

ITEM 18

PUBLIC FIGURES

IHOP does not use any public figure to promote its franchise.

ITEM 19

FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC’s Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchise and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the disclosure document. Financial performance information that differs from that included in Item 19 may be given only if: (1) a franchisor provides the actual records of an existing outlet you are considering buying; or (2) a franchisor supplements the information provided in this Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

CHART 1: Historical Gross Sales of Traditional Franchised Restaurants by Region

Chart 1 contains historic average, median, high and low gross sales for two 12-month periods of January 1, 2024 to December 29, 2024 and December 30, 2024 to December 28, 2025. We included all franchised traditional IHOP Restaurants that were active and operating as of December 28, 2025, including 33 restaurants opened in 2025; except we excluded 145 subfranchised traditional IHOP Restaurants (which are operated by our subfranchisor, Sunshine Restaurant Partners, LP), all Non-Traditional IHOP restaurants (which are offered under a separate franchise disclosure document), and all Dual Branded Restaurants (there were no Dual Branded Restaurants during the first 12-month period and there were 24 Dual Branded Restaurants during the second 12-month period). The restaurants are organized by geographic “Regions” as defined by the U.S. Census Bureau.

Region	# of Restaurants		Annualized Average Gross Sales		# and % of units that exceeded Average Gross Sales		Median		High		Low	
	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>
Northeast	178	180	\$2,290,697	\$2,286,794	84/47%	85/47%	\$2,230,534	\$2,176,716	\$5,274,280	\$5,379,203	\$793,352	\$819,311
West	426	423	\$2,210,162	\$2,127,026	179/42%	178/42%	\$2,040,902	\$1,984,787	\$6,869,865	\$6,701,374	\$485,865	\$449,482
South	630	624	\$2,028,953	\$1,984,978	288/46%	296/47%	\$1,943,961	\$1,922,820	\$4,911,942	\$4,996,783	\$574,131	\$375,921
Midwest	228	236	\$1,706,024	\$1,672,423	96/42%	101/43%	\$1,562,461	\$1,551,817	\$5,420,102	\$5,188,270	\$632,683	\$287,791

CHART 2: Historical Gross Sales of Traditional Franchised Restaurants by Prototype

Chart 2 contains historic average, median, high and low gross sales for two 12-month periods of January 1, 2024 to December 29, 2024 and December 30, 2024 to December 28, 2025. We included all franchised traditional IHOP Restaurants that were active and operating as of December 28, 2025, including 33 restaurants opened in 2025; except we excluded 145 subfranchised traditional IHOP Restaurants (which are operated by our subfranchisor, Sunshine Restaurant Partners, LP), all Non-Traditional IHOP restaurants (which are offered under a separate franchise disclosure document), and all Dual Branded Restaurants (there were no Dual Branded Restaurants during the first 12-month period and there were 24 Dual Branded Restaurants during the second 12-month period). The restaurants are organized based on the following restaurant prototypes: freestanding, in-line, and endcap.

Prototype	# of Restaurants		Annualized Average Gross Sales		# and % of units that exceeded Average Gross Sales		Median		High		Low	
	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>
Freestanding	1,275	1,271	\$2,072,457	\$2,023,009	565/44%	574/45%	\$1,970,976	\$1,953,332	\$6,869,865	\$6,701,374	\$485,865	\$375,921
In-line	59	54	\$1,998,129	\$1,978,316	27/46%	23/43%	\$1,901,639	\$1,905,551	\$3,955,328	\$3,721,422	\$632,683	\$550,370
Endcap	128	138	\$2,001,677	\$1,931,884	47/38%	53/38%	\$1,801,955	\$1,715,013	\$5,375,934	\$5,379,203	\$574,131	\$287,791

Notes

- (1) We compiled the gross sales data included in Charts 1 and 2 above from information submitted to us by our franchisees for royalty reporting. These amounts are not audited. Upon your reasonable request, we will provide written substantiation for these financial performance representations.
- (2) “Gross Sales” is defined as the total revenues derived by a franchisee in and from the restaurant, whether for cash sales of food and other merchandise or otherwise, or charge sales thereof, or revenues from any source arising out of the operation of the Restaurant, deducting therefrom: (a) all refunds and allowances, if any; (b) any sales or excise taxes which are separately stated and which you collect from customers and pays to any federal, state or local taxing authority; (c) any amounts deposited in any vending machines or pay telephones which are located in or about the Restaurant, if such vending machines and/or pay telephones are leased and not owned by you, in which case Gross Sales shall include only the commissions you receive therefrom; and (d) delivery fees imposed in connection with dispatch services provided by Olo, Inc. This definition is provided in the Franchise Agreement.

Some outlets have earned these amounts. Your individual results may differ. There is no assurance that you will earn as much.

Other than the preceding financial performance representations, we do not make any financial performance representations about a franchisee’s future financial performance or the past financial performance of company-owned or franchised outlets. We also do not authorize our employees or representatives to make any such representations either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to the franchisor’s management by contacting Jacob Barden, Senior Vice President, Franchise Development, 10 West Walnut Street, 5th Floor, Pasadena, California

91103, (818) 637-5206, jacob.barden@dinebrands.com, the Federal Trade Commission and the appropriate state administrators.

ITEM 20

OUTLETS AND FRANCHISEE INFORMATION

Table No. 1A				
System-wide Outlet Summary For Fiscal Years 2023 to 2025 ⁽¹⁾ (Traditional Venue Locations)				
Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	1,646	1,658	+12
	2024	1,658	1,655	-3
	2025	1,655	1,630	-25
Company-Owned	2023	0	0	0
	2024	0	0	0
	2025	0	12	+12
Total Outlets	2023	1,646	1,658	+12
	2024	1,658	1,655	-3
	2025	1,655	1,642 ⁽²⁾	-13
Notes				
(1) The figures in Table No. 1A include system-wide totals for Traditional Venue locations as of Fiscal Year 2023, 2024 and 2025. See Table No. 1B for total franchised Non-Traditional Venue locations.				
(2) 26 Dual Branded Restaurants have been included in this count during this Fiscal Year.				

Table No. 1B				
System-wide Outlet Summary For Fiscal Years 2023 to 2025 ⁽¹⁾ (Non-Traditional Venue Locations)				
Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	37	45	+8
	2024	45	48	+3
	2025	48	51	+3
Company-Owned	2023	0	0	0
	2024	0	0	0
	2025	0	0	0
Total Outlets	2023	37	45	+8
	2024	45	48	+3