



Mr. Aarti Ramachandran
Head of Research and Corporate Engagement
FAIRR Initiative
116 Park Street
Mayfair, London W1K 6AF

September 21, 2018

Dear Mr. Ramachandran:

We received your letter dated August 15, 2018, and we acknowledge the public health concerns raised therein.

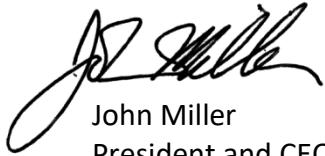
When making product and vendor decisions, we believe successful organizations should carefully weigh a variety of factors, including taste, quality, consumer acceptance, animal welfare, value for the money, reliability of supply, and food safety. The myopic selection of one factor over another as a mandate for purchasing decisions oversimplifies a complex task and can have adverse repercussions on other worthy concerns. Further, Denny's is 90% franchised in the United States and 100% franchised outside the United States. Our brand-wide purchasing decisions are made in close collaboration with our franchisees, balancing the collection of factors noted above, rather than elevating a single public policy goal above multiple business concerns.

That said, our website affirms our commitment to animal welfare, including our support for the responsible application of antibiotics for the sole purpose of maintaining animal health managed through veterinary oversight in accordance with GFI 213. All of our current suppliers comply with GFI 213, and we are categorically opposed to any other use of antibiotics and human exposure to animal antibiotics which is prohibited by law. While we believe this new standard establishes a better balance between animal welfare and human health, unfortunately, the public will not have access to meaningful government data regarding the effectiveness of GFI 213 until the end of this year.

While we anticipate such data will reflect a significant reduction in the use of antibiotics, we currently are exploring new sourcing options particularly related to poultry. As we have discussed with our shareholders, some of our existing supply contracts expire in early 2019. In advance of those expirations, we have committed to issuing requests for proposals for multiple product specifications, including a variety free of medically important antibiotics. Depending upon anticipated market supply, reasonable pricing, and the ability to successfully qualify new vendors if needed, we could begin transitioning our product supply by the middle of 2019.

We have a demonstrated history of responding to a variety of social concerns, a point called out in the latest Glass Lewis report. We will continue to run our businesses as responsibly as possible, paying attention to the broad array of complex issues that matter most to all of our stakeholders.

Respectfully,

A handwritten signature in black ink, appearing to read 'John Miller', with a large, stylized initial 'J'.

John Miller
President and CEO