

Dine Together

2025
BUSINESS
RESPONSIBILITY
REPORT



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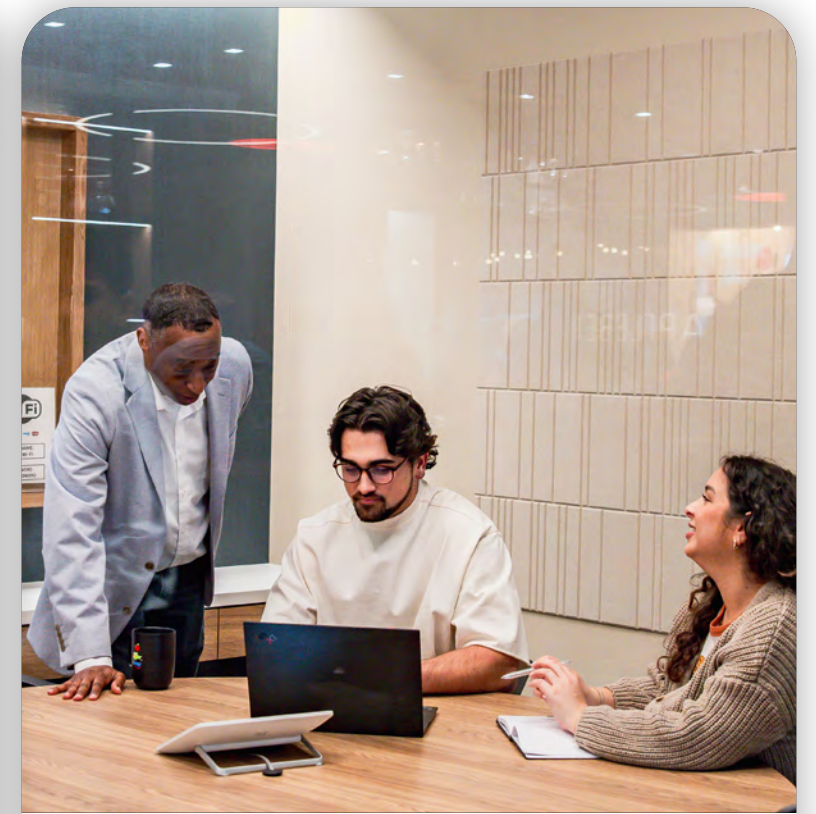
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Overview



Dine Brands Pasadena RSC, California



A Message from Our CEO

Keeping Our Commitments, Together

At Dine Brands, each of our brands' restaurants do more than serve meals—they bring people together in the neighborhoods we call home. With that role comes responsibility. Today, we're sharing our **Business Responsibility Report**, which outlines the work we're doing across our four pillars: **people, planet, food** and **governance**.

Business responsibility isn't a separate initiative for us. It's simply good management. These efforts help us manage risk, make smarter long-term decisions, strengthen our brands and support franchisees as they run efficient, trusted restaurants.

At the center of everything we do are our people—team members, franchisees, suppliers and the guests who choose Applebee's, Fuzzy's Taco Shop and IHOP. We continue to invest in training, development and pathways to franchise ownership. Our team and franchises give back through local philanthropy, sponsorships and job creation to strengthen the communities we serve. We're also committed to creating a workplace where every team member is respected, supported and able to grow.

We're focused on practical steps that reduce our environmental footprint and support resilient operations—from water-saving initiatives to improvements in packaging. These actions help us address long-term risks and create value for our system and shareholders.

Quality, food safety and responsible sourcing remain core to who we are. We continue to work closely with suppliers who prioritize more sustainable sourcing and evolve our menus to meet guest needs while staying true to our brands.

Strong governance underpins all of this work. Our board and leadership team oversee our approach to ethics, compliance and risk management to ensure we operate with transparency and accountability.

Thank you for your continued support and interest in how we align strong business performance with responsible business practices. I'm proud of the progress we're making and confident in the direction in which we're headed, together.

John Peyton
Chief Executive Officer



2025 Highlights

People

DONATED
6.7
METRIC TONS OF FOOD

SERVED
672,933
FREE MEALS ON VETERANS DAY²

FUNDED
1.6M
MEALS FOR FEEDING AMERICA¹

RAISED
\$2.2M
FOR ALEX'S LEMONADE STAND FOUNDATION³

JOINED NO KID HUNGRY[®] CEO PLEDGE



Planet

13K
FEWER POUNDS OF PAPER USED FOR IHOP MENUS

13M PAPER GIFT CARDS, SAVING
272 METRIC TONS OF CO₂e⁴



Food

DEVELOPING SUSTAINABLY SOURCED COFFEE PROGRAM FOR IHOP IN THE U.S.⁵

100%
CAGE-FREE EGGS IN U.S. APPLEBEE'S AND IHOP RESTAURANTS



¹ Raised by IHOP and U.S. franchisees.

² Served to U.S. active-duty military, veterans, reservists and National Guard members at Applebee's and IHOP.

³ Raised by Applebee's and U.S. franchisees.

⁴ Starting in 2025, Fuzzy's gift cards transitioned from plastic to paper stock certified by the Forest Stewardship Council (FSC). IHOP transitioned in 2024 and Applebee's transitioned in 2023.

⁵ For new International House Roast[®] Coffee.



Materiality Assessment

Dine Brands aims to align our actions with the priorities of our internal and external stakeholders. Toward this end, we conducted a Materiality Assessment in 2022. Through interviews, surveys and desktop research we identified 23 relevant topics and assessed each topic's relative importance to our stakeholders and their views on its potential impact on our business responsibility efforts. The materiality matrix and results continue to be a priority today and can be found in our previous [Business Responsibility Report](#).¹

Shown at right are highlights of our 2025 efforts to address some of the topics identified in the Materiality Assessment as having high importance to our stakeholders:

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

² Read more about our L.A. wildfire relief efforts in the [2024 Dine Brands Business Responsibility Report](#).

³ Based on corporate team member survey response data.

DINE BRANDS

Giving Back→

- Made a multi-year commitment to No Kid Hungry®.
- Supported local communities and disaster relief efforts, including the 2025 Los Angeles wildfires.²

Ethics and Compliance→

- Appointed a Compliance Officer.
- Conducted mandatory company-wide workplace harassment prevention trainings.
- Updated the Global Code of Conduct for circulation in 2026.
- Administered compliance training for General Managers and above in each company-owned restaurant market.

Team Member Engagement and Retention→

- Sustained year-over-year increase in team members' overall workplace sentiment and intent to stay.³
- Launched a leadership development program for new and aspiring managers.
- Implemented a new onboarding survey to get real-time feedback.
- Conducted team-building workshops around emotional intelligence and work styles.
- Increased participation in our Team Member Resource Groups and held more member events to build community.

Food Safety and Quality→

- Completed a cross brand, third-party Brand Standards Evaluation pilot, delivering critical insights into guest facing conditions and informing strategic planning for 2026.

Sustainable Packaging→

- Designed the new IHOP branded large lid for take-out orders to reduce polypropylene (PP) plastic use.
- Initiated opportunities to standardize packaging choices across Applebee's, IHOP and dual-branded restaurants.



Our Commitment



People

EMPOWERING TEAMS

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

HELPING COMMUNITIES

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



Planet

CARING FOR THE ENVIRONMENT

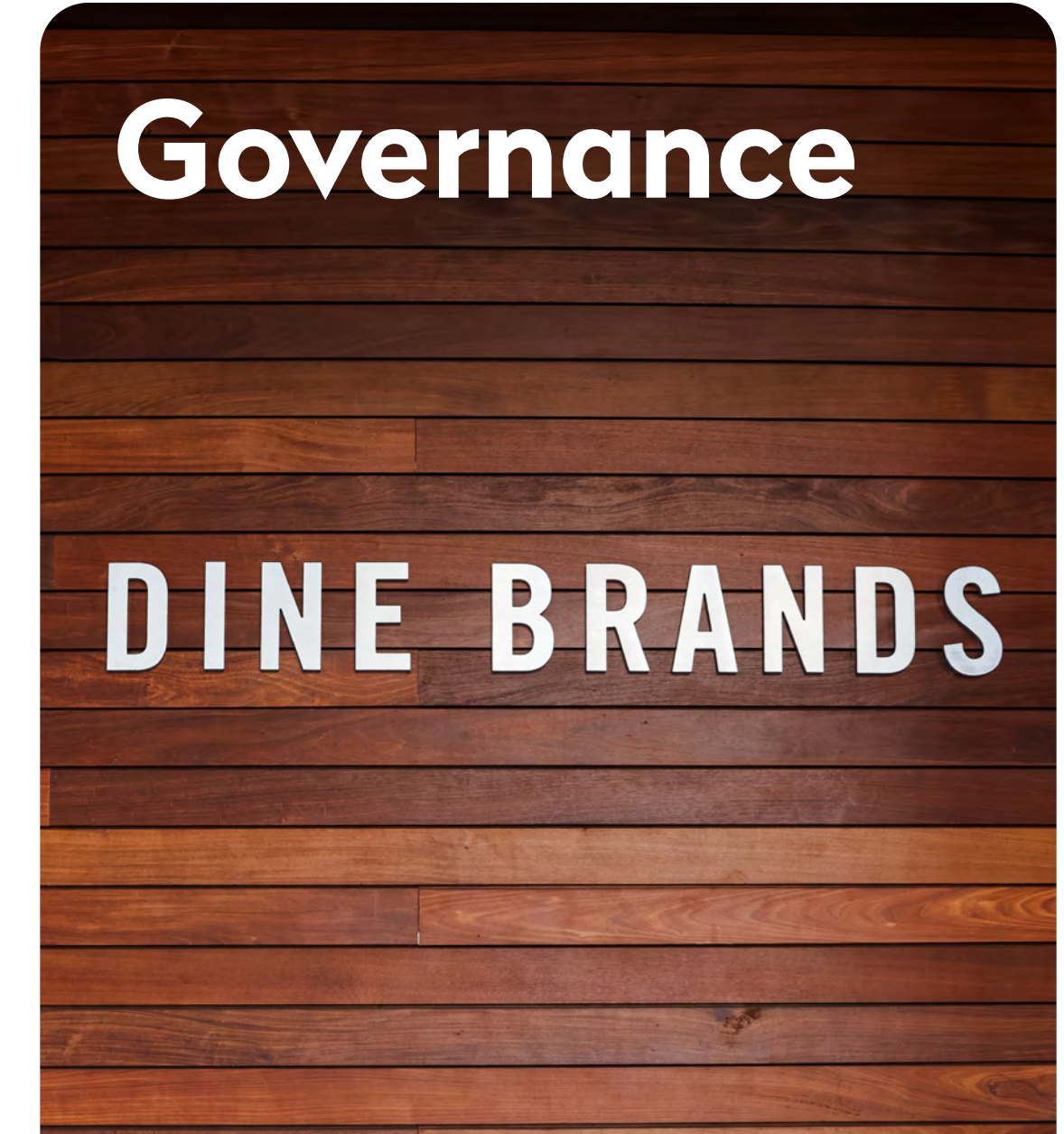
- Acting as stewards of our planet.
- Minimizing waste.
- Using natural resources responsibly.



Food

MEETING GUESTS' NEEDS

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



Governance

DINE BRANDS

BEING GOOD CORPORATE CITIZENS

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



Our Business

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

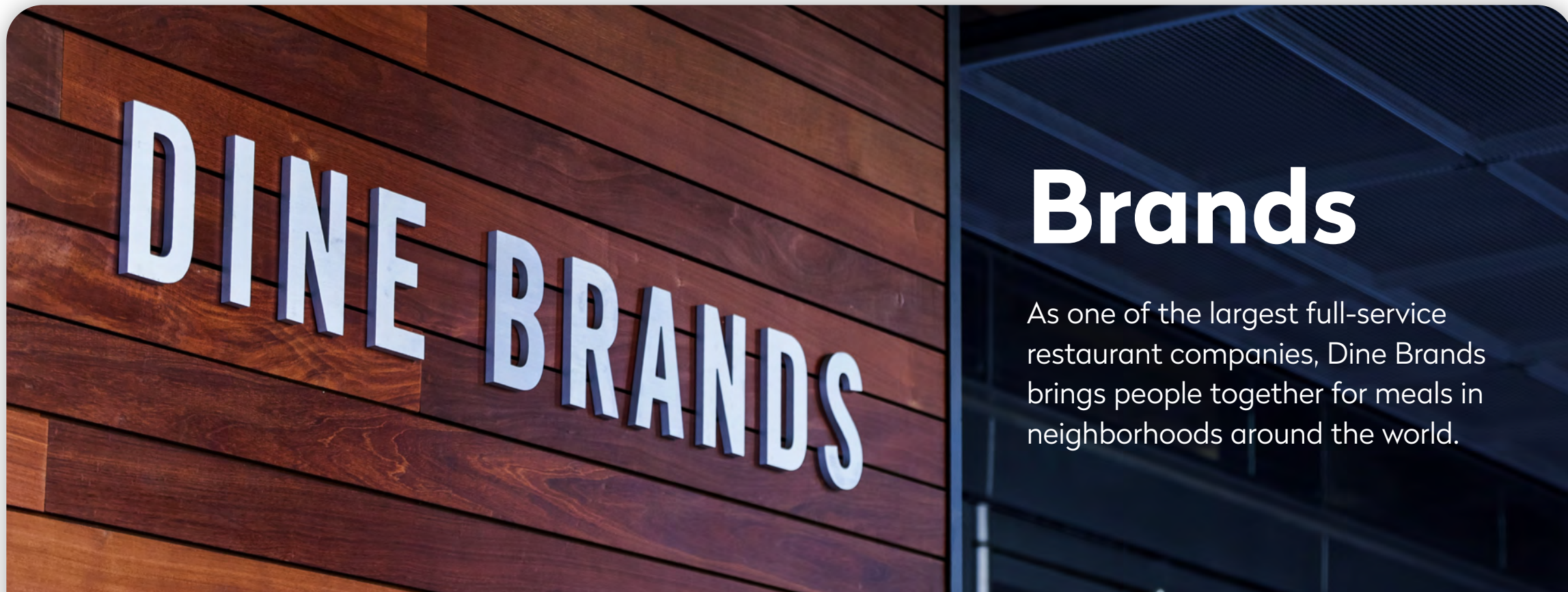
We appreciate great people, great work and the impact we can have on those around us.

Embrace All

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

Recipe for Growth

The Dine Brands Recipe for Growth guides our strategic work and business priorities.



Brands

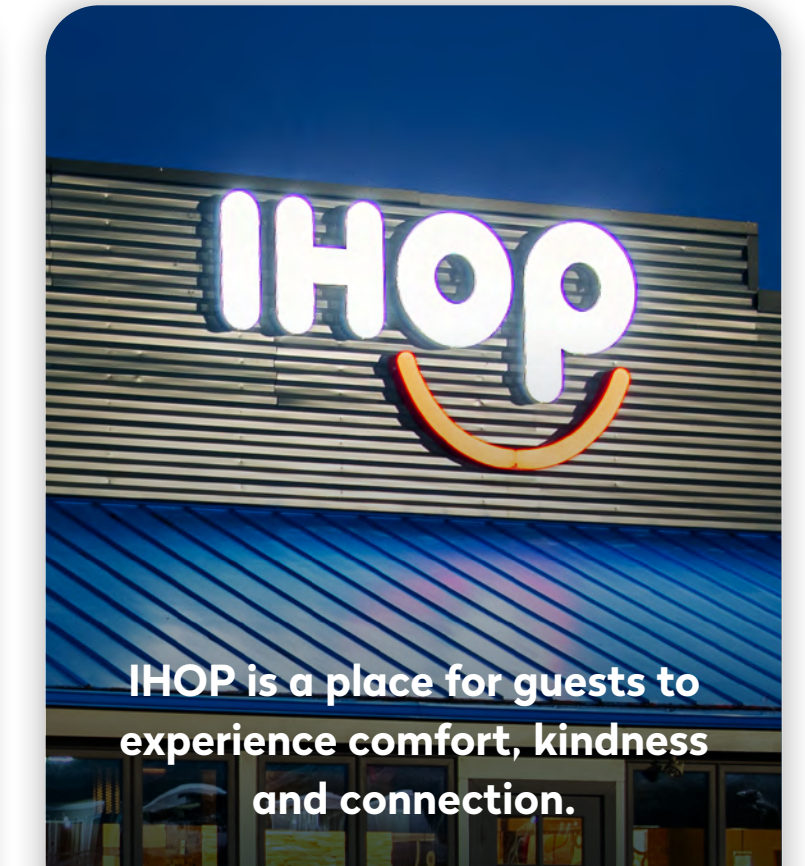
As one of the largest full-service restaurant companies, Dine Brands brings people together for meals in neighborhoods around the world.



Eatin' Good in the Neighborhood™.



Fresh flavors and good vibes that take a bite out of life.



IHOP is a place for guests to experience comfort, kindness and connection.

2
RESTAURANT
SUPPORT CENTERS (RSC)²

50
STATES AND
WASHINGTON D.C.¹

3,509
U.S. AND INTERNATIONAL
RESTAURANTS¹

1,579
RESTAURANTS¹

96.3%
FRANCHISEE-OWNED¹

1,520
FRANCHISEE-OWNED¹

59
COMPANY-OWNED¹

1980
FIRST RESTAURANT OPENED

106
RESTAURANTS¹

99.1%
FRANCHISEE-OWNED¹

105
FRANCHISEE-OWNED¹

1
COMPANY-OWNED¹

2003
FIRST RESTAURANT OPENED

1,824
RESTAURANTS¹

99.3%
FRANCHISEE-OWNED AND
AREA-LICENSED¹

1,812
FRANCHISEE-OWNED¹

12
COMPANY-OWNED¹

1958
FIRST RESTAURANT OPENED

599
CORPORATE TEAM MEMBERS²

297
U.S. FRANCHISEES¹

63
INTERNATIONAL FRANCHISEES¹

3,041
COMPANY-OWNED
RESTAURANT TEAM MEMBERS²

2
U.S. TERRITORIES¹

20
INTERNATIONAL MARKETS¹

¹ As of financial year end December 28, 2025.

² As of December 31, 2025.



Around the World

Guests in 21 countries enjoyed meals at Applebee's, Fuzzy's and IHOP in 2025.¹

- Applebee's
- IHOP
- Applebee's & IHOP
- Applebee's, Fuzzy's & IHOP
- ★ Dual Brands (Applebee's & IHOP)



¹ As of financial year end December 28, 2025.



Franchisees

Dine Brands supports franchisees as independent business owners by providing a range of tools and resources, including training materials on brand standards. The company also helps franchisees connect with lenders and access financial resources, and offers support across marketing, technology, government relations and purchasing.

In addition, Dine Brands creates opportunities for connection and collaboration through Brand Leadership Councils, business meetings, town halls and advertising forums, while maintaining ongoing communications through newsletters, online learning and brand intranets.

Franchisees of the Year



APPLEBEE'S FRANCHISEE OF THE YEAR

APPLE MOUNTAIN
Owns and operates 10 Applebee's restaurants.



FUZZY'S FRANCHISEE OF THE YEAR

ROGERS RESTAURANT GROUP
Owns and operates 11 Fuzzy's restaurants.



IHOP FRANCHISEE OF THE YEAR

SUSAN MENDENHALL
Owns and operates two IHOP restaurants.

[READ MORE →](#)

Supporting Franchisees



Dine Together, Grow Together.



In 2025, the Dine Brands Foundation pledged \$50,000 to continue to support the International Franchise Association's Franchise Ascension Initiative. The initiative offers qualified individuals with financial needs a rigorous, six-month education program to help them prepare to be franchisees.



People

Workplace

We seek to cultivate a workplace where everyone feels valued, included and inspired to grow, so that all team members have the opportunity to achieve their full potential at Dine Brands.

Town Halls

Corporate team members gather quarterly for town halls that include an open Q&A with the Executive Team and the opportunity to hear from guest speakers, including franchisees and restaurant managers.

Our Commitment to People

We strive to create a supportive environment where all team members and franchisees have the opportunity to thrive.

Corporate team members at Town Hall, Dine Brands Pasadena RSC, California.

Awards



America's Greatest Workplaces 2025 – National Dine Brands



Most Loved Brands 2025 Applebee's and IHOP



For the fourth consecutive year, Dine Brands earned this certification, which is widely regarded as the benchmark for “employers of choice.” Corporate team members reported¹:

93%
FELT THEY ARE TREATED FAIRLY

84%
SAID THEY FEEL THEY MAKE A DIFFERENCE AT THE COMPANY

86%
SAID THEY CAN BE THEMSELVES HERE

¹ Percentages represent participating corporate team members who evaluated Dine Brands.



America's Most Trusted Brands 2025 IHOP



Belonging at Dine

We believe everyone has a role in creating a workplace grounded in opportunity and respect. We empower team members to deepen their self-awareness, expand their understanding of the world around them and actively shape the culture of Dine Brands.



We engage with many different colleges and universities, such as Atlanta University Center Consortium, pictured above.



Prosper Forum

In 2025, a group of 10 team members from across the business represented Dine Brands at the Prosper Forum, which connects restaurant executives and rising talent to solve industry challenges. At the event, Dine Brands CEO John Peyton spoke about the company's efforts to ensure team members and guests feel connected, valued and empowered.



Multicultural Foodservice & Hospitality Alliance

In 2025, we welcomed The Multicultural Foodservice & Hospitality Alliance (MFHA) Roundtables to our Pasadena Restaurant Support Center (RSC), bringing together industry leaders for a day of learning, collaboration and discussion. MFHA is a nonprofit organization that supports the hospitality industry through education and community engagement.

Team Member Resource Group Programs

Dine Brands' six Team Member Resource Groups (TMRGs) are open to all corporate team members. They help foster a workplace where everyone feels empowered to thrive.



DINE APAN (Asian Pacific American Network)

Connects team members to celebrate their cultures and experiences and provides a forum to share work and life events.



DINE LINC (Latinx and Indigenous Networking Collective)

Fosters an environment for team members to celebrate the uniqueness of each culture and heritage.



DINE YOUNG PROFESSIONALS

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



DINE OUT WITH FRIENDS

Supports team members and local communities while educating colleagues and raising awareness of the LGBTQIA+ community.



B.L.A.C.K@DINE (Building Leadership Advocacy Community Knowledge)

Educates and creates awareness, fosters a safe space for team members to participate in meaningful discussion and engages in community outreach to support the African American/Black community.



WOMEN@DINE

Champions a positive environment to encourage success in all aspects of life and raises awareness of workplace challenges.



People at Dine

Board of Directors^{1, 2}

Female	22%
Male	78%
People of Color	22%
White	78%

Leadership Team^{1, 2, 3}

Female	34%
Male	66%
Asian	24%
Black/African American	5%
Hispanic/Latino	9%
Multiracial and/or Multiethnic	2%
Native Hawaiian/Other Pacific Islander	1%
White	59%

Corporate Team Members^{1, 2, 4}

Female	41%
Male	59%
American Indian/Alaska Native	1%
Asian	18%
Black/African American	7%
Hispanic/Latino	16%
Multiracial and/or Multiethnic	4%
Native Hawaiian/Other Pacific Islander	1%
Not Specified	1%
White	52%



14
CORPORATE TEAM MEMBERS PROMOTED INTO LEADERSHIP ROLES IN 2025^{2, 3}

47
TOTAL CORPORATE TEAM MEMBERS PROMOTED IN 2025²



Company-Owned Restaurant Team Members^{1, 2, 4, 5}

Female	55%
Male	45%
American Indian/Alaska Native	1%
Asian	1%
Black/African American	43%
Hispanic/Latino	5%
Multiracial and/or Multiethnic	5%
Native Hawaiian/Other Pacific Islander	1%
Not Specified	2%
White	42%

¹ Data based on voluntary self-reporting.

² As of December 31, 2025.

³ Leadership is defined as Director and above.

⁴ Due to rounding, percentages do not total 100%.

⁵ Includes 59 company-owned Applebee's, one company-owned Fuzzy's Taco Shop and 12 company-owned IHOPs.



Continuing Education



Educational opportunities to help team members advance their careers, including communications skills, software certifications and much more.

Career Development Plan

Career Development Plan is an accountability structure that helps team members identify their career goals, strengths and development opportunities to help them reach their full potential at Dine Brands.



Lead @ Dine

In 2025, we introduced Lead @ Dine, a program designed to strengthen core leadership capabilities and foster deeper connections across the organization. All team members at the Manager level and above are eligible to apply for this eight-month experience, which offers workshops, mentorship and networking opportunities to support their growth as leaders. In its first year, 10 participants completed the program.

Restaurant Brand Course Offerings


Our restaurant brands provide training courses on brand standards and other in-restaurant education for restaurant team members and franchisees.



Applebee's University
1,363,000
COURSES COMPLETED
IN THE U.S. IN 2025



IHOP Academy¹
471,000
COURSES COMPLETED
IN THE U.S. IN 2025



Fuzzy's U
1,836
COURSES COMPLETED
IN THE U.S. IN 2025



Applebee's 'Bee the Good'
In 2025, Applebee's launched 'Bee the Good,' a program designed to inspire the delivery of consistently great brand experiences for guests. It is supported by a fully refreshed Applebee's University curriculum.

Benefits



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

[LEARN MORE →](#)

¹ IHOP Academy transitioned some courses to a new platform in 2025.



Philanthropy

Dine Brands gives back to the communities we serve by contributing to important causes such as fighting hunger and supporting children's wellbeing.



No Kid Hungry®

In 2025, Dine Brands joined forces with the CEO Pledge and No Kid Hungry® in their mission to end summer hunger for kids in America. We're proud to stand with other leading brands and purpose-driven leaders who are turning compassion into action.

Food Donations

Pasadena Restaurant Support Center (RSC)

DONATED **6.7** METRIC TONS OF FOOD

EQUAL TO **12,301** MEALS¹

Feeding Our Communities

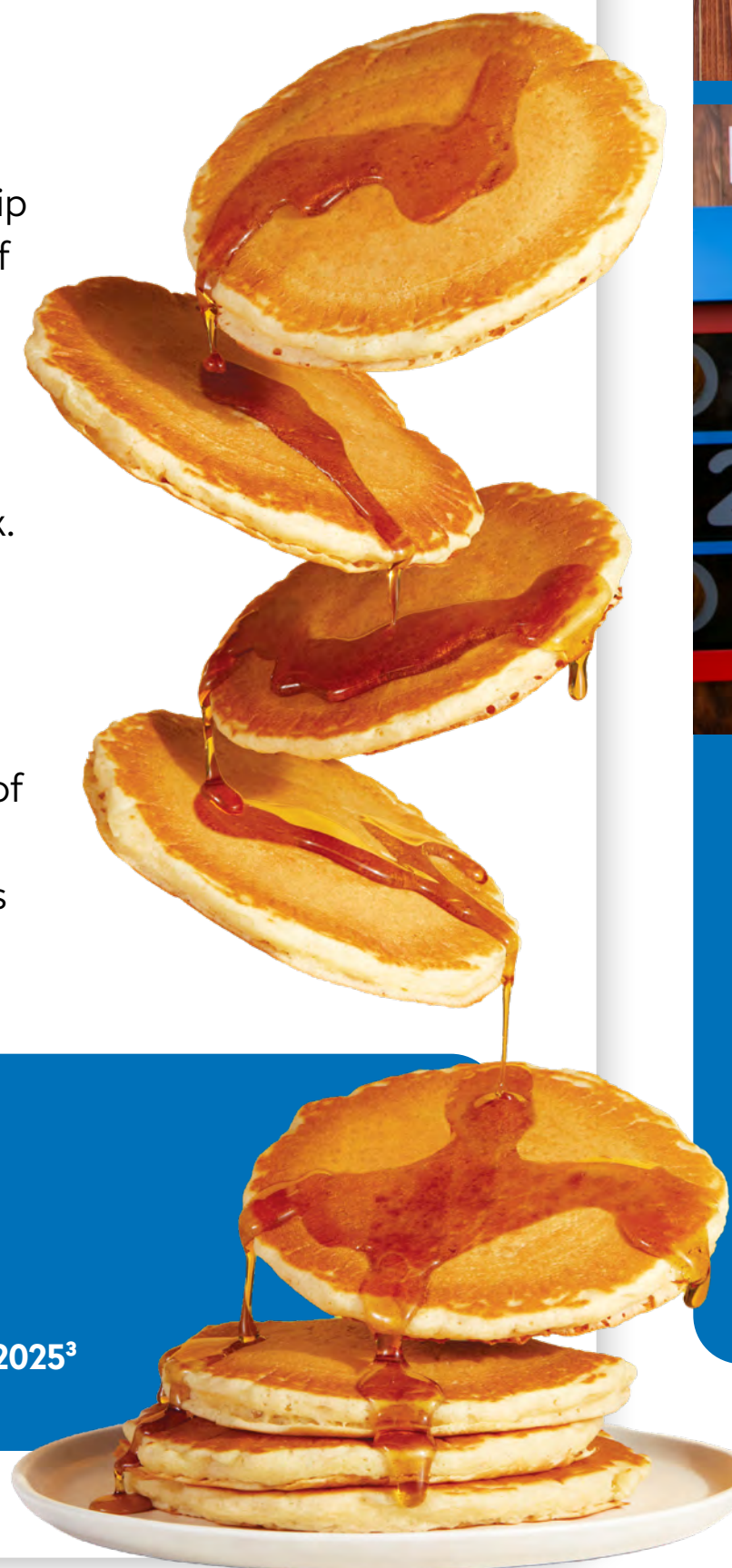


IHOP: Stacking Up Joy

In 2025, IHOP continued its partnership with Feeding America® for a Month of Giving campaign throughout March, including National Pancake Day. Every dollar donated provided ten meals to people experiencing hunger through the Feeding America network.

Corporate team members also volunteered to give back to the communities we serve. Groups of volunteers packed boxes and pallets of food for distribution to people facing food insecurity in Los Angeles, Kansas City and Dallas.

1.6M
MEALS FUNDED IN 2025²
\$161,614
RAISED FOR FEEDING AMERICA IN 2025³



IHOP earned the GUINNESS WORLD RECORDS™ title for the most pancakes served in an eight-hour period in celebration of National Pancake Day — serving 25,629 pancakes to 8,543 guests on the Santa Monica Pier. IHOP donated \$1 per pancake, totaling \$25,629, exceeding our \$20,000 goal to Feeding America, benefiting the Los Angeles Regional Food Bank in its fight to end hunger in Los Angeles County.

¹ Refed Insights Engine Impact Calculator.
² Estimated meals funded in 2025, based on funds raised by IHOP and its franchisees in the program. \$1 helps provide at least 10 meals secured by Feeding America on behalf of local partner food banks.
³ Funds raised as of the end of 2025 by IHOP and its franchisees.

Children's Well-Being

Applebee's & Alex's Lemonade Stand Foundation

Applebee's celebrated 21 years of partnership with Alex's Lemonade Stand Foundation by inviting guests to join the fight against childhood cancer.

\$2.2M

RAISED IN 2025¹

\$20M+

RAISED SINCE 2005¹

400,000

HOURS OF PEDIATRIC CANCER RESEARCH FUNDED SINCE 2005



Findlay, Ohio (Flynn Group)



Newton, New Jersey (Doherty Enterprises)



Applebee's received the Alex Scott Crystal Cup Award for its commitment to continuing Alex's mission to fight childhood cancer, one cup at a time.

National Pancake Day

In 2025, IHOP franchisees in Mexico raised approximately \$82,000 and franchisees in Puerto Rico raised over \$1,400.²

Contributions supported the Mexican Association for Aid to Children with Cancer (AMANC) and other local allies committed to the cause, such as the Hospital del Niño Regiomontano, the Board of Trustees of the General Hospital of Tijuana and the Voluntariado del Hospital del Niño Morelense.²

Scholarship Support



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

[LEARN MORE →](#)



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

74
SCHOLARSHIPS AWARDED IN 2025

NEARLY
\$1.2M
AWARDED TO MORE THAN
200 STUDENTS SINCE 2021

\$10,000
AWARDED IN 2025

\$180,000
AWARDED TO 72 RECIPIENTS
SINCE 2011

Honoring Veterans

On Veterans Day, participating Applebee's locations in the U.S. continued an 18-year tradition of serving free meals to active-duty military, veterans, reservists and National Guard members.

475,000
FREE MEALS SERVED ON
VETERANS DAY 2025

12.8M
FREE MEALS SERVED ON
VETERANS DAY SINCE 2008

For Veterans Day, participating U.S. IHOP locations proudly served free red, white and blueberry pancake stacks and pancake combos to veterans and active-duty military personnel.

197,933
FREE PANCAKE ORDERS SERVED ON
VETERANS DAY 2025

1.3M
FREE PANCAKE ORDERS SERVED ON
VETERANS DAY SINCE 2014

¹ Funds raised by Applebee's and its franchisees.

² Based on information from IHOP franchisees.



Applebee's Franchisee Giving

- FAMILIES & YOUNG NEIGHBORS
- NEIGHBORS WHO SERVE AND ENRICH
- NEIGHBORS WE CALL TEAM

Hometown Heroes 2025 Honorees

Service to Guests and Community Impact



Donna Moody, a server at the Flynn Group's Applebee's restaurant in Portland, Oregon, consistently provides outstanding service and is a positive, encouraging presence in her restaurant. Recently, she stepped in to help a young child who was experiencing a medical emergency, performing CPR until paramedics arrived.



Cedric Williams is a cook at the Flynn Group's Applebee's restaurant in Union Gap, Washington. During his two years there, this Applebee's has become a place of fresh starts, offering individuals a safe and supportive environment to re-enter the workforce — in large part due to Cedric's influence.

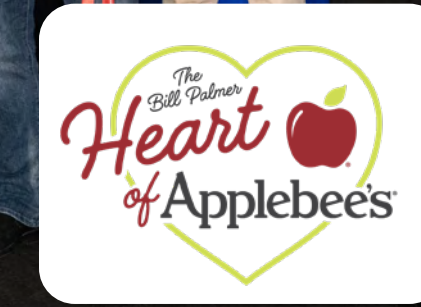


Lloyd Hill Neighbor of the Year

Compassion for Neighbors

TEAM Schostak Family Restaurants partnered with multiple charitable organizations, including the Make-A-Wish Foundation, Forgotten Harvest and Alex's Lemonade Stand Foundation.¹

[LEARN MORE →](#)



The Bill Palmer Heart of Applebee's

Commitment to a Cause

Thrive Restaurant Group has raised more than \$2.4 million since 2002 for the Make-A-Wish foundation to help more than 350 children facing critical illnesses.¹

[LEARN MORE →](#)

¹ Information provided by franchisee.

Fuzzy's Franchisee Giving



Casper, Wyoming

Community Giving in Casper, Wyoming

The Casper, Wyoming Fuzzy's Taco Shop raised \$15,331 for over 20 nonprofit groups in 2025. The Casper team also provided meals to youth athletes, referees and volunteers at Wyoming Sports Ranch, a multi-sport training and recreation facility. In December, they collected and donated gently used items to support holiday shopping for more than 450 families in need.¹

IHOP Franchisee Giving



Hospitality in Houston

The Houston IHOP family came together on Saturday, October 4th, 2025, to show support for the Susan G. Komen "Race for a Cure" and the Houston community. Multiple IHOP franchise groups in Houston supported the sponsorship, and many also volunteered their time, serving pancakes and sausages to thousands of survivors, their supporters and volunteers. At the IHOP platinum sponsor tent, hundreds of people stopped by to spin the IHOP prize wheel.

Heart of IHOP

Exceptional Service and Community Involvement

Sunshine Restaurant Partners – IHOP

Owns and operates 145 IHOP restaurants. Supported 60+ charitable events and donated \$100,000 in 2025.¹



WATCH

Supporting Families Facing Food Insecurity



To support IHOP's Month of Giving, regional leaders from Sunshine Restaurant Partners spent time volunteering at Feeding Tampa Bay Food Bank, a Feeding America partner. Together with other volunteers, they sorted donations and packed enough food to serve 9,125 meals to families facing food insecurity.¹

¹ Information provided by franchisee.



Planet

Stewardship

Dine Brands works with our franchisees to identify opportunities to conserve natural resources and track emissions, water and energy use in their restaurants.

Our environmental initiatives help lower costs, enable resilient operations and drive long-term value.

Photo courtesy of Lamb Weston.



Emissions

Across the RSCs and U.S. Applebee's, Fuzzy's and IHOP restaurants, we performed our annual emissions assessment.¹ We asked franchisees to provide data on utility usage for their restaurants through a voluntary franchise data collection survey. For locations that did not submit 2025 data, we used modeling to provide a more comprehensive view.

Scope ²	2025 CO ₂ e Emissions, Metric Tons
Scope 1 RSCs and 72 Company-Owned Restaurants Natural Gas and Fugitive Refrigerants ^{3,4}	3,504
Scope 2 RSCs and 72 Company-Owned Restaurants Electric ^{3,4}	4,991
Scope 3 RSCs and 72 Company-Owned Restaurants Waste ^{3,4}	1,944
Scope 3 Franchises ⁵	489,614

Green House Gas Assurance Readiness

In 2025, we completed work with a third-party consultant to help build and improve our processes on information collection for greenhouse gas (GHG) emissions. We continue to improve data collection and reporting for the organization.

Waste

To minimize packaging and waste, we carefully consider how items are purchased for use by restaurants.

- We seek out pre-cut items that are ready to use.
- We evaluate pack sizes and bulk options when appropriate.
- Franchisees and company-owned restaurants use inventory management systems to monitor stock, track usage and maintain appropriate on-hand quantities.

Dine Brands conducts on-site product specification audits at our Pasadena RSC to ensure the quality and consistency of the food served across our brands. Audited food that is untouched and in good condition is donated to charity partners, reducing the volume of food waste directed to landfills.

2025 Recycling at Our Pasadena RSC

3
METRIC TONS OF PAPER

1,300
POUNDS OF COOKING OIL

Energy

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

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

2025 Energy Usage at U.S. Restaurants and RSCs⁶

7,106,756 TOTAL ENERGY CONSUMED IN GIGAJOULES (GJ)

42% GRID ELECTRICITY

Kitchen Lineups

Applebee's and IHOP kitchen equipment lineup options continue to include more high-efficiency models.

LED Lighting

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

¹ Assessments are guided by the SASB (Sustainability Accounting Standards Board) disclosure topics and GHG (Greenhouse Gas) Protocol (WRI/WBCSD). Amounts have been rounded. We rely on our third-party partner for the calculation of these numbers; calculation methods may change in future reporting as data quality and access changes.
² Includes both actual and modeled data for the calendar year 2025. Emissions categories listed are an at-a-glance view of some, not all, scope emission categories.
³ Represents information for 59 company-owned Applebee's, 12 company-owned IHOPs, one company-owned Fuzzy's, and the Pasadena and Irving RSCs for January 1 through December 31, 2025, excluding any months prior to company ownership of locations acquired or developed during 2025.
⁴ In 2025, we acquired 12 company-owned Applebee's and 10 company-owned IHOP restaurants, and we developed two new company-owned IHOP restaurants. Beginning upon ownership of these restaurants, emissions associated with these restaurant locations are categorized within Scope 1, Scope 2 and Scope 3 Category 5. Emissions associated with the acquired company-owned restaurants were previously categorized within Scope 3 Category 14: Franchises.
⁵ Information represents 3,190 U.S. franchise locations as of end of year 2025 and any that were open at any point during the year.
⁶ Data was collected through a survey sent to all U.S. locations, representing 3,262 restaurants as of end of year, and any restaurants open at any point during the year. Participating restaurants provided energy usage in billed units from January 1 to December 31, 2025. Where actual data was not available, energy usage was modeled. We rely on our third-party partner for calculations; calculation methods may change in future reporting.

Water

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

The table below summarizes total water consumption and percentage of Water Consumed in Regions with High or Extremely High Baseline Water Stress across the RSCs and U.S. Applebee's, Fuzzy's and IHOP restaurants.¹

Water Consumption at U.S. Restaurants and RSCs ² 2025	
Water Consumed in Thousand Cubic Meters (m ³)	6,790
Percentage of Water Consumed in Regions with High or Extremely High Baseline Water Stress	37%

¹ Our 2025 data includes U.S. restaurants as of year end, as well as any locations that operated at any point during the year. We modeled 2025 water usage for U.S. restaurants and RSCs where actual data was not available, similar to our approach for emissions and energy.

² Data collected by a third-party partner using a survey sent to all locations. Participating locations collected and input water and irrigation usage in billed units by location from January 1 to December 31, 2025. Usage data was collected in gallons or cubic feet and converted to thousand cubic meters.

³ As of December 31, 2025, with estimated annual water savings based on a savings calculator and methodology.

⁴ Estimated savings are preliminary based on a few test locations and savings are subject to change based on additional information, participation and calculation methodology.

Proven Water Saving Equipment



ConserveWell® Dipper Wells

In contrast to old dipper wells that use continuously running water, ConserveWell® Dipper Wells keep serving utensils above 135°F, in compliance with food safety standards. The number of Applebee's and IHOP restaurants with ConserveWell® Dipper Wells increased in 2025.

817M
GALLONS OF WATER SAVED ANNUALLY.³

Hydro-Efficient Program

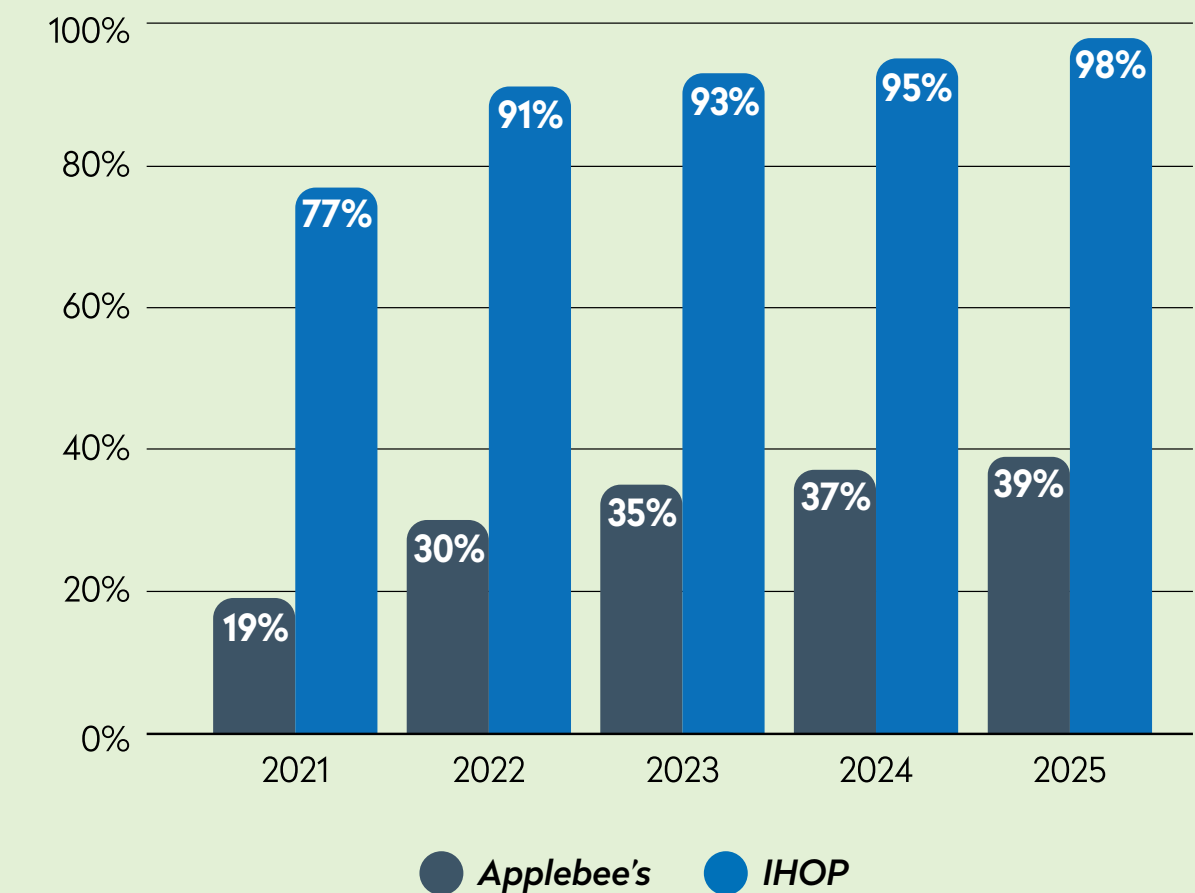
Hydro-efficient devices have been installed at certain Applebee's and IHOP restaurants. In 2025, across a sample of these restaurants, on average, clean water consumption was reduced by 25% and sewer output decreased by 17%.⁴

Efficient Dishwashers

Ecolab Low Temp Dishmachines have been added as an option in the kitchen lineups for restaurants to purchase. These models, which are installed in 336 Applebee's and IHOP restaurants, saved more than:

45,405,214 GALLONS OF WATER

Usage of Water-Efficient ConserveWell® Dipper Wells





Materials

We regularly explore opportunities to reduce our use of materials and shift to more sustainable alternatives.

We continue our participation in the National Restaurant Association Sustainability Expert Exchange and the National Retail Federation (NRF) Sustainability Council to stay informed on best practices and emerging trends in packaging and sourcing.

Fuzzy's

Fuzzy's Switched to Paper Gift Cards

- In 2025, Fuzzy's transitioned its gift cards from plastic to paper stock certified by the Forest Stewardship Council (FSC).
- Applebee's and IHOP made the same transition in 2023 and 2024, respectively.
- In 2025, this ongoing transition to paper gift cards saved 272 metric tons of CO₂ emissions across all three brands.¹



Applebee's and IHOP Increased Recycled Material in Napkins

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

Packaging Reduction Initiative

We are reviewing packaging used by IHOP and Applebee's to identify opportunities to align and reduce SKU counts while lowering overall material use. This work creates a pathway to reduce plastic use and offer more sustainable packaging options.



IHOP

IHOP Menu

IHOP reduced its 2025 Core Menu by four pages. These changes translated to an estimated savings of:¹

13,260 LBS. OF PAPER

130,500 LINEAR FEET OF LAMINATION MATERIAL

137 LBS. OF INK



IHOP Packaging and Oil Management

In 2025, IHOP redesigned and reduced the weight of its branded large lid used on most take-out orders, cutting polypropylene (PP) plastic use by over five percent. This change will eliminate an estimated 235,000 pounds of PP annually from the system beginning in 2026.

In 2025, IHOP offered new oil management options to reduce the amount of oil used to fry products.

¹ Data provided by third-party vendor.



Food

Menu

Applebee's and IHOP continued to explore opportunities to reduce sodium content in line with voluntary Food and Drug Administration (FDA) guidelines. The brands may consider changes to select existing menu items and may also include sodium reduction as a consideration during menu ideation and ongoing product review.



Applebee's and IHOP support Kids LiveWell 2.0, a National Restaurant Association program. Both brands participate by offering menu items for children that emphasize fruit,

vegetables, lean proteins and low-fat dairy, while limiting unhealthy fats, added sugars and sodium.

Applebee's and IHOP continue to evaluate opportunities to move away from artificial dyes across various products. As of report publication, Applebee's expanded its under-600-calorie offerings, adding menu items that provide more options to accommodate guest dietary preferences. Fuzzy's continues to evaluate updates to its kids' menu.

IHOP is developing a sustainably sourced coffee program for its International House Roast® Coffee in U.S. restaurants. In connection with the new program, IHOP is negotiating charitable donations to Feeding America from its coffee suppliers.



Applebee's, Fuzzy's and IHOP Menus

Our brands' menus offer guest guides that provide information about vegan and vegetarian menu items and offer information on their websites about nutrition, allergens and ingredients.

Southwest Chicken Bowl, Applebee's

Food Safety & Quality

The safety of guests and restaurant team members is paramount. Food safety standard operating procedure includes the most recent guidelines listed by the FDA Food Code and covers food safety and handling procedures from the time food arrives at restaurants for preparation to when it is served to guests.

To uphold food safety, it is standard operating procedure for the brand's restaurants to:

- Maintain the presence of a full-time Certified Food Protection Manager.
- Follow strict washing procedures for fresh produce and safe protocols for thawing, cooking and cooling food.
- Enforce robust hand-washing program that adheres to recommendations from the FDA and U.S. Centers for Disease Control.
- Apply established proper storage and handling procedures for raw and ready-to-eat foods to prevent cross-contamination in restaurants.
- Undergo multiple routine food safety evaluations, performed by an independent food safety auditing company.
- Clean and sanitize dining room tables and food contact surfaces thoroughly with a no rinse, 2-in-1 food contact surface cleaner-sanitizer proven to effectively kill norovirus, influenza and SARS-CoV-2 (the virus that causes COVID-19).
- Adhere to extensive federal, state and local government regulations pertaining to food safety as well as to the inspection, preparation and sale of food and alcoholic beverages.



Quality Management System

In 2025, we continued to enhance the Quality Management System (QMS) we implemented in 2024. The QMS enables direct quality incident submissions from across Applebee's, Fuzzy's and IHOP restaurants, facilitating rapid responses, enhanced communication and timely problem-solving. This system improves efficiency and supports a proactive approach to food safety and quality, including well-established procedures for managing product withdrawals and recalls if they arise.

Dine Brands Pasadena RSC, California

Cold Chain Monitoring Program

Maintaining stable air temperatures during shipment of select frozen and refrigerated products supports the quality and safety of food and supports the reduction of possible food loss in transportation. The Cold Chain Monitoring Program monitors temperatures 24/7 as food moves from suppliers to distribution centers with temperature tales. Real-time alerts are received if the temperature on a truck is out of the safe range, allowing immediate action to remedy the situation for certain products.



Sourcing

Animal Health and Welfare



Animal Health and Welfare Advisory Council meets with Dine Brands representatives.

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

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

In 2025, the Animal Health and Welfare Advisory Council continued to partner with Dine Brands on Animal Health and Welfare direction, statements and industry best practices.

Animal Health and Welfare Advisory Council¹



Dr. Juan "Juanfra" F. DeVillena

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



Bruce Feinberg

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



Dr. Anna K. Johnson

- Professor of Animal Behavior and Welfare
- Iowa State University



Yuko Sato

- Poultry Extension Veterinarian and Diagnostic Pathologist
- Iowa State University



Dr. Mike Siemens

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



Dr. Randall S. Singer

- Professor of Epidemiology
- University of Minnesota



Hannah Thompson-Weeman

- President and CEO
- Animal Agriculture Alliance



Dr. Dan U. Thomson

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



Brooke Wynn

- Senior Director of Sustainability
- Smithfield Foods

¹ Membership as of end of year 2025.



The Five Domains

We support efforts by Applebee's, Fuzzy's and IHOP brands' suppliers to strive towards improvements in the care of animals. Our commitment to animal health and welfare in the brands' supply chains is guided by the [Five Domains Model](#), a science-based approach to assessing animal welfare that recognizes that animals experience feelings that range from negative to positive. The Model emphasizes the importance of a positive mental state, which is collectively determined by the domains.

THE FIVE DOMAINS

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

- Nutrition
- Environment
- Physical Health
- Behavioral Interactions

These domains determine the fifth domain:

- Mental Health



Photo courtesy of Cargill, Inc.

Responsible Antibiotic Use in Food Animal Production

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

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

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

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

Aquaculture

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

Beef and Dairy

We only source from suppliers who are committed to responsibly raising and processing beef/dairy cattle, and suppliers supporting our brands employ licensed veterinarians for animal health oversight. Beef products within our brands' supply chain come from harvest facilities that meet or exceed the Meat Institute (formerly North American Meat Institute, or NAMI) guidelines.

We support farmers, ranchers and dairymen who are part of our brands' supply chain to be certified through Beef Quality Assurance (BQA) and Beef Quality Assurance Transportation (BQAT) or follow the guidelines of Farmers Assuring Responsible Management (FARM).

Broilers

We only source from suppliers who are committed to responsibly raising and processing chickens. This means that the chickens in our brands' supply chain are monitored by licensed veterinarians and raised and managed by people trained in animal health and welfare. Our brands' strategic chicken suppliers follow the National Chicken Council (NCC).



100% Cage-Free Eggs in U.S. Applebee's and IHOPs

As of end of year 2025, we have achieved our goal of U.S. egg supply that is derived 100% from hens housed in a cage-free environment for both Applebee's and IHOP restaurants. This was achieved across all U.S. Applebee's and IHOPs in collaboration with 260 franchisees.^{1,2}



Photo courtesy of Cargill, Inc.

Sow Group Housing

Dine Brands is proud to partner with pork industry experts working to advance the health and welfare of sows. This partnership recognizes and supports leading industry best practices resulting in continuous improvement in gestating sow health and welfare outcomes.

We remain firmly committed to balancing the needs of the restaurants against an available supply of competitively priced pork that meets our demanding quality standards, while fulfilling our commitment to improving sow health and welfare utilizing group housing for confirmed pregnant sows.

Our goal is to achieve 100% pork from systems utilizing group housing for confirmed pregnant sows by the end of 2030.³ As of end of year 2025, we achieved 18% pork from systems utilizing group housing for confirmed pregnant sows. We have in place plans to increase this supply to 25% by the end of 2026.

Industry Collaboration with Suppliers

With guidance from the Animal Health and Welfare Advisory Council and collaboration with suppliers, we support suppliers who align themselves with guidelines and certifications on Animal Health and Welfare. This includes guidelines and certifications such as, but not limited to:⁴

- The Best Aquaculture Practices (BAP) certification.
- The National Dairy FARM Animal Care Program in the U.S.
- The NCC Welfare Guidelines for strategic chicken suppliers.
- The Beef Quality Assurance (BQA) Program.
- A Veterinary-Client-Patient-Relationship (VCPR) with responsible antibiotic use.
- Meat Institute guidelines and audits for farmers of cattle and swine providing raw material; the guidelines include best practices for transportation and humane handling at plants. The audits are completed by auditors who have been trained and certified by the Professional Animal Auditor Certification Organization (PAACO).

¹ Franchise group count based on financial year end, December 28, 2025. Fuzzy's, acquired in December 2022, is still progressing through integration and thus is not included.

² In Latin America, we continue to monitor cage-free egg opportunities in consultation with our Advisory Council.

³ For U.S. Applebee's and IHOP restaurants. Fuzzy's, acquired in December 2022, is still progressing through integration and thus is not included.

⁴ Based on supplier provided responses.

Supply Chain

We prioritize relationships with suppliers who share our commitment to sustainability and the advancement of responsible practices, and engage new suppliers whose practices align with our values.

Supplier Quality Program

To support the quality of products supplied to Applebee's, Fuzzy's and IHOP restaurants, our Supplier Quality Program includes:

Supplier Code of Conduct

We require suppliers to adhere to this code, which provides expectations and guidelines for doing business with our brands. We work with our authorized purchasing organization, Centralized Supply Chain Services (CSCS), and Foodbuy Foodservice to vet suppliers in accordance with this code.

Third-Party Auditing

We require food suppliers to achieve and maintain a minimum food safety audit letter grade of "A," or equivalent, from a Global Food Safety Initiative (GFSI) recognized agency.



Photo courtesy of Cargill, Inc.



Governance

Responsible Governance

Dine Brands' business responsibility initiatives are grounded in our commitment to strong governance, transparency and accountability. Our Board of Directors, CEO John Peyton and Executive Leadership Team remain dedicated to advancing business responsibility practices that reflect our values, align with our business strategy and uphold disclosure standards.



Dine Brands Board of Directors

Board of Directors¹

Dine Brands' Board meetings routinely include discussion of business responsibility topics. Each of the Board's three committees – Nominating and Corporate Governance, Compensation and Audit – carries specific oversight responsibilities in this area. Since 2021, there has been a Board of Directors Liaison for business responsibility topics. Learn more about our Board of Directors [here](#).



Douglas M. Pasquale

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



John Peyton

- Chief Executive Officer, Dine Brands Global, Inc.



Howard M. Berk

- Director
- Compensation Committee Chair
- Audit Committee Member



Richard J. Dahl

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



Michael C. Hyter

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



Martha Poulter

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



Matt Ryan

- Director
- Compensation Committee Member



Arthur F. Starrs

- Director
- Audit Committee Chair



Lilian C. Tomovich

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



Enrique Silva

- Director
- Audit Committee Member



Amanda Clark

- Director
- Audit Committee Member

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



Dine Brands Business Responsibility Structure

In 2025, we updated our business responsibility oversight structure. Built around enterprise-wide, cross-functional working groups, our new approach brings together leadership, team members, representatives from an authorized purchasing organization and external experts to bring greater clarity, accountability and impact to our business responsibility priorities.





Risk Management

Cyber Risk

Our Chief Information Security Officer (CISO) leads our cybersecurity function and has primary responsibility for overseeing cybersecurity risk management. Our cybersecurity strategy, roadmap, policies, processes and standards are informed by recognized security risk management frameworks and include defined plans, initiatives and tasks that are reviewed and refreshed at least annually. For additional information, see the [2025 Dine Brands 10-K](#).

Enterprise Risk Management Team

Our Enterprise Risk Management (ERM) team works with risk owners across the company to identify and assess key enterprise risks, including inherent and residual risk, and to track related mitigation plans. The ERM team reports on these risk assessments and mitigation progress to the Audit Committee twice each year and to the Board of Directors annually, supporting the Board's oversight of enterprise risk management. ERM aims to ensure the organization is aware of, and prepared to respond to, risks and opportunities that could affect Dine Brands' ability to achieve its strategic and operational objectives. We emphasize ongoing monitoring, timely escalation, clear communication and consistent processes to support a structured approach to risk management and informed decision-making.

Global Code of Conduct

The Global Code of Conduct establishes general guidelines and standards of ethical behavior to guide the business activities and actions of Dine Brands team members on a global basis.

The Global Code of Conduct provides a framework to: (1) help each team member understand their responsibilities; (2) create awareness of some of the legal, regulatory and ethical issues they may encounter while conducting business; and (3) direct them to resources that provide additional detail or guidance on complex or unfamiliar areas of the business.

Disclosures and Corporate Support Towards Lobbying

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

We did not make any direct political contributions or engage in any grassroots lobbying activities in 2025. We are members of the National Retail Federation, the National Restaurant Association and the International Franchise Association. We paid \$9,780 to the National Retail Federation and \$50,000 to the National Restaurant Association, 100% of which was non-deductible. We also made a \$50,000 contribution to the International Franchise Association, 100% of which was non-deductible, and paid \$57,885 to the International Franchise Association, 18% of which was non-deductible. We are not members of any group, to our knowledge, that writes model legislation. Our Nominating and Corporate Governance Committee has oversight of our political activities, and our management team, typically our General Counsel, provides updates and seeks approvals as needed. Our Global Code of Conduct, which our team members review annually, requires us to adhere to strict laws governing corporate political activities, lobbying and contributions that vary around the globe.

Climate Risk Assessment

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

In 2025, we published the summary of the findings, which can be found on the [Dine Brands website](#).

Risk factors related to climate change are also discussed in the [2025 Dine Brands 10-K](#).



Reporting



Dine Brands Pasadena RSC, California

About

This report covers January 1 through December 31, 2025, unless otherwise noted. In it, we disclose information based on the Restaurant Reporting Standards of the Sustainability Accounting Standards Board (SASB) now maintained under the International Sustainability Standards Board (ISSB). This information has been compiled from participating franchisees, where applicable, and the corporate operations of Dine Brands Global, Inc., and its subsidiary brands:

Applebee's Neighborhood Grill + Bar (Applebee's)

Fuzzy's Taco Shop (Fuzzy's)

International House of Pancakes (IHOP)

In 2025, independent franchisees operated all restaurants with the exception of 59 company-owned Applebee's¹, 1 company-owned Fuzzy's and 12 company-owned IHOPs.² Not all franchisees tracked the metrics in this report or provided information to us. We continue to work toward full franchisee participation in our business responsibility reporting. "Dine Brands" refers to Dine Brands Global, Inc., together with its subsidiaries. References to **we**, **our**, **us** or **company** in this report refer to Dine Brands only (not franchisees) unless otherwise noted. "Team members" refers to employees of Dine Brands unless otherwise noted. "Corporate team members" refers to non-restaurant level employees who work for Dine Brands. "Restaurant team members" refers to employees who hold positions at company-owned restaurants of Dine Brands Global, Inc. or its affiliates. We base data and data estimates on currently accessible information and SASB accounting metrics. Applebee's, Fuzzy's Taco Shop and IHOP inclusion in calculations is subject to availability and projects' alignment with their business operations, and some calculations may be rounded. Where third parties have provided information in the report, we rely on them for the accuracy of their information. Calculation methods may change in future reports, specifically in our use of actual collected data or of estimations and modeling. You can find our audited financial data and other relevant information in the Dine Brands 2025 Annual Report at <https://investors.dinebrands.com/investor-overview>.



**We welcome feedback
and questions at
br@dinebrands.com**

¹ Of which 12 were acquired in May 2025.

² Of which 10 were acquired from franchisees in March 2025 and two were company developed.



SASB Index

Restaurant Industry SASB Disclosures

We report our business responsibility progress in adherence to the Sustainability Accounting Standards Board (SASB) restaurant-industry disclosure topics and accounting metrics, now maintained under the International Sustainability Standards Board (ISSB). Our disclosures represent all of Dine Brands, unless otherwise indicated, and include data shared for 72 company-owned restaurants, as able, and up to 3,190 participating U.S. franchise locations (representing approximately 100% of U.S. franchise restaurants through fiscal year end, December 28, 2025).

DISCLOSURE TOPIC	ACCOUNTING METRIC	RESPONSE	SASB CODE
Energy Management	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable electricity	(1) For total energy consumed and (2) percentage of grid electricity, see Planet Energy for information on participating restaurants. (3) In 2025, Dine Brands used 0% renewable energy.	FB-RN-130a.1
Water Management	(1) Total water withdrawn, including percentage in regions with High or Extremely High Baseline Water Stress (2) Total water consumed, including percentage in regions with High or Extremely High Baseline Water Stress	(1) We can provide no insight into water withdrawn and percentage water withdrawn in regions with High or Extremely High Water Stress. (2) For total water consumed and percentage of water consumed in regions with High or Extremely High Baseline Water Stress, see Planet Water .	FB-RN-140a.1
Food & Packaging Waste Management	(1) Total amount of waste (2) Percentage food waste (3) Percentage diverted	(1) Total waste for the Pasadena and Irving RSCs and company-owned restaurants is 3,889 metric tons. (2) We can provide no insight into the percentage of food waste. At our Pasadena RSC, we continued to donate food and recycle cooking oil. (3) Percentage of waste diverted for the Pasadena and Irving RSCs and company-owned restaurants is approximately 21%.	FB-RN-150a.1
	(1) Total weight of packaging (2) Percentage made from recycled and/or renewable materials (3) Percentage that is recyclable, reusable and/or compostable	(1) 50,795 metric tons. Total weight based on annual case purchasing information. We rely on our authorized purchasing organization to collect and provide this data. (2) On average, the corrugated boxes used to transport product are made with around 30–52% recycled material. Out of the total weight of packaging across the business (as mentioned in prompt number one) we reviewed the disposables category for Applebee's and IHOP regarding the percentage made from recycled materials. Based on supplier reported information, an average of 26% of the total weight of the disposables category is made from recycled material. (3) The average U.S. recycling rate is 32%. We expect to make updates in calculations and tracking in the future.	FB-RN-150a.2



DISCLOSURE TOPIC	ACCOUNTING METRIC	RESPONSE	SASB CODE
Food Safety	(1) Percentage of restaurants inspected by a food safety oversight body (2) Percentage receiving critical violations	(1) 100% of the restaurants operate in areas that are subject to routine health department inspections per jurisdictional regulations, typically at least once a year. (2) If a restaurant receives a critical violation, it is expected to be immediately corrected. In addition to routine health inspections, Dine Brands works with an independent third-party food safety auditing company to inspect restaurants. These occur at least twice a year in U.S. locations and one or more times per year internationally.	FB-RN-250a.1
	(1) Number of recalls issued (2) Total amount of food recalled	(1)(2) In 2025, five recalls affected Applebee's, Fuzzy's or IHOP restaurants.	FB-RN-250a.2
	(1) Number of confirmed foodborne illness outbreaks (2) Percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	(1) Applebee's, Fuzzy's and IHOP restaurants had no (zero) confirmed foodborne illness outbreaks and no (zero) U.S. Centers for Disease Control and Prevention (CDC) investigations in 2025.	FB-RN-250a.3
Nutritional Content	(1) Percentage of meal options consistent with national dietary guidelines (2) Revenue from these options	(1) (2) Dine Brands provides guidance on nutrition and allergen information on our websites. Both Applebee's and IHOP provide online nutrition calculators that guests may use to determine nutrition, allergen and ingredient information for their meal choices. In addition, Applebee's, Fuzzy's and IHOP provide guests with vegan and vegetarian guides to fit their dietary preferences. Applebee's offers the under-600-calorie menu options and notates gluten-sensitive menu items. At Fuzzy's, guests are provided the option to order a bowl instead of a burrito. Grilled proteins and grilled vegetables are available. At IHOP, turkey bacon, egg whites and protein pancakes are available for guests. To better accommodate guests with various health and lifestyle choices, IHOP notes vegetarian and gluten-friendly items on the menu.	FB-RN-260a.1
	(1) Percentage of children's meal options consistent with national dietary guidelines for children (2) Revenue from these options	(1) (2) Applebee's and IHOP participate in the Kids LiveWell Program in partnership with the National Restaurant Association, which sets nutritional standards for kids' menus. At Fuzzy's, guests are provided the option to order a bowl instead of a burrito. Grilled proteins and grilled vegetables are available for kids' meal tacos. IHOP also participates in the Kids LiveWell Program. Guests may choose options like turkey bacon, egg whites and protein pancakes.	FB-RN-260a.2
	(1) Number of advertising impressions made on children (2) Percentage promoting products that meet national dietary guidelines for children	(1) (2) Dine Brands, Applebee's, Fuzzy's and IHOP do not market to or target children in their advertising.	FB-RN-260a.3



DISCLOSURE TOPIC	ACCOUNTING METRIC	RESPONSE	SASB CODE
Labor Practices	(1) Voluntary turnover rate for restaurant employees (2) Involuntary turnover rate for restaurant employees	(1) (2) As of financial year end December 28, 2025, our business model was more than 97.9% franchised, which includes restaurants owned and operated by independent franchisees and licensees pursuant to agreements with Dine Brands Global Inc. or its affiliates. Each independent franchisee is responsible for its own businesses as well as decisions involving people, operations and hiring practices. From January–December 2025, within our 59 company-owned Applebee's, one company-owned Fuzzy's, and 12 company-owned IHOP restaurants, of those who left the restaurants, turnover was 66% voluntary and 34% involuntary.	FB-RN-310a.1
	(1) Average hourly wage, by region (2) Percentage of restaurant employees earning minimum wage, by region	(1) (2) From January–December 2025, within 59 company-owned Applebee's, our one company-owned Fuzzy's, and within 12 company-owned IHOP restaurants, the average hourly wage for tipped and non-tipped employees was \$9.38.	FB-RN-310a.2
	Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations (2) employment discrimination	(1) (2) From January–December 2025, within 59 company-owned Applebee's, our one company-owned Fuzzy's, and within 12 company-owned IHOP restaurants, the company-owned locations did not incur any losses as a result of legal proceedings associated with labor law violations or employment discrimination during ownership.	FB-RN-310a.3
Supply Chain Management & Food Sourcing	Percentage of food purchased that (1) meets environmental and social sourcing standards (2) is certified to third-party environmental and/or social standards	(1) (2) Dine Brands supports seafood suppliers who are Best Aquaculture Practices (BAP) certified. Our brands' strategic chicken suppliers follow the National Chicken Council (NCC) standards for animal care and handling as well as undergoing routine third-party audits by an approved audit agency. We are aligned with a Veterinary-Client-Patient Relationship (VCPR) with responsible antibiotic use. We are aligned with the Meat Institute guidelines and audits for farmers of cattle and swine providing raw material; the guidelines include best practices for transportation and humane handling at plants. The audits are completed by auditors who have been trained and certified by groups like the Professional Animal Auditor Certification Organization (PAACO).	FB-RN-430a.1
	Percentage of (1) eggs that originated from a cage-free environment (2) pork that was produced without the use of gestation crates	(1) For percentage of eggs that originate from cage-free environments, see Food Sourcing . (2) Dine Brands is proud to partner with pork industry experts working to advance the health and welfare of sows. This partnership recognizes and supports leading industry best practices resulting in continuous improvement in gestating sow health and welfare outcomes. We remain firmly committed to balancing the needs of our restaurants against an available supply of competitively priced pork that meets our demanding quality standards, while fulfilling our commitment to improving sow health and welfare utilizing group housing for confirmed pregnant sows. See Food Sourcing .	FB-RN-430a.2
	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	For our strategy for managing environmental and social risks in our brands' supply chain, see Food Supply Chain .	FB-RN-430a.3
Restaurants and Employees	Number of (1) company-owned restaurants (2) franchise restaurants	(1) We had 59 company-owned Applebee's, one company-owned Fuzzy's, and 12 company-owned IHOP restaurants as of December 28, 2025. (2) For the total number of company-owned and franchisee-owned restaurants, see Our Business Brands .	FB-RN-000.A
	Number of employees at (1) company-owned locations (2) franchise locations	(1) As of the end of 2025, we had a total of 3,041 employees at our company-owned restaurants. (2) Each independent franchisee is responsible for its own businesses as well as decisions involving people, operations, employment and hiring.	FB-RN-000.B



Forward-Looking Statements

Statements contained in this Business Responsibility Report may constitute forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. You can identify these forward-looking statements by words such as “may,” “will,” “would,” “should,” “could,” “expect,” “anticipate,” “believe,” “estimate,” “intend,” “plan,” “goal” and other similar expressions.

These statements involve known and unknown risks, uncertainties and other factors, which may cause actual results to be materially different from those expressed or implied in such statements. These factors include, but are not limited to: general economic conditions, including the impact of inflation on us and our franchisees directly; cost pressures, including rising costs for commodities, labor, health care and utilities; our level of indebtedness; compliance with the terms of our securitized debt; our ability to refinance our current indebtedness or obtain additional financing; our dependence on information technology; potential cyber incidents; the implementation of corporate strategies, including restaurant development plans; our dependence on our franchisees; the concentration of our Applebee’s franchised restaurants in a limited number of franchisees; the financial health of our franchisees, including any insolvency or bankruptcy; credit risks from our IHOP franchisees operating under our previous IHOP business model in which we built and equipped IHOP restaurants and then franchised them to franchisees; insufficient insurance coverage to cover potential risks associated with the ownership and operation of restaurants; our franchisees’ and other licensees’ compliance with our quality standards and trademark usage; general risks associated with the restaurant industry; potential harm to our brands’ reputation; risks of food-borne illness or food tampering; possible future impairment charges; trading volatility and fluctuations in the price of our stock; our ability to achieve the financial guidance we provide to investors; successful implementation of our business strategy; the availability of suitable locations for new restaurants; shortages or interruptions in the supply or delivery of products from third parties or availability of utilities; the management and forecasting of appropriate inventory levels; development and implementation of innovative marketing and use of social media; changing health or dietary preference of consumers; changes in U.S. government regulations and trade policies, including the imposition of tariffs and other trade barriers; risks associated with doing business in international markets; the results of litigation and other legal proceedings; third-party claims with respect to intellectual property assets; the implementation and use of artificial intelligence and related technologies; delivery initiatives and use of third-party delivery vendors; our allocation of human capital and our ability to attract and retain management and other key employees; compliance with federal, state and local governmental regulations; risks associated with our self-insurance; risks of major natural disasters, including earthquake, wildfire, tornado, flood or a man-made disaster, including terrorism, civil unrest or a cyber incident; risks of volatile or adverse weather conditions as a result of climate change; pandemics, epidemics, or other serious incidents; our success with development initiatives outside of our core business; the adequacy of our internal controls over financial reporting and future changes in accounting standards; changes in tax laws; failure to meet investor and stakeholder expectations regarding business responsibility matters; and other factors discussed in this Business Responsibility Report, from time to time in the Corporation’s Annual and Quarterly Reports on Forms 10-K and 10-Q, and in the Corporation’s other filings with the Securities and Exchange Commission. The forward-looking statements contained in this Business Responsibility Report are made as of the date hereof and the Corporation does not intend to, nor does it assume any obligation to, update or supplement any forward-looking statements after the date hereof to reflect actual results or future events or circumstances.



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br@dinebrands.com
1.866.995.DINE
DineBrands.com

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