OFFERING MEMORANDUM

Denny's

2215 Delaware Avenue
Buffalo, New York 14216

Representative Photo

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CONFIDENTIALITY AND RESTRICTED USE AGREEMENT

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BY ACCEPTING THIS COM, YOU AGREE THAT: (1) all information contained herein, and all other information you have received or may hereafter receive from Lee & Associates relating to the Property, whether oral, written or in any other form (collectively, the "Information"), is strictly confidential; (2) you will not copy or reproduce, and claim as your own without attribution to Lee & Associates, all or any part of this COM or the Information; (3) upon request by Lee & Associates at any time, you will return and/ or certify your complete destruction of all copies of this COM and the Information; (4) for yourself and all your affiliates, officers, employees, representatives, agents and principals, you hereby release and agree to indemnify and hold harmless Lee & Associates all of its affiliates, officers, employees, representatives, agents and principals, from and with respect to any and all claims and liabilities arising from or related to the receipt or use of this COM and/or any other Information concerning the Property; (5) you will not provide this COM or any of the Information to any other party unless you first obtain such party's acceptance and approval of all terms, conditions, limitations and agreements set forth herein, as being applicable to such party as well as to you; and (6) monetary damages alone will not be an adequate remedy for a violation of these terms and that Lee & Associates shall be entitled to equitable relief, including, but not limited to, injunctive relief and specific performance, in connection with such a violation and shall not be required to post a bond when obtaining such relief.

OUR TEAM

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THE OFFERING

Lee & Associates is is pleased to offer this single-tenant Denny's property located at 2215 Delaware Avenue in Buffalo, New York 14216 (the "Property"). The asset is secured by a long-term, 20-year absolute triple net (NNN) lease with TL Restaurants, Inc., a Denny's franchisee, providing investors with stable, predictable, fully passive income backed by one of America's most enduring and recognized full-service restaurant brands. With all taxes, insurance, maintenance, and operating expenses contractually assigned to the tenant, and an express prohibition on tenant termination even upon landlord default, the Property offers an exceptional landlordfavorable covenant and a premier passive investment opportunity in one of North Buffalo's most established retail corridors.

Denny's is one of America's most iconic restaurant brands, founded in 1953 and operating 1,499+ locations across all 50 states and 13 countries as of year-end 2024. The brand's enduring relevance is underscored by its January 2026 takeprivate acquisition at a $620 million enterprise value — a significant institutional validation of the brand's long-term viability. The Property operates as a 24-hour location, serving Buffalo's dense North Side residential and commercial population around the clock and generating consistent customer traffic across all dayparts. The lease includes a percentage rent provision requiring the tenant to pay 4% of annual gross sales exceeding the base rent threshold, offering investors potential upside income above and beyond the scheduled base rent.

The Property is positioned along highly trafficked Delaware Avenue, a primary commercial artery serving a population of over 365,000 within a five-mile radius, drawing shoppers and diners from Buffalo, Kenmore, and Tonawanda. The immediate trade area benefits from exceptional density and an established retail ecosystem, with nearby national credit tenants including Marshalls, TJ Maxx, Target, Home Depot, LA Fitness, PetSmart, Kohl's, and Tops Friendly Markets — all within close proximity on Delaware Avenue. The site is accessible from the NY 198 expressway and is within two miles of SUNY Buffalo State College, Medaille College, and Canisius College, providing a broad and consistent customer base of students, healthcare workers, and area residents. Buffalo's economy is anchored by major institutions including Kaleida Health, Catholic Health, and M&T Bank — the city's sole Fortune 500 company — providing a stable employment base that supports consistent consumer spending at value-oriented dining concepts.

The Property's 20-year lease term, commencing July 22, 2022 and expiring July 21, 2042, provides approximately 16+ years of remaining term as of early 2026, with annual rent escalations growing base rent from $125,000 in Year 1 to over $182,000 by Year 20 — representing nearly 46% cumulative rent growth over the lease term. Buffalo's economy weathered the Great Recession well compared to other U.S. cities, reflecting the market's resilience and stability as a long-term investment destination. Combined with a landlord-favorable absolute NNN lease BUFFALO STATE UNIVERSIT Y structure, a deeply established brand with over 70 years of operating history, ±6,188 STUDENTSand a dense, service-oriented North Buffalo trade area with limited new retail development, this Denny's investment offers a compelling combination of income±2 MILES FROM PROPERTY security, contractual rent growth, and institutional-quality lease terms in a stable secondary market.

PROPERTY OVERVIEW

OFFERING PRICE	CAP RATE	NOI
$1,999,999	6.75%	$135,304

LEASE ABSTRACT	
Tenant	TL Restaurants, Inc.
Guarantor	N/A - Not identified in lease
Ownership Type	Fee Simple
Address	2215 Delaware Avenue, Buffalo, New York 14216
County	Erie County
APN	140200-078-790-0001-001-100
Property Use	Denny's Franchise Restaurant
Lease Type	Absolute NNN
Building Size	5,118 SF
Land Acres	1.12 AC
Year Built	1978
Base Lease Term	20.0 Years
Lease Commencement	4/1/2022
Lease Expiration	7/21/2042
Current Term Remaining	16.4 Years
Annual NOI	$135,304
Rent Increases	2% annually
Percentage Rent	4% of annual gross sales at natural breaking point
Renewal Options	N/A
ROFR	None

Subject Property

RENT SCHEDULE

	Lease Year	Annual	Monthly	Rent/SF	Increases (%)
Base	Year 1	$125,000	$10,417	$24	
	Year 2	$127,500	$10,625	$25	2.00%
	Year 3	$130,050	$10,838	$25	2.00%
	Year 4	$132,651	$11,054	$26	2.00%
	Year 5	$135,304	$11,275	$26	2.00%
	Year 6	$138,010	$11,501	$27	2.00%
	Year 7	$140,770	$11,731	$28	2.00%
	Year 8	$143,586	$11,965	$28	2.00%
	Year 9	$146,457	$12,205	$29	2.00%
	Year 10	$149,387	$12,449	$29	2.00%
	Year 11	$152,374	$12,698	$30	2.00%
	Year 12	$155,422	$12,952	$30	2.00%
	Year 13	$158,530	$13,211	$31	2.00%
	Year 14	$161,701	$13,475	$32	2.00%
	Year 15	$164,935	$13,745	$32	2.00%
	Year 16	$168,234	$14,019	$33	2.00%
	Year 17	$171,598	$14,300	$34	2.00%
	Year 18	$175,030	$14,586	$34	2.00%
	Year 19	$178,531	$14,878	$35	2.00%
	Year 20	$182,101	$15,175	$36	2.00%

INVESTMENT HIGHLIGHTS

ABSOLUTE TRIPLE NET LEASE WITH LONG-TERM STABILITY

The property is secured by a 20-year absolute triple net (NNN) lease with built-in annual rent escalations of approximately 2% per year, growing from $125,000 in Year 1 to over $182,000 by Year 20. The lease structure places all tax, insurance, maintenance, and operating responsibilities on the tenant, providing investors with truly passive, net income throughout the term.

ESTABLISHED, NATIONALLY RECOGNIZED BRAND

Denny's is one of America's most recognized and enduring restaurant brands, with over 70 years of operating history and more than 1,300 locations nationwide. The brand's long track record and broad consumer awareness provide a level of stability and name recognition that newer, growthstage concepts cannot match.

SIGNIFICANT LEASE TERM REMAINING

With approximately 16+ years remaining on the initial term as of early 2026, investors benefit from a long runway of contractually obligated income with no near-term rollover risk. The absolute NNN structure and no-termination clause further protect the income stream, as the tenant has expressly waived any right to exit the lease even upon a landlord default.

PERCENTAGE RENT UPSIDE

In addition to base rent, the lease includes a percentage rent clause requiring the tenant to pay 4% of annual gross sales exceeding the base rent threshold. If the location performs strongly — Denny's system AUV targets are approximately $2.2 million — this provision offers investors potential income above and beyond the scheduled base rent.

LANDLORD-FAVORABLE LEASE STRUCTURE

Beyond the absolute NNN expense structure, this lease contains several unusually landlord-protective provisions, including an express prohibition on tenant termination even upon landlord default, a 150% holdover penalty, and a requirement that the tenant deliver annual audited financial statements. These terms collectively provide strong contractual protections rarely found in franchisee leases.

BUFFALO MARKET STABILITY

Buffalo, New York benefits from a stable, diversified economy anchored by healthcare, education, and financial services, including major employers such as Kaleida Health, Catholic Health, and M&T Bank. The market has historically demonstrated resilience during economic downturns, supporting consistent consumer spending at value-oriented dining concepts like Denny's.

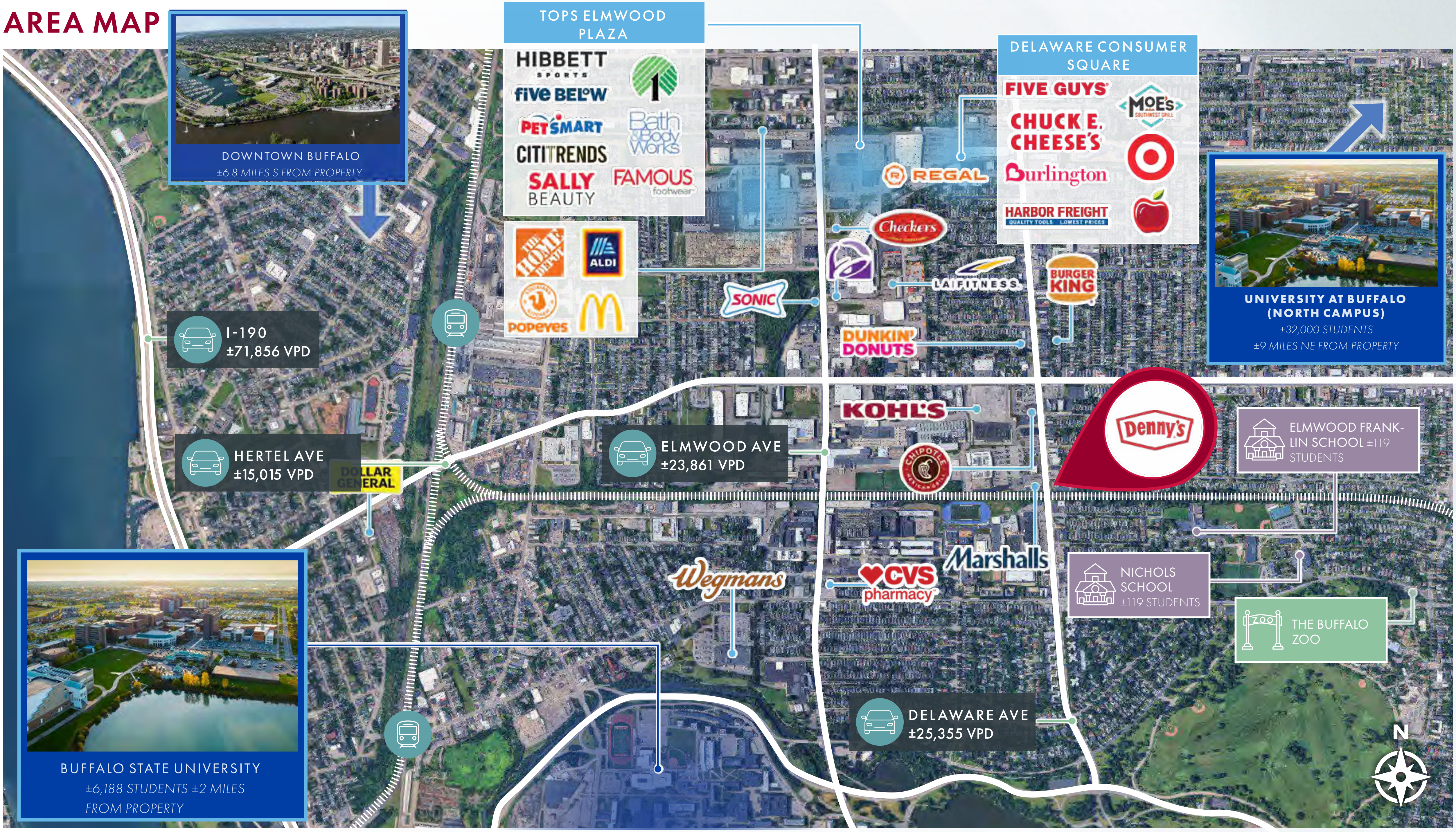
VALUE-ORIENTED CONCEPT RECESSION RESISTANCE

Denny's positions itself as an affordable, everyday dining option with an average check well below most sit-down competitors. Value-focused full-service restaurants have historically demonstrated relative resilience during economic downturns, as consumers trade down from more expensive dining options, potentially benefiting this location during periods of economic stress.

ESTABLISHED OPERATING LOCATION

Unlike a new construction lease, this property has an operating history as a Denny's dating back well before the 2022 lease execution, suggesting the site has demonstrated sufficient sales volume to support continued operations and lease renewal negotiations.

AREA MAP


DOWNTOWN BUFFALO
±6.8 MILES S FROM PROPERTY
TOPS ELMWOOD PLAZA
HIBBETT SPORTS
five BELOW
PETSMART
CITITRENDS
SALLY BEAUTY
Bath & Body Works
FAMOUS footwear
ALDI
Popeyes
DELAWARE CONSUMER SQUARE
FIVE GUYS
MOE'S
CHUCK E. CHEESE'S
Burlington
HARBOR FREIGHT
REGAL
Checkers
LA FITNESS
BURGER KING
SONIC
DUNKIN' DONUTS
UNIVERSITY AT BUFFALO (NORTH CAMPUS)
±32,000 STUDENTS
±9 MILES NE FROM PROPERTY
I-190
±71,856 VPD
HERTEL AVE
±15,015 VPD
DOLLAR GENERAL
ELMWOOD AVE
±23,861 VPD
KOHL'S
Denny's
ELMWOOD FRANKLIN SCHOOL ±119 STUDENTS
Marshalls
CVS pharmacy
Wegmans
NICHOLS SCHOOL
±119 STUDENTS
THE BUFFALO ZOO
DELAWARE AVE
±25,355 VPD
BUFFALO STATE UNIVERSITY
±6,188 STUDENTS ±2 MILES FROM PROPERTY
N

TENANT OVERVIEW

Denny's is one of America's most iconic full-service restaurant chains, founded in 1953 as Danny's Donuts in Lakewood, California. The chain has grown to one of the largest full-service family restaurant chains in the United States, operating over 1,400 restaurants in the United States, Canada, Mexico, Puerto Rico, and several other international locations. The brand began franchising in 1963, and most Denny's restaurants are now franchisee-owned. In January 2026, Denny's was acquired by TriArtisan Capital Advisors, Treville Capital Group, and Yadav Enterprises, taking the company private after decades as a publicly traded entity on the NASDAQ.

Denny's core operations center on all-day breakfast, value bundles, and broad accessibility — many locations offer 24/7 service — supported by a highly franchised model focused on operational simplicity and value leadership. About 95% of units are franchised, which supports stronger margin resilience and faster local expansion. For the full year 2024, Denny's reported total operating revenue of $452.3 million. The company has also diversified its portfolio through the 2022 acquisition of Keke's Breakfast Cafe, a fast-casual breakfast concept expanding rapidly across the Sun Belt.

The subject property is operated by TL Restaurants, Inc., a Denny's franchisee headquartered in Mesa, Arizona, that operates 37 Denny's in 5 states. As is typical in the Denny's system, the lease carries no corporate guarantee from Denny's Corporation, meaning the credit profile of this investment is tied directly to the franchisee entity. Denny's targets an average annual unit volume (AUV) of $2.2 million across its system, and its ongoing "Diner 2.0" remodel program is designed to modernize locations and drive incremental traffic. The 20-year absolute NNN lease structure reflects the brand's long-standing preference for asset-light, franchiseeoperated real estate.

DENNY'S COMPANY PROFILE

Ownership Type	Private (Acquired January 2026 by TriArtisan Capital Advisors, Treville Capital Group & Yadav Enterprises; formerly NASDAQ: DENN)
Company-Wide Locations	1,499+ (as of December 2024)
Areas Served	All 50 U.S. States & Territories + 13 Countries
Founded	1953
Headquarters	Spartanburg, South Carolina
Website	www.dennys.com

BY THE NUMBERS

70+ YEARS
OF OPERATING HISTORY

$2.95B+
IN SYSTEM-WIDE SALES (FY2024)

1,449+
LOCATIONS NATIONALLY

NEWS DETAILS

EARNINGS CALL: DENNY'S REPORTS GROWTH AND EXPANSION PLANS AMID CLOSURES

February 4, 2024

Denny's Corporation (NASDAQ:DENN) has reported a solid performance with a 1.3% increase in domestic system-wide same restaurant sales for the fourth quarter of 2023 and a full-year growth of 3.6%, exceeding the high end of their forecast. The company's strategic focus on breakfast excellence, value, and convenience, including the expansion of off-premise sales, which now accounts for 20% of total sales, has contributed to this success. Denny's is also progressing with its Keke Breakfast Cafe expansion and virtual brand initiatives. Despite the positive growth, the company plans to close 50 to 70 units in 2024 due to inflationary pressures but expects the opening of new restaurants to have a net neutral impact on EBITDA. **READ MORE >>**

LOCATION OVERVIEW *Buffalo*

BUFFALO is a vibrant city on the eastern shore of Lake Erie and the second-largest metropolitan area in New York, with a population of over 1.15 million in the greater Buffalo-Niagara region. Known for its rich history, architectural beauty, and cultural diversity, Buffalo has evolved into a dynamic hub for innovation, education, and healthcare.

The city's economy is thriving, driven by key sectors such as healthcare, education, financial services, advanced manufacturing, and life sciences. Major employers include Delaware North, Cisco, and the SUNY Sytem. The Buffalo Niagara Medical Campus is a nationally recognized center for medical research and development, contributing to Buffalo's growing reputation in the life sciences and biotech industries.

Buffalo's strategic location near the Canadian border supports international trade and tourism, while its revitalized waterfront, historic neighborhoods, and vibrant arts scene make it a desirable place to live and work. The city is also home to professional sports teams, world-class museums, and a renowned culinary scene—including the birthplace of the Buffalo wing. With a strong sense of community and ongoing investment in infrastructure and innovation, Buffalo continues to grow as a forward-looking city full of opportunity.

1.15 Million
Buffalo's Metro Population

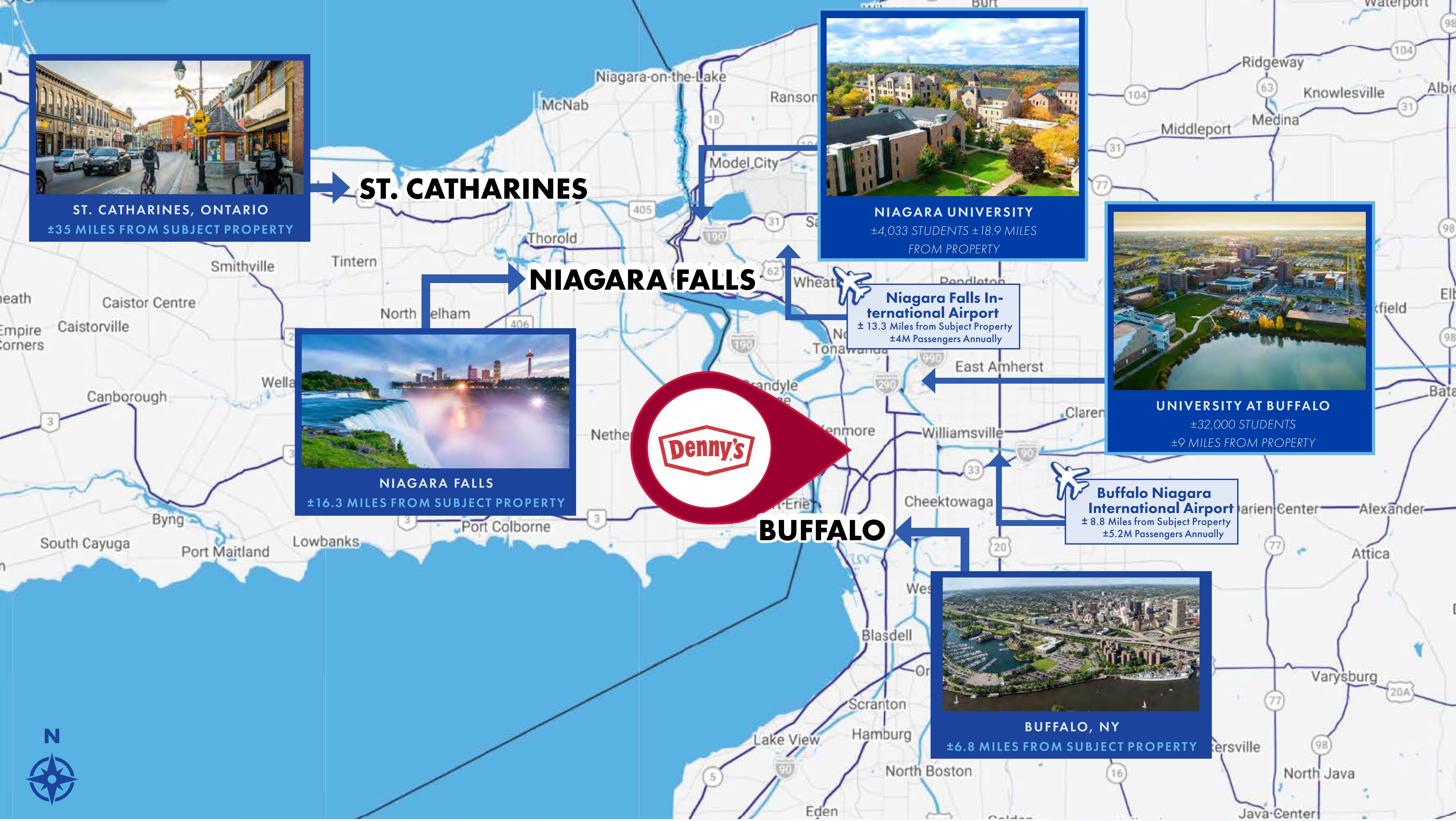
260,000
Town of Amherst Daytime Population

2nd Largest
Metro in New York


University at Buffalo


Buffalo, NY


Buffalo, NY



ST. CATHARINES, ONTARIO
±35 MILES FROM SUBJECT PROPERTY
ST. CATHARINES
NIAGARA FALLS
NIAGARA FALLS
±16.3 MILES FROM SUBJECT PROPERTY
NIAGARA UNIVERSITY
±4,033 STUDENTS ±18.9 MILES FROM PROPERTY
Niagara Falls International Airport
± 13.3 Miles from Subject Property
±4M Passengers Annually
UNIVERSITY AT BUFFALO
±32,000 STUDENTS
±9 MILES FROM PROPERTY
Denny's
BUFFALO
Buffalo Niagara International Airport
± 8.8 Miles from Subject Property
±5.2M Passengers Annually
BUFFALO, NY
±6.8 MILES FROM SUBJECT PROPERTY
N

DEMOGRAPHICS

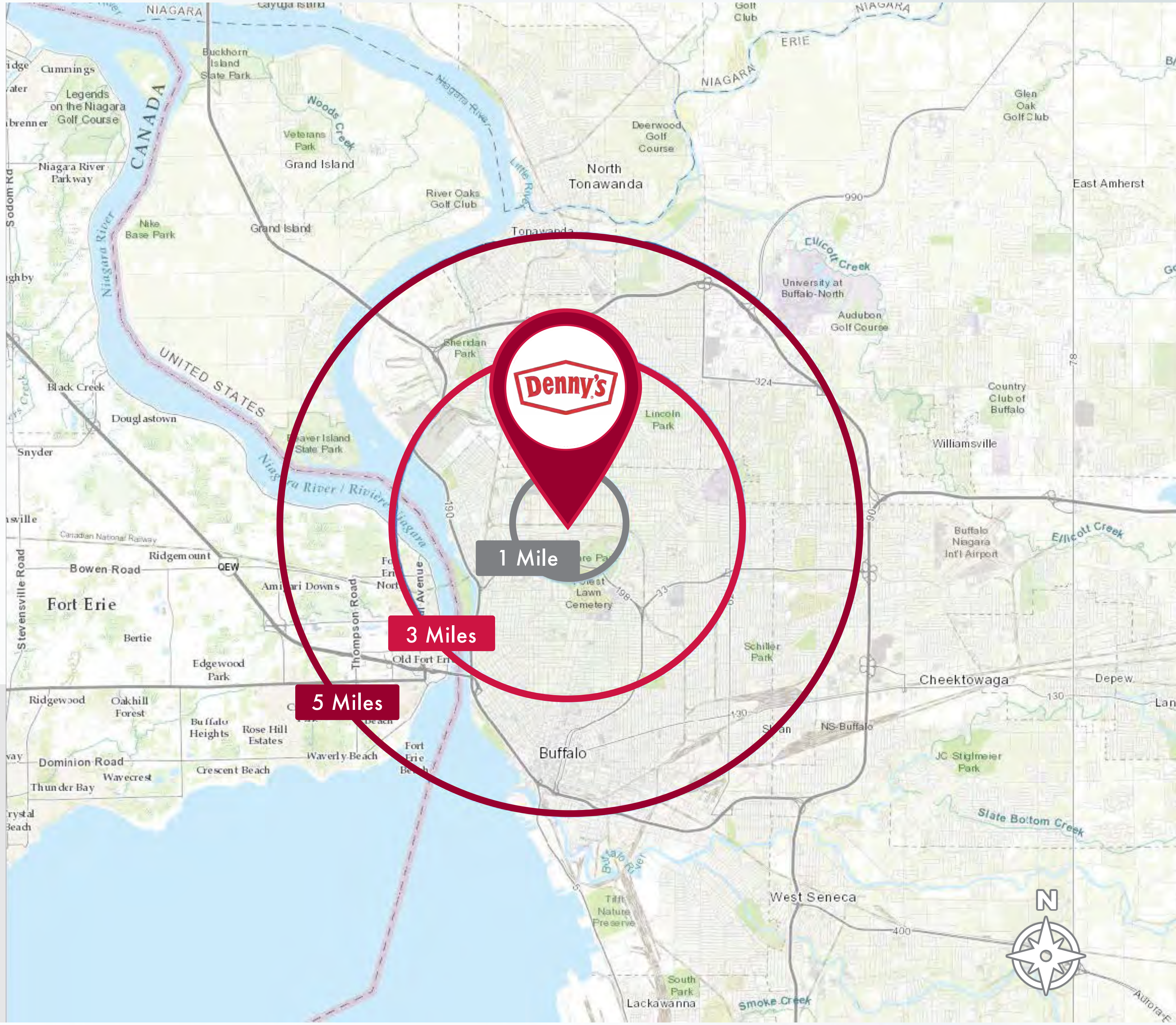
POPULATION	1 MILE	3 MILES	5 MILES
2025 Population	20,618	203,916	367,979
2030 Population	20,548	204,307	369,275

HOUSEHOLDS	1 MILE	3 MILES	5 MILES
2025 Households	10,374	90,032	161,967
2030 Households	10,427	90,949	164,056

HOUSEHOLD INCOME	1 MILE	3 MILES	5 MILES
2025 Average Household Income	$87,956	$81,766	$79,850
2030 Average Household Income	$94,682	$88,560	$86,704

$79,859
Average HH Income (5-mile)

367,979
2025 Population (5-mile)



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