

The EGS GlobalVue™ - Mid 2016 General Franchise Opportunity Ranking

Countries/Regions	Projected 2016 GDP Growth	Market Size (Customers)	Legal Concerns For Intl. Brands	Ease Of Intl. Brand Entry	Ease Of Starting A New Business	Supply Chain Quality	Country Infrastructure	Political & Economic Stability	Overall Country Ranking
Order of sorting	1st	5th	6th	2nd				3rd	4th
Philippines	1	2	2	1	4	1	2	2	1.9
Peru	1	3	2	2	2	2	2	2	2.0
Viet Nam	1	2	2	2	3	3	3	2	2.3
Indonesia	1	1	3	2	4	2	3	2	2.3
Thailand	1	2	2	2	2	2	2	3	2.0
China	1	1	2	3	4	3	2	2	2.3
India	1	1	2	3	4	3	4	2	2.5
Malaysia	1	2	3	3	2	1	1	3	2.0
Chile	2	3	1	1	1	1	1	1	1.4
Ireland	2	4	1	1	1	1	1	1	1.5
New Zealand	2	4	1	1	1	1	1	1	1.5
Spain	2	1	2	1	3	1	1	2	1.6
Czech Republic	2	3	2	2	3	1	1	1	1.9
Saudi Arabia	2	3	2	2	2	2	1	1	1.9
Poland	2	2	3	2	3	1	1	1	1.9
Turkey	2	2	2	2	2	1	1	3	1.9
Egypt	2	1	2	2	2	2	3	3	2.0
Taiwan	2	1	2	3	1	1	1	1	1.5
Australia	2	2	2	3	1	1	1	1	1.6
United Arab Emirates	2	2	2	3	3	1	1	1	1.9
South Korea	2	2	3	3	1	1	1	1	1.8
Colombia	2	2	2	3	2	2	2	2	2.1
USA	3	1	2	1	1	1	1	1	1.4
Mexico	3	1	2	1	2	2	2	2	1.9
United Kingdom	3	1	2	2	1	1	1	1	1.5
Canada	3	2	2	2	2	1	1	1	1.8
Japan	3	1	2	2	3	1	1	1	1.8
Scandinavia	3	3	2	2	2	1	1	1	1.9
Portugal	3	3	2	2	2	1	2	1	2.0
South Africa	3	2	2	2	2	1	2	3	2.1
Singapore	3	4	1	3	1	1	1	1	1.9
France	3	1	2	3	1	1	1	1	1.6
Germany	3	1	2	3	1	1	1	1	1.6
Italy	3	2	2	3	2	1	2	2	2.1
Argentina	3	2	2	3	3	2	2	2	2.4
Brazil	4	1	2	3	3	2	2	4	2.6
Russia	4	1	3	3	2	2	3	4	2.8

General Country Ranking: 1 is best, 2.5 is fair, 4 is worst - Sorted on GDP Growth then stability, ease of entry, overall ranking, legal concerns and market size

2016 Projected GDP Growth Ranking: 1 = 4% or more, 2 = 2.5-3.9%, 3 = 1.0-2.4%, 4 = <1% annual growth

Sources: Deloitte, 'The Economist', EIU, Heritage Foundation, World Bank, Fraser Institute, World Economic Forum, Euromonitor, U.S. Commercial Service
GlobalEdge®, Eules Hermes Risk Monitor, McKinsey, the 'Financial Times', International Monetary Fund and the EGS' GlobalTeam™ in 32 Countries

Country Ranking Key	
Projected 2016 GDP Growth	The 2016 GDP growth projections from the 'Economist' publication or an average of rankings from three other sources
Market Size (Denny's Customers)	This is a measure of the middle, upper middle and upper class consumers in a country
Legal Concerns for Intl Brands	A '1' means no franchise regs or disclosure. A '2' means both. A '3' or '4' means less chance of controlling the brand if there are problems.
Ease Of Starting A New Business	This is the World Bank index that ranks 180 countries with '1' being easiest and '180' being worst
Supply Chain Quality	Is the supply chain well developed? Can supply be provided at the standards Denny's® requires and consistently
Country Infrastructure	What are the road, rail, air and communications standards? How hard is it to get supplies from point 'A' to point 'B'
Political & Economic Stability	This is an average of research from 10+/- sources
Overall Country Ranking	Average of the 9 rankings above

The EGS GlobalVue™ - Mid 2016 Specific Franchise Opportunity Ranking

Countries/Regions	Specific Franchise Potential	Projected 2016 GDP Growth	Market Size (Customers)	Legal Concerns For Intl. Brands	Ease Of Intl. Intl Brand Entry	Ease Of Starting A New Business	Supply Chain Quality	Country Infrastructure	Political & Economic Stability	Overall Country Ranking
Order of sorting	1st	2nd	5th	6th	7th				4th	3rd
United Arab Emirates	1	1	2	2	3	3	1	1	1	1.8
Philippines	1	1	2	2	1	4	1	2	2	1.9
Thailand	1	1	2	2	2	2	2	2	3	2.0
Malaysia	1	1	2	3	3	2	1	1	3	2.0
India	1	1	1	2	3	4	3	4	2	2.5
Poland	1	2	2	3	2	3	1	1	1	1.9
USA	1	3	1	2	1	1	1	1	1	1.4
United Kingdom	1	3	1	2	2	1	1	1	1	1.5
Canada	1	3	2	2	2	2	1	1	1	1.8
Argentina	1	4	2	2	3	3	2	2	2	2.5
Peru	2	1	3	2	2	2	2	2	2	2.0
Indonesia	2	1	1	3	2	4	2	3	2	2.3
China	2	1	1	2	3	4	3	2	2	2.3
Viet Nam	2	1	2	2	2	3	3	3	2	2.3
Chile	2	2	3	1	1	1	1	1	1	1.4
Taiwan	2	2	1	2	3	1	1	1	1	1.5
Ireland	2	2	4	1	1	1	1	1	1	1.5
New Zealand	2	2	4	1	1	1	1	1	1	1.5
Australia	2	2	2	2	3	1	1	1	1	1.6
Spain	2	2	1	2	1	3	1	1	2	1.6
South Korea	2	2	2	3	3	1	1	1	1	1.8
Saudi Arabia	2	2	3	2	2	2	2	1	1	1.9
Turkey	2	2	2	2	2	2	1	1	3	1.9
Egypt	2	2	1	2	2	2	2	3	3	2.0
Japan	2	3	1	2	2	3	1	1	1	1.8
Mexico	2	3	1	2	1	2	2	2	2	1.9
South Africa	2	3	2	2	2	2	1	2	3	2.1
Brazil	2	4	1	2	3	3	2	2	4	2.6
Russia	2	4	1	3	3	2	2	3	4	2.8
Czech Republic	3	2	3	2	2	3	1	1	1	1.9
Colombia	3	2	2	2	3	2	2	2	2	2.1
France	3	3	1	2	3	1	1	1	1	1.6
Germany	3	3	1	2	3	1	1	1	1	1.6
Belgium	3	3	3	2	2	1	1	1	1	1.8
Scandinavia	3	3	3	2	2	2	1	1	1	1.9
Singapore	3	3	4	1	3	1	1	1	1	1.9
Portugal	3	3	3	2	2	2	1	2	1	2.0
Italy	3	3	2	2	3	2	1	2	2	2.1

General Country Ranking: 1 is best, 2.5 is fair, 4 is worst - Sorted on **specific brand potential**, GDP Growth, overall ranking, stability, ease of entry and market size

2016 Projected GDP Growth Ranking: 1 = 4% or more, 2 = 2.5-3.9%, 3 = 1.0-2.4%, 4 = <1% annual growth

Sources: Deloitte, 'The Economist', EIU, Heritage Foundation, World Bank, Fraser Institute, World Economic Forum, Euromonitor, U.S. Commercial Service

GlobalEdge®, Eules Hermes Risk Monitor, McKinsey, the 'Financial Times', International Monetary Fund and the EGS' GlobalTeam™ in 32 Countries

Country Ranking Key	
Specific Franchise Brand Potential	This ranking is based on our experience and that of our in-country Associates
Projected 2016 GDP Growth	The 2016 GDP growth projections from the 'Economist' publication or an average of rankings from three other sources
Market Size (Denny's Customers)	This is a measure of the middle, upper middle and upper class consumers in a country
Legal Concerns for Intl Brands	A '1' means no franchise regs or disclosure. A '2' means both. A '3' or '4' means less chance of controlling the brand if there are problems.
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