAN

● **Puerto Rico (U.S. Territory)**  
16 restaurants

● **Dominican Republic**  
3 restaurants

● **Bahamas**  
2 restaurants

## MIDDLE EAST

● **Kuwait**  
14 restaurants

● **Saudi Arabia**  
15 restaurants

● **Egypt**  
1 restaurant

## SOUTH ASIA

● **Bahrain**  
1 restaurant

● **UAE**  
6 restaurants

● **Oman**  
1 restaurant

● **India**  
2 restaurants

● **Pakistan**  
2 restaurants

## SOUTHEAST ASIA

● **Guam (U.S. Territory)**  
2 restaurants

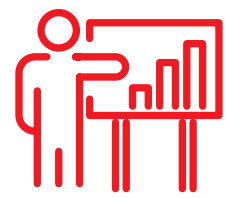
<sup>1</sup> As of December 29, 2024.





# Franchisees

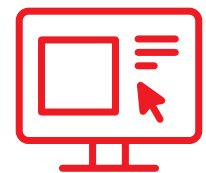
Dine Brands empowers franchisees to excel as independent business owners. Resources include:



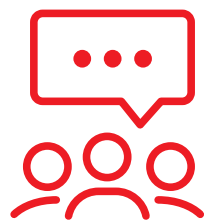
Assistance with marketing, purchasing, technology and government relations.



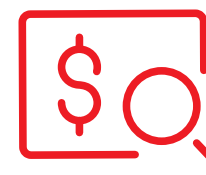
Educational resources and standard recommended procedures for training restaurant team members.



Regular updates via brand intranets, newsletters and online education.

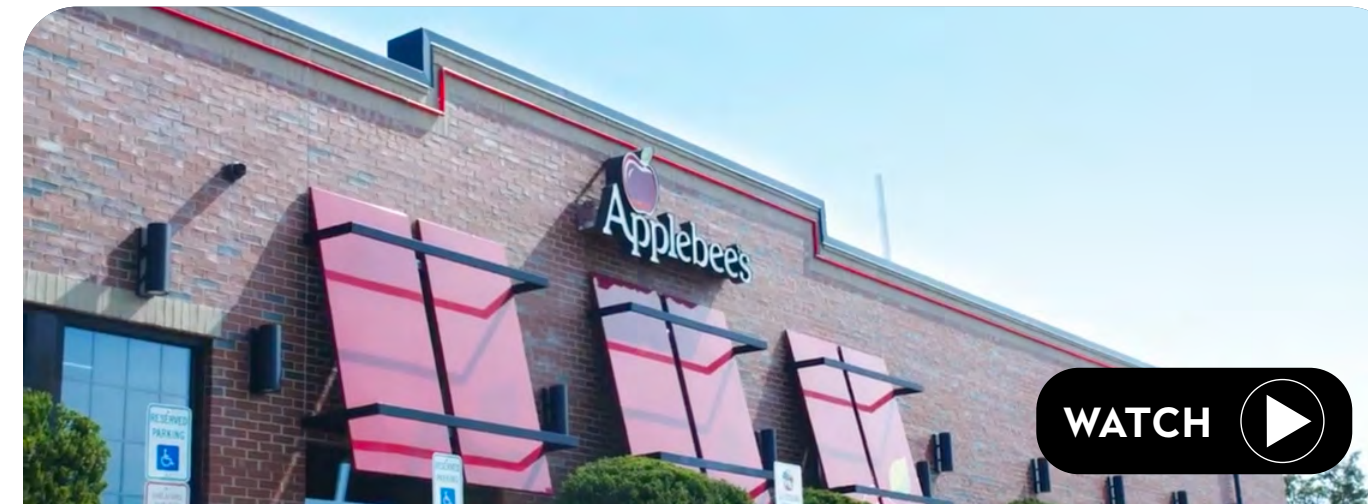


Direct engagement through Brand Leadership Councils and town hall, advertising and business meetings.



Support accessing lenders and financial resources.

## Franchisees of the Year



### Applebee's Franchisee of the Year

International Franchise Association Franchisee of the Year→

**BONNIE LIPPINCOTT, *The Rose Group***

Owens and operates 55 Applebee's restaurants.



### Fuzzy's Franchisee of the Year

**PATRICK WOODSON, *Patrick Woodson Group***

Owens and operates 12 Fuzzy's restaurants.



### IHOP Franchisee of the Year

International Franchise Association Franchisee of the Year→

**BRANDON AND SHALEEZA COLLINS**

Second-generation owners of an IHOP in North Baton Rouge.

**READ MORE →**



### IHOP International Franchisee of the Year

**JOHN SICKING, *Parkerhouse Holdings***

Owens and operates 10 IHOP International restaurants.



**2024 Golden Apple Club winners who represent the top one percent of Applebee's General Managers throughout the United States. This elite group represents the best of the best, leading in superior results and operational excellence.**

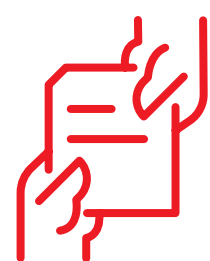




## Supporting Franchisees



In 2024, Dine Brands launched **Dine Forward** to offer financial assistance to otherwise qualified U.S. franchisees who are new to the system.



Facilitate the application and approval program.



Provide customized financial support as needed.



Set up a good start for operational and financial success.



Support through continued operational support.



Dine Together, Grow Together.



**\$100,000**

PLEGGED BY  
DINE BRANDS FOUNDATION  
TO LAUNCH THE IFA  
FRANCHISE ASCENSION INITIATIVE

Last year, the Dine Brands Foundation pledged \$100,000 to launch the International Franchise Association's **Franchise Ascension Initiative**. The initiative offers qualified individuals from underrepresented groups a rigorous, six-month education program to help them prepare to be successful franchisees.

[READ MORE →](#)



Fuzzy's Taco Shop Conference, San Antonio, Texas.



IHOP Conference Session, Indianapolis, Indiana.





# People



*Dine Brands Pasadena RSC, California.*





# Workplace

We strive to build a workplace based on trust, respect and opportunity — where team members of all backgrounds can be their authentic selves and leverage their full potential.

## Town Halls

Team members gather for virtual town halls after Dine Brands’ quarterly earnings calls. These include:



**Updates and an open Q&A with the Executive Team.**



**Guest speakers, including franchisees and restaurant managers.**



**Recognition of team successes and accomplishments.**



## Our Commitment to People

We strive to create an inclusive, supportive environment where our team members, franchisees and guests have the opportunity to thrive.

Dine Brands Pasadena RSC, California.





# Awards



Great Place to Work is widely regarded as the benchmark for “employer of choice” recognition. For the third consecutive year, Dine Brands earned this certification. Team members reported:

**97%** FELT THEY ARE TREATED FAIRLY<sup>1</sup>

**85%** SAID THEY FEEL THEY MAKE A DIFFERENCE AT THE COMPANY<sup>1</sup>

**87%** SAID THEY CAN BE THEMSELVES HERE<sup>1</sup>

## Newsweek



America's  
Greatest Workplaces  
2024  
—  
Dine Brands

America's  
Greatest Workplace  
for Mental Wellbeing  
2024  
—  
Dine Brands

America's  
Greatest Workplaces  
for Parents & Families  
2024  
—  
Applebee's

Newsweek based this recognition on one of America's largest independent workplace studies.



Computerworld recognized Dine Brands as “Top 10: Benefits,” “Top 10: Diversity” and 11th overall among companies our size for The Best Place to Work in IT.

## AMERICA'S BEST-IN-STATE EMPLOYERS

## Forbes 2024

POWERED BY STATISTA



<sup>1</sup> Percentage represents the ranking based on participating team members who evaluated Dine Brands.





# Belonging at Dine

At Dine Brands, we believe everyone plays a part in building a workplace rooted in respect and opportunity. In 2024, we focused on helping team members develop their understanding of themselves, the world around them, and how to shape the culture we aspire to build at Dine Brands.



## Prosper Forum

In 2024, Dine Brands sponsored The Prosper Forum, an intentional community of foodservice and hospitality influencers who believe more perspectives strengthen businesses and communities. The organization selected four Dine Brands team members — Dianne Piñon, Agnes Choi, Lexi Redmond and Deirdre Pickett — to be 2024 Prosper Accelerators. Nicole Durham-Mallory, vice president, sales administration, Dine Brands Global, serves on The Prosper Forum Leadership Council.



## Summer Intern Program

Seven college students explored career opportunities through the **Dine Brands Summer Intern Program** in 2024. Interns worked on projects for multiple departments within our company, networked with team members, engaged in discussions with the Dine Brands Executive Team and participated in Team Member Resource Group (TMRG) events.



WORKFORCE INNOVATION, TRUST AND INFLUENCE



Women's Foodservice Forum

Dine Brands continued our relationships with Women in Technology International and the **Women's Foodservice Forum**.



We engage with many different colleges and universities, including HBCUs (historically Black colleges and universities). For example, we participated in the 2024 Atlanta University Center Consortium-HBCU Career Fair.



## Career Development Plans

In 2024, Dine Brands launched **Career Development Plans**, an online tool that helps team members identify their career goals, strengths and development opportunities. Career Development Plans also provides team members with a framework for development conversations with their manager to help them reach their full potential at Dine Brands.





## Team Member Resource Group Programs

Dine Brands' six Team Member Resource Groups (TMRGs) are open to all individuals. They help foster an inclusive workplace where every team member feels empowered to thrive.



### DINE LINC

Fosters an environment for the Latinx and Indigenous People's communities to celebrate the uniqueness of each culture and heritage.



### SOULFOOD@DINE

Educates and create awareness, fosters a safe space for African American/Black team members for meaningful discussion and engages in community outreach.



### DINEOUT WITH FRIENDS

Supports LGBTQIA+ team members and educates colleagues and local communities to ensure all hearts and minds respect, value and affirm the LGBTQIA+ community.



### WOMEN@DINE

Women@Dine champions a positive environment to encourage success in all aspects of life, and raises awareness of workplace challenges.



### DINE APAN

Connects Asian, Asian American and Pacific Islander team members to celebrate their cultures and experiences and provides a forum to share work and life events.



### DINE YOUNG PROFESSIONALS

Provides team members a way to connect and foster new thinking and unique solutions to business challenges across colleagues in various stages of their careers.







# People at Dine

## Board of Directors<sup>1</sup>

Female	30%
Male	70%
People of Color	20%
White	80%



## Leadership Team<sup>1, 2, 3, 4</sup>

Female	35%
Male	65%
Asian	17%
Black/African American	7%
Hispanic/Latino	11%
Native Hawaiian/Other Pacific Islander	1%
Not Specified	0%
Two or More Races	1%
White	62%

## Corporate Team Members<sup>1, 2, 4</sup>

Female	57%
Male	43%
American Indian/Alaskan Native	1%
Asian	17%
Black/African American	7%
Hispanic/Latino	18%
Native Hawaiian/Other Pacific Islander	1%
Not Specified	1%
Two or More Races	5%
White	52%

## Company-Owned Restaurant Team Members<sup>1, 2, 4, 5</sup>

Female	56%
Male	44%
American Indian/Alaskan Native	1%
Asian	0%
Black/African American	41%
Hispanic/Latino	3%
Native Hawaiian/Other Pacific Islander	1%
Not Specified	3%
Two or More Races	5%
White	47%



**29** CORPORATE TEAM MEMBERS PROMOTED INTO LEADERSHIP<sup>2,3</sup> ROLES IN 2024



**67** TOTAL CORPORATE TEAM MEMBERS PROMOTED IN 2024<sup>2</sup>

<sup>1</sup> Data based on team member voluntary self-reporting.  
<sup>2</sup> As of December 31, 2024.  
<sup>3</sup> Leadership is defined as Director and above.  
<sup>4</sup> Due to rounding, percentages do not total 100%.  
<sup>5</sup> Includes 15 company-owned Applebee's and one company-owned Fuzzy's Taco Shop. We plan to include the remaining company-owned Applebee's in future reports as we continue to onboard these locations.





# Continuing Education

## Dine Learning and LinkedIn Learning

Dine Brands provides a wealth of educational opportunities to help team members advance their careers, including leadership development, compliance training, IT certifications and much more.



**10,000+**  
COURSES AVAILABLE

## Restaurant Brand Course Offerings

Our restaurant brands offer training courses for onboarding new restaurant team members and ongoing in-restaurant education and development.

**Applebee's University**  
**1,519,195**  
COURSES COMPLETED  
IN THE U.S. IN 2024

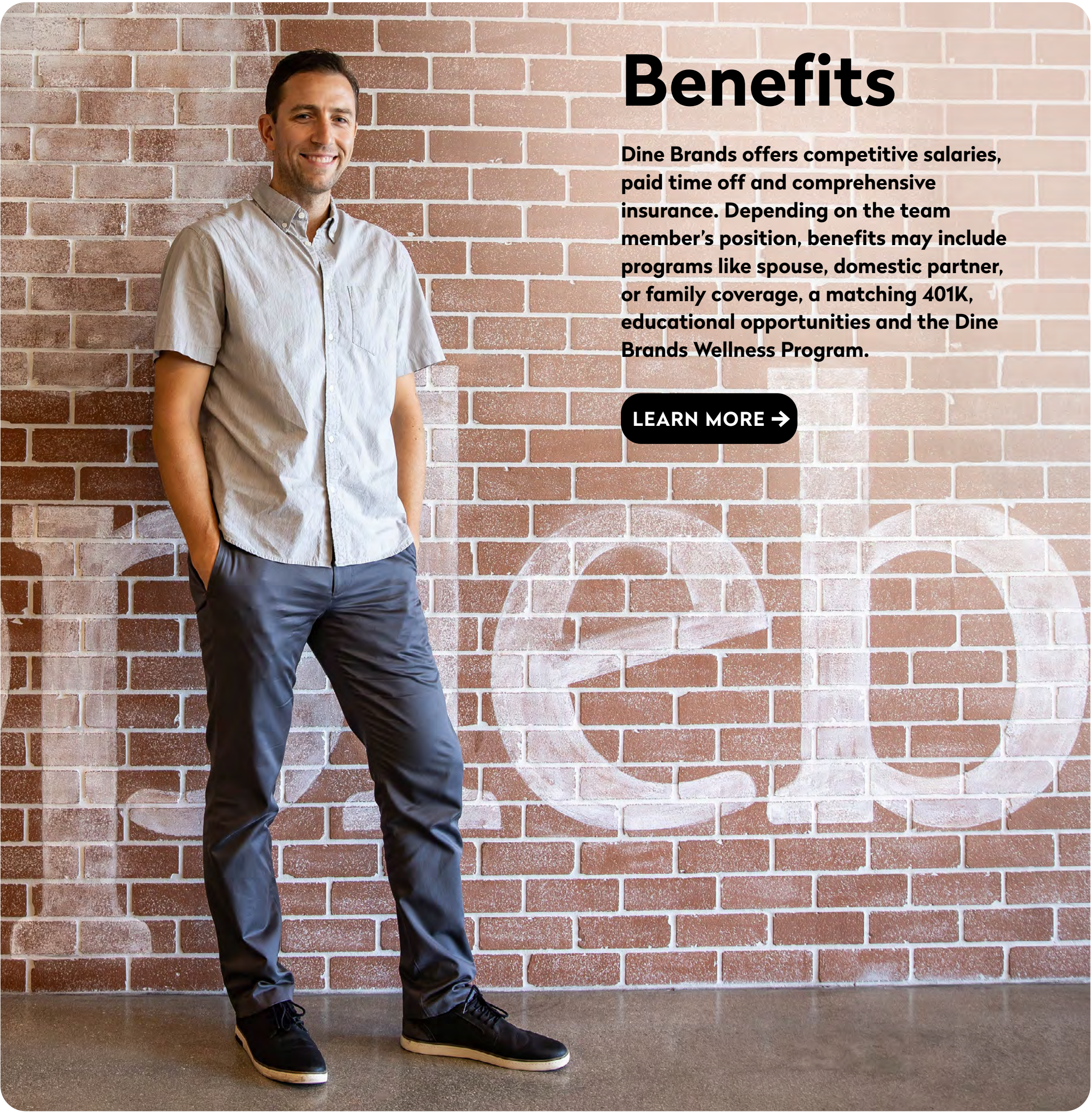
**IHOP Academy**  
**1,092,011**  
COURSES COMPLETED  
IN THE U.S. IN 2024

**Fuzzy's U**  
LAUNCHED IN  
**2024**

## Benefits

Dine Brands offers competitive salaries, paid time off and comprehensive insurance. Depending on the team member's position, benefits may include programs like spouse, domestic partner, or family coverage, a matching 401K, educational opportunities and the Dine Brands Wellness Program.

**LEARN MORE →**



*Dine Brands Pasadena RSC, California.*





# Philanthropy

We dedicate time and resources to give back to our communities, combat food insecurity and support children's well-being. We also empower our team members and franchisees to champion meaningful causes.

Women@Dine raised \$5,000 for Susan G. Komen® to benefit the fight against breast cancer. Dine Brands Foundation matched the donations, bringing the total raised to \$10,000.

Dine Brands Foundation also matched \$6,290 raised by DineOUT with Friends for The Trevor Project to support suicide prevention for LGBTQ+ youth. Together we raised \$12,043.

Heidi Fund and Dine Brands Foundation continue to provide financial assistance to team members and peers who experience a financial crisis due to a catastrophic life event.



In celebration of Earth Day and Embrace All Day, Fuzzy's team members helped clean up Grapevine Lake in Dallas.

## Food Donations

### Pasadena Restaurant Support Center

DONATED

**5.9** METRIC TONS OF FOOD



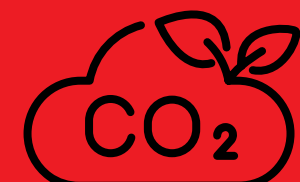
EQUAL TO

**10,849** MEALS



SAVED

**8** METRIC TONS OF CO<sub>2</sub>e<sup>1</sup>



### U.S. Applebee's and IHOP Franchisees Through Distribution Centers

DONATED

**2** METRIC TONS OF FOOD



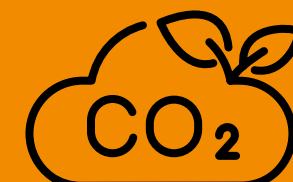
EQUAL TO

**3,842** MEALS



SAVED

**2.97** METRIC TONS OF CO<sub>2</sub>e<sup>1</sup>



## Feeding Our Communities

### Fuzzy's & No Kid Hungry®

To fight childhood hunger, Fuzzy's and its franchisees raised \$33,996 in 2024 for No Kid Hungry®.

**\$33,996** RAISED IN 2024

**\$661,630** RAISED SINCE 2014



### IHOP: Stacking Up Joy

In 2024, IHOP launched Stacking Up Joy, a nationwide giving platform. To kick off the program, IHOP partnered with Feeding America® for a Month of Giving campaign throughout February, including National Pancake Day. Every dollar donated provided ten meals to people experiencing hunger.

**1M** MEALS FUNDED IN 2024<sup>2</sup>

**\$35M** RAISED FOR VARIOUS PHILANTHROPIES AS OF 2024<sup>3</sup>



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

<sup>2</sup> Estimated meals funded in 2024, based on funds raised by IHOP and its franchisees in the program's initial year.

<sup>3</sup> Funds raised as of end of 2024 by IHOP and its franchisees.





## Children's Well-Being



Dine Brands Pasadena RSC, California.

### Applebee's & Alex's Lemonade Stand Foundation

Applebee's continued its partnership with Alex's Lemonade Stand Foundation by inviting guests to join the fight against childhood cancer.

**\$1.7** MILLION RAISED IN 2024<sup>1</sup>

**\$18** MILLION RAISED SINCE 2005<sup>2</sup>

**360,000** HOURS OF PEDIATRIC CANCER RESEARCH FUNDED SINCE 2005<sup>1</sup>



On National Pancake Day in 2024, IHOP franchisees in Mexico raised more than

**\$1.1M** (PESOS) OR **\$54,510** AND

FRANCHISEES IN PUERTO RICO RAISED MORE THAN **\$1,538**.

Contributions supported the Mexican Association of Help to Children with Cancer, the Hospital del Niño Regiomontano, Casa Valentina, the Voluntariado del Niño Morelense and other organizations.



## Supporting Learning



The **Bill Palmer Legacy Scholarship Fund** gives scholarships to Applebee's U.S. restaurant team members, franchise employees and their children in honor of Applebee's late founder.

**\$470,000** AWARDED IN 2024

**\$1.2M** TOTAL AWARDED SINCE 2021

[READ MORE →](#)

The **IHOP Bob Leonard Memorial Scholarship** supports education for restaurant team members and their families in honor of Bob Leonard, IHOP's late VP of operations.

**\$10,000** AWARDED IN 2024

**\$170,000** TOTAL AWARDED SINCE 2011

## Honoring Veterans

To honor those who serve in the armed forces, participating Applebee's in the U.S. continued a 17-year tradition by serving free meals to active military, veterans, reservists and National Guard members on Veterans Day.

**534,000** FREE MEALS SERVED ON VETERANS DAY 2024

**12.3M** FREE MEALS SERVED ON VETERANS DAY SINCE 2008



Florence, Kentucky.

On Veterans Day 2024, as an expression of appreciation, participating IHOPs in the U.S. provided free red, white and blueberry pancake stacks and pancake combos to veterans and active military personnel.



**138,993** FREE PANCAKE ORDERS SERVED ON VETERANS DAY 2024

**1M** FREE PANCAKE ORDERS SERVED ON VETERANS DAY SINCE 2014

<sup>1</sup> Funds raised in 2024 by Applebee's and its franchisees.

<sup>2</sup> Funds raised since 2005 by Applebee's and its franchisees.





# Applebee's Franchisee Giving

SUPPORT, HONOR, AND CELEBRATE

*Doin' Good in the Neighborhood™*

Our neighbors who make our communities thrive

Applebee's  
GRILL + BAR



FAMILIES & YOUNG NEIGHBORS



NEIGHBORS WHO SERVE AND ENRICH



NEIGHBORS WE CALL TEAM



## Lloyd Hill Neighbor of the Year

### Compassion for Neighbors

**Doherty Enterprises** donated more than \$3 million in 2024 to community and philanthropic organizations.<sup>1</sup>

READ MORE →





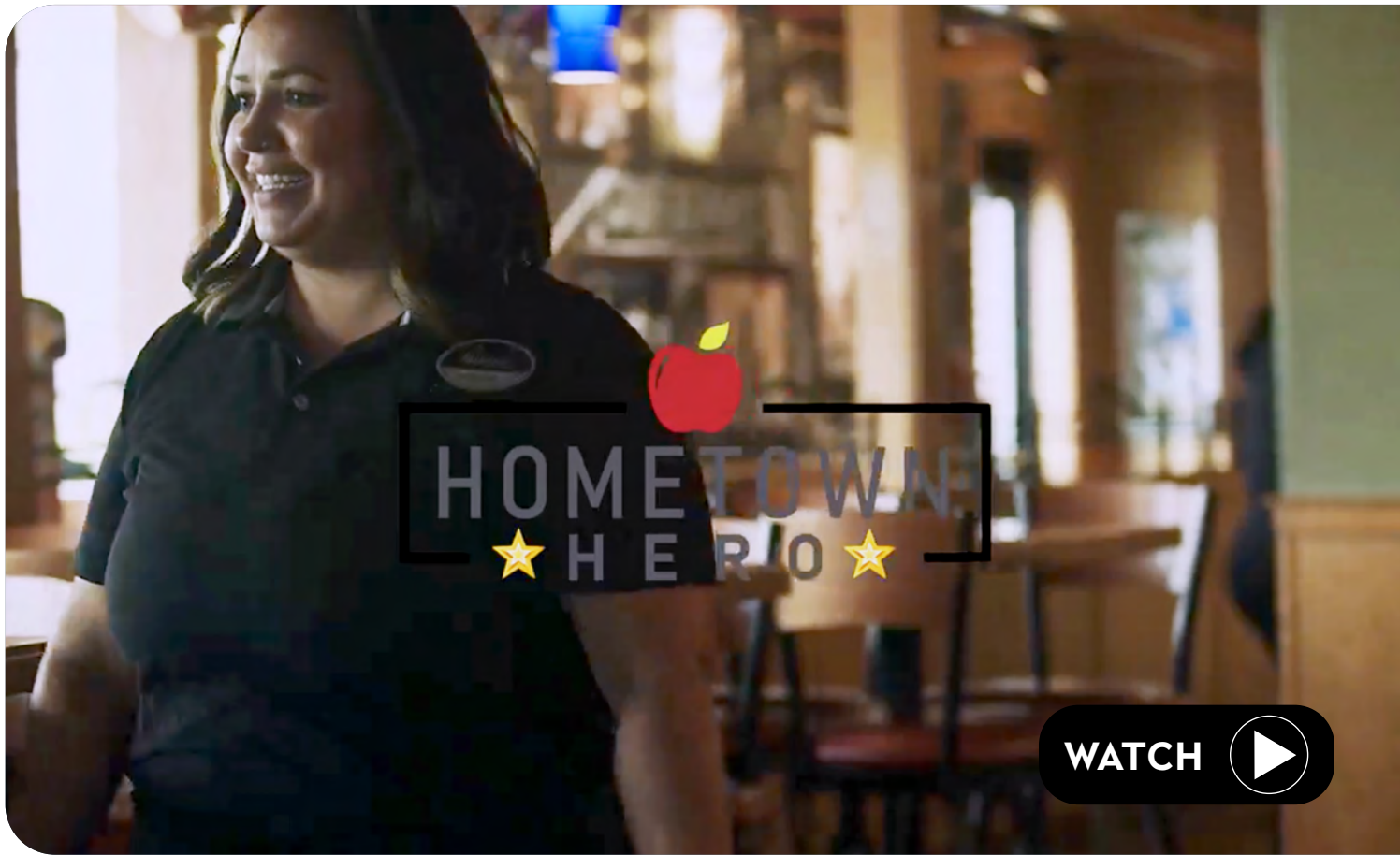
## Bill Palmer Heart of Applebee's

### Commitment to a Cause

**SSCP Management** donated countless supplies and more than \$100,000 to schools in need.<sup>1</sup>


LEARN MORE →





## HOMETOWN HERO

WATCH



## Hometown Hero of the Year

### Service to Guests and Community Impact

Sonya Kataura, a server at the Flynn Group's Applebee's restaurant in Beaverton, OR, makes unparalleled connections with guests and her community. She adopted two children from the foster care system and worked with Habitat for Humanity to build homes for her family and others.



## \$650,000

RAISED BY TEAM SCHOSTAK FAMILY RESTAURANTS DURING 300+ EVENTS FOR CHARITIES SUCH AS MAKE-A-WISH, FOLDS OF HONOR, AND MDA<sup>1</sup>



## \$90,532

RAISED BY DOHERTY ENTERPRISES FOR THE AMERICAN CANCER SOCIETY<sup>1</sup>

<sup>1</sup> Information provided by franchisee.





## Fuzzy's Franchisee Giving



Marc Rogers Group, Fuzzy's Colorado franchisee, celebrated its 13th birthday in July by raising more than \$5,000 for No Kid Hungry in a single day. In September, the company raised another \$5,000 for No Kid Hungry as part of Fuzzy's Chips In.<sup>1</sup>



In Casper, Wyoming, Fuzzy's franchisee John Johnson Group, raised over \$10,000 for more than 15 nonprofit organizations and over \$1,000 for No Kid Hungry in 2024.<sup>1</sup>



Fuzzy's Oklahoma franchisee, Patrick Woodson Group, fed volunteers for the Oklahoma City Memorial Marathon. The company also fed volunteers and catered events for Oklahoma PrideFest and deadCenter Film Festival.<sup>1</sup>



## Los Angeles Wildfires

The Los Angeles wildfires hit close to Dine Brands' headquarters in Pasadena in early 2025. We joined local franchisees to offer support for first responders:

- Dine Brands donated 725 meals to feed first responders. We were assisted by IHOP franchisee Mark Justice, Applebee's franchisee Greg Flynn, their local restaurant employees and volunteers from our Pasadena RSC.
- Applebee's and IHOP restaurants in L.A. County provided free meals to first responders who visited participating locations between January 10-20.
- Dine Brands donated funds to the Los Angeles Fire Department Foundation to help replenish depleted equipment.

Dine Brands also supported local team members with one-on-one check-ins and ongoing updates from the leadership team.

<sup>1</sup> Information provided by franchisee.





## IHOP Franchisee Giving



Sunshine Restaurant Partners donated hot breakfasts to teachers at Amos P. Godby High School in Tallahassee after severe weather flooded their campus.<sup>1</sup>

<sup>1</sup> Information provided by franchisee.



### Heart of IHOP

#### Exceptional Service and Community Involvement

**Romulus Restaurant Group** supports its team members through the Romulus Santa Project. Each Christmas, every general manager writes a letter on behalf of an individual employee, helping to secure the support they need—whether time, attention or financial assistance. The company also supports dozens of community organizations.<sup>1</sup>



Multiple IHOP franchisees in the Northeast teamed up to raise \$375,000 for The Leukemia & Lymphoma Society.<sup>1</sup>



### Support for America's VetDogs

The Long Island IHOP restaurants, owned by Chris Foerster, raised more than \$50,000 for America's VetDogs, a national nonprofit that provides service dogs to veterans, active-duty service members and first responders with disabilities.<sup>1</sup>

In addition, 90 participating New York and New Jersey teams IHOP locations also supported America's VetDogs through sale of the "Rooty Tooty Combo" P.L.A.Y. (Pet Lifestyle and You) dog toys with a \$1 donation from every purchase of these dog toys made from recycled materials.<sup>1</sup>







# Planet



Auburn, Alabama.





# Stewardship

Dine Brands works with our franchisees to continually review restaurant operations and design and to identify opportunities to conserve natural resources. This year, we are pleased to share data that offers a more comprehensive view of the Dine Brands system. We continue our work with franchisees to gather data on emissions and the use of water and energy in their restaurants.



## Addressing Our Impact

Our efforts to reduce our environmental impact also help to reduce costs, enable more resilient operations and drive long-term value.

*Photo courtesy of Turano.*





# Emissions

Across our RSCs and U.S. Applebee's, Fuzzy's and IHOP restaurants, we performed our annual assessment of energy, water use and waste production to formulate updates to usage and impact, as guided by the SASB (Sustainability Accounting Standards Board) disclosure topics and GHG (Greenhouse Gas) Protocol (WRI/WBCSD 2013).<sup>1</sup>

Our RSCs in Pasadena, CA, Irving, TX, and Kansas City, MO (through August, 2024), are included in the Scope 1 and 2 emissions calculations for this year. In November, 2024, we acquired 47 company-owned Applebee's restaurants; beginning then, emissions associated with these restaurant locations are categorized within Scope 1, Scope 2 and Scope 3 Category 5. For January through October 2024, emissions associated with these locations are categorized within Scope 3 Category 14. The 1,703 MT CO<sub>2</sub>e for Scope 1 (Natural Gas, Propane and Fugitive Refrigerants) and 2 (Electric) is based on both actual and modeled data.

Scope 3 emissions for waste included our RSCs in Kansas City (through August, 2024), Irving, Pasadena and company-owned restaurants, which totaled 337 MT CO<sub>2</sub>e in both actual and modeled data.

Our 2024 Scope 3 emissions data for franchisees included all U.S. franchisee-owned restaurant locations, representing 100% of the U.S. system, in both actual and modeled data, which totaled 501,049 MT CO<sub>2</sub>e. We used modeling to generate data for the locations that did not submit 2024 actual data through a voluntary franchise data collection survey. The use of modeling in our calculations provides a more comprehensive view of emissions at franchisee-owned restaurants and results in increased reported emissions due to expanded representation of the system. We continue to encourage franchisees to share their data on an annual basis.

<sup>1</sup> Amounts have been rounded. Approach and numbers subject to adjustment as access and data quality changes. We rely on our third-party partner for the calculation of these numbers; calculation methods may change in future reporting.

<sup>2</sup> The numbers above include information for the calendar year, January-December 2024.

<sup>3</sup> Represents information for one company-owned Fuzzy's, the Pasadena and Irving RSCs for January through December, 2024. The information also includes the 47 company-owned Applebee's, when these locations became company-owned in November, 2024, and the Kansas City RSC, through August, 2024.

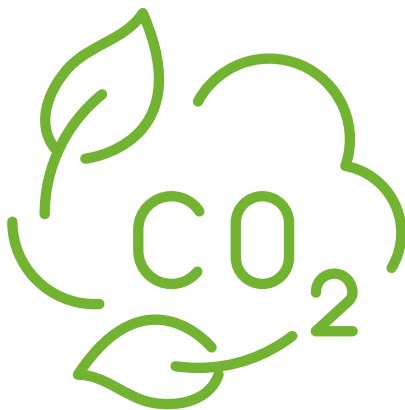
<sup>4</sup> Information represents 3,312 U.S. restaurants as of end of year 2024 and any restaurants that were open at any point during the year.

<sup>5</sup> 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.

Scope	CO <sub>2</sub> e Emissions, Metric Tons
<b>Scope 1</b> RSCs and 48 Company-Owned Restaurants Natural Gas, Propane and Fugitive Refrigerants	650
<b>Scope 2</b> RSCs and 48 Company-Owned Restaurants Electric <sup>3</sup>	1,053
<b>Scope 3</b> RSC and Company-Owned Restaurants Waste <sup>2</sup>	337
<b>Scope 3</b> Franchisees <sup>2, 4</sup>	501,049

## Greenhouse Gas Assurance Readiness

We engaged a third-party consultant to evaluate our processes and policies and to recommend changes to comply with potential reporting requirements on greenhouse gas (GHG) emissions. This work, which will be completed in early 2025, includes identifying potential process collection efficiencies and evaluating the programs we use to develop, aggregate and report GHG metrics.



# Waste

We aim to minimize waste as we consider how items are purchased for our company-owned and franchisees' restaurants. To reduce waste, we often source products that are chopped, diced and ready for our recipes. We seek to purchase appropriate pack sizes, including using bulk foods, to use less packaging and prevent waste.

Dine Brands conducts on-site product audits at our Pasadena RSC to ensure the quality and consistency of the food served across our brands. Audited food that is untouched and in good condition is donated to charity partners and diverted from landfills. Franchisees and operators of company-owned restaurants track inventory and manage stock and quantity levels within their inventory management systems to help prevent unnecessary waste.

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 continue to explore opportunities to use less packaging and to utilize packaging that is more sustainable.



## 2024 Recycling at Our Pasadena RSC

**2.9** METRIC TONS OF PAPER  
**2,000** POUNDS OF COOKING OIL



## 2024 Total Packaging in Restaurants (To-Go, Internal and External Product Packaging)<sup>5</sup>

**32,719** METRIC TONS OF PACKAGING<sup>5</sup>





# Energy

To maximize energy efficiency, we review restaurant design guides and encourage franchisees to replace older equipment with more efficient alternatives and use technology to automate lighting, heating, ventilation and cooling.

New for 2024, we modeled all U.S. restaurants and RSCs where actual data was not available, which increased the energy usage totals. The 2024 information represents the 3,312 U.S. restaurants in our system as of end of year and any restaurants that were open at any point during the year.

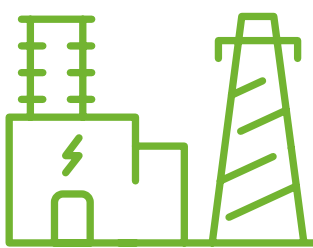
The 2024 report metrics include an additional 1,979 restaurants compared to the 2023 report, which only included modeled data for locations that historically reported actual data. This more comprehensive modeling approach is consistent across emissions, energy and water reporting for this year.

The figures below summarize the total energy consumption and percentage of grid electricity across Dine Brands RSCs and all U.S. Applebee's, Fuzzy's and IHOP restaurants.

## 2024 Energy Usage at U.S. Restaurants and RSCs<sup>1</sup>



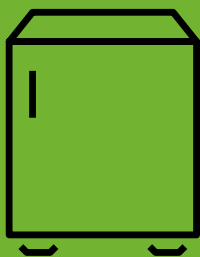
**6,847,980**  
TOTAL ENERGY CONSUMED IN  
GIGAJOULES (GJ)



**43%**  
% GRID ELECTRICITY<sup>2</sup>

<sup>1</sup> 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, natural gas and propane usage by location from January to December, 2024. Usage data was collected in kilowatt hours, therms, cubic feet or mmbTUs and converted to gigajoules. Energy usage is made up of grid electricity, natural gas and propane. We rely on our third-party partner for the calculation of these numbers; calculation methods may change in future reporting.

<sup>2</sup> Grid electricity is electricity generated and provided by various electricity suppliers across the U.S.



### Kitchen Lineups

The most recent Applebee's and IHOP kitchen equipment lineups continue to specify models that deliver reduced energy consumption.



### LED Lighting

Applebee's, Fuzzy's and IHOP specify 100% LED lighting in all new restaurant prototypes and design remodels.



Casper, Wyoming.





# Water

We collaborate with franchisees to monitor and reduce use of water, which is vital for restaurant operations.

Similar to 2024 emissions and energy, for water usage, we modeled all U.S. restaurants and RSCs where actual data was not available, which increased the water usage totals reported for this year.<sup>1</sup> The 2024 data includes all 3,312 U.S. restaurants in our system as of year-end, as well as any locations that operated at any point during the year—representing 1,979 more restaurants than were included in the 2023 report data.<sup>2</sup>

Below the table summarizes the total water consumption and % of Water Consumed in Regions with High or Extremely High Baseline Water Stress across Dine Brands RSCs and all U.S. Applebee's, Fuzzy's and IHOP restaurants.

Water Consumption at U.S. Restaurants and RSCs <sup>1</sup> 2024	
Water Consumed in Thousand Cubic Meters (m <sup>3</sup> )	6,824
% of Water Consumed in Regions with High or Extremely High Baseline Water Stress <sup>3</sup>	37%

<sup>1</sup> In 2023, our third-party calculations partner inadvertently provided the Restaurant Support Center water information in cubic meters instead of thousand cubic meters. The 2023 water consumption total number should have been 4,831m<sup>3</sup>.

<sup>2</sup> Data was collected by a third-party partner through a 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 January to December, 2024 (RSC in Kansas City from January to August, 2024). There were 1,979 more restaurants, as of end of year numbers, included in the 2024 report than were in the 2023 report data. Usage data was collected in gallons or cubic feet and converted to thousand cubic meters.

<sup>3</sup> % of water consumed using actual and modeled water consumption information as of 2024. In 2023, the number reported for High or Extremely High Baseline Water Stress was labeled as representing all U.S. restaurants; it only applied to the restaurants that in 2023 were reported to have historically shared data.

<sup>4</sup> As of December 31, 2024, with estimated annual water savings based on an updated savings calculator and methodology.

<sup>5</sup> Estimated savings are preliminary based on a few test locations and savings are subject to change based on additional information, participation and calculation methodology.



Downey, California.

## Proven Water Saving Equipment

### ConserveWell® Dipper Wells

In contrast to old dipper wells that use continuously running water, ConserveWell® Dipper Wells keep serving utensils above 135°F, in compliance with food safety standards. The number of Applebee's and IHOP restaurants with ConserveWell® Dipper Wells increased in 2024.

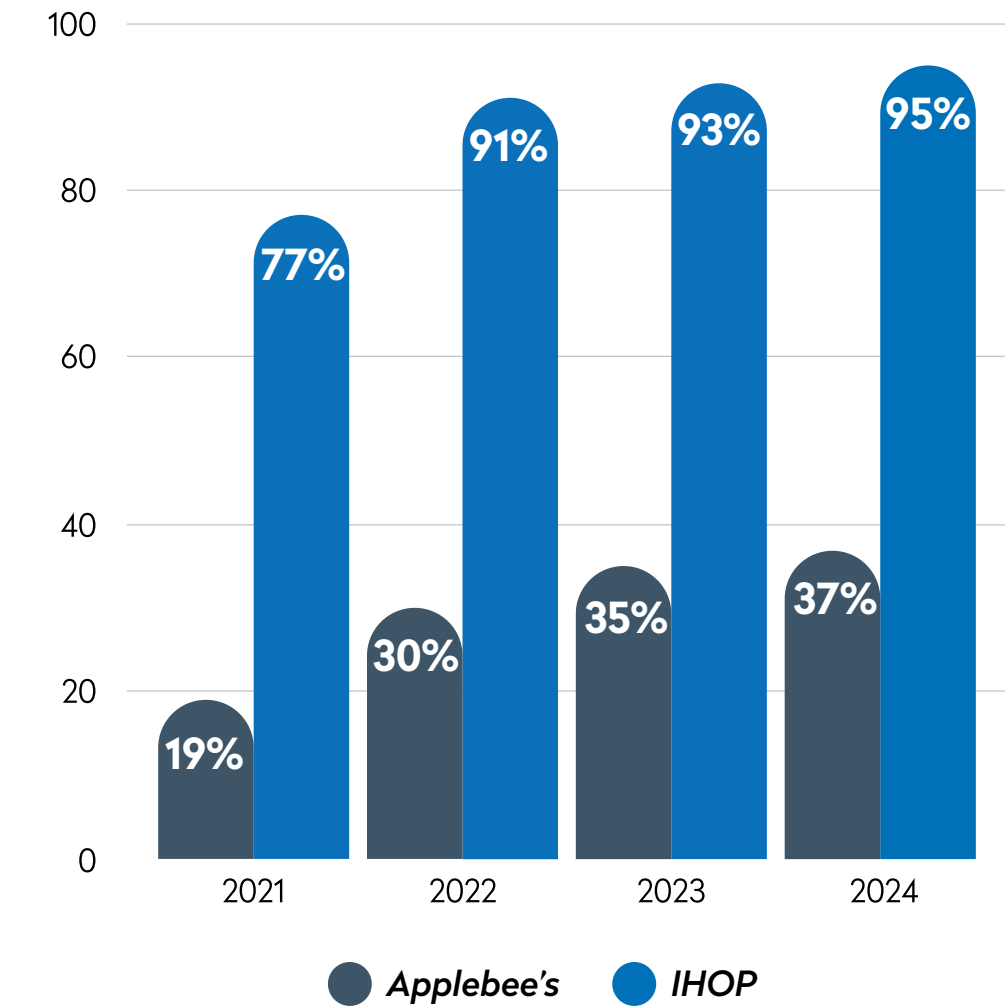
**796** MILLION GALLONS OF WATER  
SAVED ANNUALLY<sup>4</sup>



### WaterSense Flush Valves

**4,600** GALLONS OF WATER  
SAVED ANNUALLY PER URINAL

Usage of Water-Efficient ConserveWell® Dipper Wells



## Testing New Water Conservation Solutions



### Pilot Hydroficient Program

Initial tests at Applebee's and IHOP restaurants showed sample optimized water pressure for items like toilets and sinks reduced average water usage by 15% and average sewage by 11%.<sup>5</sup> In 2024, additional locations participated in the tests.



### Efficient Dishwashers

Ecolab Low Temp Dishmachines, installed in 213 Applebee's and IHOP restaurants, saved more than:

**26,980,881**  
GALLONS OF WATER

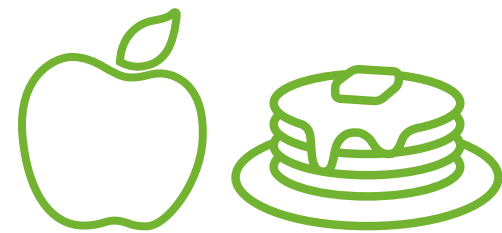




# Materials

We continue to explore alternative materials and identify opportunities to reduce resource use.

## 100% Free of Expanded Polystyrene (EPS)<sup>1</sup>



APPLEBEE'S AND IHOP  
FREE OF EPS IN 2023<sup>1</sup>



FUZZY'S FREE OF EPS AS  
OF THE END OF 2024<sup>1</sup>



## Applebee's and IHOP Increased Recycled Material in Napkins

In 2024, Applebee's and IHOP tested new recyclable napkins made from 100% recycled material. In 2025, the brands are planning to introduce this additional napkin into the system along with the current FSC certified product.

## Applebee's

### Applebee's New To-Go Packaging

In 2024, Applebee's removed a larger container option for packaging and now offers a different shape container. This results in:

**14%** LESS PLASTIC USED  
COMPARED TO THE PRIOR MODEL

**2.2** MILLION POUNDS OF PLASTIC  
ESTIMATED ANNUAL SAVINGS



## Applebee's and IHOP Switch to Paper Gift Cards

- In fall 2024, IHOP started the transition of its gift cards from plastic to paper stock certified by the Forest Stewardship Council (FSC).
- Applebee's made the same transition in 2023.
- In 2024, this ongoing transition to paper gift cards saved 218 metric tons of CO<sub>2</sub> emissions across the two brands.



<sup>1</sup> Free of expanded polystyrene (EPS), commonly known as Styrofoam™, at Applebee's and IHOP as of the end of 2023 and Fuzzy's as of end of year 2024 based on brand packaging specifications.

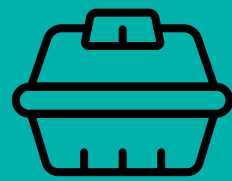




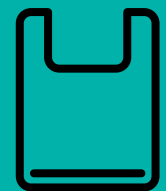
## Fuzzy's

### Fuzzy's Packaging

In 2024, Fuzzy's reviewed all packaging utilized by the business and began exploring changes to reduce the brand's environmental impact. Potential updates to Fuzzy's packaging include:



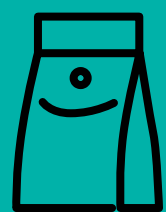
**Switching to containers without carbon black pigment.**



**Transitioning away from catering trays to using recyclable bags.**

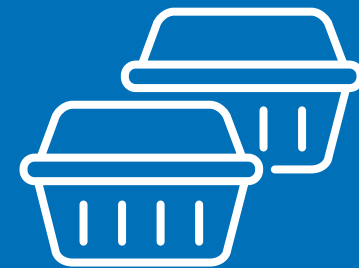


**Replacing the current utensil packet with a fork, knife and napkin to reduce waste of spoons, salt and pepper (which are included in the current packet).**



**Transitioning away from the use of plastic one-gallon jugs for to-go and catering drinks, and replacing them with drink bags, which use less material.**

## IHOP

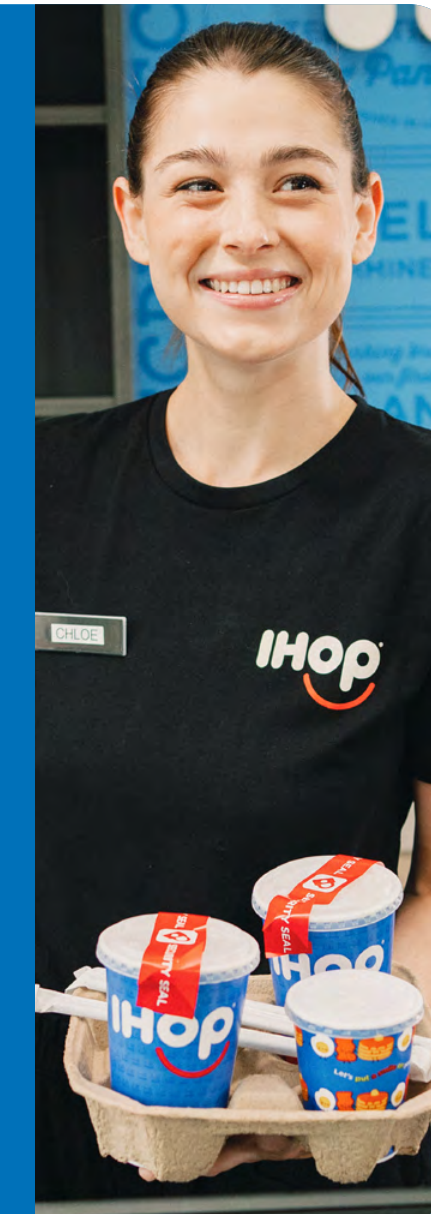


### IHOP Medium To-Go Packaging Update

In 2024, IHOP implemented changes to its medium size to-go packaging and plating guidelines. The weight of the updated top and base is 16% lighter than the prior packaging. We continue to transition the full U.S. IHOP restaurant system to this product.

### IHOP Cups Transition from Plastic to Paper

- In 2024, IHOP switched its 30oz cups from plastic to paper.
- IHOP also completed its transition from plastic kids cups to paper kids cups.
- The brand previously made the same transition for 16oz cups.



### IHOP Breakfast Sampler Collab

In partnership with P.L.A.Y. (Pet Lifestyle and You), IHOP launched the **Breakfast Sampler Collab** throughout the United States. The sampler features dog toys inspired by iconic IHOP breakfast menu items. The toys are made from eco-friendly materials, including filler made from 100% post-consumer certified safe recycled plastic bottles.

## Dine Brands

We continue to explore alternative materials for to-go cutlery and cups for system-wide use. In addition, we continue our participation in the National Restaurant Association Sustainability Expert Exchange<sup>1</sup> and the National Retail Federation (NRF) Sustainability Council for industry insights on packaging, sourcing and trends.



**In 2024, IHOP explored an enhanced oil management program to reduce the amount of oil used to fry products in restaurants.**



### Smaller Back-of-House Labels

In 2024, IHOP completed its transition to smaller Prep N Print labels used in back-of-house food preparation. Applebee's transitioned in 2022. Across the system there was approximate savings of:

**5,000** MILES OF LABELS ANNUALLY  
**10,000** MILES OF LINER PAPER ANNUALLY

<sup>1</sup> A supplemental group to the Food Waste Reduction Alliance (FWRA).





# Food



*Fiesta Lime Chicken, Classic Cheeseburger and Boneless Wings, Applebee's Grill + Bar.*





# Innovation

In 2024, as part of a sodium reduction pilot project, Applebee's and IHOP reviewed their entire menus for sodium content to identify possible changes that would align with voluntary FDA guidelines for sodium reduction. In future years, both brands plan to introduce some lower-sodium products.

As part of IHOP's strategy to leverage its brand through licensing partnerships, the team worked with Be Amazing to launch two flavors of IHOP protein powder. Each package features 25 servings of 100% vegan protein to keep you fueled all day long.

In early 2025, IHOP began supporting Kids LiveWell 2.0, a National Restaurant Association Program also supported by Applebee's. Both brands participate by offering menu items for children that emphasize fruit, vegetables, lean proteins and low-fat dairy, while limiting unhealthy fats, added sugars and sodium.

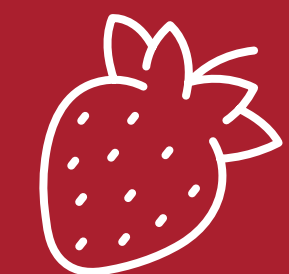


In 2024, IHOP launched a dairy-free oat creamer across all U.S. restaurants. IHOP also began exploring a responsibly sourced coffee program as it relates to sourcing and supporting local communities with the purchase of a cup of coffee.

Dine Brands participated in the Culinary Institute of America Healthy Menus R&D Collaborative.



*Fresh Berry Crepes, IHOP.*



Applebee's and IHOP continue to offer vegan and vegetarian menu guides to our guests.

In 2024, Fuzzy's created a guide that provides information about vegan and vegetarian items, plus options for modifying other menu items to fit dietary preferences.





# Safety & Quality

The safety of guests and restaurant team members is core to our business. We work with franchisees and our restaurant operators to prioritize and uphold 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 food safety and handling procedures from the time food arrives at our restaurants for preparation to when it is served to our guests.

To ensure food safety, it is standard operating procedure for the restaurants in our portfolio to:

- 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.
- Clean 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.
- 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.



Quality Assurance Team, Dine Brands Pasadena RSC, California.

## Quality Management System

In 2024, the Quality Assurance team implemented a new Quality Management System (QMS) across Applebee's, Fuzzy's and IHOP restaurants. This QMS enables direct quality incident submissions from restaurants, facilitating rapid responses, enhanced communication and timely problem-solving. The QMS will also enhance the efficiency of any product withdrawals and recalls through automation, significantly reducing delays in addressing food safety and quality issues.

## 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 trailers' air temperatures 24/7 as food moves from suppliers to distribution centers with temperature tales. 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.





# 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 2024, the Animal Health and Welfare Advisory Council partnered with the Dine Brands team on updated sourcing statements for antibiotics and pork. The Council continued its efforts to keep Dine Brands informed of industry best practices.

## Animal Health and Welfare Council



**Dr. Juan “Juanfra” DeVillena**

- *Senior Vice President, Quality Assurance and Food Safety*
- *Wayne-Sanderson Farms*



**Bruce Feinberg**

- *Former Senior Director, Global Protein and Dairy Quality Systems*
- *McDonald's Corp.*



**Dr. Anna K. Johnson**

- *Kerr Livestock Welfare, LLC*



**Stewart T. Leeth**

- *Chief Sustainability Officer*
- *Smithfield Foods, Inc.*



**Yuko Sato**

- *Poultry Extension Veterinarian and Diagnostic Pathologist*
- *Iowa State University*



**Dr. Mike Siemens**

- *Senior Vice President and Global Animal Welfare Officer*
- *Arrowsight Inc.*



**Dr. Randall S. Singer**

- *Professor of Epidemiology*
- *University of Minnesota*



**Hannah Thompson-Weeman**

- *President and CEO*
- *Animal Agriculture Alliance*



**Dr. Dan U. Thomson**

- *Managing Owner and Partner*
- *Production Animal Consultation (PAC)*





## 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 in Food Animal Production

At Dine Brands we understand our guests' expectations for safe and wholesome food and our role in supporting positive industry change. We acknowledge that responsible antibiotic use in food animal production is an important veterinary medical tool to prevent, control and treat disease in herds or flocks — ensuring healthy animals enter the food supply chain.

Dine Brands defines responsible antibiotic use “as little as possible, as much as necessary.” This approach ensures that animals are treated under veterinary supervision, using the right antibiotic, at the right dose, for the right length of time. This approach respects One Health principles that are designed to optimize human, animal and ecosystem health.

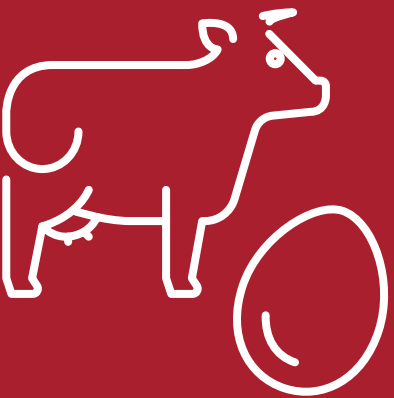
Acknowledging the critical link between healthy animals and safe food, we continue to support our beef, pork and poultry suppliers as they develop antibiotic stewardship programs and prioritize the health and welfare of animals raised for food. Our suppliers utilize the principles of One Health in their implementation of veterinary medicine and industry best practices to enhance overall animal health and welfare.

Further, our suppliers commit to prohibiting the use of antibiotics defined as important to human medicine for growth promotion in food animal production.



### 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 farmers, ranchers and dairymen who 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 strategic chicken suppliers follow the National Chicken Council (NCC) standards for animal care and handling.

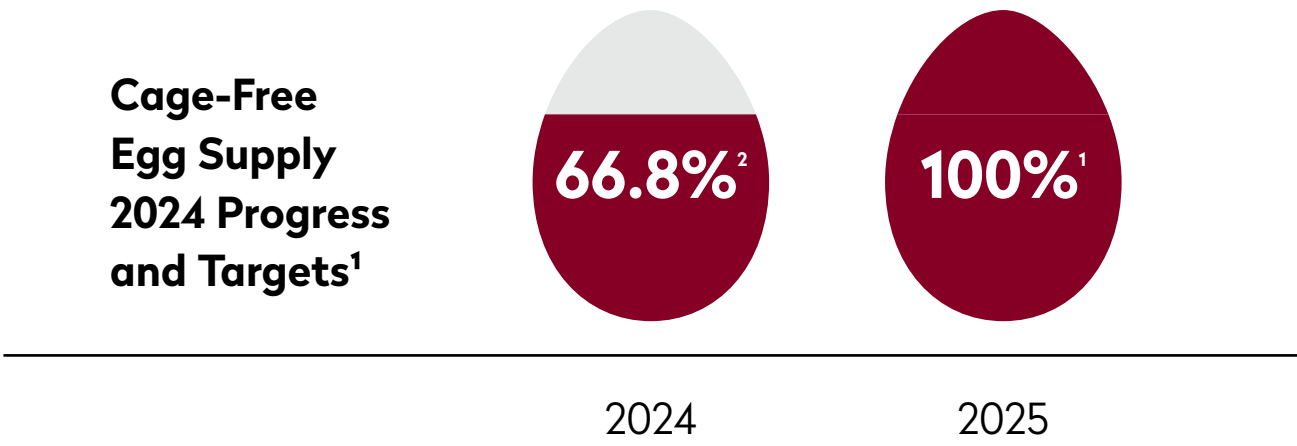




# Cage-Free Eggs

We continue to be committed to aim for a U.S. egg supply that is derived 100% from hens housed in a cage-free environment. We exceeded our 2024 goal of 66%, with 66.8%. We are still evaluating how the Highly Pathogenic Avian Influenza (HPAI) crisis will impact our ability to attain our initial goal of 100% from hens housed in a cage-free environment by the end of 2025.

In Latin America, we are committed to achieving a 100% cage-free egg supply by the end of 2025, pending supplier availability and affordability for our guests.



<sup>1</sup> End-of-year targets for U.S. egg supply.  
<sup>2</sup> Percentage achieved as of December 31, 2024.  
<sup>3</sup> Based on supplier survey responses.



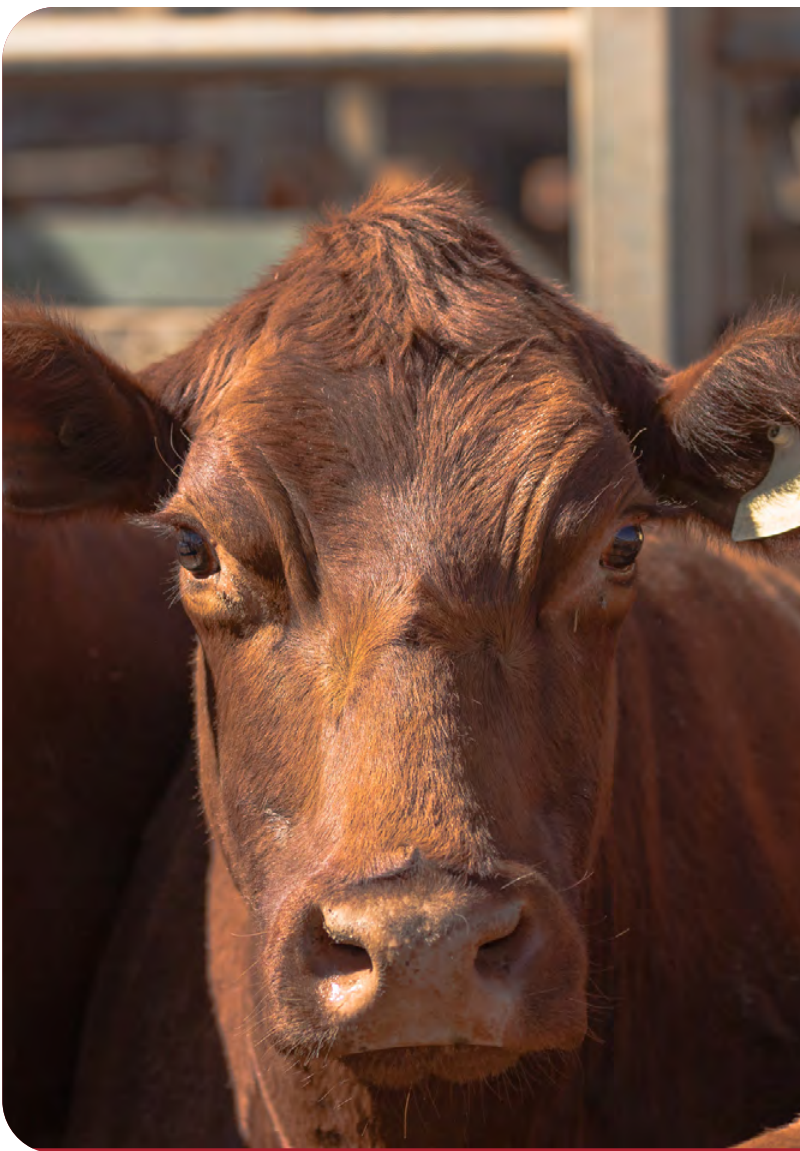
Photo courtesy of Smithfield Foods, Inc.

# Sow Group Housing

Dine Brands and its suppliers understand the importance of sow health and welfare. We support responsible industry efforts as they continue to incorporate gestation sow housing practices that support and improve gestation sow welfare outcomes. As part of a responsible approach, Dine is committed to only sourcing and purchasing pork products from supply chains that use group housing systems for confirmed pregnant sows.

We continue to monitor the pork supply chain to ensure that the company's supply commitment is aligned with availability of supply, accessible pricing from suppliers utilizing gestation sow group housing, and our specific product quality needs.

Dine Brands remains committed to ongoing progress towards our goal of using 100% pork from systems utilizing group housing for gestation sows by the end of 2030. In our 2025 Business Responsibility Report, we plan to publish interim targets that we will aim for. We will share updates disclosing the actual percentage of group-housed pork in our annual Business Responsibility Report.



# Industry Collaboration with Our Suppliers

With guidance from the Animal Health and Welfare Advisory Council and partnership with suppliers, we support suppliers who align themselves with guidelines and certifications on Animal Health and Welfare. This includes, such as, but not limited to:<sup>3</sup>

- Best Aquaculture Practices (BAP) certification.
- The National Dairy FARM (Farmers Assuring Responsible Management) Animal Care Program in the U.S.
- The National Chicken Council's Welfare Guidelines for strategic chicken suppliers.
- The Beef Quality Assurance Program.
- A VCPR (Veterinary-Client-Patient Relationship) with responsible antibiotic use.
- 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).





# Supply Chain

We are building relationships with suppliers who share our commitment to sustainable practices. That includes working with longtime suppliers to adopt sustainable practices and seeking out new suppliers who share our 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 purchasing partners, Centralized Supply Chain Services (CSCS) and Foodbuy Foodservice, to vet suppliers in accordance with our code. We also require 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.

## Suppliers Who Share Our Values

As part of our sustainable sourcing efforts, we seek to work with vendors who prioritize and consider the environmental and social impact of their operations. On this page we highlight some of our partners' work.



### Lamb Weston

Midway through 2024, Lamb Weston, which provides potato products to our brands, transitioned from nonrecyclable bags to recyclable paper bags. With the change to the new bags, up to 455,000 pounds of materials may potentially be recycled.<sup>1</sup>



Photo courtesy of Turano.



### Danone

Danone North America provides yogurt, coffee creamers and other products to Applebee's and IHOP. As one of the world's largest B Corps, Danone North America outlines ambitious goals and actions across health, nature, and people & communities. Its efforts include a scaled regenerative agriculture program, sourcing key ingredients that are certified deforestation-free and partnering directly with farms to strengthen farming and supply resilience.<sup>1</sup>

### Royal Cup Coffee and Tea

Royal Cup Coffee and Tea, a supplier of coffee for IHOP, focuses on environmental stewardship, social responsibility and economic stability. The company's efforts to reduce its environmental impact include a new third-party partnership, which utilizes small coffee skins, a coffee production waste material, and the burlap sacks used for transportation, and turns them into usable biomass, diverting them from landfill.<sup>1</sup>

<sup>1</sup> Information provided by supplier.





# Governance







# Responsible Governance

Dine Brands’ business responsibility initiatives rest on our commitments to good governance, transparency and accountability. Our Board of Directors and Executive Leadership Team, including CEO John Peyton, are committed to environmental, social and governance practices that align with our values and comply with disclosure standards.

## Board Oversight

Business responsibility topics are part of every Board meeting and each of the Board’s three committees (Nominating and Corporate Governance, Compensation and Audit) has oversight responsibilities for these topics. Within the Audit committee we have maintained a Board of Directors Liaison to business responsibility topics since 2021.

## Dine Brands Business Responsibility Task Force

This enterprise-wide, cross-functional working group engages our team members, franchisees, purchasing partners and external agencies to advance our business responsibility priorities.

### Board of Directors<sup>1</sup>



**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*
- *Compensation Committee Chair*



**Michael C. Hyter**

- *Director*
- *Business Responsibility Liaison*
- *Nominating and Corporate Governance Committee Chair*



**Caroline W. Nahas**

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



**Douglas M. Pasquale**

- *Director*
- *Audit Committee Chair*



**Martha Poulter**

- *Director*
- *Cyber Security Liaison*
- *Audit Committee Member*



**Matt Ryan**

- *Director*
- *Audit Committee Member*



**Arthur F. Starrs**

- *Director*
- *Audit Committee Member*



**Lilian C. Tomovich**

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

<sup>1</sup> Board of Directors membership information is current as of report publication date.





## Global Code of Conduct

We expect all team members to understand and follow our policies for safe, ethical and socially responsible business conduct.

## Cyber Risk Management

Our Chief Information Security Officer ("CISO") leads our cybersecurity team and is generally responsible for the management of cybersecurity risk. Our cybersecurity policy, standards, strategy, roadmap and processes are aligned with industry-recognized security risk management framework and practices, including detailed tasks, plans and initiatives, which are reviewed and updated periodically, and at least annually. For more information, see [Dine Brands 10-K](#).

## 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 2024. We are members of the National Retail Federation, the National Restaurant Association and the International Franchise Association. We paid \$10,850 to the National Retail Federation and \$42,500 to the National Restaurant Association, 100% of which was non-deductible, and \$52,300 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.

## 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 twice a year to the Audit Committee and 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. This ERM policy was updated in 2024. 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.



*Dine Brands Pasadena RSC, California.*

## Climate Risk Assessment

In 2024, Dine Brands worked with a third-party consultant to conduct a climate risk assessment. This included identifying climate related risks and opportunities within the organization. The assessment was performed in accordance with guidance from the Task Force on Climate-Related Financial Disclosures (TCFD). Along with stakeholder participation from Legal, Finance and Risk, the Dine Brands Executive Team was directly involved with the process and was briefed on the findings.

Identified risks and opportunities included climate related events, reporting regulations, disclosure requirements, consumer preferences, supply chain dependability and availability of resources.

In mid-2025, the California Air Resources Board is expected to release further clarification and guidance on required California reporting.

Due to this anticipated further clarification, we will now be providing additional information about Dine Brands' climate-related risks, in line with the TCFD's recommendations, after this clarification is provided. This will be published on or before January 1, 2026.

Risk factors related to climate change are also discussed in the [2024 Dine Brands 10-K](#).





# Reporting



*Dine Brands Pasadena RSC, California.*





# About

This report covers January 1 through December 31, 2024, 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 2024, independent franchisees operated all restaurants in the Dine Brands portfolio with the exception of one company-owned Fuzzy's and 47 company-owned Applebee's; these Applebee's were acquired in November, 2024. Not all franchisees tracked the metrics in this report or provided information to us. We continue to work toward full franchisee participation in our business responsibility 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. This report shares a summary of projects related to business responsibility and is not reflective of all projects and programs. You can find our financial data, which has been audited, and other relevant data in the Dine Brands 2024 Annual Report, on our website at <https://investors.dinebrands.com/investor-overview>.



Dine Brands Pasadena RSC, California.





# SASB Index

## Restaurant Industry SASB Disclosures

We report our business responsibility 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 Dine Brands-owned restaurants, as able, and up to 3,312 participating U.S. franchise locations (representing approximately 100% 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 <a href="#">Planet   Energy</a> for information on participating restaurants. (3) In 2024, 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 <a href="#">Planet   Water</a> .	FB-RN-140a.1
Food & Packaging Waste Management	(1) Total amount of waste (2) Percentage food waste (3) Percentage diverted	(1) Total waste for the Pasadena, Kansas City and Irving RSCs and company-owned restaurants is 708 metric tons. (2) We can provide no insight into the % of food waste. At our Pasadena RSC, we continued to donate food and recycle cooking oil. (3) Percentage of waste diverted for the Pasadena, Kansas City and Irving RSCs and company-owned restaurants is approximately 26%.	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 <a href="#">Planet   Waste</a> and <a href="#">Planet   Materials</a> . This represents packaging weight for all Applebee's, Fuzzy's and IHOP restaurants across the U.S. system. (2) On average, the corrugated boxes used to transport product are made with around 30-52% recycled material. Out of the total weight of packaging across the business (as mentioned in prompt number one) we reviewed the disposables category for Applebee's and IHOP regarding the percentage made from recycled materials. Based on supplier reported information, an average of 20% or 6,063 metric tons of the total weight of the disposables category is made from recycled material. (3) The average U.S. recycling rate is 32%. We expect to make updates in calculations and tracking in the future.	FB-RN-150a.2





DISCLOSURE TOPIC	ACCOUNTING METRIC	RESPONSE	SASB CODE
Food Safety	(1) Percentage of restaurants inspected by a food safety oversight body (2) Percentage receiving critical violations	(1) 100% of the 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. 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)(2) In 2024, four recalls affected Applebee's, Fuzzy's or IHOP restaurants.	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 no (zero) confirmed foodborne illness outbreaks and no (zero) U.S. Centers for Disease Control and Prevention (CDC) investigations in 2024.	FB-RN-250a.3
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, Fuzzy's and IHOP provide guests with vegan and vegetarian guides to fit their dietary preferences. Applebee's offers the Under 600 menu options 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 patties and sausages and protein pancakes are available for guests. To better accommodate guests with various health and lifestyle choices, IHOP notes gluten-friendly pancakes and vegetarian items on the menu.	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 Program in partnership with the National Restaurant Association, which sets nutritional standards for kids' menus. 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; carrots and ranch are offered as a kids meal side. IHOP also participates in the Kids LiveWell Program, as of report publication. Guests may choose healthier options like turkey bacon, egg whites and protein pancakes, or dietary substitutions like gluten-friendly pancakes or plant-based patties.	FB-RN-260a.2
	(1) Number of advertising impressions made on children (2) Percentage promoting products that meet national dietary guidelines for children	(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 2024, our business model was more than 98.6% franchised. At the end of 2024, there were one company-owned Fuzzy's Taco Shop and 47 company-owned Applebee's Neighborhood Grill + Bar restaurants. 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 2024, within our one company-owned Fuzzy's Taco Shop, and from November-December 2024, within 15 company-owned Applebee's Neighborhood Grill + Bar restaurants, of those who left the restaurants, turnover was 69% voluntary and 31% involuntary. We plan to include the remaining company-owned Applebee's in future reports as we continue to onboard the locations.	FB-RN-310a.1





DISCLOSURE TOPIC	ACCOUNTING METRIC	RESPONSE	SASB CODE
Labor Practices	(1) Average hourly wage, by region (2) Percentage of restaurant employees earning minimum wage, by region	(1) (2) From January–December 2024, within our one company-owned Fuzzy’s Taco Shop restaurant, and from November–December 2024, within 15 company-owned Applebee’s Neighborhood Grill + Bar restaurants, the average hourly wage for tipped and non-tipped employees was \$9.22. We plan to include the remaining company-owned Applebee’s in future reports as we continue to onboard the locations.	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) From January–December 2024, within our one company-owned Fuzzy’s Taco Shop restaurant, and from November–December 2024, within our 47 company-owned Applebee’s Neighborhood Grill + Bar restaurants, the company-owned locations did not incur any losses as a result of legal proceedings associated with labor law violations or employment discrimination during ownership.	FB-RN-310a.3
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 strategic chicken suppliers follow the National Chicken Council (NCC) standards for animal care and handling as well as undergoing routine third-party audits by an approved audit agency. We are aligned with a VCPR (Veterinary-Client-Patient Relationship) with responsible antibiotic use. 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 groups like PAACO (Professional Animal Auditor Certification Organization).	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 <a href="#">Food   Sourcing</a> . (2) Dine Brands is committed to sourcing and purchasing pork products only from supply chains that use group housing systems for confirmed pregnant sows. We continue to monitor the pork supply chain to ensure that the company’s supply commitment is aligned with availability of supply, accessible pricing from suppliers utilizing gestation sow group housing, and our specific product quality needs. See <a href="#">Food   Sourcing</a> .	FB-RN-430a.2
	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	For our strategy for managing environmental and social risks in our supply chain, see <a href="#">Food   Supply Chain</a> .	FB-RN-430a.3
Restaurants and Employees	Number of (1) company-owned (2) franchise restaurants	(1) We had one company-owned Fuzzy’s and 47 company-owned Applebee’s restaurants as of December 31, 2024. (2) For the total number of company-owned and franchisee-owned restaurants, see <a href="#">Our Business   Brands</a> .	FB-RN-000.A
	Number of employees at (1) company-owned locations (2) franchise locations	(1) As of the end of 2024, we had zero IHOP company-owned restaurants and related employees; we had one company-owned Fuzzy’s restaurant and 47 company-owned Applebee’s restaurants with a total of 395 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 Business Responsibility 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, particularly as it may impact our franchisees directly; 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 corporate strategies, including restaurant development plans; our dependence on our franchisees; the concentration of our Applebee’s franchised restaurants in a limited number of franchisees; the financial health of 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; 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 foodborne illness or food tampering; possible future impairment charges; trading volatility and fluctuations in the price of our stock; our ability to achieve the financial guidance we provide to investors; successful implementation of our business strategy; the availability of suitable locations for new restaurants; shortages or interruptions in the supply or delivery of products from third parties or availability of utilities; the management and forecasting of appropriate inventory levels; development and implementation of innovative marketing and use of social media; changing health or dietary preference of consumers; changes in U.S. government regulations and trade policies, including the imposition of tariffs and other trade barriers; 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; risks of major natural disasters, including earthquake, wildfire, tornado, flood or a man-made disaster, including terrorism, civil unrest or a cyber incident; risks of volatile and adverse weather conditions as a result of climate change; 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; changes in tax laws; failure to meet investor and stakeholder expectations regarding business responsibility matters; and other factors discussed in this Business Responsibility 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 Business Responsibility 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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*Dine Brands Pasadena RSC, California.*