

March 2021

DINE BRANDS

GLOBAL INC.



DINE BRANDS

GLOBAL INC. DISCLOSURES

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HIGHLIGHTS

- During a very challenging year our franchisees, team members and restaurant teams rose to the challenge.
- We implemented cleanliness standards to enhance the safety and well-being of our teams and guests.
- Dine moved swiftly to right size our business response to the decline in revenue by reducing costs, strengthening our balance sheet, and lowering capital spending.
- During 2020 we invested in innovation, virtual brands, ghost kitchens, new menu items, digital capabilities and further supported people, training and restaurant operations.

FISCAL YEAR 2020

FISCAL 2020: COMPANY SUMMARY

OPERATING EBITDA

\$159M⁽¹⁾

Compared to \$273.5M
for 2019

TOTAL REVENUE

\$689M

Compared to \$910M
for 2019

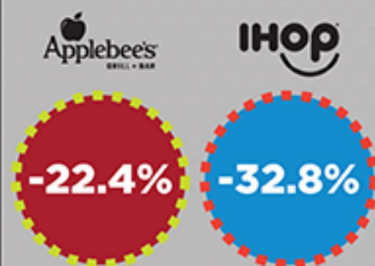
FREE CASH FLOW

\$107M⁽¹⁾

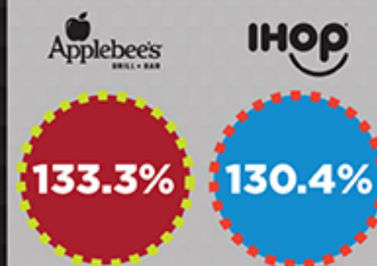
Compared to \$155.2M
for 2019

FISCAL 2020: BRAND SUMMARY

RESTAURANT SALES



OFF-PREMISE SALES



INNOVATION

**Burritos & Bowls
Cosmic Wings
Fly By**

Decreases mainly due to a significant decrease in guest traffic due to government measures to stem the spread of COVID-19 leading to declines in both revenues and gross profit.

Note: Units and system-wide sales represent global figures.

⁽¹⁾See Appendix for Adjusted EBITDA and Adjusted Free Cash Flow reconciliations.

⁽²⁾June 15, 2020 issue of Nation's Restaurant News

IHOP **Applebee's**
Founded 1958 Founded 1980

3,483
Total Restaurants

\$5.4 BILLION
In system-wide sales
as of 2020

#1⁽²⁾
In U.S. Family and
Casual dining

98%
Asset-light franchised
business model with
significant scale

**International
presence**

Key Markets:
Canada, Latin America,
Mexico, Middle East

\$689M **\$159M**
2020 Revenue 2020 Adj. EBITDA

Meaningful
off-premise relevance
at both brands

Dine Brands Investment Merits

March 2021

Our Fundamentals Remain
Strong Despite the Impact
of the Pandemic

Growth Opportunities

Navigate the Crisis

Win the Recovery,
Win the "New Normal"

Evaluate Long-Term
Growth Vehicles

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OUR COMPANY. OUR BRANDS.

MARCH 3, 2021

Appendix

March 2021



Adjusted EBITDA Reconciliation

Reconciliation of Net (Loss) to Adjusted EBITDA

Twelve Month Period Ended January 3,

2021

(\$ in millions)

Reconciliations:

Net (Loss) Income, as reported	(\$104.0)
Impairment and closure charges	\$132.6
Interest charges on finance leases	\$6.6
All other interest charges	\$70.3
Income tax provision (benefit)	(\$4.6)
Depreciation and amortization	\$42.8
Non-cash stock-based compensation	\$12.5
Loss on Extinguishment of Debt	-
(Gain) loss on disposition of assets	\$2.1
Other	\$0.4
Adjusted EBITDA	<u>\$158.7</u>



Source: Dine Brands Global, Inc. data

March 2021

Adjusted Free Cash Flow Reconciliation

Reconciliation of Cash Provided by Operating Activities to Adjusted Free Cash Flow

	Fiscal Year
<i>(\$ in millions)</i>	2021
Cash flows provided by operating activities	\$96.5
Receipts from notes and equipment contracts receivable	\$21.0
Net additions to property and equipment	(\$10.9)
Adjusted free cash flow	\$106.6



Source: Dine Brands Global, Inc. data