

Dine Brands,

As investors who have long been concerned with the social and ethical implications of our investments, not just the financial returns, we have been made aware that current and former Applebee's employees have delivered a letter to you citing instances of wage theft and racial discrimination within your company. We are concerned that this situation presents liabilities and risks for Dine Brands and its shareholders. We, therefore, encourage you to meet with the workers and their representatives immediately to resolve these concerns. In addition, we request a call with management to discuss your plans to address and remediate workers' concerns.

We are discouraged by these developments, as they were largely predictable, considering we have brought similar concerns to your attention through various engagements and dialogues. We have sent several letters to you about our concerns with low wages, dating back to 2020. We have had direct written and verbal communication since 2021 with Susan Nelson and your executive team. Additionally, we have attended the Annual General Meetings over the past two years to discuss our concerns about paying a sub-minimum wage to tipped employees, considering that the racial and gender discrimination implications of doing so amplified during the COVIDcrisis. Further, we supported a resolution asking that "the board of directors analyzes and publicly reports on the feasibility of increasing tipped workers' starting wage to a full minimum wage, per state and federal levels, with tips on top to address worker retention issues and economic inequities." This resolution received more than 12% vote. And yet, with all of our proactive feedback and concerns your company has taken no action to rectify the pay concerns and the racial and gender discrimination implications.

Our request to end the subminimum wage is not unique. [Investors for Livable Wages](#), a coalition of over 65 institutional investors representing over \$538 billion in managed assets issued a [public statement](#) calling for the end of the subminimum wage and explaining why this is a material issue to shareholders. In particular, paying a subminimum wage upholds systemic racism by disproportionately paying people of color less than white employees. Additionally, dependence on tips to fulfill a minimum wage is subject to race and gender bias/discrimination and unequal pay, as well as lack of compliance with a legal minimum wage.

We first ask that you meet with your workers and investors to resolve these immediate issues. Secondly, we encourage you to pay a full minimum wage in all your restaurants, with tips on top, to avoid the inherent biases of passing wages on to the customers' discretion.

Signed...