



BRANDS

A photograph of a man and a woman sitting at a wooden table in a restaurant. The woman, on the left, is wearing a red long-sleeved top and is smiling while looking at the man. The man, on the right, is wearing a brown leather jacket and is also smiling. They are both holding bowls of food. In the background, there is a bar area with various bottles and a warm, ambient lighting.

Dine



Together

2021 Environmental, Social, and Governance Report

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About Our Reporting

Dine Brands is committed to transparency and accountability regarding a wide range of ESG topics most relevant to our business and important to our stakeholders. This is our second annual ESG report, and our first report disclosing information and data using the Restaurant Reporting Standards of the Sustainability Accounting Standards Board (SASB).

All data and information in this report cover January 1 through December 31, 2021, unless

otherwise noted, and come from Dine Brands corporate operations and its subsidiaries, which include Dine Brands-owned Applebee's Neighborhood Grill + Bar (Applebee's®) restaurants, Applebee's corporate operations, and International House of Pancakes (IHOP®) corporate operations.*

Most of our restaurants are operated by independent franchisees. Most of our independent franchisees do not currently track

the metrics used in this report or do not provide such information to us, although we are working towards a goal of full franchisee participation in our ESG reporting. The restaurant data referenced in the report is from Dine Brands-owned Applebee's restaurants — known as company-owned restaurants — not from franchise restaurants, unless otherwise noted. Our company-owned restaurants may or may not be representative of the independently-owned franchise restaurants. References to “we,” “our,” or “us” in this report refer to Dine Brands and its subsidiaries (not franchisees) unless otherwise noted. “Team members” refers to employees at Dine Brands and our subsidiaries.

We calculated the data and data estimations based on currently accessible information and SASB accounting metrics. Calculation methods may change in future reports. Data noted as being sourced from our 2021 Annual Report has been audited. In the cases that third parties have provided information in the report, we rely on them for the accuracy in their response. Find our financial data and other relevant data in [Dine Brands 2021 Annual Report](#).

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

* Data does not include information for Flip'd by IHOP unless explicitly stated.



Our Leadership



A Message from Dine Brands CEO

At Dine, we're focused on what we do best — running great restaurants. Being there for our guests defines us. By welcoming families and friends, celebrating high school basketball wins, hosting birthday parties or first dates, enjoying long conversations over pancakes, or just popping in for a cocktail, we provide a gathering place in communities for guests to return to again and again.

This past year, we faced a number of challenges and opportunities for reinvention and resiliency in ways both big and small.

The perseverance of our franchisees, team members, and restaurant teams is demonstrated by their unwavering commitment to care for guests, communities, and each other. Team members continue to evolve and innovate as they strive to ensure guest safety when dining in the restaurant or enjoying our delicious food on the go. We've kept our supply chain moving while prioritizing food safety and quality. We continue to offer friendly smiles and warm, delicious meals when and how our guests want to enjoy us.

Over the past year, we've continued to assess our business and societal aspirations. Creating

stockholder value through better results in every part of our business, including our environmental, social, and governance performance, is our goal every day — one that we know will take our entire system coming together to achieve.

GUIDED BY VALUES

We're pursuing both ESG and operational excellence in thoughtful ways, and with a sense of urgency. **Taking Responsibility** is a core value at Dine Brands that motivates us to run restaurants safely, ethically, and environmentally and socially responsibly. Another core value, **Always Better**, keeps us focused on the financial strength and long-term value our stakeholders expect from a leading restaurant franchisor.

STRENGTHENING RELATIONSHIPS

Interactions based on integrity enable Dine to earn trust and establish strong relationships. We seek input from a wide variety of stakeholders, listen carefully, and work together to solve problems. Internally, this approach fuels new best practices and new innovations. It also

“ ***Taking Responsibility** is a core value at Dine Brands that motivates us to run restaurants safely, ethically, and environmentally and socially responsibly.”*

allows us to strengthen connections with external stakeholders who help us advance our objectives, public advocacy positions, and community partnerships.

We also take great pride in giving back to our communities. Every day our franchisees and team members make this happen for our guests all around the globe, and they do so without compromising the integrity and trust that are the foundation of our relationships with all stakeholders.

SETTING TARGETS FOR ENVIRONMENTAL PERFORMANCE

As we focus on continuous improvement in everything we do, we are evaluating opportunities to reduce our environmental impact. As we move forward, Dine will further assess the viability of our practices through an operational and financial lens.

CARING FOR PEOPLE

In the past year, we focused our social efforts on the well-being of our workforce and communities, and on being a valued community partner. We accelerated social investments and modified our programs to meet immediate needs due to the ongoing impacts of the COVID-19 pandemic. Providing a safe work environment for our team members is our responsibility and an extension of our Dine culture.

DINE TOGETHER FOR ALL STAKEHOLDERS

At Dine, our heightened focus on environmental, social, and governance (ESG) strategies helped us honor the relationships, values, and commitments that have made us the franchisor of the world's favorite — and largest — casual-dining and family-dining brands. We've made progress because the Dine Board of Directors is highly engaged and committed to progressive

governance that benefits all of our stakeholders. Since 2020, we've further enhanced oversight of this work. We've added diversity and new perspectives to our Board of Directors, and we've steadily increased transparency on issues that are top-of-mind for our stakeholders. Our directors remain invested in ESG, and they contributed to and approved this report.

Dine Brands is committed to operating as a responsible company — and we recognize we cannot do it alone. It will take all of us, collectively, to **Dine Together** for generations to come.



John Peyton
Chief Executive Officer

A photograph of two women sitting at a table in a cafe. The woman on the left is drinking from a pink smoothie cup with a black straw. The woman on the right is smiling and holding a sandwich. The background shows a blurred cafe interior with shelves and lights.

Our Business

Dine Brands and ESG

An important aspect of our heritage, the concept of **Dine Together** expresses our company's purpose — now and in the future — as we give people a reason to gather over and over again at the world's favorite restaurant brands. In 2021, we evolved [our purpose and our values](#) to grow and connect others to our ESG commitment and actions.

DINE BRANDS 2021 ESG AT A GLANCE

People



6 team member resource groups

that strengthen our culture and make us a more inclusive and better business



\$1 million

raised by Applebee's U.S. franchisees to support [Alex's Lemonade Stand Foundation](#)

[Achieved U.S. representation](#) of these groups:

Board of Directors:

18%
People of Color

36%
Female



4 ways to reward

team members' achievements provided within our Dine Recognition Portal



\$448,000

raised by IHOP U.S., Puerto Rico, Mexico, and Canada franchisees to [support children's charities](#)

Dine Brands Leadership*:

29%
People of Color

27%
Female



30 metric tons of food donated

by our Glendale Restaurant Support Center, Applebee's, IHOP, and their U.S. franchisees



568,000

free meals served to U.S. active-duty military and veterans on Veterans Day at [Applebee's](#) and [IHOP](#)

Corporate Team Members:

41%
People of Color

40%
Female

Company-owned Restaurant Team Members:

52%
People of Color

59%
Female

* Leadership is defined as Director and above.

DINE BRANDS 2021 ESG AT A GLANCE (CONT'D)

Planet



100% LED lighting
at company-owned restaurants



75% of cooking oil recycled
at company-owned restaurants



~780 million gallons of water saved annually
by using [ConserveWell® dipper wells](#) at
76.7% of IHOP U.S. restaurants and
19% of Applebee's U.S. restaurants*

Food



16%
U.S. [cage-free egg supply](#)[†]



7% of beef



22% of sows



97% of broilers
supplied to U.S. restaurants
[raised without antibiotic therapies](#)^{‡ §}



45% of pork
supply sourced from suppliers who
[utilized Group Housing](#)^{***††}



14% of pork
supply raised [Gestation Crate-Free](#)^{††}



PLUS, DINE BRANDS:

- Provided additional promotional support for U.S. franchisees to hire restaurant employees during labor shortages
- Supported team members' health and well-being efforts with a revamped Wellness Program
- Convened our Animal Health and Welfare Advisory Council
- Adopted a Supplier Code of Conduct
- Provided COVID-19 vaccination incentives for team members at Dine Brands Restaurant Support Centers, and company-owned restaurants

* Estimated savings with respect to adjusted hours of operation due to COVID-19.

† As of January 2022.

‡ Except for treatment of sick and injured animals or controlling an identified disease outbreak under veterinary supervision.

§ As of December 2021, based on supplier-reported information.

*** Gestation Crate-Free is part of the Group Housing number, for additional explanation see [Food | Sourcing Ingredients Sustainably](#).

†† As of December 2021, based on supplier-reported information.

About Dine Brands Global, Inc.

Dine Brands is one of the world's largest full-service restaurant companies*

3,431 restaurants = **50 states** and Washington D.C. + **2 U.S.** territories + **15 countries**



1,680
restaurants total

1,611
Franchisee-owned
restaurants

69
Company-owned
restaurants**



Franchises restaurants via its subsidiaries
under 2 industry-leading brands, Applebee's
Neighborhood Grill & Bar and IHOP



1,751
restaurants total

1,751
Franchisee-owned and
area licensed restaurants*

Glendale, CA



Greater Kansas
City Area



Raleigh, NC



Based in Glendale, CA, operates 2 Restaurant
Support Centers (RSCs) — in Glendale and
the Greater Kansas City Area — to assist 338
franchisees in their continual success — and a
mid-Atlantic office in Raleigh, NC, to support
company-owned restaurants†

3,008



Team
members

69



Company-
owned
restaurants†

* Data from Dine Brands [2021 Annual Report](#)

† Dine Brands' subsidiaries operate 69 company-owned Applebee's restaurants in North Carolina and South Carolina, with the remaining restaurants owned and operated by independent franchisees and licensees under agreements with Dine Brands or its affiliates.

DINE BRANDS CORPORATE PURPOSE

On a global scale, we live and conduct business aligned with our values and ethics. We give people a reason to gather over and over again. At Dine, we nurture (and grow!) the world's favorite restaurant brands.

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 Brands and Franchises

Applebee's and IHOP are among the most-loved restaurant brands in the world. As Dine Brands subsidiaries, Applebee's and IHOP are also aligned to our ESG Strategy.



Applebee's Neighborhood Grill + Bar

(Applebee's®) is globally loved for its comfort food and local relevance — we call that “Eatin’ Good in the Neighborhood.” Applebee's [Doin' Good in the Neighborhood](#) program is a model of corporate social responsibility.

Our corporate franchise model for Applebee's and IHOP restaurants provides opportunities for people around the world to own their own businesses. Our entrepreneurial franchisees retain responsibility for decisions involving their own restaurants, including hiring and employment practices, pricing, and most operations. Dine Brands [engages with franchisees](#) on a regular basis and provides support to boost their success.



International House of Pancakes (IHOP®) is known for its iconic pancakes, craveable and comforting breakfasts freshly made on the griddle, and all-day menu favorites. IHOP lives by “the recipe for joy:” fostering joy, togetherness, and a sense of belonging.

Because our franchisees have strong ties to the towns and cities they serve, they place significant importance on making a positive impact in their communities by providing:

- Philanthropic support, with combined total contributions of \$46 million since establishing brand partnerships
- Employment and advancement opportunities, providing employees of all education levels ways to achieve their goals
- Workplaces that strive to be diverse, equitable, and inclusive

When putting our corporate ESG initiatives into practice, our independent franchisees are responsible for the costs involved, such as for optimized equipment like ConserveWell® Dipper Wells. Our goal at Dine Brands is to present our franchisees with the value proposition and data — as well as innovations — to demonstrate they can decrease their environmental impact while growing their businesses and appealing to guests through the shared value of respecting their communities.



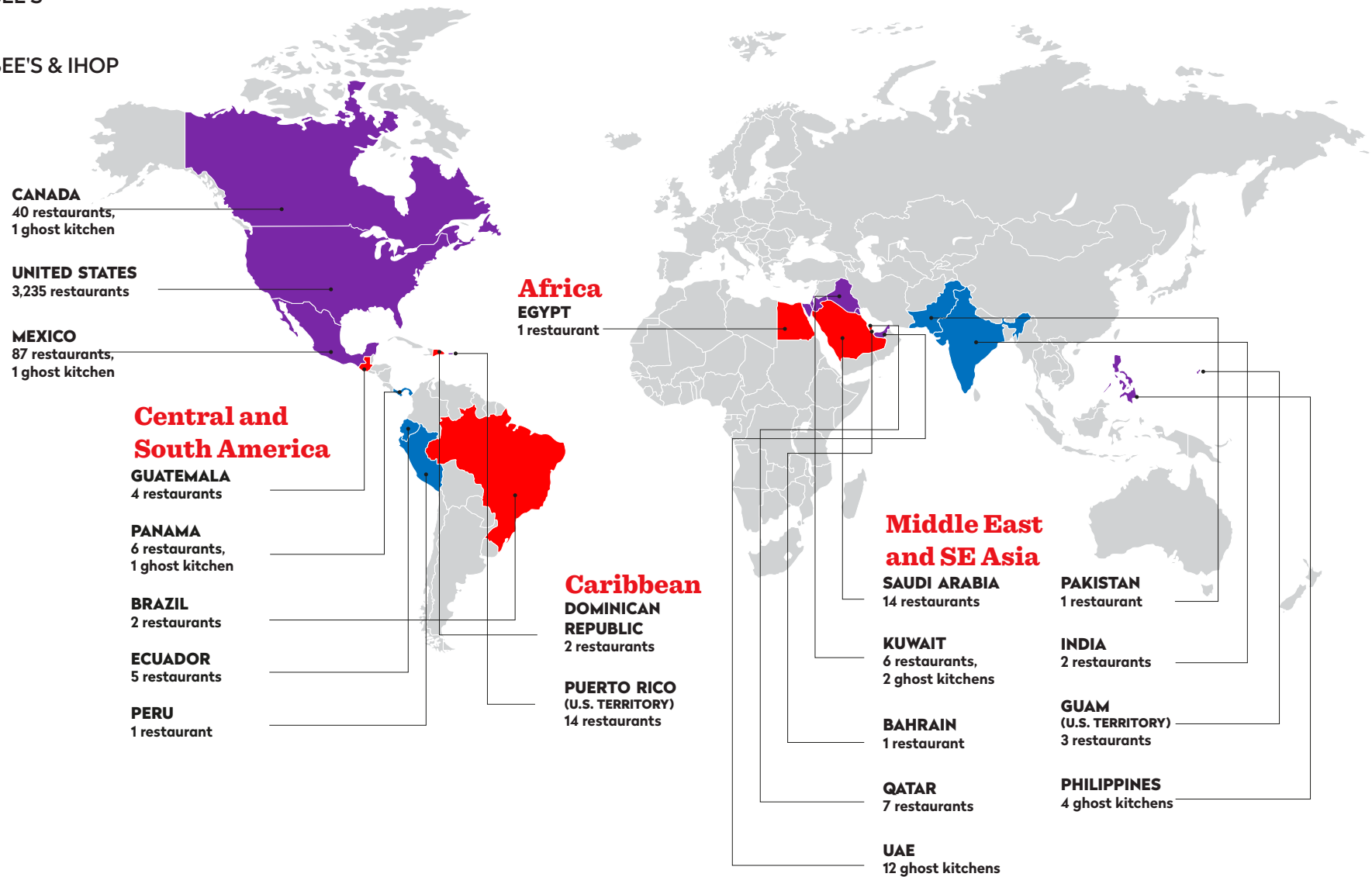
DINE BRANDS GLOBAL FOOTPRINT

Dine Brands' global reach extends to four continents where Applebee's and IHOP franchise-owned and company-owned restaurants are popular destinations.

■ APPLEBEE'S

■ IHOP

■ APPLEBEE'S & IHOP





Dine Brands History

Dine Brands celebrates Applebee's and IHOP's more than 100 years of combined hospitality experience and expertise that make guests feel welcome, satisfied, and eager to return. We are proud of our brands and our commitment to ESG.

1958

1st International House of Pancakes (IHOP) restaurant opens in Toluca Lake, CA


1961

International House of Pancakes becomes public company

1960

International House of Pancakes begins franchising

1973

Acronym "IHOP" introduced


1980

T.J. Applebee's RX for Edibles & Elixirs® opens in Decatur, GA


1989

Applebee's International, Inc. becomes public company

1991

IHOP moves headquarters to Glendale, CA and becomes publicly traded on NASDAQ as IHP

2005

Applebee's and Alex's Lemonade Stand Foundation partnership begins


2008

IHOP celebrates 50th birthday, and becomes DineEquity (NYSE: DIN)

Applebee's inaugurates Veterans Day celebration

2015

Applebee's moves headquarters to Glendale, CA, joining IHOP in LEED certified building

2019

IHOP introduces gluten-friendly pancakes and waffles


2020

Applebee's celebrates 40th Birthday
Dine Brands Team Member Resource Groups (TMRGs) launched

2002

Applebee's establishes Heidi Fund financial assistance program for team members

IHOP selects first female President

2007

IHOP Corp. buys Applebee's, creating world's largest full-service restaurant company

2018

DineEquity rebrands to Dine Brands Global

IHOP names first Kid Chef winner with Children's Miracle Network Hospitals partnership

IHOP introduces all-natural, steakburgers

IHOP celebrates 60th Birthday

2021

John Peyton joins Dine Brands as CEO

Dine publishes 1st ESG report, convenes Animal Health and Welfare Advisory Council

Bill Palmer Legacy Scholarship established

Flip'd by IHOP opens

Applebee's establishes Cosmic Wings

Ghost kitchens launch in Los Angeles, Philadelphia, Dubai, Kuwait, Toronto, and Mexico City

Learn more about [IHOP](#) and [Applebee's](#) history

A smiling woman with curly hair, wearing a yellow sweater, stands in a restaurant setting with warm, bokeh-style background lights. The text 'ESG Strategy' is overlaid on a white rectangular box on the left side of the image.

ESG Strategy



Materiality Assessment*

In early 2022, we worked with a third-party consultant to conduct an assessment of ESG priorities through engagement of internal and external stakeholders. This first materiality assessment will be instrumental in enhancing our ESG efforts and in demonstrating how our current strategy aligns with the topics identified as most important by various stakeholders.

Internal Stakeholder Engagement:

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

External Stakeholder Engagement:

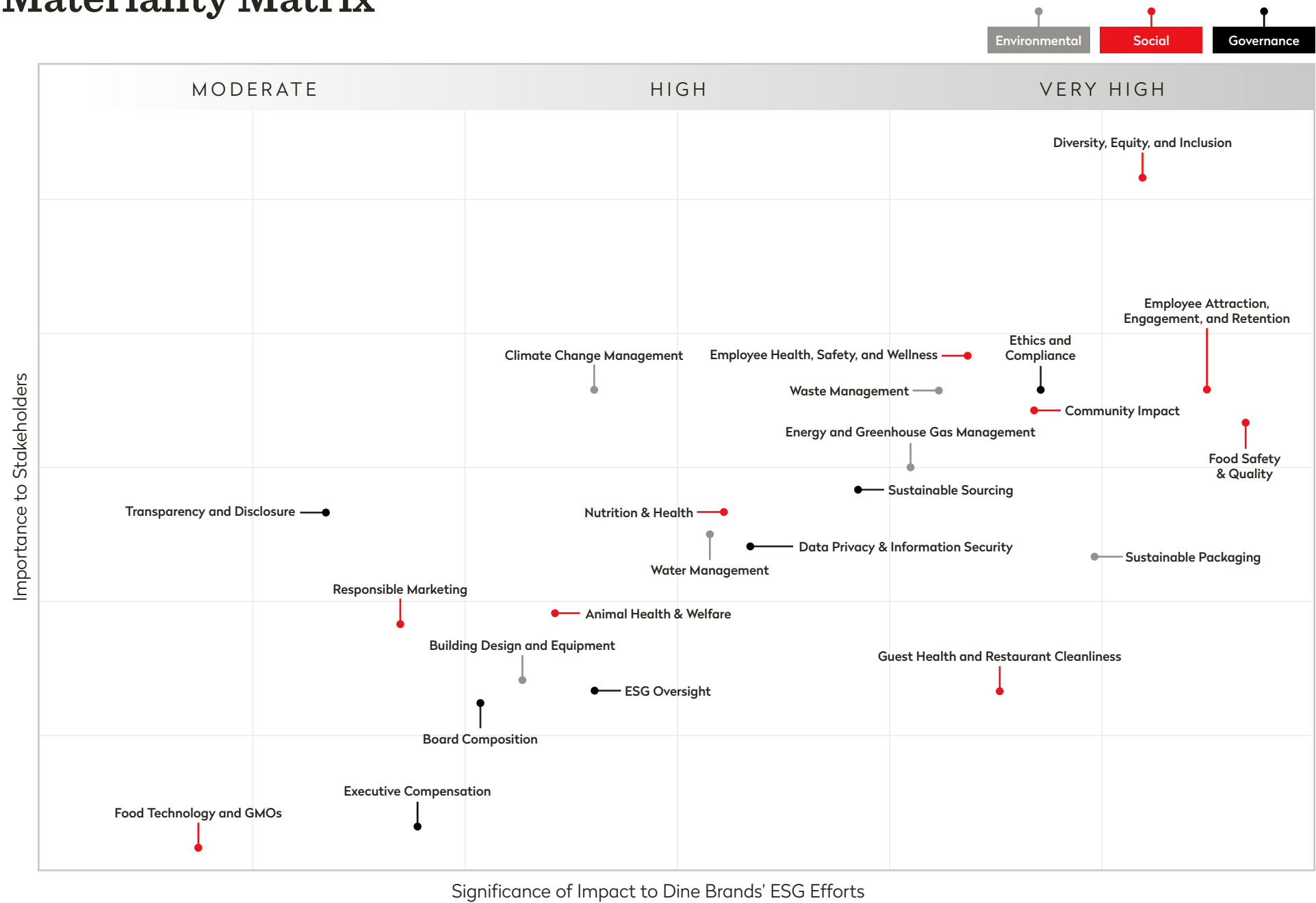
Interviewed suppliers and franchisees; surveyed and interviewed several investors; and researched industry associations, NGOs, and governments and regulators. Franchisees spoke on behalf of guests in this assessment. In future materiality assessments, we plan to directly engage guests to get their perspectives.

After concluding the stakeholder engagements, our consultant partner identified 23 of the original 29 topics as most relevant to our ESG practices based on the frequency with which the topics were raised by respondents and the emphasis they placed on those topics. Stakeholders scored each topic, which determined the priorities

impacting our ESG strategy. The results were plotted on the materiality matrix (following page) with each topic's placement representing importance to stakeholders and the potential impact on our ESG efforts. The priority categories are "moderate," "high," and "very high." "Very high" topics (upper right of matrix) are understood as areas stakeholders felt need the most immediate attention and would provide the greatest impact on our ESG efforts. The "moderate" and "high" sections indicate topics stakeholders identified as important, but with a longer timeline to pursue action than "very high" topics.

*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.

Materiality Matrix



Our ESG Commitment

Our team members, guests, and other stakeholders increasingly examine how our business and brands contribute to society and the welfare of the environment. With that in mind, our corporate responsibility vision and ESG strategy align with issues about which our stakeholders care. To be accountable to our stakeholders, we intend to report annually on our actions that advance our four focus areas:

PEOPLE

Empowering our teams by:

- Supporting franchisees' success
- Investing in our team members
- Attracting and retaining diverse talent

Ensuring our communities thrive by:

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

PLANET

Caring for the environment by:

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



FOOD

Responding to our guests by:

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

GOVERNANCE

Being good corporate citizens by:

- Being transparent
- Acting ethically
- Maintaining board oversight

We are also engaging with our Applebee's and IHOP franchisees through webinars and one-on-one interactions to discuss the importance of ESG accountability and reporting. In the future, our intention is for all franchisees to track their ESG data so it can be included in this report.

UN SDGs Alignment



Dine Brands identified five United Nations Sustainable Development Goals (UNSDGs) that currently inform our ESG strategy.



UN SDG #2:

Promote sustainable agriculture.



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

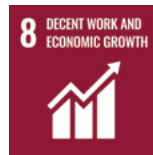


UN SDG #3:

Ensure healthy lives and promote well-being for all.



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



UN SDG #8:

Promote inclusive/sustainable economic growth, productive employment, and decent work.



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



UN SDG #12:

Ensure sustainable consumption and production patterns.



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



UN SDG #13:

Take urgent action to combat climate change and its impacts.



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

People

Empowering Our Teams

We value and encourage workplace diversity, equity, and inclusion (DEI). To align with the assessment that DEI is [crucial to Dine's growth](#) and of great importance to the company, we have implemented and expanded our attraction, engagement, and retention efforts to attain a diverse workforce. We also believe it is essential to support franchisees in diverse communities worldwide.

Additionally, we strive to ensure our team members and franchisees have the tools, resources, and support they need to be successful in our business.



DINEPLATE

DinePLATE is a **Personal Learning and Training Environment** for Dine team members. Some aspects of DinePLATE are also made available to Applebee's and IHOP franchisees for discretionary use with their employees. Serving up a wide array of live and self-paced online trainings, DinePLATE provides the platform for such learning modules as:

Diversity, equity, and inclusion training

Leadership and management skill building

Compliance training for every aspect of our business

Productivity and collaboration skills courses

Brand standards training for Applebee's and IHOP restaurant employees

With these materials, team members can meet educational requirements for project management certification and one of many IT certifications.

SUPPORTING FRANCHISEES' SUCCESS

Dine Brands' success depends on our global franchisees' success. As we strive to ensure that our Applebee's and IHOP franchisees reach their full potential, we help them grow profitable independent businesses by:

- Providing local and national support in areas such as advertising, construction, and purchasing, as well as offering operations and brands standards training, at each franchisee's discretion
- Interacting directly via such activities as town halls, Brand Leadership Councils, and advertising and business meetings
- Communicating weekly via brand intranets and newsletters — Applebee's "Core News" and IHOP's "Batter Up"
- Making available Applebee's University, a brand training and educational program with a commitment to excellence in onboarding, training, and development for all restaurant employees
- Making available IHOP Academy, a robust training platform in which IHOP provides a best-in-class training program for each level of restaurant employees, increasing guest satisfaction, and reducing guest complaints
- Facilitating services and assisting franchisees in accessing lenders and other financial resources

FRANCHISEE OF THE YEAR AWARDS

We also publicly recognize our franchisees' valuable contributions with our annual franchisee awards. In 2021:

- **Apple American Group**, which owns and operates 441 Applebee's restaurants across 23 U.S. states, won the 2021 **Applebee's Abe Gustin Franchisee of the Year Award**. The franchise group was recognized for successfully serving its employees, its communities, and Applebee's through one of the brand's and industry's most challenging years.
- **Bernardo DeJesus Group**, which owns and operates two IHOP restaurants in New York, won the 2020 **IHOP Franchisee of the Year Award** for the franchise group's hard work, collaboration, community support, and prioritization of welcoming and valuing each guest who walks in the door.



Greg Flynn

*Applebee's Abe Gustin
Franchisee of the Year Award*



Bernardo DeJesus

*IHOP Franchisee
of the Year Award*

NATIONAL HIRING DAY

When food and hiring meet:

Applebee's offered interview candidates at 1,600 restaurants nationwide "App for Apps," a voucher for a free appetizer when receiving a job interview. "App for Apps" generated **40,000 new applications** in a single day with roughly **5,000 employees hired**.

IHOP hosted its National Recruiting Day at over 1,600 locations with the **goal of 10,000 new hires** across the franchised locations with an opportunity to "Get Paid to Pancake."

In 2021, as labor shortages became more acute, we responded to our franchisees' workforce needs in these ways:

- Co-sponsored Hiring Day events to bring on new hires to work for Applebee's and IHOP franchisees
- Developed guides and tools to help cultivate a culture to attract and retain employees
- Provided information on creating retention plans, recognizing the cost of turnover, and conducting exit interviews

- Created a dashboard for Applebee's and its franchisees to track turnover and better manage their people lifecycle

We also help our franchisees grow their businesses and take actions to attract new franchisees. In 2021, we created incentives to launch a greater number of traditional restaurants and new concepts, as well as to attract diverse franchisees, including women and people of color.

“ *Dine Brands and IHOP are hands-on partners who communicate very well with franchisees. Dine's franchise business consultants stay in close contact with us. They keep the franchise community up to date with our weekly newsletter, and we can speak directly to the leadership if needed. Dine is also there for guidance, metrics, and any issues that may arise.”*



Jon Friedlander

CEO, Janjer Enterprises,
IHOP Franchisee Partner

INVESTING IN OUR TEAM MEMBERS

While the world and our industry change rapidly, valuing our team members and respecting their individual differences is a constant. We aim to provide an [inclusive workplace](#) with competitive salaries and benefits, training and development opportunities, and policies to help us strive to ensure the safety and well-being of all.

In 2021, we increased our efforts to cultivate a diverse, equitable, and inclusive workplace as we:

- Created **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

- Called on our Team Member Resource Groups to help inform and further advance our diversity, equity, and inclusion initiatives
- Updated our Tuition Reimbursement Program to allow for immediate continuation of further education and career development

We also continued engaging team members via diversity index and pulse surveys multiple times a year. These surveys allowed us to gauge team members' satisfaction and thoughts on the best course forward on diversity and inclusion, among other topics. As the year progressed, more team members took part in these voluntary surveys, resulting in a response rate of over 97% in the third quarter of 2021.

WELLNESS PROGRAM

Dine Brands 2021 **Wellness Program** supported team members in their efforts to take charge of their health and well-being. The Wellness Program's features include coaching, health trackers, gym discounts, workshops, meal plans, incentive and discount rewards, and multiple health resources. Additionally, the Wellness Program extends beyond mental, dental, and vision coverage by offering professional development, and financial and overall well-being resources.

In 2021 — year two of the pandemic — Dine **expanded mental health counseling access** for team members and their families via multiple channels. Additionally, considering collective team member feedback, we initiated a new **hybrid office model**, allowing team members the flexibility to work both in the RSC and from home. In 2020, we **added multiple days off** to allow our team members to take time to disconnect from work, rest, and recharge.

RECOGNITION PORTAL

Our **Dine Recognition Portal** is an online space for team members to celebrate each other and be rewarded by fellow team members for living [Dine Brands values](#) through their professional and personal achievements. Across our RSCs, 75% of team members have been nominated, further exemplifying our values of **Recognizing the Good** and **Further Together**. Recognition comes in these categories:

- **High Five** — to say “thank you!” for offering support in everyday situations
- **Special Occasion** — to offer congratulations on personal milestones
- **Impact Award** — to recognize team members for substantial professional achievements
- **Service Milestone** — to commemorate professional milestones

SILVER PLATE AWARD



John Cywinski, President of Applebee's Grill + Bar, won the [2021 Silver Plate Award](#) presented by the International Foodservice Manufacturers Association (IFMA) for his outstanding service to the industry.



ATTRACTING AND RETAINING DIVERSE TALENT

Dine Brands' strength comes from the diverse backgrounds, cultures, experiences, and thinking styles our team members bring to our table. In 2021, to honor our commitment to attract and retain diverse talent, we expanded on three of our company's initiatives.

Invested in Team Member Resource Groups (TMRGs) — Our TMRGs have been a valuable resource for Dine Brands as members provide thought leadership and learning opportunities for all. In 2021, their first full year, our TMRGs introduced lunch-and-learn programs and town hall presentations, [contributed to charities](#) close to their hearts, and gave their members safe places to discuss common issues and solution opportunities. Current TMRGs, which also welcome allies, and their missions include:



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



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



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



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



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



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

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

TALENT ACQUISITION INCLUSION STRATEGY

Our goal is to recruit the greatest number of applicants from multiple and diverse sources so we can hire the best people in an unbiased process. Our Talent Acquisition Inclusion Strategy (TAIS) aims to accomplish this goal with four initiatives.

- 1 Requiring diverse applicant interview panels and candidate slates** comprised of people representing a diversity of genders, races, and ethnicities. In 2021, Dine Brands employed 5% more women and Black, Indigenous, and People of Color (BIPOC) than in 2020. We achieved improved representation in leadership roles with over 50 internal promotions in 2021.
- 2 Maintaining relationships with HBCUs** (historically Black colleges and universities) via career fairs and other recruiting activities. In 2022, we look forward to expanding our relationships, especially in-person opportunities impacted by COVID-19. We plan to revitalize relationships with universities such as Grambling State University in Grambling, LA, and Morehouse College, Clark Atlanta University, and Spelman College in Atlanta, GA.



- 3 Expanding our association/alliance relationships** with organizations devoted to or benefiting women and BIPOC team members. In 2021, our alliances included:

Women in Technology International (WITI) and the Women's Foodservice Forum (WFF) to create opportunities for networking with women in fields related to our industry, as well as for learning best practices to succeed and advance in the workplace. Dine Brands is a sponsor of the WFF and has been a supporter of women's development in the food industry within this group since its founding.

Toastmasters International provides career development and leadership training to enable greater confidence when speaking to groups.

CEO **ACTION** FOR DIVERSITY & INCLUSION

- 4 Committing to CEO Action for Diversity & Inclusion™ pledge goals** to advance diversity and inclusion within our company. In 2021, our management team took an active role in our TMRGs as executive sponsors, and our team members and leadership hosted monthly cultural events at RSCs, such as panel discussions, book clubs, and Lunch and Learn discussions. We implemented our **Embrace All Day** by acting on feedback from team members. Since 2021, diversity, equity, and inclusion goals are part of our Executive Leadership Team's performance assessment.

DIVERSITY, EQUITY, AND INCLUSION AT DINE

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

Expanded Educational Resources — We provide an array of resources, including an online portal, events, and speakers, on topics relevant to building awareness of the drivers of and barriers to inclusion. Topics covered include anti-racism, microaggressions, and biases.

Provided Diversity, Equity, and Inclusion Training — We set up interactive, mandatory training to demonstrate expected behaviors so all team members feel safe and included. The training includes workplace harassment prevention and appreciating differences, among other courses. We believe education and awareness encourages everyone to be a diversity change agent and allows us to grow even stronger as a company.

“

In its commitment to diversity, Dine has always done a great job of giving team members tools and resources, and the TMRGs signal an even stronger structure for being a beacon of change and providing a sense of belonging. For example, SoulFood@DINE held a Juneteenth celebration that brought together all African American and Black team members for the first time.”



Maurice Edwards

*Dine Brands Executive Director,
Quality Assurance and Chair of
SoulFood@DINE TMRG*

Dine Brands Board of Directors

Representation	2021
Female	36%
Male	64%
White*	82%
People of Color*	18%

Dine Brands Leadership Team†

Representation	2021
Female	27%
Male	73%
American Indian/Alaskan Native*	0%
Asian/Native Hawaiian/ Pacific Islander*	14%
Black/African American*	5%
Hispanic/Latino*	7%
Not Specified	0%
Two or More Races*	3%
White*	71%

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

† Leadership is defined as Director and above.

GENDER EQUITY

We know gender equity contributes to business success. As we strive toward equity, we acknowledge the advancements we have achieved, and we recognize there is still work to be done. **Women represent 36% of our Board of Directors and 27% of our Leadership Team.**

Women at our brands who have received national recognition shine a light on our entire enterprise. Highlights of their 2021 accomplishments include:

Kieran Donahue

IHOP Chief Marketing Officer

Named [Brand Innovator's Top 100 Women in Brand Marketing](#) and [Nation's Restaurant News' 50 Most Influential Women in Foodservice](#)

Candice Jacobson

IHOP Director of Brand Communications

Named to [PR Week's 40 Under 40](#) and [PowerList 50](#)

Dani Ingram

Director of Applebee's Brand Marketing

named to [Brand Innovators 40 Under 40, West Coast](#)

Dine Brands Corporate Team Members	
Representation	2021
Female	40%
Male	60%
American Indian/Alaskan Native*	0%
Asian/Native Hawaiian/Pacific Islander*	17%
Black/African American*	6%
Hispanic/Latino*	13%
Not Specified	1%
Two or More Races*	4%
White*	59%

Dine Brands Company-owned Restaurants Team Members	
Representation	2021
Female	59%
Male	41%
American Indian/Alaskan Native*	1%
Asian/Native Hawaiian/Pacific Islander*	0%
Black/African American*	36%
Hispanic/Latino*	7%
Not Specified	2%
Two or More Races*	6%
White*	48%

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

“

Dine's compassion and commitment to diversity, inclusion, and opportunities for advancement are unparalleled. Dine's leadership is extremely honest and transparent, and its passion for team members is paramount to our success.”



Emily Glickman

IHOP Manager, Brand Communications
and Chair of Women@Dine TMRG

Ensuring Our Communities Thrive

The heart and soul of our company and our brands is helping the communities we serve be stronger and better equipped to adapt in case of unexpected life events. We applaud the generosity of our franchisees, their employees, team members, and philanthropic partners who in 2021 supported children's health and well-being, team members and veterans, and organizations serving community needs. Community impact has been identified as one of our [stakeholders' highest priorities](#), which aligns with how our brands approach each opportunity to improve as a collective.

COMMITTING TO RESILIENT COMMUNITIES

Our Dine family enriches our communities' well-being by contributing to projects and organizations doing admirable work — such as reducing food insecurity, empowering underrepresented groups, and helping people experiencing disruptive events.

Philanthropic donations: Since our Dine Foundation's founding in 2003, it has focused on supporting the community in our RSC home bases, including the Boys and Girls Club of Metro Los Angeles, Boys and Girls Club of Kansas

City, and Harvesters Community Food Network. A subset of the Foundation, The Heidi Fund provides financial assistance to team members and peers undergoing financial crises.

A number of causes important to our Dine [TMRG](#) members received support on our behalf in 2021. The Dine Foundation and our Dine Brands' RSCs also contributed to worthy organizations in 2021:

- DineOUT with Friends TMRG contributed to the **Trevor Project**, which provides 24/7 crisis support services to LGBTQ+ youth.

- SoulFood@Dine TMRG and the Dine Foundation donated to the **LA Metro and KC-area Boys and Girls Clubs**, which provide after-school programs for youth.
- Our Greater Kansas City Area RSC, along with the Foundation, donated to the **KC-area Boys and Girls Clubs**, also hosting an awards dinner.
- Dine Foundation contributed to Los Angeles' **Hope of the Valley Rescue Mission** and the Kansas City-area's **Harvesters Food Bank** to reduce food insecurity.
- Dine Foundation contributed to the **First Tee of Greater Pasadena**, which enables kids to build strength of character through the integration of golf with a life skills curriculum.
- Dine Brands RSCs sponsored a steps challenge in which 96 team members took 25,593,810 steps during May and donated to **Girls on the Run**, which is dedicated to empowering 8- to 13-year-old girls. The challenge also encouraged physical movement while our team members worked remotely.



Food donations: To prevent food waste and help vulnerable communities, our global teams donate food on a regular basis. Our Glendale RSC continued its history of contributing to the Hope of the Valley Rescue Mission, donating over 13 metric tons of food in 2021. Since 2020, Applebee's, IHOP, and their global franchisees annually donate on average 27 metric tons of food to their local communities through distribution centers.



13 metric tons of food donated

by our Glendale Restaurant Support Center in 2021 (Donation equals approximately 25,117 meals recovered, thus saving 21.91 tons of CO₂eq.*)



17 metric tons of food donated

by Applebee's, IHOP, and their U.S. franchisees in 2021 (Donation equals approximately 31,239 meals recovered, thus saving 7.26 tons of CO₂eq.*)

LENDING A HELPING HAND

When a **tornado tore through Mayfield, KY**, in December 2021, the local Applebee's — part of the Apple Investors Group (AIG) franchise — lost power and water, as did 20 of 24 employees' homes. Tragically, four employees lost everything. With an unwavering spirit, employees started preparing and cooking food on their personal and donated outdoor grills to feed displaced neighbors. In the first three days after the tornado, the **Mayfield Applebee's team prepared 5,300 meals** for a town of about 10,000 residents. Meanwhile, **AIG set up a GoFundMe campaign** to assist its employees as they recover from their devastating losses.



Mayfield, Kentucky
Apple Investors Group

“

We are incredibly proud of our employees who came out to help people in the Mayfield community during its time of need. All of them were impacted by the tornado and yet they still helped prepare meals for displaced residents, nursing homes, search and rescue teams, and other first responders.”



Johannah Estep

VP of Operations,
Apple Investors Group,
Applebee's Franchisee

*Source: ReFED impact calculator, GHG Footprint varies by food type.

FUNDRAISING FOR CHILDREN'S WELL-BEING

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



\$12 million

raised by U.S. franchises to support Alex's Lemonade Stand Foundation since 2005

\$1 million

raised by U.S. franchises to support Alex's Lemonade Stand Foundation in 2021

To support children's healthcare charities, IHOP and its franchisees have held an annual **IHOP National Pancake Day** since 2006. In February 2021, IHOP adapted to COVID-19 restrictions by flipping its signature day into a month-long event, issuing an IOU for a free short stack of buttermilk pancakes redeemable in-store or to-go. When receiving the IOU, IHOP encouraged guests to donate to IHOP's national charity partners.

As of 2021, IHOP in the U.S., Canada, and Puerto Rico has proudly raised over \$34 million during IHOP National Pancake Day to benefit [Children's Miracle Network Hospitals](#) (CMNH), the Leukemia and Lymphoma Society, and Shriners Hospitals for Children so the organizations can provide quality care in children's hospitals free of charge. Mexico's National Pancake Day also supported charities helping kids with cancer.



\$34 million

raised by U.S. franchises on National Pancake Day and the annual Kid Chef Contest to support children's charities as of 2021*

\$448,000

raised by U.S., Puerto Rico, Mexico, and Canada franchises to support children's charities in 2021

KID CHEF CONTEST

The IHOP-Children's Miracle Network Hospitals (CMNH) partnership continues throughout the year, culminating with culinary creations by pediatric patients aged 6-16. In 2021, the annual [IHOP Kid Chef Contest](#) awarded Rayann of Orange County, CA, with the Kid Chef title — and chef's coat! — for his Caramel Apple à la Mode pancake recipe. IHOP served Rayann's pancakes for a limited time, with \$1 from every order benefiting CMNH. In total, over 348,000 pancakes were enjoyed in his honor.



* Donation number represented in the 2020 Dine Brands ESG Report as raised for children's charities did not account for donations to the Leukemia and Lymphoma Society and Shriners Hospitals for Children.

To help end childhood cancer, local **Applebee's restaurants become lemonade stands** once a year. Partnering with [Alex's Lemonade Stand Foundation](#) since 2005, participating Applebee's restaurants annually invite their guests and neighbors to join in local activities with opportunities to donate. As of 2021, Applebee's is proud to have raised over \$12 million to fund research and bring hope to families fighting childhood cancer.



APPLEBEE'S FRANCHISEE DOHERTY ENTERPRISES

2021 Spotlight

Finding success with 87 Applebee's locations, Ed and Joan Doherty of the Allendale, New Jersey-based Doherty Enterprises, put a priority on community. The 2021 Lloyd Hill Neighbor of the Year Award was presented to them as the franchise that displayed tremendous love, compassion, and care for its neighbors through a variety of causes, activities, and initiatives.

Among Doherty Enterprises efforts, the company:

- Gave back nearly \$900,000 in total to the neighborhoods in 2021
- Raised over \$67,000 for Alex's Lemonade Stand in 2021
- Distributed over 21,000 "A is for Apples" to schools and libraries to give to children as an incentive or reward, with redemption totaling over \$63,000 in free ice cream for the kids in 2021
- Started its Culture Club in 2021, a collaboration of employees working on people initiatives such as its quarterly "Living the WOW Award"
- Funds and matches team member donations to its Wow a Friend Foundation, a team member support fund
- Supports educational programs from elementary to post-secondary levels

“

We have a 'never say no' attitude when it comes to giving back to the communities we serve. Even despite the economic impact of COVID-19, we stepped up our commitment to support the communities in which we operate.”



Ed Doherty

Doherty Enterprises,
Applebee's Franchisee

ENABLING LOCAL GIVING

Our franchisees say “thank you” to their communities year-round with hundreds of fundraisers and events supporting local organizations by raising millions of dollars.

APPLEBEE'S

Applebee's Doin' Good in the Neighborhood

program encourages franchisees to make a positive impact in their communities. Franchisee T.L. Cannon Companies exemplify the importance of local support with a partnership across seven Make-A-Wish chapters in the operating areas of their 58 Applebee's restaurants. In 2021, the franchisee raised over \$116,000, with over \$1.8 million donated in total

since the partnership's inception in 2008 to assist in the granting of life-changing wishes.

Additionally, participating Applebee's franchises in the U.S. carried on a [Veterans Day tradition](#) by serving active military, veterans, reservists, and National Guard members free meals in 2021.

Internationally, Applebee's franchisees in Saudi Arabia supplied free meals to vulnerable populations during Ramadan in 2021. In 2020, Qatar's franchisees worked with the Qatar Red Crescent and Qatar Charity to donate approximately 55,000 plates of food to vulnerable populations. Through the Tarbeia Islamic Society, Applebee's Bahrain delivered hundreds of meals to the needy, laborers, and fasting people after sundown during Ramadan.



BILL PALMER LEGACY SCHOLARSHIP



On the education front, Applebee's and its franchisees honor its late founder with the **Bill Palmer Legacy Scholarship**. Established in 2021 by the Neighborhood Restaurant Partners franchise, 100 scholarships are awarded annually to employees and their children to assist in the continuation of college education or vocational school programs. Over \$1 million has been contributed so far from our Applebee's restaurant and franchise community to be granted to future honorees. **Applebee's also offers scholarships and financial incentives** for employees and their families seeking post-secondary or graduate degrees at accredited online universities, University of Phoenix, and Capella University.



467,000

free meals served by U.S. franchisees on Veterans Day in 2021

10.8 million

free meals served by U.S. franchisees on Veterans Day since 2008

IHOP

While [National Pancake Day](#) to benefit children is IHOP's major fundraising event, IHOP franchisees also [donated significant amounts of food](#) and raised funds to give directly back to their communities in 2021. Among the recipients were hospitals, first responders, teachers, and local families.

IHOP also offers scholarships and financial incentives for employees and their families seeking post-secondary or graduate degrees at accredited online universities, University of Phoenix, and Capella University.

Viral campaigns sparked two engaging fundraising events in 2021:

- In January 2021, IHOP honored pancake fan and former Washington Football Team offensive lineman, Morgan Moses (#76), by renaming his go-to blueberry pancakes in his honor in 65 D.C. and Richmond, VA, IHOP restaurants. IHOP also donated \$7,600 to the Morgan Moses Foundation, which provides high school tutoring programs.
- In May 2021, IHOP accepted a social media challenge, which led to the [Milkshake Monday campaign](#), donating \$1 to Comedy Gives Back for every milkshake sold to support crisis relief for members of the comedy community. Nationwide, IHOP served over 14,000 milkshakes.

Additionally, participating IHOPs provided free red-white-and-blueberry pancakes to active military personnel on November 11 as a U.S. Veterans Day "thank you."



101,000

free red-white-and-blueberry pancakes and Pancake Combos served by U.S. franchisees on Veterans Day in 2021

Also, on the international front, the Villahermosa franchise group in Tabasco, Mexico, sponsored a duathlon to build community relationships and promote healthy living through sports in response to the COVID-19 pandemic. The event attracted over 900 people, including 120 participating kids.



Learn how

Dine Brands kept our team members and communities safe in 2021 as the [COVID-19](#) pandemic continued.

IHOP FRANCHISEE ADENAH BAYOH



2021 Spotlight

Coming to the U.S. as a 13-year-old Liberian refugee, Adenah Bayoh knows firsthand the importance of giving back. Her success as a restaurateur and real estate developer, along with her passion, has driven her investment and engagement in the communities where she owns and operates four IHOPs.

With her first IHOP, Adenah transformed a dilapidated property and created jobs in the community. She has since opened three more IHOPs in her hometown of Newark, NJ. She assists her communities on a regular basis with free daily breakfast programs for youth, meeting space for nonprofits, book drives, and meals for those in need.



Planet

Caring for the Environment

Reducing our environmental impact requires collaborating to find innovative ways to design, build, maintain, and supply our restaurants. Additionally, our dedication to reducing waste is a community and environmental imperative.

ACTING AS RESPONSIBLE STEWARDS OF OUR PLANET

Our environmental initiatives align with what our stakeholders expect from us, especially Generation Z and millennials, who believe companies should be more sustainable.* (Representing 32% of Applebee's and 30% of IHOP guests, millennials are the restaurant brands' largest guest demographic.)

In 2021, with the assistance of a third party, we collected energy, water, and waste information from our 69 company-owned restaurants and 307 U.S. franchise locations representing approximately 11% of all restaurants. We will continue to work with our franchise partners, utility providers, and vendor partners on solutions that conserve resources and provide better transparency to our usage and related emissions. With this information we have been able to build out our SASB responses to reflect a greater number of restaurants across our enterprise, in addition to the 69 company-owned Applebee's. We plan to increase franchise participation over the years.

Carbon Emissions at U.S. Company-owned Restaurants**

	Unit of measurement	2019	2020	2021
Scope 1 (Natural Gas & Propane)	metric tons CO ₂ e ^{††}	6,797	5,419	6,118
Scope 2 (Electric)	metric tons CO ₂ e ^{††}	8,422	6,609	6,432
Total Scope 1 & 2	metric tons CO ₂ e ^{††}	15,219	12,028	12,550

Along with our third-party partnership, we calculated the emissions for our 69 company-owned Applebee's, which measured our Scope 1 and 2 emissions of natural gas, propane, and electric. Since 2019, we've achieved an approximate 17.5% decrease in our carbon emissions for our 69 locations. This reduction is equivalent to the CO₂ emissions that would have been created through 519 homes' electricity use for one year.[†]

While we are pleased with the reduction in emissions since 2019, we recognize that the reduction is driven, in part, by reduced hours of operation in our stores during the past years and continual impacts of COVID-19 on the food service industry.

Based on the information collected from Dine Brands Franchise Groups through a data collection survey, we are able to include select locations in the calculation of our Scope 3 emissions. This represents 63,597 MT CO₂e^{‡§}

emitted from our company-owned restaurants and select franchisees.

Our designs for new restaurant prototypes and remodels incorporate additional sustainable building practices. Sustainable building practices, such as installing LED lighting, are included in the 90 new IHOP restaurant openings and 170 IHOP remodels planned for 2022, as well as the 17 new buildings Applebee's Franchisees plan to begin constructing in 2022.

* Source: [Generation Green is leading the sustainability agenda](#)

† Source: [EPA Greenhouse Gas Equivalencies Calculator](#)

‡ Scope 3 Emission sources defined as: Waste, including mixed MSW (Municipal Solid Waste) and mixed recyclables, generated across Applebee's company-owned locations. Franchise emissions including scope 1 (natural gas), scope 2 (purchased electricity) and scope 3 (waste) across select franchised locations.

§ Data from December 2020 to November 2021. Scope 3 activity data was collected manually from Dine Brands Franchise Groups through a data collection survey. Approach and numbers subject to adjustment as access and data quality changes.

**Includes 69 company-owned restaurants in North Carolina and South Carolina.

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

SUSTAINABLE DESIGN PRINCIPLES

Guiding our environmental efforts are five initiatives using sustainable design principles to decrease the energy, water, and materials we use.



1. SAVING ENERGY

The privilege of feeding millions of guests daily results in expending millions of kilowatts per day to prepare meals and provide an inviting dining atmosphere. We're working to reduce our energy use by updating equipment within both brands' restaurants with energy-efficient features that can provide increased savings in energy compared to prior models. We continually seek innovations that reduce energy in our equipment and building systems while increasing guest satisfaction.

New restaurants include energy-efficient equipment selections. Restaurants also install devices that automatically turn off lights, as well as heating, ventilation, and air conditioning controls that coordinate with kitchen equipment to maximize efficiency.

At IHOP, our franchisees have been replacing equipment — such as fryers, burners, and griddles — as needed with equipment that improves energy efficiencies and decreases our environmental impact. The next phases of optimization require replacing smaller, frequently used appliances, including coffee brewers and refrigerators.

At Applebee's company-owned and franchise locations, we plan to replace burners with more efficient units. Applebee's also is testing or plans to test new energy-efficient equipment to replace current appliances. The equipment includes:

- Multifunctional equipment like a Combi Oven as a replacement for current steamers
- Infrared units, replacing broilers and cheese melters

Our Glendale RSC is housed in a LEED Gold Certified building. From December 2020 through November 2021, our Glendale and Greater Kansas City Area Restaurant Support Centers consumed 3,190 gigajoules of energy.



INFRARED TECHNOLOGY

Applebee's plans to **test infrared units** in 2022 across the U.S., which are designed to:

- Replace energy-draining charbroilers and take on multiple other kitchen jobs, including steaming
- Cook food more consistently while maintaining the quality of the product (integrity regarding flavor and appearance)

In addition to **being more energy efficient**, **infrared units promise to reduce food waste** by eliminating returns of under- or over-cooked dishes.

Energy Usage at U.S. Company-owned and Select Franchisee Restaurants**

	2021
Total Energy Consumed Per Gigajoules (GJ)	1,027,467 GJ
% Grid Electricity	45%

* Includes 69 company-owned restaurants in North Carolina and South Carolina and select domestic franchisee restaurants.

† Data was collected through a third-party aggregator service for company-owned Applebee's locations representing December 1, 2020 – November 30, 2021. Data was collected through an Excel-based data collection survey sent to all Franchise Groups. Franchise Groups collected and input electricity and natural gas usage by location from December 1, 2020 – November 30, 2021. Usage data was collected in kilowatt hours, therms or cubic feet, and converted to total gigajoules.



2. REDUCING WATER USAGE

In addition to energy, the restaurant industry also relies heavily on water. We strive to find innovative ways our restaurants can more efficiently use water — a precious resource in many areas of our global operations. One way is with the use of high-efficiency ConserveWell® Dipper Wells, which can save 780 million[†] gallons of water annually across our domestic footprint. Adoption by franchisees in 2021 reflects minimal increase in installation due to ongoing impacts of the COVID-19 pandemic.

Many of our franchisees have also installed WaterSense flush valves on urinals, saving over 4,600 gallons of water annually per unit.



“

As a responsible company with the goal of being a good steward of our environment, Dine Brands strives to ‘build better’ with sustainable architectural designs. We actively work with our purchasing partner to implement our initiatives intended to reduce our environmental impact.”



Michael Montenegro

Senior Architect,
Dine Brands

Water-Efficient ConserveWell® Dipper Wells U.S. Usage

	2021
Applebee's	19%
IHOP	76.7%

Water Usage at U.S. Company-owned and Select Franchisee Restaurants**

	2021
Water Consumed Per Thousand Cubic Meters (m ³)	1,239,644 m ³
% of Water Consumed in Regions with High or Extremely High Baseline Water Stress	13%

* Includes 69 company-owned restaurants in North Carolina and South Carolina and select domestic franchisee restaurants.

[†] As of Q4 2021, with estimated savings of 780 million gallons of water annually with respect to adjusted hours of operation due to COVID-19.

^{**} Data was collected through a third-party aggregator service for Company-owned Applebee's locations representing December 1, 2020 – November 30, 2021. Data was collected through an Excel-based data collection survey sent to all Franchise Groups. Franchise Groups collected and input water and irrigation usage by location from December 1, 2020 – November 30, 2021. Usage data was collected in gallons or cubic feet and converted to thousand cubic meters.



3. INCREASING LED LIGHTING

In August 2021 we began our 100% LED Lighting initiative for Applebee's new building design prototypes and the current 100% LED Lighting Initiative in IHOP specifications. At our Applebee's company-owned restaurants, 100% of the interior lighting uses LED fixtures. We currently use LED lighting in 100% of our illuminated signage at company-owned and franchise restaurants.

In 2022, 100% of IHOP remodels and new restaurant openings will have implemented LED lighting specifications in the entire restaurant. With this initiative, we estimate the annual energy savings is approximately 79% because an LED lighting fixture's lifespan is 10-15 times greater than incandescent fixtures.





4. REDUCING VOLATILE ORGANIC COMPOUND (VOC) PRODUCTS

Our initiative to use zero-to-low VOC materials helps us meet strict chemical emission limits. In 2021, IHOP continued working towards replacing high-VOC fiberglass reinforced plastic (FRP) kitchen walls with GREENGUARD Gold Certified low-VOC FRPs. Fume reduction is estimated to be 56% lower in total VOC levels than the standard GREENGUARD rating, making it a health-beneficial, eco-conscious initiative. In 2021, 34 new IHOP and four new Applebee's franchise restaurants opened that included low-VOC FRPs as standard. Implementation of FRP over different materials is also considered a more sanitary and impact-resistant product for restaurant kitchen use.

Low-VOC Kitchen-wall FRPs Installed

	2021
Company-owned U.S. Restaurants	100%
Applebee's* and IHOP† U.S. Franchisee Restaurants	16.4%



5. RECLAIMING MANUFACTURED PRODUCTS

By using recycled and renewable building materials, we can reduce landfills and lower emissions. To reach these two objectives with one action, we use GREENGUARD Certified materials for Fiberglass Reinforced Plastics manufactured with 60% recycled and renewable products. Among the GREENGUARD materials we use are wallboard, wall tile, and other tile.

In 2023, both Applebee's and IHOP plan to transition to using Forest Stewardship Council (FSC)-certified paper stock for gift cards, subject to pricing and supply chain availability. Moving from plastic to FSC-certified paper products sourced from responsibly managed forests will encourage diversion of an estimated 6.6 million gift cards from entering landfills.

MINIMIZING FOOD AND PACKAGING WASTE

We decrease landfill waste in the communities we serve by using more sustainable products in our operations and optimizing the food supplied to us in our kitchens. On our journey to minimize waste, we share and are introduced to best practices through the Food Waste Reduction Alliance (FWRA) and the National Retail Federation (NRF) Sustainability Council.

In 2021, our waste reduction efforts included:

- Reducing our expanded polystyrene (EPS) packaging by 680 metric tons, progressing on our goal of being 100% EPS-free by the end of 2024
- Partnering with plastic suppliers on plastic recycling and to-go packaging sustainability projects
- Partnering with produce suppliers who provide sustainable options for edible, but cosmetically imperfect products
- Launching a "Go Green" Applebee's and IHOP initiative in which guests must opt-in to receive to-go utensils when placing pickup, curbside, or delivery orders via Applebees.com and IHOP.com or the Applebee's and IHOP mobile apps
- Coordinating a food waste audit to commence in 2022

* Starting as of 2015, 100% of new restaurant openings for Applebee's.

† Starting as of 2016, 100% of new restaurant openings for IHOP.

‡ Units based on 2021 Applebee's and IHOP sales.

SUSTAINABLE, RECYCLABLE PACKAGING

One of our initiatives is to work with suppliers of paper and plastic goods that share our commitment to sound environmental practices. The need to provide more sustainable packaging for to-go orders became especially urgent during the pandemic when the use of packaging increased.

We continue to work with our suppliers to find innovative ways to increase the amount of recycled materials used in packaging. We also plan to reduce the amount and types of material used to package the ingredients we source, while not negatively impacting the integrity and quality of the product.

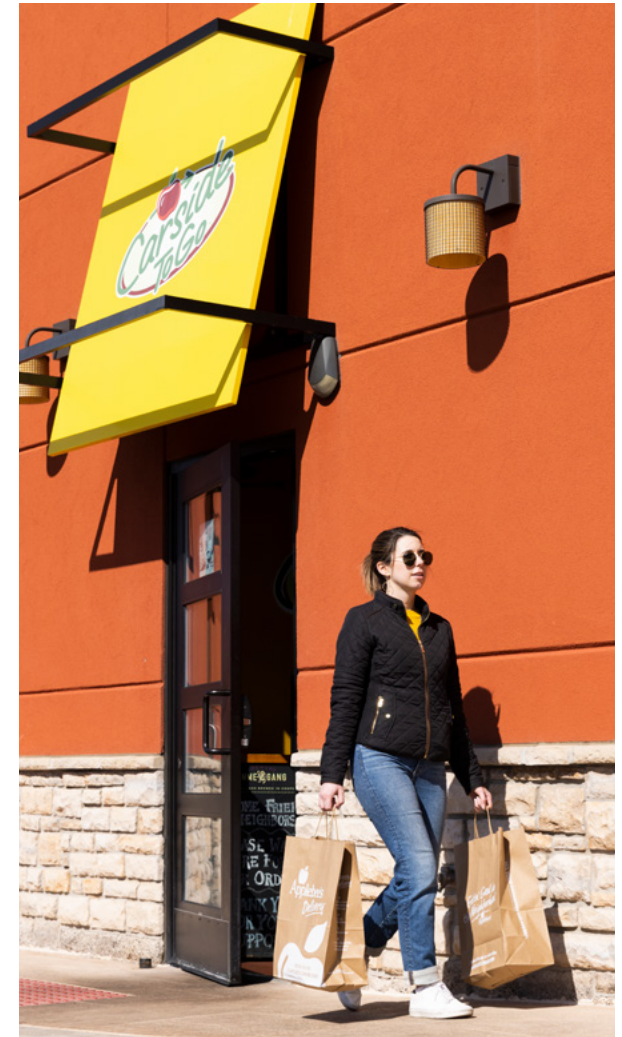
In select to-go packaging, we have reduced the amount of virgin polypropylene resin used by 70% through design and alternate material selection, such as the use of post-consumer resin bottle caps. By decreasing the amount of virgin polypropylene resin used, there is a 55% reduction in metric tons of carbon emissions and a 64% reduction in energy usage required for packaging production. Our containers are resilient products made to withstand multiple uses, extending their life span.

“

At our 16 IHOP restaurants, we reduced our trash pickups to 832 annually by compacting versus 6,656 pickups for non-compacted trash in previous years. Compacting benefits include cleaner trash corrals, safer conditions, reduction of landfill space needed, and, in small part, reduction of garbage-truck emissions. We also recycle our cardboard and plastic.”

Rosemarie Kemmerer

Wilhelm Restaurant Group,
IHOP Franchisee



In 2021, in partnership with our suppliers, we began working on projects that address recycling all polypropylene (PP) plastic we use. These projects include:

- Conversion of low-grade mixed plastics, including PP, into high grade fuel
- Creation of quality packaging by converting PP into food-grade post-consumer resin (PCR) with a low melting point
- Transformation of PP into an ultrapure resin

In Mexico, we use pulp packaging for carry-out orders instead of single-use plastic bags. In India, we no longer use plastic straws, and in the U.S. we have adjusted our internal straw practices to minimize the use of straws. In 2021, by providing straws only by guest request — along with following the guidance of state and local mandates — straw usage decreased by 37% across all Applebee's domestic locations and 42% across IHOP domestic locations compared to 2019 straw numbers.

Dine Brands paper recycling efforts were put on pause due to a 100% virtual work environment within our corporate RSCs. By working remotely, we avoided an estimated 10 metric tons of paper by completing work digitally. We plan to reinstate the Glendale RSC paper recycling program when we start our hybrid work schedule and will work to be considerate of our paper usage.

FOOD WASTE REDUCTION AND EFFICIENCIES

Food insecurity is a prominent issue in many of the communities we serve and especially important given our collective goal of being able to Dine Together.

Dine Brands and its Applebee's and IHOP Culinary departments took these measures in 2021 to reduce food waste:

- Planning to conduct a food waste audit in 2022
- Expanding the specifications of food used in our restaurants

At Dine, high-quality food made responsibly is our commitment to every guest. We have sophisticated and established in-house food safety standards, and our brands, suppliers, and expert partners all share a commitment to delivering safe food. We are always looking for ways to strengthen our processes and are investing in innovative tools and systems — like our Cold Chain Monitoring Program — to help streamline and continuously improve our supply chain data tracking and assurance program.



In addition, we have a high standard for responsible sourcing. We purchase items that don't produce as much waste, such as food products already chopped, diced, and prepared for recipes, or to serve as-is. Dine also strives to accept bulk food products in sustainable packaging, such as mushrooms supplied in bags rather than tubs. This resulted in a 94% reduction in packaging material, a 41% increase in food product longevity, and a diversion of over 2 million pounds (or 935 metric tons) of packaging from landfills in 2021.

Food processes and packaging play significant roles in allowing Applebee's and IHOP to use sustainable alternatives to reduce food waste. For instance, in our Flip'd by IHOP locations, transitioning from refrigerated milk products to shelf stable milk products increases the food products' longevity by 200%.

Our kitchens label and rotate food to maintain the highest quality and prevent excess waste. Also, we recycle used cooking oil at our Glendale RSC test kitchen, select franchisee restaurants, and company-owned restaurants. In 2021, our company-owned restaurants used 783,000 pounds of cooking oil, recycling approximately 75% of it.

COLD CHAIN MONITORING PROGRAM

Our **Cold Chain Monitoring Program** monitors the air temperature during shipping of select frozen and refrigerated products. Using rechargeable and reusable “temperature tales,” we have better transparency and direct tracking on the food moving through the cold chain itself — which represents the journey from suppliers to distribution centers with 24/7 real-time visibility. If we receive an alert that the food temperature might be out of a safe range on a truck, we can take immediate action to remedy the situation.

Monitoring to this degree of detail helps us better ensure the quality and safety of the product served in restaurants. Since we revamped this program in 2020 to real-time monitoring systems, there has been a **decrease in food waste** due to products falling out of safe food temperature zones during transportation that were previously not detected until arrival.

Waste and Diversion at Company-owned Restaurants

Total Amount of Waste Produced*	5,756 metric tons
Percentage Diverted from Landfills†	27%

Packaging Used at Company-owned Restaurants and Franchisees

Total Weight of Packaging‡	30,976.92 metric tons
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* Data was collected through a third-party aggregator service for company-owned Applebee's locations from December 1, 2020 – November 30, 2021. Data was collected in metric tons, so no conversion was required.

† Includes diversion through recycling and reusing.

‡ Includes products across Applebee's and IHOP, excluding produce. Weight based on annual case sales information.



Food

Responding to Our Guests

We believe community happens when people **Dine Together** over their favorite meals prepared with the utmost care.

SERVING SAFE, HONEST-TO-GOODNESS FOOD

Whether gathering at restaurants with family and friends or sharing to-go meals with folks at home, Dine Brands, Applebee's, and IHOP aim to optimize diners' experiences, serving flavorful food prepared safely that meets their dietary choices. To satisfy our guests, we aim to:

- Present balanced food choices and value for every budget
- Give guests the tools and transparency needed to make the best choices for their health and well-being
- Source proteins from suppliers who care about the health and welfare of their animals
- Continually innovate to introduce restaurant concepts and menu items to meet the evolving needs of our guests

In 2021, to appeal to our guests' lifestyles and meet their health and well-being needs, we:

- Launched Flip'd by IHOP, a new concept, and increased the number of ghost kitchens for Applebee's and IHOP internationally to more efficiently and sustainably handle to-go orders
- Created vegetarian and vegan guides for our domestic Applebee's and IHOP menus
- Added information in our Applebee's and IHOP allergen guides regarding sulfites
- Introduced all-natural roasted turkey breast in IHOP restaurants
- Tested plant-based meat substitutes to appear on Applebee's menus in 2022
- Made plans to eliminate high-fructose corn syrup from IHOP table syrups in 2022
- Noted substitutions on menus for guests requiring or choosing certain dietary plans
- Made plans to update Applebee's Kids LiveWell program in 2022 in partnership with the National Restaurant Association



INNOVATING TO MEET GUEST NEEDS

In the wake of the pandemic, Applebee's and IHOP were prepared to meet their guests' new dining realities with additions to portable menu items suited for off-premise dining, innovative restaurant concepts, ghost kitchens, tech advances, and menu innovations.

Restaurant Innovation: In 2021, IHOP opened its fast-casual restaurant, **Flip'd by IHOP**, in Lawrence, KS, and New York City. Flip'd by IHOP features fresh, made-to-order dishes along with a build-your-own-pancake bar and grab-and-go items such as salads and wraps. The French roast

and house coffee blends served at Flip'd by IHOP are [Rainforest Alliance Certified](#).

Ghost Kitchens: In the U.S. and internationally, 2021 saw the growth and acceleration of ghost kitchens. Designed to prepare Applebee's and IHOP to-go menu items at off-site locations, ghost kitchens work more efficiently for delivery or pick-up orders received digitally. The kitchens have a reduced footprint because they require less land, a smaller building, less energy usage, and minimal water usage resulting from fewer dishes washed.

In the United Arab Emirates, ghost kitchen to-go orders are prepared using eco-friendly packaging.



Virtual Brands: Launched in 2021 in the U.S., [Cosmic Wings](#) is a virtual brand prepared

in Applebee's kitchens and available only for delivery. With partnerships among third-party delivery services, the Cheetos-flavored wings and cheese bites concept utilizes the kitchen capacity in already-built Applebee's restaurants. This allows for optimization of the current kitchen equipment while presenting innovative menu offerings.

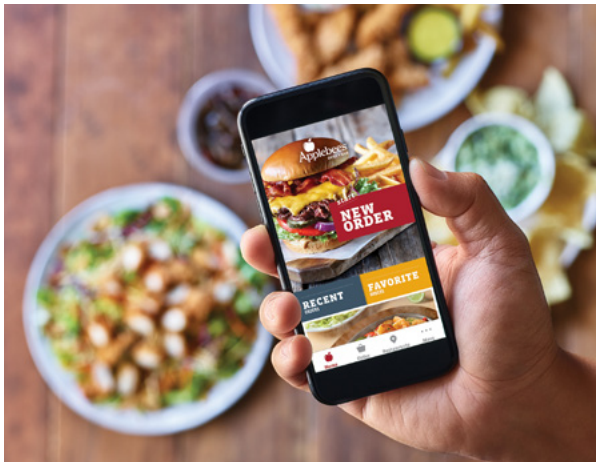
Menu Innovations: In 2021, our brands started the process for these menu innovations to take effect in coming years:

- 2022: Applebee's is testing plant-based meat substitutes and exploring substituting animal-based rennet in cheese with plant-based rennet.
- 2022 and 2023: IHOP plans to eliminate high-fructose corn syrup in table syrups and introduce protein-forward products, such as protein pancakes.



Technology Advances: Technology plays an increasing role in our restaurants. For Flip'd by IHOP and ghost kitchens, guests can place orders on their personal digital devices, and digital-ordering kiosks are available on-site. In the past 18 months, Applebee's and IHOP restaurants updated an estimated 75% of their technology. The tech advances include:

- Updated seamless food ordering experiences via our apps and websites, which result in quicker service and fewer order mistakes, thus reducing food waste
- Pay 'n Go, enabling guests to pay on their own devices, and a digital wallet allowing guests to redeem offers and coupons from their phones
- Installation of point-of-sale and kitchen-display technology, striving to ensure food is served hot, improve order accuracy, and integrate digital and on-premise order flow, all of which helps reduce food waste



FOOD SAFETY

Ensuring the food served to our guests is thoroughly safe, we follow strict protocols and governmental guidelines, as we:

- Require the presence of a Certified Food Protection Manager at all times
- Prevent cross contamination through proper storage and handling of raw and ready-to-eat foods
- Follow strict fresh produce washing procedures, as well as safe thawing, cooking, and cooling food protocols
- Abide by a robust hand-washing hygiene program that follows Food and Drug Administration and Center for Disease Control recommendations
- 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

Dine Brands and our franchisees are subject to extensive federal, state, and local governmental regulations relating to food safety, as well as to the inspection, preparation, and sale of food and alcoholic beverages. Our concern for our guests' safety extends to ensuring they make choices that cater to their dietary restrictions and preferences, so we publish Applebee's, IHOP, and Flip'd allergen guides online for ease of review before guests enter our restaurants.

Our protocols relating to restaurant inspections, food recalls, and food-borne illnesses are extensive. All of our restaurants are subject to regular inspections by public health authorities.



Learn how

Dine Brands kept our guests safe in 2021 as the **COVID-19** pandemic continued.

Responsible Sourcing

FOCUSING ON ANIMAL HEALTH AND WELFARE

In 2021, we convened our newly formed Animal Health and Welfare Advisory Council, whose focus is to regularly review and strengthen our animal health and welfare standards and supplier performance. The Council provides valuable assistance in helping us shape our animal health and welfare policies.

Comprised of eight professionals from the fields of academia and farm animal production, Council members have diverse backgrounds and experiences in livestock animal health and welfare, including:

- Animal behavior
- Nutrition
- Veterinary medicine
- Epidemiology
- Antibiotics/antimicrobial use
- Animal genetics
- Animal husbandry

DINE BRANDS ANIMAL HEALTH AND WELFARE ADVISORY COUNCIL



Dr. Karen Christenson,
Senior Director of Animal Welfare, Tyson Foods



Dr. Mike Siemens,
Senior Vice President-Global Animal Welfare Officer, Arrowsight Inc.



Dr. Anna K. Johnson,
Professor of Animal Science, Iowa State University



Dr. Dan U. Thomson,
Professor of Animal Science, Iowa State University



Stewart T. Leeth,
Chief Sustainability Officer, Smithfield Foods, Inc.



Kay Johnson Smith,
President and CEO, Animal Agricultural Alliance



Dr. Maja M. Makagon,
Associate Professor of Animal Science, University of California-Davis



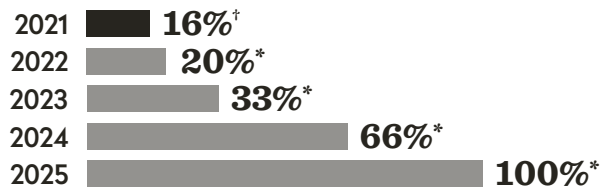
Dr. Randall S. Singer,
Professor of Epidemiology, University of Minnesota, Department of Veterinary and Biomedical Sciences, College of Veterinary Medicine

The Animal Health and Welfare Advisory Council members are independent of Dine Brands and our subsidiaries. However, team members working for Dine Brands and Centralized Supply Chain Services, our purchasing agent, serve as auxiliary members. The Council meets regularly to review Dine Brands livestock species welfare programs and identify emerging issues and opportunities.

SOURCING INGREDIENTS SUSTAINABLY

Our Dine Brands commitment to animal health and welfare includes our pledge to reach 100% cage-free eggs by end of year 2025 in the U.S. and Latin America (dependent upon supplier availability and consumer affordability). To keep us on track, we established end-of-year targets for each year.

CAGE-FREE EGG SUPPLY 2021 PROGRESS AND TARGETS*



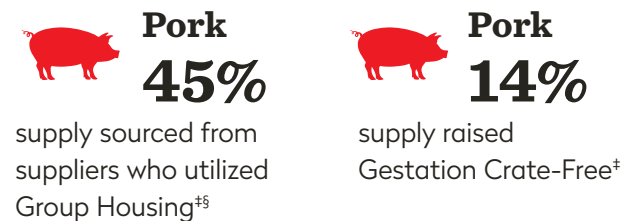
* End-of-year targets.

[†] Percentage achieved as of January 2022.

In 2013, we announced our goal of eliminating the use of gestation crates from our pork supply chain by 2020 and believed at the time that evolving supply chain conditions would support this goal. Unfortunately, pork suppliers across the industry did not evolve as expected and it became apparent that it was not feasible to achieve this goal because of the limited supply of pork raised this way and the industry's move towards sow group housing systems. As we worked with industry experts and in consultation with our Animal Health and Welfare Advisory Council, we reevaluated our pork supply commitments to align with suppliers whose products include pork that is sourced from farmers who utilize group housing as well as other systems. As of December 2021, 45% of the pork supply comes 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. We are making progress towards increasing the percentage of pork from suppliers who use group housing systems, and will continue to monitor and advance this goal. Our commitment is in line with the direction in which the industry is moving and supports the health and welfare of the animal.

HOUSING OF PORK SUPPLIED TO DINE BRANDS IN 2021*



* As of December 2021 based on supplier-reported information.

[§] Gestation Crate-Free is part of the Group Housing number.

We are also striving to source:

- Beef, pork, and chicken raised without the use of antibiotic therapies, except under veterinary-supervised treatments

ANIMALS RAISED IN THE U.S. WITHOUT THE USE OF ANTIBIOTIC THERAPIES** IN 2021††



** Except for treatment of sick and injured animals or controlling an identified disease outbreak under veterinary supervision.

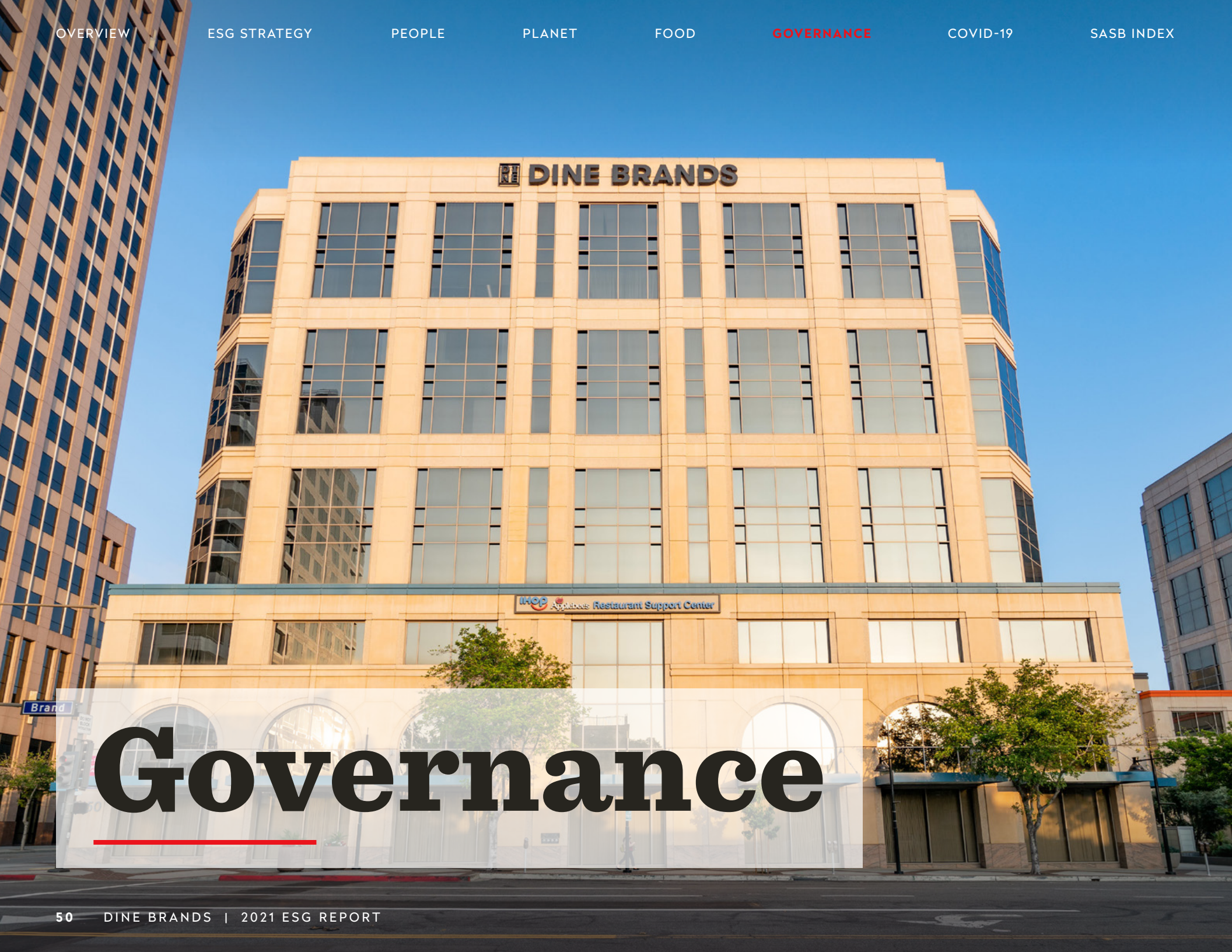
†† As of December 2021 based on supplier-reported information.

WORKING TOWARD A MORE SUSTAINABLE SUPPLY CHAIN

We boosted our Supplier Quality Program with significant actions in 2021 to maintain the quality of products supplied to Applebee's and IHOP, as well as addressed the integrity of our suppliers and their supply chains. The actions we took included:

- **Adopting a Supplier Code of Conduct** to provide expectations and guidelines for suppliers doing business with us and our subsidiaries, including environmentally and socially acceptable behaviors
- **Collaborating with Suppliers** who prioritize efficiency and sustainability, such as reducing workflow complexity through removing redundancies in "best if used by" codes
- **Communicating with Suppliers** on opportunities regarding more sustainable packaging for proprietary products
- **Connecting with Suppliers** to better understand their ESG initiatives and efforts to inform prospective Dine Brands projects
- **Monitoring and assessing** areas for continuous improvement with established protocols used throughout our supply chain
- **Requiring animal health affidavits** from suppliers

Applebee's and IHOP Culinary teams, along with Quality Assurance, work with our purchasing partner Centralized Supply Chain Services to vet suppliers. The Code of Conduct's guidelines are part of the vetting process.



DINE BRANDS

IHOP Applebee's Restaurant Support Center

Governance

Being Good Corporate Citizens

Sincerity, honesty, and diligence are of great importance as we continue along our good corporate governance path and our ESG journey.

BEING TRANSPARENT

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

With our Board of Directors' oversight, our Executive Leadership Team sets the standard for our commitment to transparency. CEO John Peyton and Dine Brands executives have led the

charge for Dine Brands' responsibility as a good corporate citizen by aligning our business with ESG practices and accountability.

On ESG matters, our transparency starts with reporting on our ESG goals, targets, and progress. Our internal Dine Brands ESG Task Force is an enterprise-wide cross-functional, cross-brand working group that helps in our efforts to engage our team members and to share our ESG goals, efforts, and progress with Applebee's and IHOP franchisees. Representation includes members from our Legal, Risk Management, Human Resources, Quality Assurance, Communications, Public Affairs, and Architecture and Design departments, along with membership from our brands, international team, and purchasing partner, Centralized Supply Chain Services. Additional oversight is provided by our Executive Leadership Team, including our CEO, various Board of Directors committees, and our Board of Directors ESG liaison.

ACTING ETHICALLY

We place a great deal of emphasis on personal integrity and honesty for our Board of Directors, our CEO, and our team members. Our [Global Code of Conduct](#) (the Code) is designed for all team members to understand and follow our policies regarding safe, ethical, and socially responsible business conduct. We also require compliance with all legal requirements in the countries and communities where we operate.

Our [Code of Ethics for Chief Executive and Senior Financial Officers](#) describes how our CEO and executive financial officers should conduct themselves in respect to complying with applicable laws, engaging in honest and ethical conduct, and abiding by the Code. Dine Brands also has a [Code of Conduct for Non-Employee Board Directors](#).

An important part of Dine Brands code of ethics is fostering a diverse and inclusive culture.

MAINTAINING BOARD OVERSIGHT

Dine Brands Board of Directors brings a diversity of experiences to its role in reviewing and overseeing our company's policies, goals, strategies, actions, and progress. Each of the Board's committees has oversight responsibilities for topics related to ESG.

Nominating and Corporate Governance Committee

— Oversees Dine Brands' corporate governance as well as considers and recommends, as appropriate, the size, composition, functions, and requirements of the Board of Directors. The committee's ESG oversight responsibilities include Dine Brands':

- Corporate social responsibility
- Sustainability and philanthropy
- All other matters related to our participation as a global corporate citizen

Compensation Committee — Oversight responsibilities include compensation and employee benefit plans and practices, including executive compensation matters and executive succession planning. Committee responsibility also includes the maintenance of visibility, assistance with the development, and monitoring of program progress regarding Dine's organizational culture, including diversity and inclusion.

Audit Committee — Responsible for assisting the Board of Directors with oversight of the:

- Integrity of Dine Brands financial statements
- Our compliance with legal and regulatory requirements
- Our independent auditor's qualifications and independence
- Performance of our internal audit function and our independent auditor
- Preparation of required disclosures under applicable Securities and Exchange Commission rules and regulations

Oversight responsibilities also include risk assessments of food safety and quality assurance, along with information technology and cyber risk management.

CYBER RISK MANAGEMENT

Striving to ensure protection of Dine Brands data and information, our cyber risk management process continuously identifies and assesses threats, vulnerabilities, and impact of risks to Dine's network and systems.

Protection of financial and personal information is a high priority for us. We continuously focus on enhancing our cybersecurity capabilities, educating our team members on cybersecurity importance, and managing our cyber risks. In addition, we participate in annual audits of our financial and human resources systems to verify that measures are in place to protect our financial and employees' personal information.

RISK ASSESSMENT AND MITIGATION

Our **risk assessment and mitigation program** encompasses our entire enterprise.

- 1 The Dine Brands **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.
- 2 The ERM team assesses the risks in relation to Dine Brands risk universe.
- 3 Quarterly and annually — and more often as needed — the ERM team presents its risk findings to the Board of Directors.
- 4 The Board reviews the risks and the progress made on mitigating each risk from quarter to quarter and year to year. Risk owners are accountable for mitigating the risks and progressing with their mitigation efforts as articulated in their strategies. Those strategies might be adjusted if mitigation progress is not demonstrated.



COVID-19

COVID-19: Staying Safe, Protecting People

We applaud our franchisees, their employees, and our company-owned restaurant teams for navigating unique challenges associated with COVID-19. The range of ongoing pandemic-related challenges our industry continues to face includes labor shortages, supply chain disruptions, and rising commodity costs.

To support our team members, we created an “IHOP and Applebee’s COVID-19 Operating Guide” that covers protocols for face coverings, social distancing, hand hygiene, serving guests, and cleaning and disinfecting. The use of an advanced and highly effective EPA-registered food contact surface cleaner/sanitizer allows for an expedient way to clean tables with minimal impact on guests’ experiences.

We also continue our involvement with the [Health Action Alliance](#).

PROMOTING VACCINE HEALTH

To do our part in meeting our community and team member health needs, we partnered with Walgreens to provide mobile vaccination clinics at certain restaurants around the U.S. For company-owned restaurant team members, we provided financial incentives for vaccinations.

In December 2021, Dine Brands implemented a revamped Mandatory COVID-19 Vaccination Policy after a majority of team members indicated in engagement surveys that they prefer their coworkers to be vaccinated. This policy requires team members and independent contractors who work in an RSC to either (a) establish they have been fully vaccinated or (b) obtain an approved exemption as an accommodation.

For team members working in Dine Brands corporate offices and RSCs, as well as for managers at company-owned restaurants, we provided additional sick time covering them and their children, and a gift card in return for receiving vaccinations. As of early January 2022, 98% of our corporate team members were vaccinated, with 2% of team members receiving approved medical/religious exemptions.

Our policies are evolving to comply with current federal, state, and local laws at the time of this publication, and are based upon guidance provided by the CDC, the California Division of Occupational Safety and Health, OSHA, and other public health and licensing authorities.

“

COVID-19 made it necessary to expand our supply base and for everyone to be more flexible in how products were sourced. The pandemic also highlighted the need for all of us to be more comfortable with change — sometimes at the last minute.”



Gary DuBois

Dine Brands Vice President,
Quality Assurance

SASB Index

Restaurant Industry SASB Disclosures

In reporting our environmental, social, and governance (ESG) progress, we aspire to adhere to the Sustainability Accounting Standards Board (SASB) restaurant-industry disclosure topics and accounting metrics. At this time, our disclosures include data only for our 69 Dine Brands-owned restaurants and 307 U.S. franchise locations (representing approximately 11% of franchise restaurants), unless otherwise noted. We are in the process of developing tools to account for metrics in our corporate facilities located in Glendale, CA; the Greater Kansas City Area; and Raleigh, NC. We are engaging with our independently operated franchisee-owned restaurants to report on their efforts and progress in the future.

Disclosure Topic	Accounting Metric	Response	SASB Code
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable.	For total energy consumed and % of grid electricity, see Planet Responsible Stewards of Our Planet . In 2021, Dine used 0% renewable energy.	FB-RN-130a.1
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress.	We can provide no insights to water withdrawn and % water withdrawn in regions with High or Extremely High Water Stress. For total water consumed and % of water consumed in regions with High or Extremely High Baseline Water Stress, see Planet Sustainable Design Principles .	FB-RN-140a.1

Food & Packaging Waste Management	(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted.	For total amount of waste and % diverted from landfills, see Planet Minimizing Food and Packaging Waste . Percentage of food waste is not available.	FB-RN-150a.1
	(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable.	For total weight of packaging see Planet Food Waste Reduction and Efficiencies . Information is not available at this time. Updates in calculations and tracking are expected in the future.	FB-RN-150a.2
Food Safety	(1) Percentage of restaurants inspected by a food safety oversight body, (2) percentage receiving critical violations.	100% of our restaurants operate in locations that are subject to regular inspections by health department agencies two to four times a year per jurisdiction regulations. Variations in this schedule have occurred due to COVID-19. If a restaurant receives a critical violation, it is immediately corrected. In addition to the required health inspections, the company also engages with a third-party inspection vendor to inspect our restaurant locations. This occurs at least twice a year in our domestic locations.	FB-RN-250a.1
	(1) Number of recalls issued and (2) total amount of food product recalled.	In 2021, the FDA initiated three separate food recalls that affected IHOP or Applebee's restaurants. We removed the recalled products with limited impact on our business.	FB-RN-250a.2
	Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation.	We had zero confirmed foodborne illness outbreaks and no U.S. Centers for Disease Control and Prevention (CDC) investigations in 2021.	FB-RN-250a.3

Nutritional Content	(1) Percentage of meal options consistent with national dietary guidelines and (2) revenue from these options.	Dine Brands provides guidance on nutritional, allergen, and dietary preferences using our own nutrition, allergen, and vegetarian guides on our websites. Both Applebee's and IHOP provide online nutrition calculators that can be used to calculate nutritional information on guest meal choices. At Applebee's, we have the Under 600 menu options and notate gluten-sensitive menu items. At IHOP and Flip'd by IHOP, turkey bacon and egg whites are available for guests. To better accommodate guests with various health and lifestyle choices, IHOP notates gluten-friendly pancakes and waffles, and Flip'd by IHOP notates vegetarian menu items.	FB-RN-260a.1
	(1) Percentage of children's meal options consistent with national dietary guidelines for children and (2) revenue from these options.	At Applebee's we have the Kid's Live Well Program in partnership with the National Restaurant Association, which sets nutritional standards for kids' menus. At IHOP, guests are able to make healthier modifications like turkey bacon and egg whites, or dietary substitutions like gluten-friendly pancakes.	FB-RN-260a.2
	Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children.	Dine Brands, Applebee's, and IHOP do not market to nor target children in their advertising.	FB-RN-260a.3

Labor Practices	<p>(1) Voluntary and</p> <p>(2) involuntary turnover rate for restaurant employees.</p>	<p>Our business model is 98% franchised. Dine Brands' subsidiaries operate 69 company-owned restaurants in North Carolina and South Carolina, with the remaining restaurants owned and operated by independent franchisees and licensees under agreements with Dine Brands or its affiliates. Each independent franchisee is responsible for its own businesses as well as decisions involving people, operations, and hiring and employment practices.</p> <p>In 2021, for our 69 company-owned restaurants in North Carolina and South Carolina there was a 174% voluntary and 33% involuntary turnover rate for restaurant employees. We believe this number was impacted by COVID-19.</p>	FB-RN-310a.1
	<p>(1) Average hourly wage, by region and</p> <p>(2) percentage of restaurant employees earning minimum wage, by region.</p>	<p>In 2021 at company-owned restaurants, the average hourly wage including tips was \$12.90, which includes tipped and non-tipped employees. As of December 31, 2021, 38% of hourly restaurant employees earned minimum wage before tips.</p>	FB-RN-310a.2
	<p>Total amount of monetary losses as a result of legal proceedings associated with</p> <p>(1) labor law violations and</p> <p>(2) employment discrimination.</p>	<p>In 2021, Dine Brands and our company-owned restaurants did not incur any losses related to labor law violations and recorded \$25,000 in losses related to discrimination claims.</p>	FB-RN-310a.3

Supply Chain Management & Food Sourcing	<p>Percentage of food purchased that</p> <p>(1) meets environmental and social sourcing standards and</p> <p>(2) is certified to third-party environmental and/or social standards.</p>	<p>Dine Brands partners with leafy green suppliers that are certified according to the Leafy Green Marketing Agreement. 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 undergo routine third-party audits by an approved audit agency. Our dairy suppliers participate in National Dairy FARM programs. Many of our suppliers are aligned with social standards such as the Sedex Members Ethical Trade Audit (SMETA).</p>	FB-RN-430a.1
	<p>Percentage of</p> <p>(1) eggs that originated from a cage-free environment and</p> <p>(2) pork that was produced without the use of gestation crates.</p>	<p>For % of eggs that originate from cage-free environments, see Food Sourcing Ingredients Sustainably.</p> <p>Dine Brands is committed to sourcing pork products from suppliers who utilize group housing systems for both Applebee's and IHOP in the U.S. We continue to collaborate with our vendor partners to promote animal health and welfare. For % of pork that was produced without the use of gestation crates, see Food Sourcing Ingredients Sustainably.</p>	FB-RN-430a.2
	<p>Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare.</p>	<p>For our strategy for managing environmental and social risks in our supply chain, see Food Working Toward a More Sustainable Supply Chain.</p>	FB-RN-430a.3

Restaurants and Employees	Number of (1) company-owned and (2) franchise restaurants	For our total number of company-owned and franchisee-owned restaurants, see Our Business About Dine Brands .	FB-RN-000.A
	Number of employees at (1) company-owned and (2) franchise locations	For our total number of company-owned restaurant employees, see Our Business About Dine Brands . Each independent franchisee is responsible for its own businesses as well as decisions involving people, operations, employment, and hiring.	FB-RN-000.B

FORWARD-LOOKING STATEMENTS

Statements contained in this ESG Report may constitute forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. You can identify these forward-looking statements by words such as “may,” “will,” “would,” “should,” “could,” “expect,” “anticipate,” “believe,” “estimate,” “intend,” “plan,” “goal” and other similar expressions. These statements involve known and unknown risks, uncertainties and other factors, which may cause actual results to be materially different from those expressed or implied in such statements. These factors include, but are not limited to: uncertainty regarding the duration and severity of the ongoing COVID-19 pandemic (including the emergence of variant strains) and its ultimate impact on the Company; general economic conditions; 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; 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; possible future impairment charges; the effects of tax reform; trading volatility and fluctuations in the price of our stock; our ability to achieve the financial guidance we provide to investors; successful implementation of our business strategy; the availability of suitable locations for new restaurants; shortages or interruptions in the supply or delivery of products from third parties or availability of utilities; the management and forecasting of appropriate inventory levels; development and implementation of innovative marketing and use of social media; changing health or dietary preference of consumers; risks associated with doing business in international markets; the results of litigation and other legal proceedings; third-party claims with respect to intellectual property assets; 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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