14th Annual ICR XChange Conference

January 11, 2012

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 29, 2010 (and in the Company's subsequent quarterly reports on Form 10-Q).

Management Participants

- **John Miller**
  - President, Chief Executive Officer, and Board Director
- **Mark Wolfinger**
  - Executive Vice President, Chief Financial Officer, Chief Administrative Officer, and Board Director
- **Robert Verostek**
  - Vice President, Financial Planning & Analysis
- **Whit Kincaid**
  - Director, Financial Planning & Analysis and Investor Relations

Denny's Overview

1. Exceptional Brand Equity

- 1,685 restaurants; $2.4 billion in systemwide sales

2. Unlocking Long-Term Growth

- Management Transition Complete
- Same-store sales opportunity
- Energized and expanding franchise system

3. Business Model Transformation

- Transition to a franchised-based business model
- Much stronger balance sheet; greater financial flexibility

4. Significantly Improved Investment Thesis

- Materially reduced risk profile
- Growing earnings and free cash flow

Exceptional Brand Equity

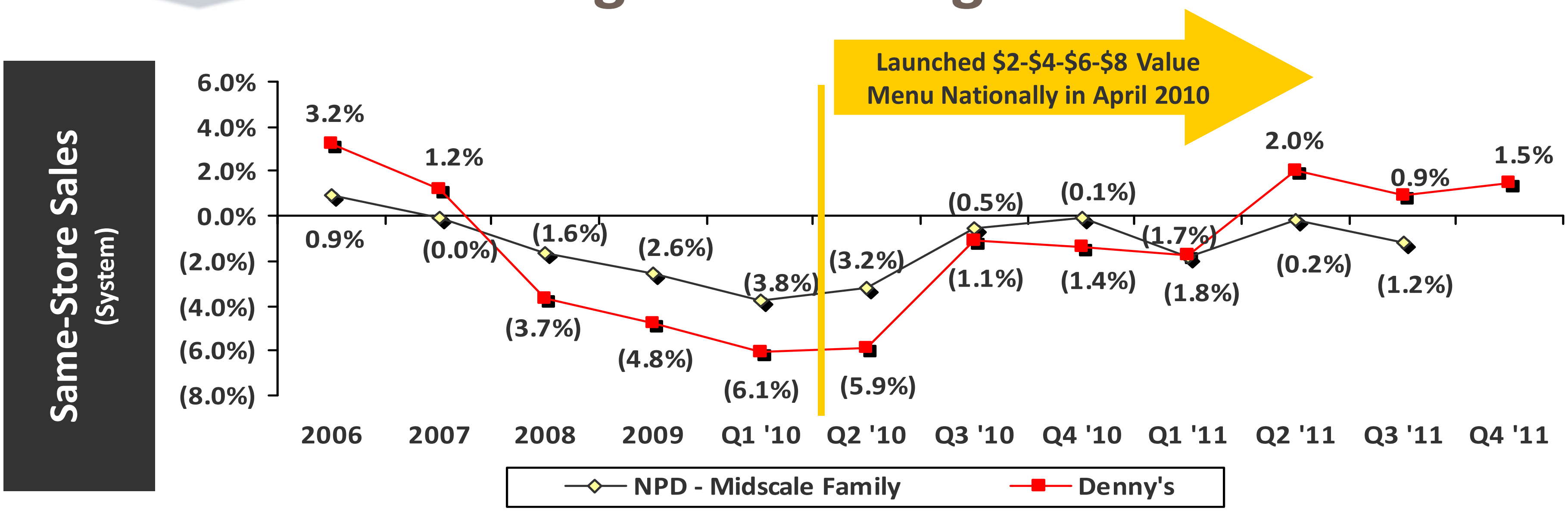
- **An American Icon with Exceptional Brand Awareness**
  - Open since 1953
  - 97% brand awareness* in the United States
  - Largest Family Chain in units, and second in sales and market share

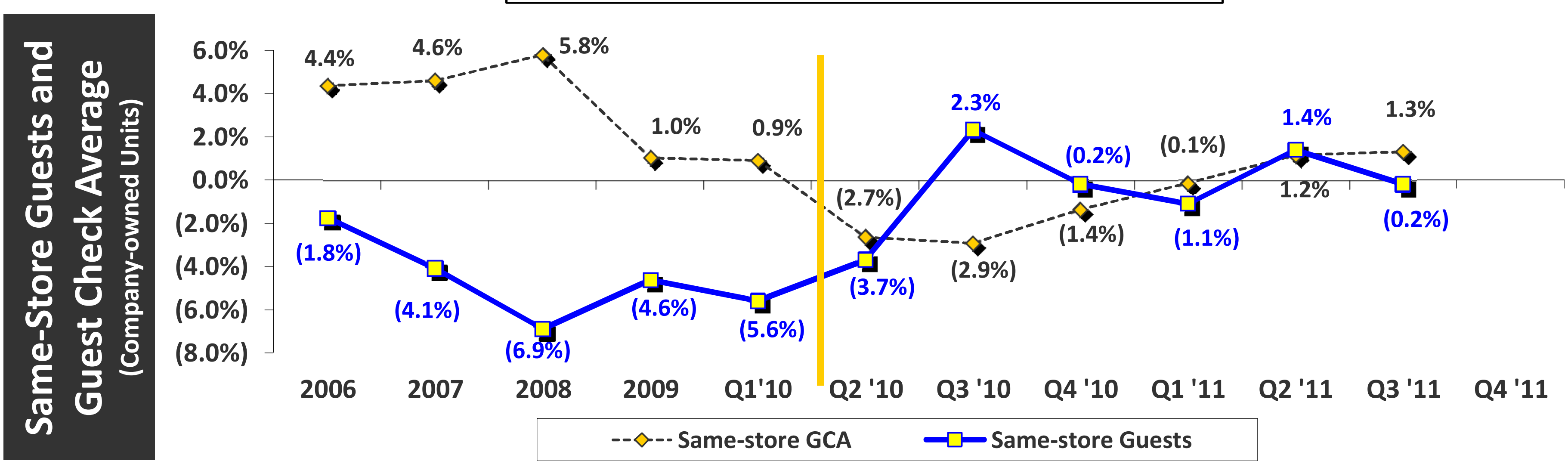
- **Significant Diversification**
  - Restaurants in 50 states and 9 countries
  - 266 franchisees with none having more than 5% of franchise system
  - Franchisees average 10 years in the system
  - Equal traffic across all four dayparts

- **Long-Term Growth Potential**
  - Energized and expanding franchise system
  - Traditional and Non-Traditional Units
  - Same-store sales opportunity

*** Source: Brand Tracker, May 2009**

Improving Same-store Sales Driven by Strategic Marketing and Value Focus





Marketing Plan

- **Celebration of diner heritage with “America’s Diner is Always Open”**
- **Focused on Everyday Affordability with $2-$4-$6-$8 Value Menu**
  - Implemented nationally in April 2010 with improvement seen in all dayparts
- **Compelling <u>Limited Time Only</u> Products & Program Offerings**
  - Strong pipeline of products (Tour of America, Baconalia, Skillets, Build Your Own Omelettes, Build Your Own Slam)
  - Beyond breakfast activation impacting all dayparts
  - Attractive entry price points further enhancing value positioning
- **Strengthening Core Menu Offering**
  - Fit Fare options provides more information and choices
  - Popular products from Value Menu and LTOs
- **Balanced Media Plan with Heavier Emphasis on Local Marketing**
  - Established Local Co-ops in 2009 which now cover > 90% of system increasing media potential by 20% since 2008
  - Greater weight on media in the National Advertising Fund

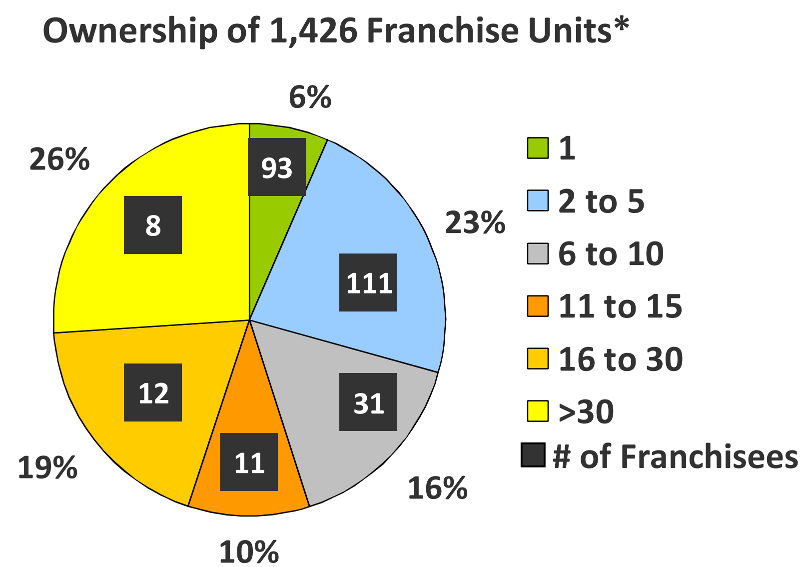
Limited Time Only Products

- **Marketing modules combine compelling products with tiered pricing providing value, products for all dayparts, check building items, and buzz**

Baconalia! (Q1 & Q2) ($4.99 to $8.99)	Tour of America (Q2 & Q3) ($4.99 to $7.99)	Let's Get Cheesy! (Q3 & Q4) ($4.99 to $8.49)	Taste of the Holidays (Q4 & Q1) ($5.99 to $8.99)

Strong Relationship with Experienced and Energized Franchise System

- **Well diversified, experienced, and energized group of 266 franchisees with no group making up more than 5% of the system**
  - 31 large operators make up 54% of the system
  - 50 new franchisees have been brought into the system since 2007 including largest franchise operators for Jack-in-the-Box and Carl's Jr.
- **Strong partnership with franchisees planning and executing through three Brand Advisory Councils and Denny's Franchise Association (DFA)**



- **Provide support through a number of avenues:**
  - In-house purchasing group buys for the entire system
  - Credit card program covering more than 90% of the domestic system
  - Field-based and on-line training adapted for a system that is 88% franchised
  - Direct customer feedback tool (Service Management Group – SMG)
  - Work closely with third party lenders to facilitate financing (Flying J, New & Emerging Markets)

* Source: Dec. 29, 2010 10-K

Restaurant Unit Growth Plan

- **Aggressively developing programs to spur growth through traditional and non-traditional units**

- **Traditional Units:**
  - Commitments to build **240** future restaurants (**104** opened) through franchise development growth initiatives
  - Despite impressive market share in many top DMAs, Denny's has tremendous growth potential for traditional units in the U.S.

Family Dining Market Share & Penetration*	Share	# of Units
Las Vegas	32%	28
San Diego	31%	41
Miami	31%	41
Los Angeles	27%	205
San Francisco	26%	50
Phoenix	21%	61
Orlando	19%	53

Current # of Denny's Units	
New York	7
Boston	6
Charlotte	6
Atlanta	6
Nashville	3
Memphis	3
Cincinnati	1

- **Non-Traditional Units:**
  - **Travel Centers:** Up to 50 new Pilot Flying J sites in addition to 123 Flying J conversions completed in 2010 & 2011
  - **University Locations:** Opened 11 sites since January 2010
  - **International:** Opened 3 sites in 2011 (Honduras, Costa Rica, New Zealand)
  - **Fast Casual Café Test Concept**: Opened 2 sites at end of 2010

&

* Source: Restaurant Trends 2009 with peer group including: IHOP, Mimi's Café, Marie Callendar, Coco's, Carrow's, Waffle House, Shoney's, Perkins, Friendly's, Original Pancake, First Watch, Panera Bread and other notable brands

Pilot Flying J Conversions

- Opened 123 Pilot Flying J conversion sites in 2010 & 2011 which offer significant visibility to travelers

Pearl, MS

Birmingham, AL

University Locations

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

Denny's International

- Small presence outside of North America (less than 2% of system)
- Opened 3 International units in 2011 (Honduras, Costa Rica, New Zealand)

Canada (58)	Honduras (2)	New Zealand (8)
Costa Rica (3)	Mexico (5)	Puerto Rico (11)
Guam (2)	Netherlands, Antilles (1)	United States (1,587)

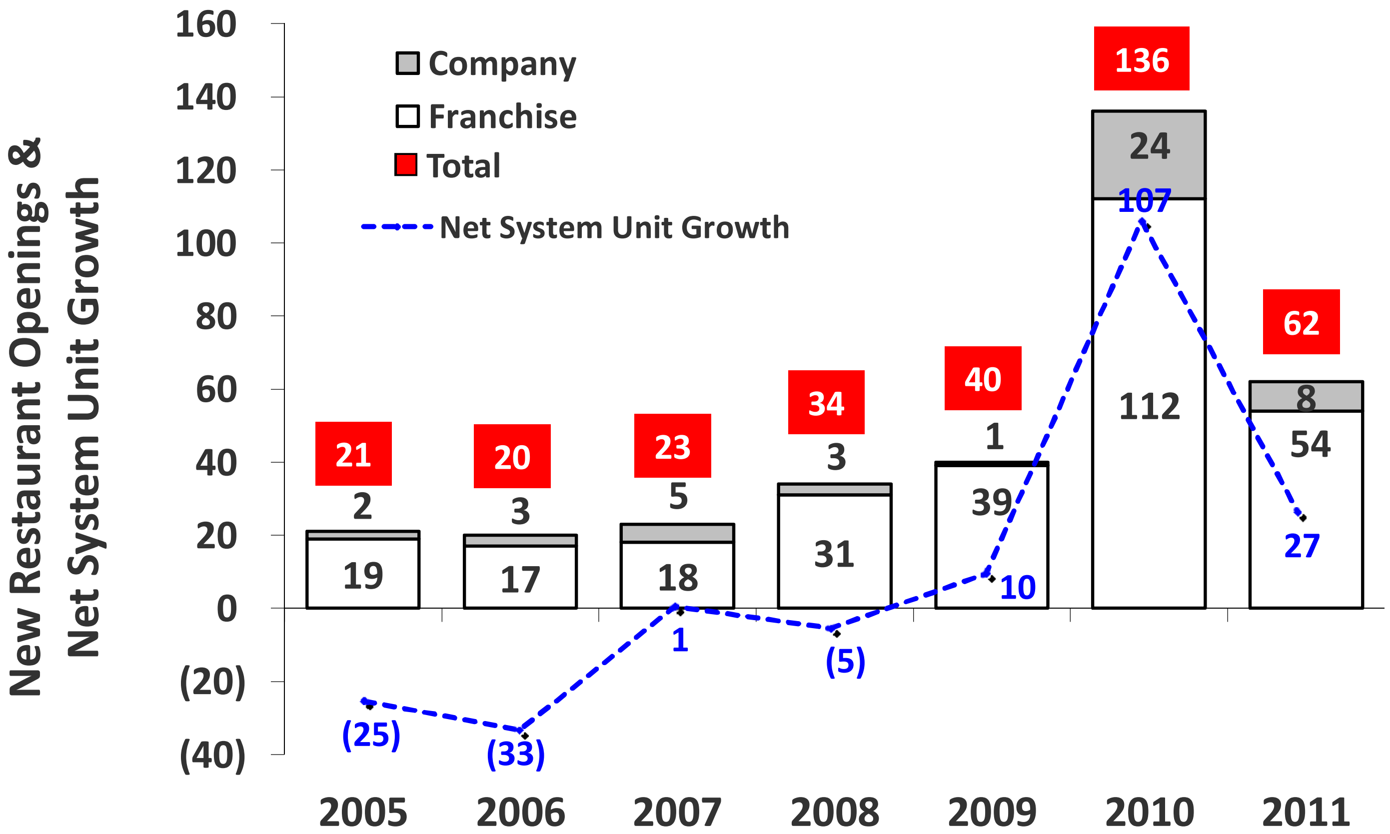
Tegucigalpa, Honduras

Calgary, Canada

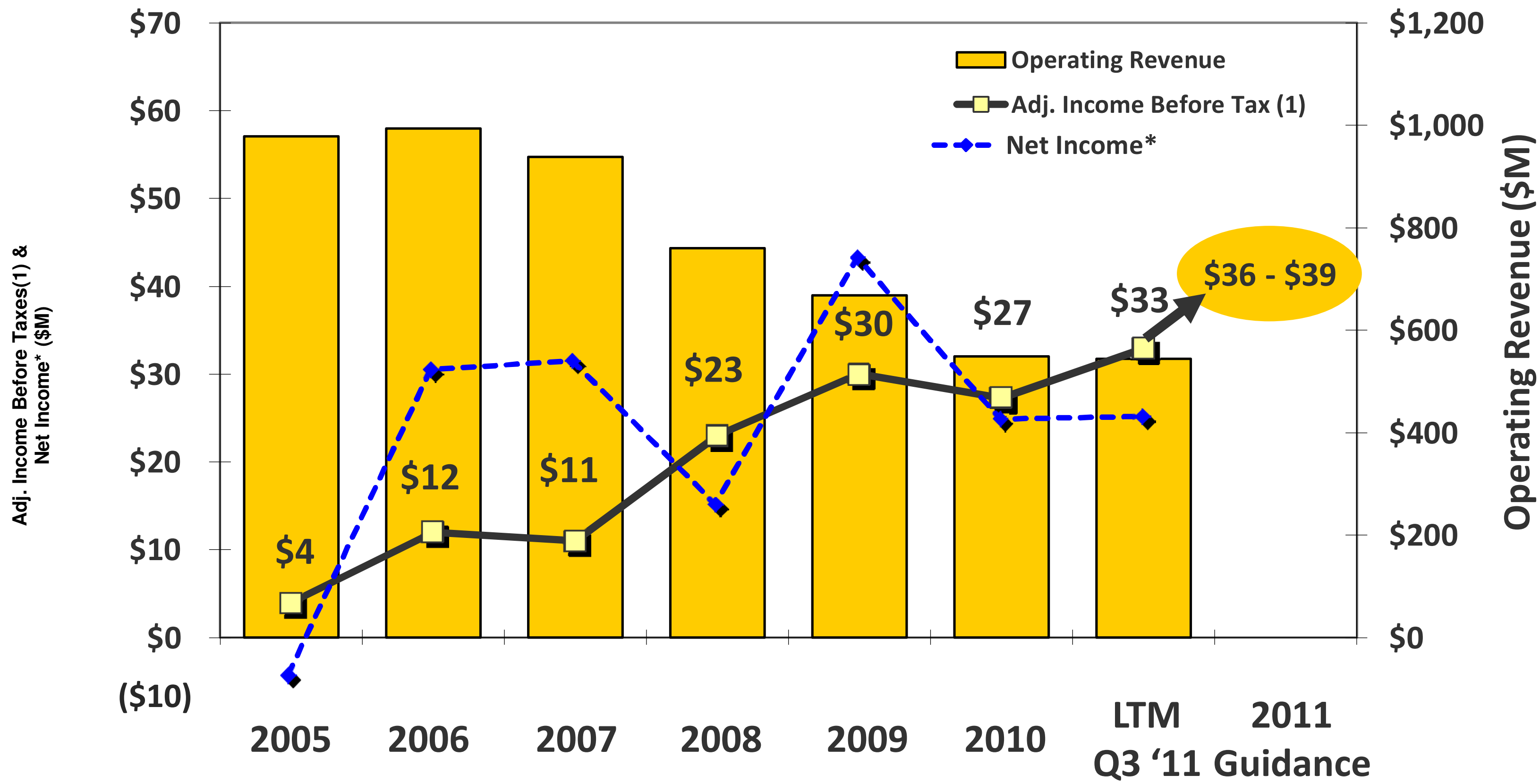
* Although there are over 400 Denny's units in Japan, Denny's sold all of the rights to the country of Japan in 1984.

Stimulating Growth through Development Programs

- **Opened 62 units in 2011 and 198 units in past 2 years, including 123 Flying J Conversions**
  - 87% of new Denny's units since the beginning of 2008 have been opened by franchisees



Significant Earnings Growth Despite Declining Revenue Base



(1) Adjusted Income before tax 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.

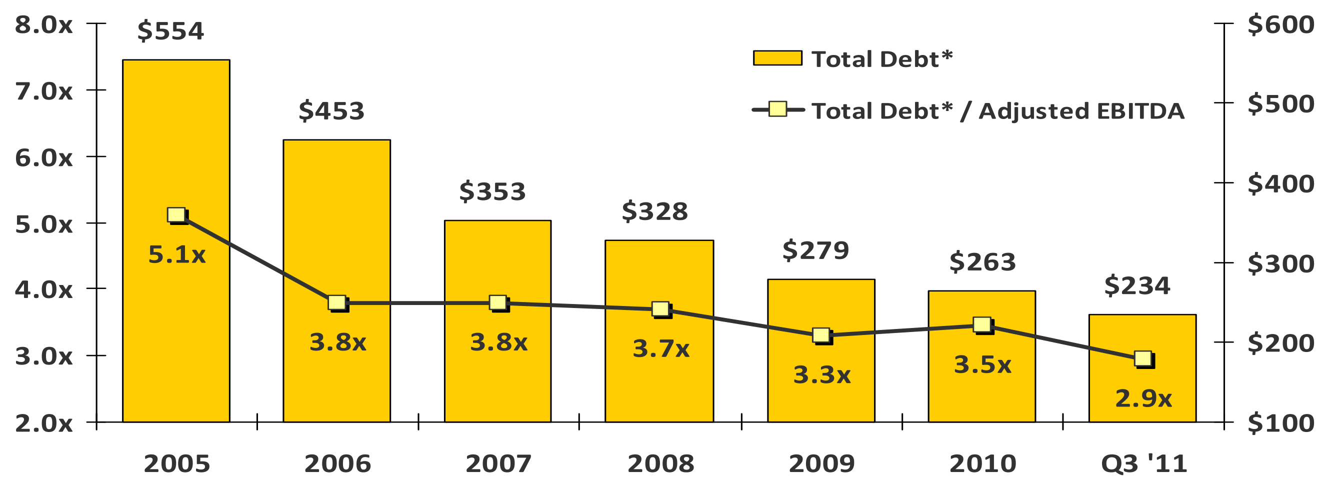
* Volatility driven by Gain on Sale of Assets, Workers' Compensation Claims Development Benefits, and Debt Refinancing & Re-pricing Costs

Improved Profitability and Free Cash Flow Enabling Deleverage AND Shareholder Friendly Actions

Franchise Focused Business Model Delivering Free Cash Flow

$ in millions	2005	2006	2007	2008	2009	2010	LTM Q3' 11	2011 Guidance
Adjusted EBITDA [(1)]	**$107.6**	**$119.5**	**$92.9**	**$88.4**	**$85.0**	**$73.8**	**$77.2**	**$80 - $83**
Cash Interest Expense	(48.2)	(50.9)	(38.5)	(31.6)	(29.3)	(23.1)	(18.9)	**(17)**
Cash Taxes	(1.3)	(1.3)	(2.3)	(1.1)	(0.6)	(0.9)	(1.4)	**(2)**
Capital Expenditures	(47.2)	(33.1)	(33.1)	(27.9)	(18.4)	(27.4)	(27.1)	**(17)**
Free Cash Flow [(2)]	**$11.0**	**$34.3**	**$19.0**	**$27.9**	**$36.7**	**$22.4**	**$29.8**	**$44 - $47**

Sale of Company Owned Restaurants and Strong Free Cash Flow enabled Debt Repayment



* Total Debt is Gross Debt including Capital Lease Obligations. Adjusted EBITDA excludes $2.3M CEO severance payment.
(1) See appendix for reconciliation of Net Income to Adjusted EBITDA, Adjusted Income before Taxes, and Free Cash Flow
(2) Implied 2011 Free Cash Flow range of $44M to $47M is based on components of 2011 Guidance.

Denny's Investment Highlights

1. Exceptional Brand Equity

2. Unlocking Long-Term Growth

3. Business Model Transformation

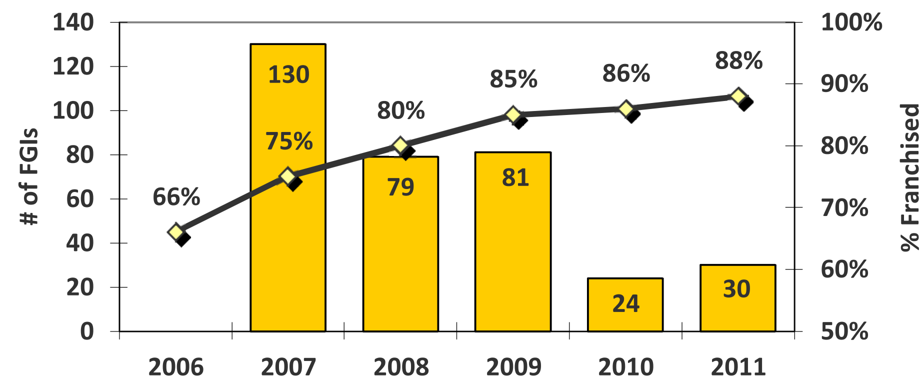
4. Significantly Improved Investment Thesis

APPENDIX

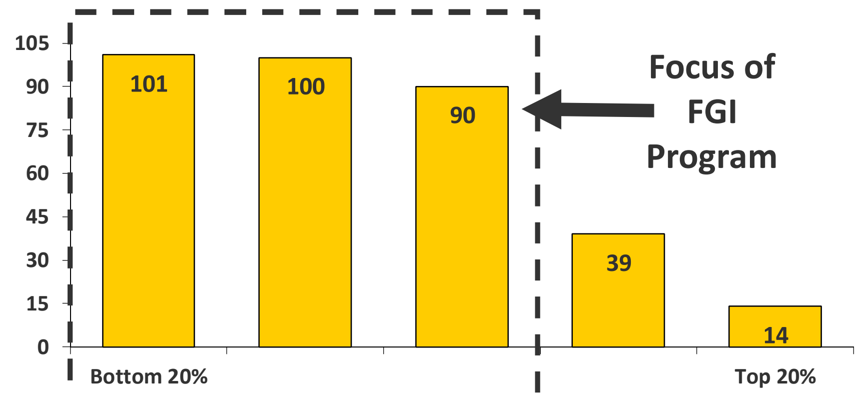
Successful Transition to Franchise Based Business Model through FGI Program

- **Franchise Growth Initiative ("FGI")**
  - Strengthen company portfolio (sale of lower performing units)
  - Tighten company operating geography
  - Gain commitments to future unit growth (117 future restaurants)
- **FGI Successfully Delivered Results**
  - Sold 344 company units with over half refranchised during the 2008/2009 Credit Crisis
  - 64 separate franchisees have bought units through FGI (27 new; 37 existing; 20 completed multiple FGI transactions)
  - Increased franchise mix to 88% from 66%
  - Enhanced performance metrics of company-owned portfolio
  - Franchisees attracted by opportunity to "turn around" weak performers
- **Targeting 90% franchise mix by end of 2012**

# of Refranchised Stores



Units Sold Under FGI (By Operating Margin Quintile)



2006 Restaurant Operating Margin (1)	7.1%	10.9%	14.3%	16.4%	20.6%

(1) Excludes area management and other costs.

Income and EBITDA Reconciliation

$ in millions	2005	2006	2007	2008	2009	2010*	Year-to-Date 2010*	Year-to-Date 2011	LTM Q3' 11
Net income (loss)	**($7.3)**	**$28.5**	**$29.5**	**$12.7**	**$41.6**	**$22.7**	**$20.0**	**$20.2**	**$23.0**
Provision for income taxes	1.2	16.3	6.7	3.5	1.4	1.4	1.0	1.0	1.4
Operating gains, losses and other charges, net	3.1	(47.9)	(31.1)	(6.4)	(14.5)	(4.9)	(1.6)	0.8	(2.5)
Other nonoperating expense, net	(0.6)	8.0	0.7	9.2	(3.1)	5.3	0.7	2.5	7.1
Share-based compensation	7.8	7.6	4.8	4.1	4.7	2.8	2.0	3.2	4.0
Adjusted Income before Taxes	**$4.2**	**$12.5**	**$10.5**	**$23.2**	**$30.0**	**$27.3**	**$22.2**	**$27.8**	**$32.9**
Interest expense, net	55.2	57.7	43.0	35.5	32.6	25.8	19.3	15.4	21.9
Depreciation and amortization	56.1	55.3	49.3	39.8	32.3	29.6	22.0	21.4	29.0
Cash pmts for restructuring charges and exit costs	(6.7)	(5.1)	(9.1)	(9.1)	(7.5)	(7.0)	(3.4)	(2.1)	(5.6)
Cash pmts for share-based compensation	(1.2)	(0.9)	(0.9)	(1.0)	(2.4)	(1.9)	(1.6)	(0.6)	(1.0)
Adjusted EBITDA	**$107.6**	**$119.5**	**$92.9**	**$88.4**	**$85.0**	**$73.8**	**$58.5**	**$61.9**	**$77.2**
Cash Interest Expense	(48.2)	(50.9)	(38.5)	(31.6)	(29.3)	(23.1)	(17.4)	(13.1)	(18.9)
Cash Taxes	(1.3)	(1.3)	(2.3)	(1.1)	(0.6)	(0.9)	(0.4)	(1.0)	(1.4)
Capital Expenditures	(47.2)	(33.1)	(33.1)	(27.9)	(18.4)	(27.4)	(13.2)	(12.9)	(27.1)
Free Cash Flow	**$11.0**	**$34.3**	**$19.0**	**$27.9**	**$36.7**	**$22.4**	**$27.5**	**$34.9**	**$29.8**

* **2010 includes a $2.3 million CEO severance payment (Q4).**

Q3 2011 Performance*

- Opened 11 new system units, including 3 Flying J conversion sites, 3 university sites, and 1 international location
- Total Revenues decreased due to FGI impact on company sales, offset by new units and higher same-store sales
- Company Margin % decreased due to higher commodities and $2.1M favorable workers' comp claim development in prior year, offset by lower marketing and improved labor scheduling
- Franchise Margin increased due to higher royalties driven by 103 more franchise equivalent units offset by lower initial fees
- Lower Interest Expense driven by refinancing/re-pricing and $40M of term loan debt repayment in last 12 months
- Cash Capital lower due to company-owned Flying J units opened in prior year

$ in millions	Q3 2011	Q3 2010	Better / (Worse)
Total Operating Revenue	**$136.7**	**$139.9**	**($3.2)**
Company restaurant sales	104.7	107.2	(2.5)
Franchise and license revenue	32.0	32.8	(0.8)
Total Operating Margin	**$36.0**	**$36.7**	**($0.7)**
Company Operating Margin	14.8	16.0	(1.2)
% Margin	*14.1%*	*14.9%*	*(0.8) ppt*
Franchise Operating Margin	21.3	20.8	0.5
% Margin	*66.4%*	*63.3%*	*3.1 ppt*
Operating Income	**$14.0**	**$16.9**	**($3.1)**
Adjusted Income before Taxes (1)	**$12.0**	**$9.4**	**$2.6**
Adjusted EBITDA (1)	**$22.6**	**$21.4**	**$1.2**
% Margin	*16.5%*	*15.3%*	*1.2 ppt*
Free Cash Flow (1)	**$14.3**	**$9.2**	**$5.1**
Cash Interest Expense	4.0	5.8	1.8
Cash Taxes	0.3	(0.5)	(0.8)
Capital Expenditures	4.1	6.9	2.8

* See September 28, 2011 10-Q for detailed financial information.

(1) See appendix for reconciliation of Net Income to Adjusted EBITDA, Adjusted Income before Taxes, and Free Cash Flow

Q3 Year-to-Date 2011 Performance*

- Opened 48 new system units, including 22 Flying J conversion sites, 17 traditional units, 5 University sites, 3 international locations, and 1 one new Pilot Travel Center
- Total Revenues lower due to FGI impact on company sales, offset by new company and franchise units
- Company Margin % decreased due to higher commodities, higher performance based compensation, and $2.8M favorable worker's comp claims development in 2010, offset by lower marketing and improved labor scheduling
- Franchise Margin increased due to higher royalties driven by 111 more equivalent units and lower operating costs
- Lower Interest Expense driven by refinancing/re-pricing and $40M of term loan debt repayment in last 12 months
- Cash Capital flat despite 2 fewer company-owned Flying J units opened YTD 2011 due to timing of Q4 2010 new company-owned units in prior year

$ in millions	Year-to-Date 2011	Year-to-Date 2010	Better / (Worse)
Total Operating Revenue	**$408.3**	**$412.6**	**($4.3)**
Company restaurant sales	313.2	320.3	(6.9)
Franchise and license revenue	95.1	92.3	2.8
Total Operating Margin	**$103.0**	**$102.0**	**$1.0**
Company Operating Margin	41.2	45.2	(4.0)
% Margin	*13.2%*	*14.1%*	*(0.9) ppt*
Franchise Operating Margin	61.7	56.8	4.9
% Margin	*64.9%*	*61.6%*	*3.3 ppt*
Operating Income	**$39.2**	**$41.0**	**($1.8)**
Adjusted Income before Taxes (1)	**$27.8**	**$22.2**	**$5.6**
Adjusted EBITDA (1)	**$61.9**	**$58.5**	**$3.4**
% Margin	*15.2%*	*14.2%*	*1.0 ppt*
Free Cash Flow (1)	**$34.9**	**$27.5**	**$7.4**
Cash Interest Expense	13.1	17.4	4.3
Cash Taxes	1.0	0.4	(0.6)
Capital Expenditures	12.9	13.2	0.3

* See September 28, 2011 10-Q for detailed financial information.

(1) See appendix for reconciliation of Net Income to Adjusted EBITDA, Adjusted Income before Taxes, and Free Cash Flow