A MESSAGE FROM THE CEO

At Denny’s, we’re committed to a “Guests First” approach to business. How do we create a culture in which every team member is able to value guests? By seeing to it that every team member—from board members to servers to cooks to suppliers—knows that he or she is valued.

Having lived in Dallas since the 1970’s, I am one of many who has benefited from the gifted presentations made there by Dr. Tony Evans, a speaker, author and widely syndicated radio and television broadcaster. He was the first African American to earn a doctorate in theology from Dallas Theological Seminary.

JOHN MILLER
President and CEO

In the late 80’s, Dr. Evans shared a message I will never forget. He said: If you want the world to be better, make a better nation. If you want the nation to be better, make a better state. If you want the state to be better, make a better city. If you want the city to be better, make a better community. If you want your churches, public services, and large and small business to be better, make a better family. And if you want your families to be better, make a better you.

So if we want the world to be better, and indeed we do, then it starts with the person in the mirror – “Me”– and a willingness to make a difference. Since joining this great company, I am proud to say we do our mirror check every day. Our team is talented, colorful, diverse, caring and engaged. Change, commitment, and progress continue to grow at Denny’s, primarily along these four lines:

- Creating a diverse and inclusive work environment that encourages and fosters growth and development, maximizes talent and values different perspectives in order to build a stronger brand.
- Attracting diverse franchisees who mirror our values in order to maintain a path of continued growth of Denny’s.
- Developing and strengthening partnerships with minority-owned and women-owned suppliers who have the ability to meet our quality, service and pricing needs.
- Impacting the communities in which we do business by giving, supporting and participating in hunger relief and education efforts, especially in underprivileged markets.

Our capabilities and contributions are making a difference as well. I am especially grateful to our team for how this is demonstrated each day at Denny’s throughout the communities we serve. Our company and franchise locations have grown from approximately $250,000 in hunger relief just four years ago to over $1 million in annual giving today. Our “Hungry for Education” program has grown from $25,000 to $200,000 in that same amount of time. And in January of this year, at the TDn2K—Global Best Practices Conference, Denny’s was recognized as one of the most diverse and inclusive restaurant brands in America.

I’m proud of what we’re accomplishing here at Denny’s. In this report you’ll see some of the highlights of our diversity efforts. After all, a culture of caring is a culture in which every team member is able to put “Guests First.”
OUR GUIDING PRINCIPLES
PUT “GUESTS FIRST”

THEY’RE NOT CUSTOMERS OR CONSUMERS. THEY ARE OUR GUESTS, AND WE INVITE THEM INTO OUR HOMES WITH OPEN ARMS. THEY ARE THE VERY REASON WE ARE IN BUSINESS AND THE CENTER OF EVERYTHING WE DO.

OPEN MEANS SO MUCH MORE THAN JUST BEING OPEN FOR BUSINESS 24/7. IT MEANS BEING OPEN TO ALL PEOPLE, APPETITES AND BUDGETS. IT SAYS WE ARE OPEN-MINDED AND OPEN TO NEW IDEAS. HONEST, WARM, AND INVITING. OPEN IS THE WAY WE THINK AND ACT EVERY HOUR OF EVERY DAY.

WE ARE THE CLASSIC AMERICAN DINER AND PROUD OF EVERYTHING THAT MEANS. SINCE 1953, WE HAVE SERVED QUALITY FOOD AND HEALTHY PORTIONS AT A FAIR PRICE. NO MATTER WHERE WE ARE, OUR LIGHT IS ALWAYS ON, INVITING GUESTS AROUND THE WORLD TO A PLACE WHERE EVERYONE IS WELCOME.

AT DENNY’S, WE ARE NEVER SATISFIED STANDING STILL. WE ARE ALWAYS MOVING FORWARD, STRIVING FOR MORE, HUNGRY FOR GREATNESS. WE ARE OPEN TO FRESH INNOVATIVE THINKING. WE BELIEVE WE WILL SUCCEED THROUGH TEAMWORK, ACCOUNTABILITY AND PUSHING THE BOUNDARIES OF OURSELVES AND OUR BRAND.

OUR DENNY’S FAMILY IS OUR MOST IMPORTANT ASSET. WE TRUST, SUPPORT AND RESPECT EACH OTHER AND WORK TOGETHER FOR THE GREATER GOOD. WE RECOGNIZE THE CONTRIBUTIONS OF ALL AND EMPOWER EACH AND EVERY ONE OF US TO ACHIEVE GREAT THINGS. TOGETHER, WE WILL CELEBRATE OUR SUCCESSES AND HAVE FUN DOING IT.
“AMERICA’S DINER”

“POSITIONING

The whole reason for being in business is the guest. People are coming to us for food, but it’s not just about food. It’s an experience. What sets us apart is a real connection between servers and guests that doesn’t happen everywhere. It’s amazing to see this interaction in the restaurant and getting out to visit restaurants is a great reminder of our purpose. Everything we do needs to be considered from the point of view of our guests and how it impacts their occasion.”

Laurie Curtis, Vice President of Marketing

Laurie Curtis, Vice President of Marketing

“GUESTS FIRST”

“Our brand positioning as ‘America’s Diner’ has mobilized the Denny’s brand, creating its own momentum by expressing our unique personality, our ‘come as you are’ openness welcomes people from all walks of life, all times of day.”

John Dillon
Senior Vice President, Chief Marketing Officer

BRAND VALUES

As our “America’s Diner” tagline suggests, we at Denny’s have forged a path to our future by embracing our past. We have always put “Guests First”; like our customers, we’re loyal and hardworking, honest and authentic, open and friendly, reliable and fun-loving. Our “come as you are” attitude welcomes boomers and millennials, families with young kids and friends out on the town, business travelers and college kids cramming for the next day’s finals. These values have been at the heart of Denny’s for more than 60 years and will continue to be the very soul of the brand for decades to come.

COMMUNICATION

Putting “Guests First” means reaching them where they live, work and play. We continue to embrace new opportunities offered by digital, mobile and social media. Innovative branded content like “The Grand Slams” animated webisodes (thegrandslams.com), strategic partnerships with top consumer relevant brands like Atari® (almost 250,000 mobile app downloads) and breakthrough social media programs (one of five restaurant chains to have a Spanish language Facebook page) have provided deeper connections and greater impact among our guests. We have focused our primary segment targets through partnerships that include AARP, DreamWorks Studios®, Tom Joyner and multiple local professional and minor-league sports teams.

NEW! RIO RANCHERO SKILLET

NEW! PHILLY CHEESESTEAK & EGGS SKILLET

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One of our recent initiatives, Hungry for Education® scholarship program, offers over $200,000 in scholarships to high school and college students across the country. The competitive program, created by Denny’s and in partnership with leading minority advocacy organizations, awards scholarships to students across the country who present unique, actionable ideas on ways Denny’s can help end childhood hunger in local communities. The competition begins annually on September 1.

For more information visit www.dennyshungryforeducation.com
For the past four years, Denny’s has partnered with Share Our Strength’s No Kid Hungry® program, a national movement aimed at ending childhood hunger by connecting kids with healthy food where they live, learn and play. During Denny’s fourth annual fundraising campaign for Share Our Strength’s No Kid Hungry®, the brand donated more than $944,000. Since fundraising efforts for No Kid Hungry® began at Denny’s in 2011, the brand has donated a total of $2.3 million to the cause. The campaign for 2015 will begin in September.

To learn more visit www.dennysnokidhungry.com

THANKS TO DENNY’S COMMITMENT, NO CHILD WILL GO HUNGRY

HUNGRY TO SERVE
LIKE ANY GOOD NEIGHBOR, WE HELP SUPPORT THE DIVERSE CAUSES THAT OUR COMMUNITIES CARE ABOUT – FROM EDUCATION AND CHILDHOOD HUNGER INITIATIVES TO MINORITY BUSINESS CONFERENCES AND CHILDREN’S HOSPITAL FUNDRAISERS AND MUCH MORE.

HATS OFF TO PAULA.
Server Paula Fentiman has turned a hobby into a passion to help others. In her spare time, Paula crochets and donates hats to those who have lost their hair due to chemotherapy. So far, she has brought joy to many with well over 50 hats. Paula is a true Denny’s Hero.

Paula Fentiman, Server
Restaurant 8609
Brunswick, Georgia
Franchise Owner: John Metz

HATS OFF TO PAULA.

In Puerto Rico, there’s no lack of love for those in need. The Denny’s franchisee on the island is a regular contributor to Hospital del Niño de Puerto Rico. In fact, in celebration of their 25th anniversary, all Denny’s locations in Puerto Rico donated 25 cents for each Grand Slam sold for a limited time. They definitely created the Grand Slam® of Love.

The Grand Slam® of Love

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“Our guests are the reason we exist and we want them to feel welcomed, comfortable and appreciated each and every time they visit. Our ‘Guests First’ approach conveys gratitude and hospitality to every guest that says we are happy that they chose our brand. We want our guests to walk away feeling like they made the right choice. How we treat our guests from the moment they enter our restaurants or place of business impacts their entire experience with our brand.”

Jill Van Pelt, Senior VP, Chief People Officer

“AT DENNY’S, WE STRIVE TO CONSTANTLY RAISE THE BAR BY EVALUATING WHERE WE ARE AND WHERE WE WANT TO GO, AND NEVER BECOMING COMPLACENT WITH WHAT WE’VE ACCOMPLISHED. WE VALUE AND RELY ON THE SKILLSETS, KNOWLEDGE AND EXPERTISE OF OUR DIVERSE TEAM OF EMPLOYEES ACROSS THE COUNTRY TO HELP ELEVATE THE BRAND TO THE NEXT LEVEL. OUR FUTURE GROWTH AND SUCCESS LIES IN MAKING EVERYONE A PART OF THE BRAND MISSION AND MAKING OUR GUESTS OUR #1 PRIORITY.”

Jill Van Pelt
Senior Vice President,
Chief People Officer

DENNY’S 2014 TOTAL WORKFORCE RESULTS
Total Population: 8,340

RACE/ETHNICITY

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GENDER

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**WOMEN LEADERS GIVE ADVICE TO WOMEN IN THE WORKPLACE**

From the boardroom to the dining room, women greatly impact the Denny’s brand. Women directors bring valuable opinions and views to build robust strategic thought and direction. In our approximately 1,700 restaurants, women deliver exceptional “Guests First” experiences to our customers.

**DEBRA SMITHART-OGLESBY, BOARD CHAIR**
Recognize that you cannot be an expert on everything. Surround yourself with people who have stronger expertise and skill than you do in given areas. Value diversity in both backgrounds and perspectives—this will give your team a wider base of knowledge and more flexibility. When you are inclusive, the outcome will be far more creative and reflect nontraditional solutions.

**BRENDA LAUDERBACK, BOARD MEMBER**
Model the behavior and values you want to instill in others. Be authentic, confident but humble. Never define yourself by what you do but rather who you are. If you want a full and complete life, learn how to balance. You can have it all—just not all at the same time.

**LAYSHA WARD, BOARD MEMBER**
Know your personal purpose and beliefs and how you’ll define success. Make them your “true north” and align your words and actions around them. Build a personal board of directors or “kitchen cabinet,” as I like to call it—a group of trusted advisors who will keep you on course. Be curious, courageous, resilient, authentic, entrepreneurial and adept at managing and driving change.

**LAURIE CURTIS, VICE PRESIDENT, MARKETING**
Be fearless. Don’t be afraid to put yourself out there and try new things, especially those that stretch you and make you uncomfortable. Every new experience is a learning opportunity that allows you to have better knowledge and ultimately to make better decisions as a leader.

**10 TIPS ON LEADERSHIP**

1. FOLLOW YOUR PASSION: By following your passion, you will be a natural success.
2. BE CUSTOMER FOCUSED AND RESULTS DRIVEN: This ensures a meaningful impact and contribution.
3. EXCEED EXPECTATIONS: Always strive to exceed expectations and you will be pleased with the outcome.
4. SEEK HELP AND GUIDANCE: Know your strengths and weaknesses and don’t be afraid to ask for help in areas of need.
5. TEAMWORK: The results are far greater when great minds collaborate to reach a common goal. Teamwork is a great way to build relationships and trust.

6. UNDERSTAND AND VALUE DIVERSITY: Surround yourself with people who represent different cultural backgrounds, experience and thinking. It’s a critical part of growth as a leader.
7. LISTENING: Be a good listener and give positive but real feedback.
8. MENTORING: Identify a mentor, be a mentor and encourage others to mentor. It’s a great way to pay it forward.
9. BE A SERVANT LEADER: Be enthusiastic, eager and willing to give back to the community.
10. WORK/LIFE BALANCE: Know what really matters, pace yourself and embrace rest and relaxation when needed and appropriate.

**THE BEST LEADERS ARE ALWAYS LEARNING, DEVELOPING AND SERVING OTHERS.**

What “Guests First” means to us

With women representing the majority of our workforce, they are bringing diverse perspectives coupled with a management style that benefits the brand and the guest experience. Women in various roles across our brand share advice on leadership and what “Guests First” means to them.

**STEPHANIE CRUZ, DIRECTOR, OPERATIONS**
“The highest priority is satisfying our guests and putting them first.”

**JOEY FOWLER, APPLICATIONS DEVELOPMENT MANAGER**
“For me, ‘Guests First’ means not only listening to the customers’ needs but also understanding their needs.”

**SUZIE RUIZ, TRAINING STORE MANAGER**
“I want our guests to feel like they are at home. I like for my employees to make their guests feel comfortable by learning their names.”

**ASHA BHASIN, DISTRICT MANAGER**
“My whole motive for working at Denny’s is to build the strong, knowledgeable, hospitable, well-trained team that can wow each guest.”

**SOFIA MICHAEL, SERVER**
“My favorite part of my job is when I see my customer leave happy.”

“Guests First”

“Ensuring that guests are the focus of delivering an exceptional experience that aligns with Denny’s diner positioning of being a welcoming environment that is always open.”

Laysha Ward, Board Member
Denny’s Internship Program
The Denny’s Internship Program provides hands-on experience and knowledge to college students with an interest in the foodservice/hospitality industry. The internships consist of a 10-week paid position at our headquarters in Spartanburg, South Carolina. Students participate in real-world projects in one or more functional areas, working side by side with industry leaders.

Women’s Leadership Group
Mission: Build an internal network of women leaders who encourage, support and inspire one another to excel at the highest level while championing causes that impact women.

Purpose: Educate, elevate and encourage women within our organization.

Denny’s Community and Charity Committee, comprised of a diverse team of employees who represent various functional areas throughout the company, identifies ways to partner with nonprofit organizations, special agencies, schools and local businesses to impact the lives of others through volunteerism and financial support. A few of our local partnerships are shown below.

United Way Campaign... A Success
One of the ways Denny’s supports the local community each year is through its two-week United Way Campaign. The campaign is spearheaded by a team of dedicated employees who bring a level of creativity, fun and excitement to giving back to the community. Denny’s and its employees have been key supporters of the United Way for many years, contributing nearly $2 million to provide financial support to local agencies that serve our community needs.
“Whether we are serving great meals or providing support services, everyone has a guest they serve—franchisees, suppliers, leadership, team members. We want to treat that individual as if they were the most important person in the world by providing engaging and thoughtful service with strong attention to details. As we continue to integrate this service mentality into our culture, we can all ultimately impact the quality of our restaurant guests’ experience.”

Debra Smithart-Oglesby, Board Chair

“GUESTS FIRST”

GREAT SUPPLIERS HELP US TO PUT “GUESTS FIRST”

“WHAT MAKES A GREAT SUPPLIER RELATIONSHIP? INTEGRITY, RELIABILITY AND GREAT CUSTOMER SERVICE – AT DENNY’S, WE’VE BUILT SOLID PARTNERSHIPS WITH A DIVERSE RANGE OF SUPPLIERS WHO EMBODY THESE QUALITIES AND MORE. THOSE PARTNERSHIPS ARE THE KEY REASON WE CONSISTENTLY EXCEED THE EXPECTATIONS OF OUR GUESTS AND SHAREHOLDERS.”

MARK WOLFINGER
Executive Vice President, Chief Administrative Officer and Chief Financial Officer

Thanks to our suppliers, we achieve exceptional value in our supply chain. Just as importantly, these partnerships stimulate economic growth in the communities we serve. And healthy communities contribute to the success of our brand.
INSIGHTS INTO DENNY’S BUYING STRUCTURE AND PROCESS

“WE ARE ALWAYS IN SEARCH OF OUTSTANDING SUPPLIERS WHO CAN MAKE A SIGNIFICANT CONTRIBUTION TO THE GROWTH AND SUCCESS OF THE BRAND. WE COULDN’T PUT ‘GUESTS FIRST’ WITHOUT GREAT SUPPLIERS WHO ARE AS COMMITTED TO THE GUEST EXPERIENCE AS WE ARE.”

GREG LINFORD
Vice President, Procurement & Distribution

KEY ATTRIBUTES IN SELECTING SUPPLIER PARTNERS:

- Core competencies and abilities to meet our needs
- Consistency in delivering the highest-quality products and services at a competitive cost
- Proven track record, business processes and best practices within the industry
- Ability to achieve results and help us achieve our goals in a competitive marketplace
- A strong knowledge of our brand and a good understanding of our industry
- Ability to drive innovation, identify problems and design solutions
- Solid financial standing and strong references
- A high-quality assurance rating
- Adaptability to our changing business needs
- Integrity and values aligned with our Guiding Principles

HELPFUL INFORMATION ON OUR PROCUREMENT PROCESS:

- Buying structure is CENTRALIZED for food and nonfood tangible products
- Contract agreements generally awarded for ONE YEAR
- Requests for proposal are generally sent 90 DAYS prior to the contract expiration date
- BID ANALYSIS is conducted to determine price competitiveness
- All products must go through an internal PRE-APPROVAL process
- Manufacturers of products must meet all QUALITY STANDARDS AND INSPECTIONS
- Products are dispersed through one of our NINE DISTRIBUTION CENTERS and TWO REDISTRIBUTION CENTERS to service our restaurants
- Minority candidates are asked to provide a copy of their MINORITY CERTIFICATION to verify minority ownership

WHEREAS PURCHASING FOR FOOD AND NONFOOD TANGIBLE PRODUCTS IS CENTRALIZED AT THE CORPORATE LEVEL, PROFESSIONAL SERVICES MAY BE OBTAINED EITHER AT THE CORPORATE LEVEL, FIELD/RESTAURANT LEVEL OR BY THE INDIVIDUAL FRANCHISEE

- Professional service opportunities are PROJECT OR NEED-BASED OPPORTUNITIES; they may not be ongoing contractual opportunities
- TIMING is key factor in service opportunities
- TERMS of agreement may vary based on the service need
- Having PRIOR EXPERIENCE servicing the restaurant/foodservice industry is a plus

FOR A LIST OF PRODUCTS AND SERVICES WE BUY AND TO REGISTER TO BECOME A DIVERSE SUPPLIER VISIT WWW.DENYSSUPPLIERDIVERSITY.COM
WHAT IS SUPPLIER DIVERSITY?
SUPPLIER DIVERSITY IS A PROACTIVE BUSINESS APPROACH WITH THE OBJECTIVE OF PROVIDING DIVERSE SUPPLIERS WITH EQUAL ACCESS TO PURCHASING OPPORTUNITIES IN AN EFFORT TO INTEGRATE DIVERSE SUPPLIERS INTO THE SUPPLY CHAIN.

WHY IS SUPPLIER DIVERSITY IMPORTANT AT DENNY’S?
• It offers additional avenues to procure goods and services.
• It creates competition between existing and new vendors that can improve cost and service offerings.
• It enhances innovation by introducing new products, services and solutions.
• It helps Denny’s identify new opportunities in the marketplace and the emerging interest and needs of our guests.
• It promotes Denny’s commitment to doing business with diverse supplier reflective of the diverse markets we serve.

WE’RE EXCEEDING EXPECTATIONS ...
• Denny’s has spent more than $1.7 billion with minority and women business enterprises (MWBEs) since 1993.
• In 2014, MWBEs represented 13.1% of Denny’s purchases.

AND PEOPLE ARE NOTICING
Over the years, Denny’s supplier diversity progress has been widely acknowledged by community leaders, organizations and many publications:
• In 2014, Denny’s was named one of the best companies for African Americans and women in the supplier diversity category of Black EOE magazine and Professional Women magazine.
• Denny’s was named a leader in supplier diversity in Minority Business News USA magazine and featured in WE USA Best of the Decade Edition as a Top 100 Corporation of the Year.
• Michelle Hunt was named a Top 100 Leader in Supplier Diversity by WE USA.

ABOUT SUPPLIER DIVERSITY

SUSAN AXELROD
Chairwoman and Founder

A WOMEN-OWNED BUSINESS JOURNEY FROM THE KITCHEN TO THE BOARDROOM
When Susan Axelrod started selling quiches from her kitchen over 40 years ago, she had no inkling that she would one day control a global brand of gourmet baked goods.

Susan’s passion for food became a passion for entrepreneurship and now Love & Quiches Gourmet competes with industry giants. Her amazing journey to success is filled with many life and business lessons. A healthy dose of passion coupled with her deep love of good food are the inspiration behind her success.

Susan has established herself as a well-known and respected industry leader. She is among a growing number of women business leaders paving the way for future generations of women entrepreneurs. Love & Quiches has been a Denny’s supplier for 12 years.

Like Denny’s, Love & Quiches has a long tradition of giving back to the community. Through programs such as No Kid Hungry®, the two companies are side by side in the fight against childhood hunger.

SUSAN SHARES WHAT “GUESTS FIRST” MEANS TO HER:
“Businesses do not create jobs; guests create jobs, which is why we aim to satisfy our customers’ needs at all times.”
**OUR FRANCHISEES SUCCEED BY PUTTING “GUESTS FIRST”**

“IF YOU’RE LOOKING TO GROW WITH A FRANCHISE AND YOU’RE SERIOUS ABOUT PUTTING ‘GUESTS FIRST’, TAKE A GOOD LOOK AT DENNY’S. OUR BRAND IS 62 YEARS YOUNG AND WE BELIEVE OUR BEST DAYS ARE STILL AHEAD OF US!”

**STEVE DUNN**
Senior Vice President, Chief Global Development Officer

When it comes to family dining, Denny’s has the best brand awareness and relevancy in the business. New menu offerings evoke memories of the family table while our new Heritage image is a fresh take on classic American diner architecture. More than 90% of Denny’s restaurants are operated by franchisees. So it’s important that we find candidates who have the heart for this business, who will be the local face of Denny’s in their communities. Our new and emerging market incentive program is available to qualified franchisees. A new franchisee who opens more than one restaurant in a qualified market can save up to $320,000 in reduced fees for two restaurants and up to $1 million for six stores.

**PUTTING “GUESTS FIRST” AROUND THE WORLD**

With approximately 1,700 locations worldwide, Denny’s is one of the largest franchised, full-service American brands in the restaurant industry. With our more than 60 years of experience, we have made significant progress growing the brand, both domestically and internationally. From Canada to the Middle East, we are working to grow our existing 108 international locations to a much larger global footprint. We provide our current and new guests the promise of everyday value with a craveable, indulgent menu served in a friendly and inviting atmosphere.
Doug began his career in 2005 at Denny’s with the responsibility to recruit new franchise strategic partners to help the brand grow both domestically and internationally. Doug is a third-generation Chinese American and received his early restaurant experience working in the family business in New England, which helped broaden his knowledge of business and entrepreneurship.

He has recruited 70+ new franchisees from some of the biggest brands in the world. Doug’s recruiting efforts have made a significant impact on some of the most successful growth programs in Denny’s history, including Franchise Growth Initiative and the Pilot/Flying J deal. He is a key player in our international franchise growth efforts, having successfully recruited new franchisees in Central and South American countries such as the Dominican Republic, Honduras, El Salvador, Mexico, Chile and in the Middle East.

Our FRANCHISE OPEN HOUSE EVENT is a unique way to appeal to new partners, especially those from diverse backgrounds, to support our commitment to diversity and to grow our minority franchise partnerships. This one-day program enables Denny’s to market to future minority franchise investors by sharing our vision and mission, as well as valuable insights about the brand. The event showcases Denny’s great hospitality in the warm, friendly environment of our corporate headquarters. It gives a broader pool of potential partners an opportunity to gain firsthand knowledge and understanding of the past, present and future of the brand. Denny’s has proven its commitment to a franchise growth plan that is sustainable and diversified.

To learn more about franchising opportunities at Denny’s, visit www.dennysfranchising.com.

BIHARI LALL
Franchise Owner

A DINER GROWS IN BROOKLYN
“Brooklyn has a strong foundation based on community, and we hope to become more than just a restaurant, but an integral piece of the neighborhood that joins family and friends together with good food and an inviting environment.”

Thanks to the efforts of entrepreneur Bihari Lall and his company HLK Diner, LLC, Denny’s has finally come to Brooklyn, New York. A native New Yorker and a graduate of Vaughn College of Aeronautics and Technology, Bihari has a passion for the food and beverage industry. He also has a passion for the community where he lives, works and plays.

Bihari’s journey to franchisee began five years ago when he attended an open house at our headquarters in Spartanburg, South Carolina. He wanted to bring the diner to Brooklyn because of his strong roots there, having been a part of the community for 20 years. With the opening of the Brooklyn restaurant, close to 90 jobs were created; 92% of the employees were hired locally. In addition, Bihari plans to open another Denny’s diner within the next six months, near his hometown in Jackson Heights (Queens), New York.

DONNELL THOMPSON
Franchise Owner

A DINER GROWS IN GEORGIA
“I believe in getting out in the community, connecting with local churches, high schools and other businesses to let people know about the brand and our desire to be a strong part of the community.”

After playing college football at the University of North Carolina at Chapel Hill and professional football in Baltimore and Indianapolis, Donnell Thompson is still making exciting plays. Donnell and his former Tar Heel teammate Ron Wooten have become the latest expansion team to join Denny’s Georgia franchise partners.

Donnell’s company, RWDT Foods, currently has two Georgia (Snellville and Stockbridge) Denny’s but is stepping up to hit a grand slam by opening 20 new restaurants throughout the Atlanta metro area over the next few years. The company also plans to open Georgia locations in Suwanee and Lavonia soon and hopes to open one to two new restaurants per year. Donnell’s commitment to the Atlanta community goes beyond the estimated 1500 jobs that will be added to the local economy. He is motivated to make Denny’s an active part of the local community.
Sometimes putting ‘Guests First’ means putting forth your best effort in going to where they work, play or go to school. For millennials, that means going to college. We’re reaching college students with our innovative fast-casual format we call “The Den” — a laid-back, yet engaging concept for friends to gather on campus at any hour. There’s no better place for an all-nighter.”

Greg Powell, Vice President, Concept Innovation

**MEETING GUESTS WHERE THEY ARE**

“RENOWNED RESTAURANTS HAVE BUILT A SUCCESSFUL AND LONGSTANDING BRAND BY LEARNING HOW TO ADAPT, INNOVATE AND REINVENT THEMSELVES TO BETTER SERVE THEIR GUESTS THROUGH NEW AND EVER-EMERGING CHANNELS.”

**GREG POWELL**
Vice President, Concept Innovation

**WHY IS DENNY’S SUCCEEDING IN NEW CHANNELS?**
Because we understand the difference between guests’ needs in different demographics. The success of “The Den by Denny’s,” our fast-casual concept on college campuses and more recently military bases, shows that staying relevant requires some creativity and out-of-the-box thinking. Gen Z (college students and younger) are a particularly important audience for Denny’s in recent years. We’ve worked hard to attract these guests by engaging them through social media and newly focused restaurant concepts. “The Den” is a Denny’s built just for them, providing the craveable food, bold flavors, and convenience they want, in an engaging environment that suits their needs.

**WHY IS developing NEW AND NON TRADITIONAL CONCEPTS IMPORTANT FOR DENNY’S?**
- New avenues of growth for our franchisees and licensees are important for the overall expansion of the Denny’s brand.
- Success in diverse new channels demands innovation, which is critical to the continued evolution of the Denny’s experience worldwide.

“RENOWNED RESTAURANTS HAVE BUILT A SUCCESSFUL AND LONGSTANDING BRAND BY LEARNING HOW TO ADAPT, INNOVATE AND REINVENT THEMSELVES TO BETTER SERVE THEIR GUESTS THROUGH NEW AND EVER-EMERGING CHANNELS.”
THANKS TO OUR GUESTS, WE ARE GROWING GLOBALLY

“PUTTING ‘GUESTS FIRST’ MEANS CONSTANTLY REFINING AND DRIVING IMPROVEMENTS ACROSS OUR FOOD, SERVICE AND ATMOSPHERE. THIS MEANS LISTENING TO WHAT OUR GUESTS WANT AND REFLECTING THEIR NEEDS THROUGHOUT EVERY ASPECT OF THE BRAND, FROM OUR COMPANY AND FRANCHISE OPERATIONS RIGHT DOWN TO THE DAY-TO-DAY SERVICE IN OUR RESTAURANTS.”

We have approximately 1,700 restaurants in 50 states and 11 countries and U.S. territories, making Denny’s one of America’s largest franchised full-service restaurant chains. In the U.S. and abroad, our franchisees are feeding the momentum. In 2014, we opened 38 new restaurants, including six international locations. Our 108 international restaurants make us the leading American family dining brand outside the U.S.

“OUR WONDERFUL LEADERS AND CARING TEAMS STRIVE TO DELIGHT EVERY GUEST, EVERY DAY IN THE 160 COMPANY RESTAURANTS WE OWN AND OPERATE ACROSS 20 STATES. AS EACH GUEST CROSSES THROUGH OUR FRONT DOOR, IT’S ANOTHER OPPORTUNITY TO WARMLY WELCOME THEM TO AMERICA’S DINNER. AND FOR THAT OPPORTUNITY, WE CELEBRATE AND SMILE!”

“AS ‘AMERICA’S DINER’, OUR FRANCHISEES PLAY AN INCREDIBLY CRUCIAL ROLE IN MAKING EACH RESTAURANT SUCCESSFUL. EACH FRANCHISEE HAS A HAND IN SHAPING THE FUTURE OF THE RESTAURANT AND BRAND THROUGH THEIR SKILLS, IDEAS AND UNIQUE QUALITIES. THEY ALSO PROVIDE THE FIRST EXPERIENCE THAT OUR GUESTS WILL HAVE WITH DENNY’S.”

INTERNATIONAL RESTAURANTS
Canada - 70 • Costa Rica - 3 • Curacao - 1 • Chile - 1 • Dominican Republic - 2 • El Salvador - 1 • Guam - 2 • Honduras - 3 • Mexico - 6 • New Zealand - 7 • Puerto Rico - 12

Total number of U.S. restaurants – 1,588*

Alaska - 3
District of Columbia - 2
Hawaii - 6

*Data as of July 28, 2015
HOW TO CONTACT DENNY’S

FOR CAREER OPPORTUNITIES:
Visit www.dennys.com

FOR SUPPLIER OPPORTUNITIES:
Visit www.dennys.com or call 1-864-597-8146

FOR FRANCHISE OPPORTUNITIES:
Visit www.dennysfranchising.com or call 1-800-304-0222

FOR SPONSORSHIP AND COMMUNITY OUTREACH OPPORTUNITIES:
Visit www.dennys.com or call 1-864-597-8650

FOR NEW CONCEPT INNOVATION OPPORTUNITIES:
Visit www.dennysfreshexpress.com or www.thedenbydennys.com