



# Denny's Corporation



**Wedbush Morgan Securities**  
**8<sup>th</sup> Annual California Dreamin' Conference**  
**December 12, 2007**



## 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 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 27, 2006 (and in the Company's subsequent quarterly reports on Form 10-Q).*

## Management In Attendance

Nelson Marchioli

- *President and Chief Executive Officer*

Mark Wolfinger

- *Executive Vice President, Growth Initiatives and Chief Financial Officer*

Sam Wilensky

- *Senior Vice President, Acting Head of Operations*

Alex Lewis

- *Vice President, Investor Relations and Treasurer*

# Denny's Today



## Denny's core strengths offer long-term value



- ✱ Exceptional brand equity – an American icon
  - Core attributes:
    - ✱ Breakfast
    - ✱ 24 hours / 7 days a week
    - ✱ Value
    - ✱ Come as you are
    - ✱ Place for families
- ✱ Leading nationwide family dining chain
  - 1,539 restaurants; \$2.4 billion in systemwide sales
- ✱ Broad, energized and growing franchise system
- ✱ Stronger balance sheet; greater financial flexibility
- ✱ Renewed commitment to system growth

# Strategic Execution



## Strategic Objectives

- Maximizing Existing Operations
- Investing in Innovation (New Products & Concepts)
- Driving System Growth
- Optimizing Business Model (Co. vs Fran. Mix)
- Optimizing Capital Structure

# Improving the dining experience at Denny's



## ☀ Food

- Reinforce Denny's strong value proposition
- New product introductions
  - ☀ Developing 'craveable' menu items
  - ☀ Leverage breakfast credibility to expand other dayparts
- Innovation in convenience, portability and facilities

## ☀ Service

- Focus on hiring, training and retaining strong managers
  - ☀ Began with leadership training for GM's at Corp. HQ
  - ☀ Currently building an enhanced training program for 2008
- Speed of service task force (Project EDGE)
  - ☀ Reengineering process flow; investing in new technology
  - ☀ Delivering quicker table turns, particularly during peak periods



Investing in innovation to enhance the relevance and appeal of Denny's

The Denny's logo, featuring the word "Denny's" in a red, stylized font with a white outline, set against a yellow background with a sunburst effect.

## ★ Denny's Fresh Express

- Recently opened a 'restaurant in a restaurant' as the first test vehicle for our new product and new concept innovation
- During 2008, we will be testing many new products, operating models and facility upgrades as we investigate opportunities to grow the Denny's brand



## Successful execution of financial objectives

### ★ **Unlocked Value of Owned Real Estate in 2006**

- Sold 81 franchisee-operated properties and 5 company properties for approximately \$92 million in gross proceeds

### ★ **Continue to Strengthen Balance Sheet**

- Reduced outstanding debt by \$146 million since YE05
- Refinanced credit facility with much improved terms
- Annual interest savings of over \$14 million based on debt reduction and improved borrowing rates

# Management initiatives focused on system growth and free cash flow



## ✿ Accelerate Growth of Systemwide Sales

- Implemented new development programs designed to energize franchise growth
- Franchise pipeline exceeding expectations
- Company development focused on 'flagship' locations

## ✿ Maximize Free Cash Flow

- Drive average unit volumes and margin expansion
- Greater scrutiny on capital investments
- Prioritize capital in core markets with superior returns

***Goals are to grow the system, increase cash flow and de-lever!***

# Program designed to drive system growth and optimize business model



## ★ **Franchise Growth Initiative (FGI)**

- Restaurant development program built upon the sale of certain company restaurants to franchisees
- **Optimize company portfolio while 'seeding' franchise growth**
- Binding development agreements attached to refranchising
- Criteria for sale based on:
  - ★ **Tightening Geography**
    - Company restaurants in 30 states, but 20 states have 9 or less
  - ★ **Increasing Average Sales Performance**
    - Targeting \$2 million AUV for company restaurants
  - ★ **Lowering Capital Expenditures**
    - Focus company growth in core markets with superior returns
    - Spread capital investment across large Denny's system

***Goals are to grow the system, increase cash flow and de-lever!***

## Pursuing new avenues for growth

The Denny's logo is located in the top right corner of the slide. It features the word "Denny's" in a red, stylized font with a white outline, set against a yellow background that resembles a sunburst or a diamond shape.

- ✦ Launched new joint development program with Pilot Travel Centers
- ✦ Exciting partnership between the largest family restaurant chain and the largest operator of travel centers
- ✦ Builds on Denny's heritage of highway development
- ✦ First location currently under construction
- ✦ Three additional company openings planned for early 2008

***Goals are to grow the system, increase cash flow and de-lever!***

## Optimize field management structure; reinvesting in our people and our brand



- ✿ Reorganized field management structure for both company and franchise operations and certain support functions
- ✿ Reallocating resources to fund innovation and growth as well as to enhance operational performance
  - Annual cost reductions of \$8-9 million (\$1mm in 4Q07)
    - ✿ Eliminated more than 90 positions (65 net of reassignments)
    - ✿ Widened span of control; account mgr. for larger franchisees
    - ✿ Savings spread across company ops, franchise ops and G&A
  - Reinvest approximately \$3 million per year back into strategic initiatives (G&A)
    - ✿ New and reassigned staff necessary for enhanced restaurant management training program
    - ✿ Concept and facility innovation
    - ✿ Franchise development

# Restaurant Development



## Company development focused on 'flagship' locations and new prototypes



- Company development in high volume, proven markets including AZ, CA, FL, HI and NV
- Recent company restaurant development:
  - 2/06 Waipahu, HI**
  - 12/06 Orlando, FL**
  - 12/06 Fresno, CA**
  - 3/07 Las Vegas, NV**
  - 9/07 Gilbert, AZ**
  - 9/07 El Centro, CA**
  - 12/07 Pensacola, FL**
- 1 more company restaurant opening expected in 2007



# Franchise development pipeline exceeding expectations



- ✱ **Early success of Franchise Growth Initiative**
  - **56** company restaurants sold to 12 franchisees through 3Q07
    - ✱ 37 of the restaurants were sold to 4 new franchisee
    - ✱ One new franchisee purchased all company units in state of WA
  - **35** new franchise restaurant commitments attributable to FGI through 3Q07
  - **100** company restaurants expected to be sold by year end

## Franchise development pipeline exceeding expectations (cont.)



### ☀ Market Growth Incentive Plan (MGIP)

- Multi-unit development agreements not associated with the sale of a company restaurant
- **36** new franchise restaurant commitments attributable to MGIP
- Existing markets as well as new markets such as Long Island, NY and Nashville, TN
- 12 new franchise restaurants opened YTD; 6 more franchise units expected to open by year end

**71 franchise restaurant commitments (FGI+MGIP)  
signed through 3Q07**

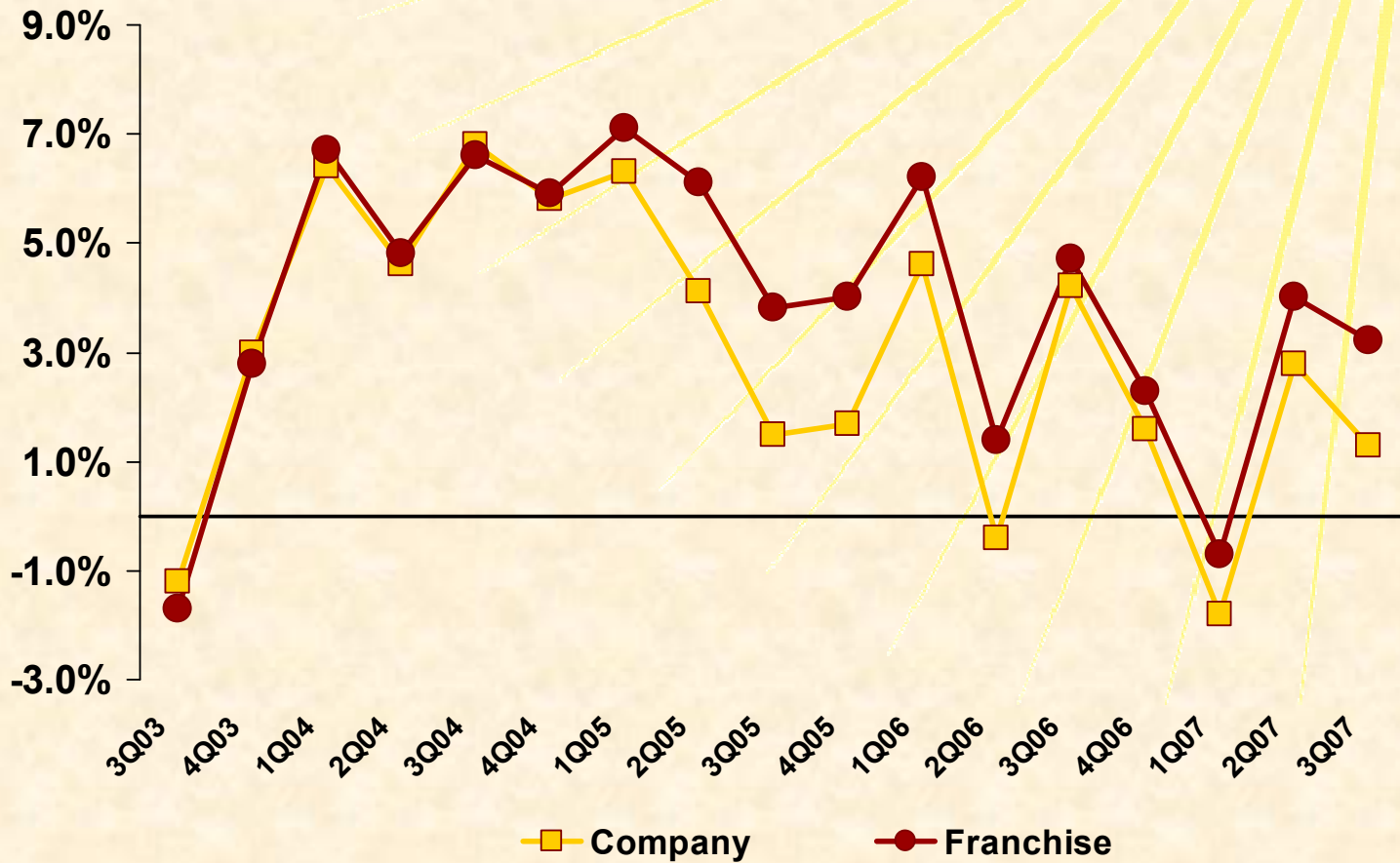
# Financials



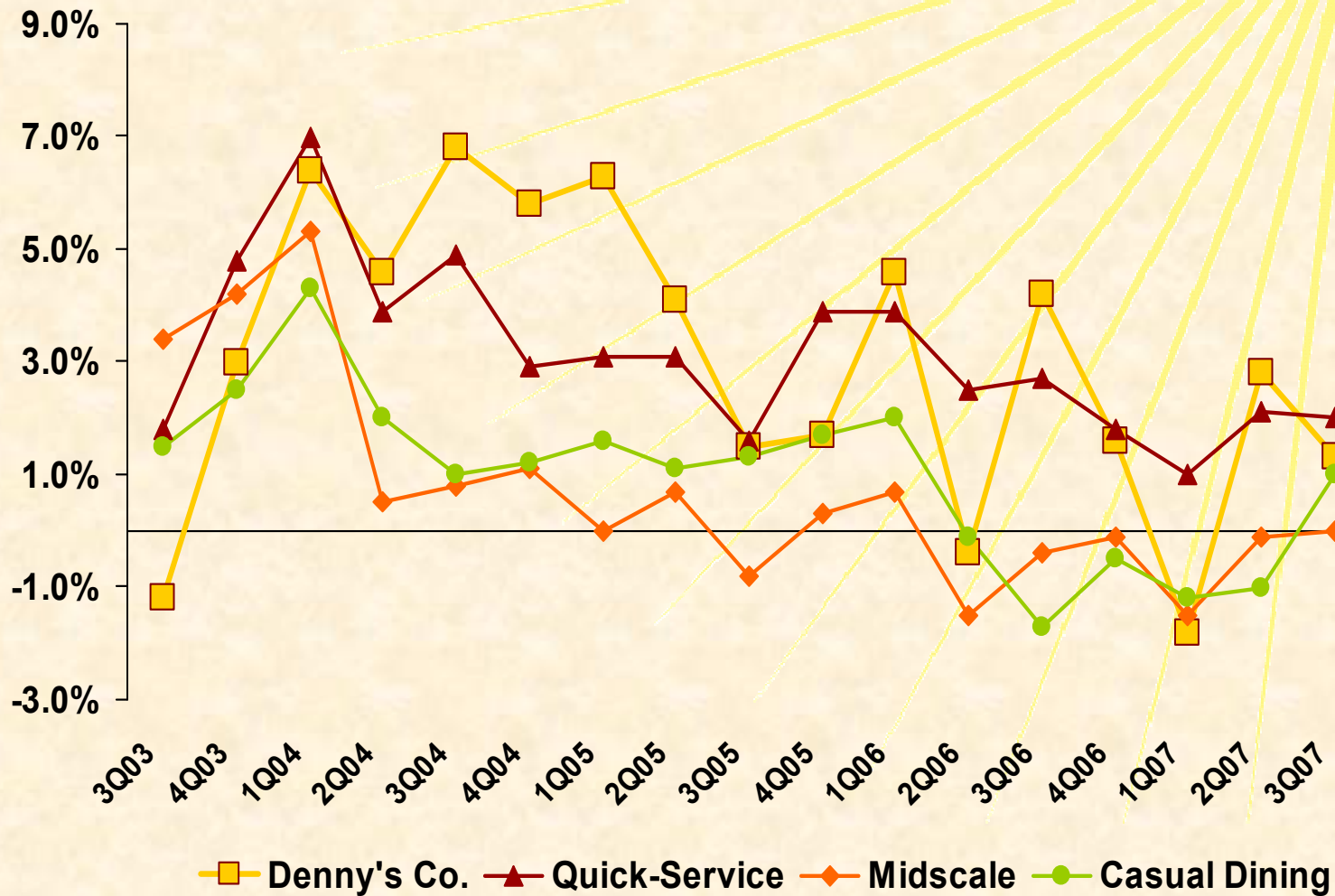
# Driving positive sales growth through value promotions and proactive menu management



Systemwide	3Q07	3Q06		YTD-07	YTD-06
Same-Store Sales	2.5%	4.5%		1.6%	3.6%



Denny's sales results have been stronger than much of the industry over the past few years

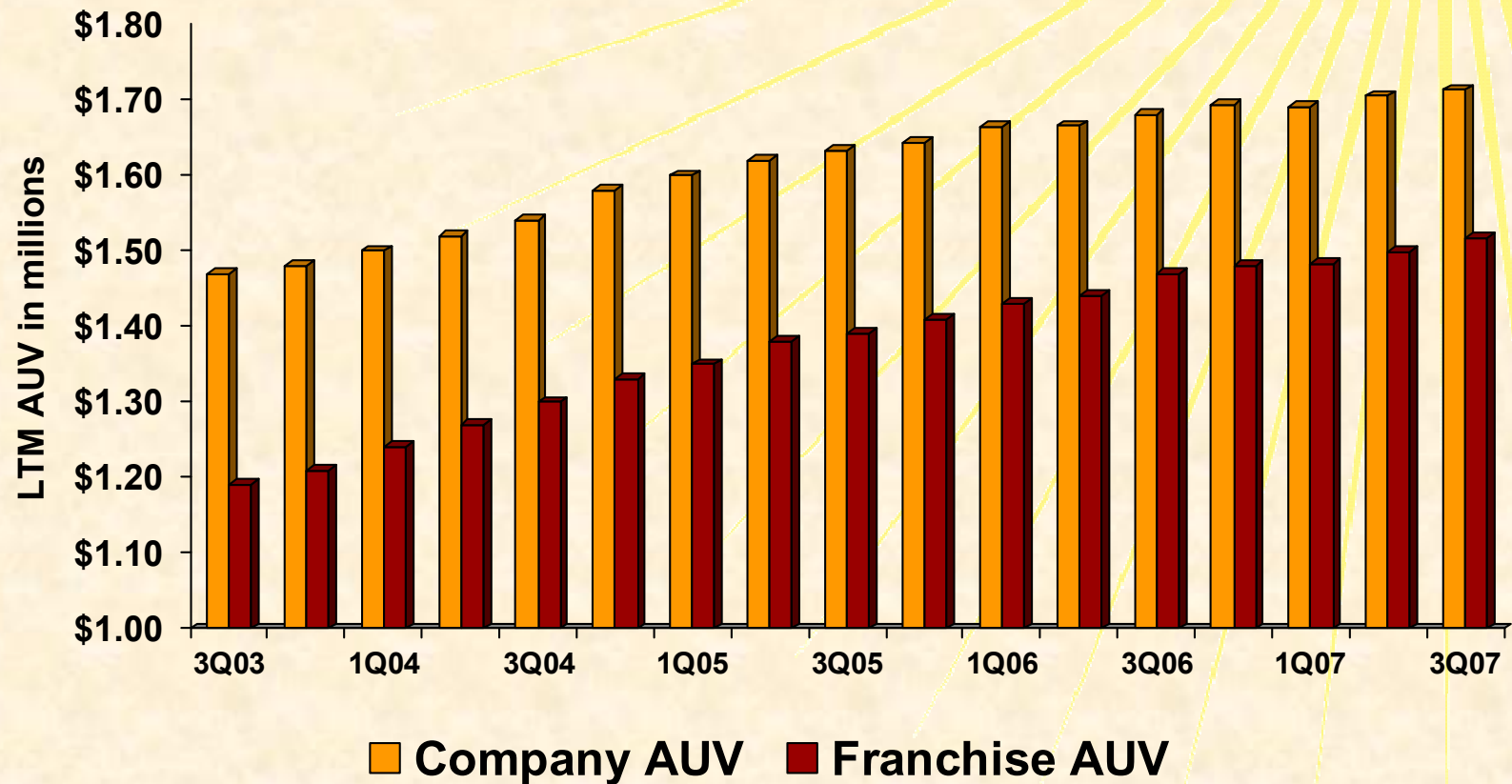


Note: Industry data taken from published reports of 28 selected public restaurant chains (some averages and estimates are used).

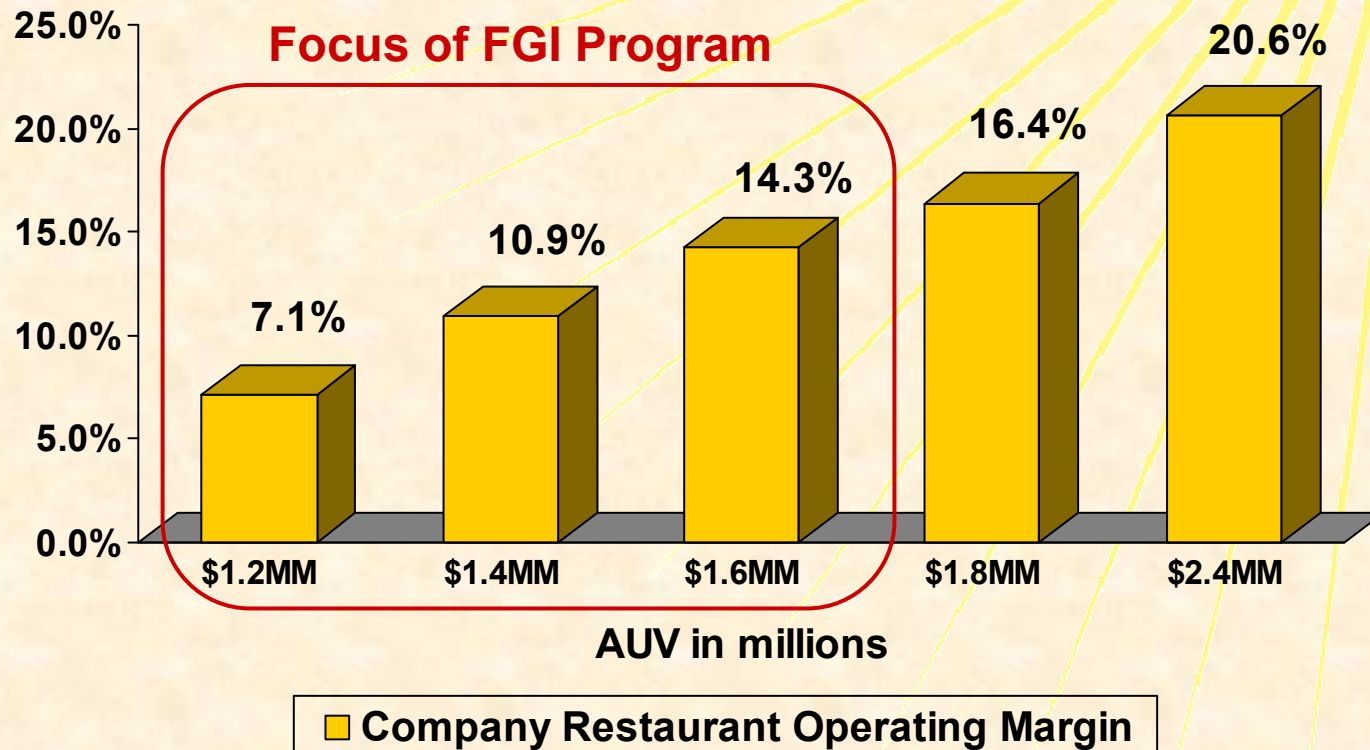
Consistent AUV growth driven by positive sales, strong new units and closure of underperformers



### Average Unit Volumes



# Opportunity to **optimize** company portfolio by refranchising lower AUV, lower profit restaurants



Note: 2006 operating margin excludes area management and other costs reported in Cost of Company Restaurant Sales

# Transition of business towards greater franchise mix is beginning to take shape



(\$ in millions)

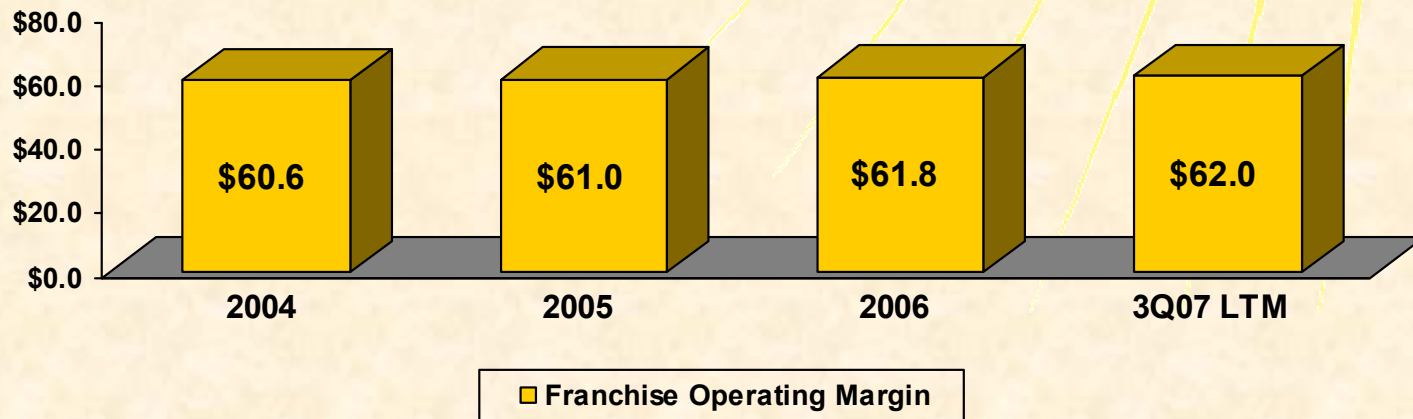
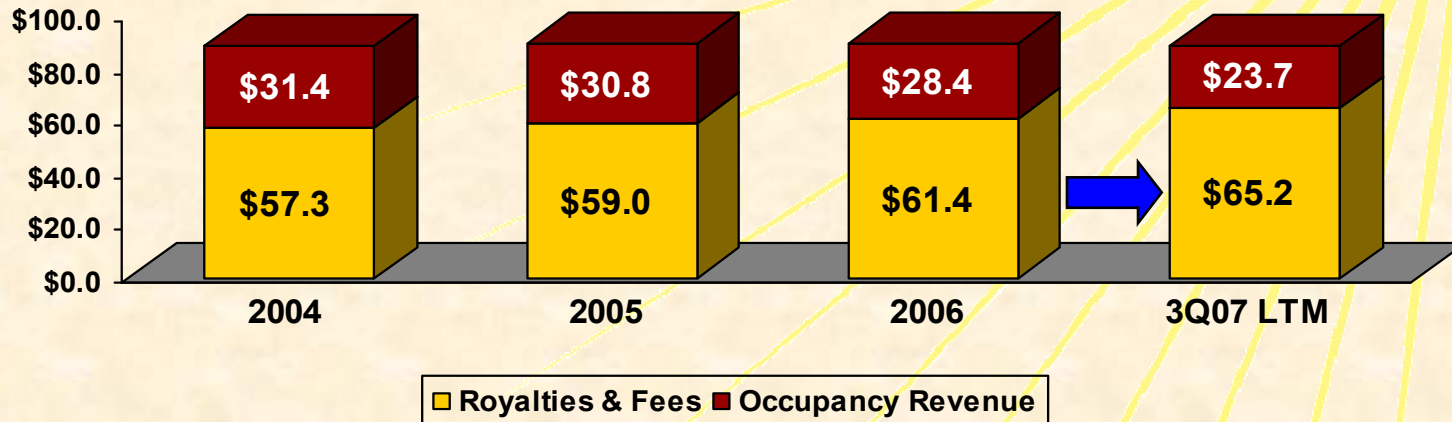
	2004	2005	2006	LTM 3Q07	04-'07 Change
<b>Company Restaurants</b>	<b>553</b>	<b>543</b>	<b>521</b>	<b>468</b>	<b>-15.4%</b>
Company Restaurant Sales	\$871.2	\$888.9	\$904.4	\$874.5	
Cost of Co. Restaurant Sales	(755.1)	(779.4)	(781.8)	(764.3)	
<b>Company Restaurant Profit</b>	<b>\$116.2</b>	<b>\$109.6</b>	<b>\$122.6</b>	<b>\$110.3</b>	<b>-5.1%</b>
<b>Franchise Restaurants</b>	<b>1,050</b>	<b>1,035</b>	<b>1,024</b>	<b>1,071</b>	<b>2.0%</b>
Franchise Revenue	\$88.8	\$89.8	\$89.7	\$88.9	
Cost of Franchise Revenue	(\$28.2)	(\$28.8)	(\$27.9)	(\$27.0)	
<b>Franchise Profit</b>	<b>\$60.6</b>	<b>\$61.0</b>	<b>\$61.9</b>	<b>\$62.0</b>	<b>2.3%</b>



# FGI program is driving higher royalties and fees and ultimately, greater franchise profit



(\$ in millions)



# Operating and financial strategies focused on growing adjusted income



(\$ in millions)

	2004	2005	2006	LTM 3Q07	04-'07 Change
<b>Total Revenue</b>	960.0	978.7	994.1	963.5	\$3.5
<b>Operating Income</b>	53.8	48.5	110.5	76.1	\$22.3
<b>Net Income</b>	(37.7)	(7.3)	30.1	20.3	\$57.9
<b>Operating Gains, Losses &amp; Other</b>	(0.6)	3.1	(47.9)	(20.8)	(\$20.2)
<b>Adjusted Operating Income</b>	53.2	51.5	62.6	55.3	\$2.1
<b>Interest Expense</b>	69.4	55.2	57.7	46.1	(\$23.4)
<b>Adjusted Income before Taxes <sup>(1)</sup></b>	(9.8)	4.2	12.5	14.5	\$24.2

<sup>(1)</sup> See appendix for reconciliation of Net income to Adjusted Income and Adjusted EBITDA.

# Asset sales have reduced EBITDA but raised cash flow through lower interest expense



(\$ in millions)

	2004	2005	2006	LTM 3Q07	04-'07 Change
<b>Adjusted EBITDA<sup>(1)</sup></b>	<b>110.3</b>	<b>107.6</b>	<b>119.5</b>	<b>102.5</b>	<b>(\$7.9)</b>
Cash Interest Expense	(62.0)	(48.2)	(50.9)	(41.1)	\$20.9
Cash Taxes	(1.4)	(1.3)	(1.3)	(1.8)	(\$0.4)
Capital Expenditures	(36.1)	(47.2)	(33.1)	(28.4)	\$7.8
<b>Cash Flow</b>	<b>10.8</b>	<b>10.9</b>	<b>34.3</b>	<b>31.2</b>	<b>\$20.4</b>

(1) See appendix for reconciliation of Net income to Adjusted Income and Adjusted EBITDA.

Denny's has paid down \$146 million, or 26%, of its debt over the last 21 months



(\$ in millions)				
	2005	2006	3Q07	05-'07 Change
<b>Total Debt</b>				
Credit Facility	342.8	245.6	205.0	(\$137.8)
Capital Leases & Other	36.0	32.7	28.1	(\$7.9)
Senior Notes	175.0	175.0	175.0	\$0.0
<b>Total Funded Debt</b>	<b>553.8</b>	<b>453.3</b>	<b>408.1</b>	<b>(\$145.7)</b>
Cash & Cash Equivalents	(28.2)	(26.2)	(29.1)	
<b>Net Debt</b>	<b>525.6</b>	<b>427.0</b>	<b>379.0</b>	
<b>Net Debt / Adjusted EBITDA</b>	<b>4.9x</b>	<b>3.6x</b>	<b>3.7x</b>	<b>(1.2x)</b>
<b>Adjusted EBITDA / Cash Interest</b>	<b>2.2x</b>	<b>2.3x</b>	<b>2.5x</b>	<b>0.3x</b>

(1) See appendix for reconciliation of Net income to Adjusted Income and Adjusted EBITDA.

Management is committed to reducing debt, driving free cash flow and improving returns

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- ✿ Emphasis on increasing operating cash flow
- ✿ Tightened capital spending, focus on raising returns
- ✿ Continue highest and best use analysis of real estate and other assets
- ✿ 'Franchise Growth Initiative' builds upon these cash flow driven objectives
- ✿ Expect to reevaluate capital structure prior to the first call date on our 10% Senior Notes in October of 2008

# Appendix



# Income and EBITDA Reconciliation

(\$ in millions)

	2004	2005	2006	LTM 3Q07
<b>Net income (loss)</b>	<b>(\$37.7)</b>	<b>(\$7.3)</b>	<b>\$30.1</b>	<b>\$20.3</b>
Provision for income taxes	0.8	1.2	14.7	3.6
Operating gains, losses and other charges, net	(0.6)	3.1	(47.9)	(20.8)
Other nonoperating expense, net	21.3	(0.6)	8.0	6.2
Share-based compensation	6.5	7.8	7.6	5.3
<b>Adjusted income before taxes</b>	<b>(\$9.8)</b>	<b>\$4.2</b>	<b>\$12.5</b>	<b>\$14.5</b>
Interest expense, net	69.4	55.2	57.7	46.1
Depreciation and amortization	56.6	56.1	55.3	50.8
Cash pmts for restructuring charges and exit costs	(6.0)	(6.7)	(5.1)	(7.9)
Cash pmts for share-based compensation	0.0	(1.2)	(0.9)	(0.9)
<b>Adjusted EBITDA</b>	<b>\$110.3</b>	<b>\$107.6</b>	<b>\$119.5</b>	<b>\$102.5</b>

# Projected Average Unit-Level Metrics for 2007 FGI Transactions



Average Unit Volume (AUV)	\$1,500,000	
Average Company Operating Cash Flow	\$145,000	(1)
Average Franchise Royalty Income (4%)	\$60,000	
Average Purchase Price	\$500,000	(2)
Average Purchase Price	\$500,000	
Divided by: Average Company Cash Flow	\$145,000	
Company Cash Flow Multiple	<u>3.4X</u>	
Average Purchase Price	\$500,000	
Divided by: Average Franchise Cash Flow	\$85,000	(3)
Franchise Cash Flow Multiple	<u>5.9X</u>	

Note: All figures are estimates based on a the 100 company restaurants sold or expected to be sold in 2007 under Franchise Growth Initiative.

- (1) Average Operating Cash Flow is an estimate of restaurant level cash flow before field management costs.
- (2) Average Purchase Price reflects gross proceeds before initial fee allocation and various transaction costs.
- (3) Average Franchise Cash Flow reflects Average Company Cash Flow of \$145k less Franchise Royalty of \$60k.



# Projected Average Annual Cash Flow Impact from 2007 FGI Transactions



## Operational Cash Flow (Denny's P&L)

Decrease in Company Restaurant Cash Flow	(\$145,000)
Increase in Franchise Operations Cash Flow	\$60,000
	(\$85,000)

## Capital Expenditures <sup>(1)</sup>

Decrease in Ongoing Capital Expenditures	\$25,000
Decrease in Remodel Capital Expenditures	\$30,000
	\$55,000

## Other Cash Flow Impacts

Decrease in Interest Expense <sup>(2)</sup>	\$40,000
Decrease in Field Management Costs <sup>(3)</sup>	\$15,000
	\$55,000

<b>Estimated Average Cash Flow Impact per Unit</b>	<b>\$25,000</b>
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Note: All figures are average per unit estimates based on a the 100 company restaurants sold or expected to be sold in 2007 under Franchise Growth Initiative.

(1) Capital savings include ongoing capital expenditures of \$25k per year and a \$210k remodel amortized over a 7-year life, or \$30k.

(2) Interest savings based on \$500k purchase price applied to pay down debt with an average interest rate of 8%.

(3) Field management expenses estimated based on an area manager span of control of 8-9 units each.