2012 Annual Meeting of Stockholders

May 16, 2012
WELCOME
Forward-Looking Statements

Denny’s Corporation urges caution in considering its current trends and any outlook on earnings disclosed in this presentation. In addition, certain matters discussed may constitute forward-looking statements. These forward-looking statements, which reflect our best judgment based on factors currently known, are intended to speak only as of the date such statements are made and involve risks, uncertainties, and other factors that may cause the actual performance of Denny’s Corporation, its subsidiaries and underlying restaurants to be materially different from the performance indicated or implied by such statements. Words such as “expects”, “anticipates”, “believes”, “intends”, “plans”, “hopes”, and variations of such words and similar expressions are intended to identify such forward-looking statements. Except as may be required by law, the Company expressly disclaims any obligation to update these forward-looking statements to reflect events or circumstances after the date of this presentation or to reflect the occurrence of unanticipated events. Factors that could cause actual performance to differ materially from the performance indicated by these forward-looking statements include, among others: the competitive pressures from within the restaurant industry; the level of success of the Company’s operating initiatives, advertising and promotional efforts; adverse publicity; changes in business strategy or development plans; terms and availability of capital; regional weather conditions; overall changes in the general economy, particularly at the retail level; political environment (including acts of war and terrorism); and other factors from time to time set forth in the Company’s SEC reports, including but not limited to the discussion in Management’s Discussion and Analysis and the risks identified in Item 1A. Risk Factors contained in the Company’s Annual Report on Form 10-K for the year ended December 28, 2011 (and in the Company’s subsequent quarterly reports on Form 10-Q).
Denny’s Strategic Initiatives to Drive Shareholder Returns

**Key Objectives**

- Brand re-vitalization leveraging “America’s Diner – Always Open” positioning
- Growing through a variety of distribution channels
- Growing profitability and Free Cash Flow through our franchise-focused business model

**Foundation**

- Model franchisor in the industry
- Close partnership with our franchisees
- Leverage strengthened balance sheet
- Guiding Principles: Guests First, Embrace Openness, Proud of Our Heritage, Hungry to Win, Power of We
Strong Relationship with Experienced and Energized Franchise System

- Well diversified, experienced, and energized group of 265 franchisees with passion for the brand
- Strong partnership with franchisees through the Denny’s Franchisee Association and its Board of Directors
- Partners in planning and executing our strategy through three Brand Advisory Councils (Marketing, Operations, Development)
- Leveraging our assets to help our franchisees
Denny’s New Year Video

http://www.youtube.com/watch?v=exbEwmESZTU&feature=plcp
Marketing Strategy

Celebration of Diner Heritage with “America’s Diner - Always Open”

“Unpretentious, come as you are environment open to all backgrounds, all tastes, and all wallet sizes.”

Combination of Everyday Affordability with Limited Time Only Products

“Promise of Every Day Value means I don’t have to shop price and can find lots of new, craveable Diner-esque products beyond just breakfast items served all day.”

Strengthening of the Core Menu for Broader Set of Customers

“Offering a wide variety of unique and familiar items that you can’t make at home for a wide variety of culinary desires and dietary needs.”
Limited Time Only Products Driving Improvements

**Sizzlin’ Skillets**  
(Q1 ‘12)  
(Starting at $4.99)

**Build Your Own Pancakes**  
(Q1 ‘12 & Q2 ‘12)  
(Starting at $5.99)
http://www.youtube.com/watch?v=DHeqVVL2dKI&feature=plcp
Build Your Own Pancakes Commercial

http://www.youtube.com/watch?v=EnBnhU5McJ8&feature=plcp
$2-$4-$6-$8 Math Commercial

http://www.youtube.com/watch?v=EbSnXux8X-I&feature=plcp
$4 Everyday Value Slam Commercial

http://www.youtube.com/watch?v=Z6PgJ3TX6AQ&feature=plcp
Focusing on Four Key Segments

Families with Kids

Millennials

Boomers

Hispanics
Spanish $2-$4-$6-$8 Commercial

http://www.youtube.com/watch?v=lg-gOJ-HU5A&feature=relmfu
Spanish $2-$4-$6-$8 Commercial - YouTube Video

http://www.youtube.com/watch?v=bYgVv7k2-m0
Balanced Media Strategy with Strong National and Local Advertising

National and Regional TV Advertising

Online and print targeting key segments and loyal customers

Over 1.7 Million Members
Always Open Webisodes Trailer

http://www.youtube.com/watch?v=ErtycJcyO2I&feature=plcp
Improving Same-store Sales Driven by Marketing Strategy

$2-$4-$6-$8 Value Menu Launched in April 2010

“America’s Diner - Always Open” Campaign Launched Jan. 2011

- NPD - Midscale Family - Denny’s
Franchise-focused Unit Growth

- Opened 62 units in 2011 and 203 new units in last two years, including 123 Flying J Conversions

* Excludes acquisitions and includes relocations.
Unit Growth through Multiple Distribution Points

**Traditional Units**
- Tremendous growth potential for traditional units in the U.S. due to geographic concentration
- Commitments to build 215 future restaurants (110 opened)

**Travel Centers**
- Opened 123 Flying J conversions completed in 2010 & 2011
- Up to 50 new Pilot Flying J sites in next 5 to 7 years

**Universities**
- Opened 11 locations since Jan. 2010 leveraging foodservice partners who utilize a variety of business models (Food Court, Fast Casual, Full Service)

**International**
- Opened 7 sites in past 5 quarters (Canada (3), Honduras, Puerto Rico, Costa Rica, New Zealand)
- Commitments to open 42 units with 12 open to date, including first airport unit
Significant Growth in Earnings and Free Cash Flow

- Transition to franchise-focused business model is generating stronger profitability and Free Cash Flow

![Graph showing earnings growth from 2005 to 2012.](image)

(1) Adjusted Income Before Taxes is a non-GAAP measure that management believes best reflects on-going earnings due to the significant impact on our P&L from non-operating, non-recurring and non-cash items. See appendix for reconciliation of Net Income to Adjusted EBITDA, Adjusted Income before Taxes, and Free Cash Flow.

(2) Includes new construction capital expenditures for 24 new company-owned units, including 21 Flying J conversion units.
Strong Balance Sheet Enabling Franchise Friendly and Shareholder Friendly Actions

- Denny’s has decreased debt by more than 60% since 2005

- Repurchased 6.7 million shares to date with 2.3 million shares available in our current share repurchase program

* Total Debt is Gross Debt including Capital Lease Obligations. 2010 Adjusted EBITDA excludes $2.3M CEO severance. See Appendix for reconciliation of Net Income to Adjusted EBITDA, Adjusted Income Before Taxes, and Free Cash Flow.
THANK YOU
# Income and EBITDA Reconciliation

<table>
<thead>
<tr>
<th>$ in millions</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008*</th>
<th>2009</th>
<th>2010**</th>
<th>2011</th>
<th>LTM Q1' 12</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net income (loss)</strong></td>
<td>($7.3)</td>
<td>$28.5</td>
<td>$29.5</td>
<td>$12.7</td>
<td>$41.6</td>
<td>$22.7</td>
<td>$112.3</td>
<td>$114.0</td>
</tr>
<tr>
<td>Provision for income taxes</td>
<td>1.2</td>
<td>16.3</td>
<td>6.7</td>
<td>3.5</td>
<td>1.4</td>
<td>1.4</td>
<td>(84.0)</td>
<td>(80.3)</td>
</tr>
<tr>
<td>Operating gains, losses and other charges, net</td>
<td>3.1</td>
<td>(47.9)</td>
<td>(31.1)</td>
<td>(6.4)</td>
<td>(14.5)</td>
<td>(4.9)</td>
<td>2.1</td>
<td>2.5</td>
</tr>
<tr>
<td>Other nonoperating expense, net</td>
<td>(0.6)</td>
<td>8.0</td>
<td>0.7</td>
<td>9.2</td>
<td>(3.1)</td>
<td>5.3</td>
<td>2.6</td>
<td>0.8</td>
</tr>
<tr>
<td>Share-based compensation</td>
<td>7.8</td>
<td>7.6</td>
<td>4.8</td>
<td>4.1</td>
<td>4.7</td>
<td>2.8</td>
<td>4.2</td>
<td>4.0</td>
</tr>
<tr>
<td><strong>Adjusted Income before Taxes</strong></td>
<td>$4.2</td>
<td>$12.5</td>
<td>$10.5</td>
<td>$23.2</td>
<td>$30.0</td>
<td>$27.3</td>
<td>$37.3</td>
<td>$41.1</td>
</tr>
<tr>
<td>Interest expense, net</td>
<td>55.2</td>
<td>57.7</td>
<td>43.0</td>
<td>35.5</td>
<td>32.6</td>
<td>25.8</td>
<td>20.0</td>
<td>18.8</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>56.1</td>
<td>55.3</td>
<td>49.3</td>
<td>39.8</td>
<td>32.3</td>
<td>29.6</td>
<td>28.0</td>
<td>26.9</td>
</tr>
<tr>
<td>Cash pmnts for restructuring charges and exit costs</td>
<td>(6.7)</td>
<td>(5.1)</td>
<td>(9.1)</td>
<td>(9.1)</td>
<td>(7.5)</td>
<td>(7.0)</td>
<td>(2.7)</td>
<td>(2.7)</td>
</tr>
<tr>
<td>Cash pmnts for share-based compensation</td>
<td>(1.2)</td>
<td>(0.9)</td>
<td>(0.9)</td>
<td>(1.0)</td>
<td>(2.4)</td>
<td>(1.9)</td>
<td>(0.8)</td>
<td>(1.2)</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA</strong></td>
<td>$107.6</td>
<td>$119.5</td>
<td>$92.9</td>
<td>$88.4</td>
<td>$85.0</td>
<td>$73.8</td>
<td>$81.8</td>
<td>$82.9</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA Margin %</strong></td>
<td>11.0%</td>
<td>12.0%</td>
<td>9.9%</td>
<td>11.6%</td>
<td>14.0%</td>
<td>13.5%</td>
<td>15.2%</td>
<td>15.6%</td>
</tr>
<tr>
<td>Cash Interest Expense</td>
<td>(48.2)</td>
<td>(50.9)</td>
<td>(38.5)</td>
<td>(31.6)</td>
<td>(29.3)</td>
<td>(23.1)</td>
<td>(17.0)</td>
<td>(15.8)</td>
</tr>
<tr>
<td>Cash Taxes</td>
<td>(1.3)</td>
<td>(1.3)</td>
<td>(2.3)</td>
<td>(1.1)</td>
<td>(0.6)</td>
<td>(0.9)</td>
<td>(1.1)</td>
<td>(1.2)</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>(47.2)</td>
<td>(33.1)</td>
<td>(33.1)</td>
<td>(27.9)</td>
<td>(18.4)</td>
<td>(27.4)</td>
<td>(16.1)</td>
<td>(12.2)</td>
</tr>
<tr>
<td><strong>Free Cash Flow</strong></td>
<td>$11.0</td>
<td>$34.3</td>
<td>$19.0</td>
<td>$27.9</td>
<td>$36.7</td>
<td>$22.4</td>
<td>$47.6</td>
<td>$53.7</td>
</tr>
</tbody>
</table>

* Includes a 53rd Week.

** Includes a $2.3 million CEO severance payment (Q4).