INVESTOR PRESENTATION
November & December 2018



FORWARD-LOOKING STATEMENTS AND NON-GAAP FINANCIAL MEASURES

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 the Company's 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; health concerns arising from food-related pandemics, outbreaks of flu viruses, such as avian flu, or other diseases; 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, 2017 (and in the Company's subsequent quarterly reports on Form 10-Q).

The presentation includes references to the Company's non-GAAP financials measures. The Company believes that, in addition to other financial measures, Adjusted Income Before Taxes, Adjusted EBITDA, Adjusted Free Cash Flow, Adjusted Net Income and Adjusted Net Income Per Share are appropriate indicators to assist in the evaluation of its operating performance on a period-to-period basis. The Company also uses Adjusted Income Before Taxes, Adjusted EBITDA and Adjusted Free Cash Flow internally as performance measures for planning purposes, including the preparation of annual operating budgets, and for compensation purposes, including bonuses for certain employees. Adjusted EBITDA is also used to evaluate its ability to service debt because the excluded charges do not have an impact on its prospective debt servicing capability and these adjustments are contemplated in its credit facility for the computation of its debt covenant ratios. Adjusted Free Cash Flow, defined as Adjusted EBITDA less cash portion of interest expense net of interest income, capital expenditures, and cash taxes, is used to evaluate operating effectiveness and decisions regarding the allocation of resources. However, Adjusted Income Before Taxes, Adjusted EBITDA, Adjusted Free Cash Flow, Adjusted Net Income and Adjusted Net Income Per Share should be considered as a supplement to, not a substitute for, operating income, net income or other financial performance measures prepared in accordance with U.S. generally accepted accounting principles. See Appendix for non-GAAP reconciliations.

DENNY'S INVESTMENT HIGHLIGHTS

Consistently Growing Same-Store Sales[3]	• Seven consecutive years of system-wide same-store sales[3] growth • Guiding for 8th consecutive year of same-store sales[3] growth in 2018
Expanding Global Footprint	• Nearly 500 new restaurants opened since 2009 (>28% of the system) • More than 60 international locations opened since 2009 (8 new countries)
Growing Profitability with 90% Franchised Business	• 26% Adjusted EBITDA* growth since 2011 • 195% Adjusted EPS* growth since 2011
Strong Adjusted Free Cash Flow* Generation	• Generated nearly $340M in Adjusted Free Cash Flow* over the last 7 years, after capital expenditures, cash interest, and cash taxes • 2018 Full Year Guidance[1] is $44M to $46M in Adjusted Free Cash Flow*
Consistently Returning Capital to Shareholders	• Approximately $83M allocated to repurchase shares in 2017 • Over $393M allocated to share repurchase program since November 2010[2]

* See Appendix for reconciliation of Net Income to Adjusted EBITDA, Adjusted Net Income, Adjusted Net Income per Share (also called Adjusted Earnings per Share), and Adjusted Free Cash Flow.

1. Full Year Guidance provided in Third Quarter 2018 Earnings Release dated October 30, 2018.
2. Data as of September 26, 2018.
3. Same-store sales include sales at company restaurants and non-consolidated franchised and licensed restaurants that were open the same period in the prior year. Total operating revenue is limited to company restaurant sales and royalties, fees and occupancy revenue from franchised and licensed restaurants. Accordingly, domestic franchise same-store sales and domestic system-wide same-store sales should be considered as a supplement to, not a substitute for, our results as reported under GAAP.

EXECUTION OF BRAND REVITALIZATION STRATEGY DRIVING RESULTS

"Become the World's Largest, Most Admired and Beloved Family of Local Restaurants"

Deliver a Differentiated and Relevant Brand	Consistently Operate Great Restaurants	Grow the Global Franchise	Drive Profit Growth for All Stakeholders



Run Restaurants Serving Classic American Comfort Food at a Good Price Around the Clock

$2 $4 $6 $8 VALUE MENU™

OUR GUIDING PRINCIPLES

GUESTS FIRST

EMBRACE OPEN OPENNESS

PROUD OF OUR HERITAGE

HUNGRY TO WIN

THE POWER OF WE

DELIVERING A DIFFERENTIATED AND RELEVANT BRAND

Welcome to America's Diner

For unpretentious, loyal, hardworking people everywhere, Denny's is always there for you. Our light is always on and our door is always open, welcoming you, and the people you care about, to come inside. Our friendly staff lets everyone forget about the small stuff, be themselves and focus on what's important, while savoring a varied menu of classic, comforting American fare, at a fair price.



Food



Service



Atmosphere

MENU EVOLUTION TO MATCH GUESTS' NEEDS

FOCUS ON BETTER QUALITY, MORE CRAVEABLE PRODUCTS

More Than 70% of Core Menu Entrées Changed or Improved in Last 5 Years

Leading to Significant Improvement in Taste and Quality Scores







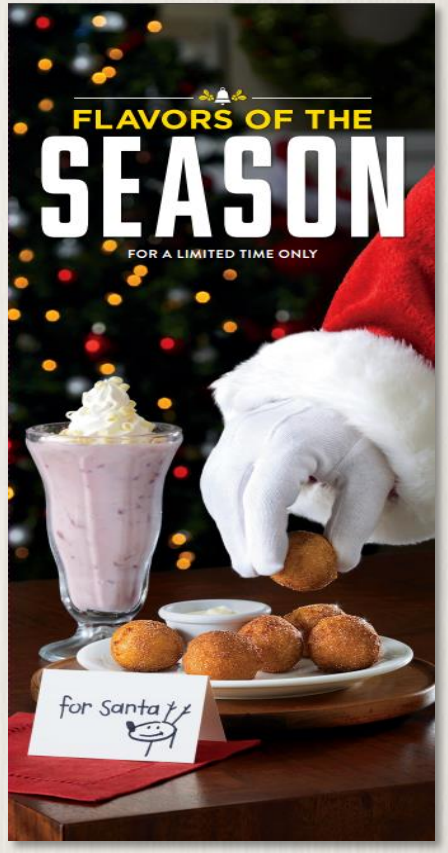
COMPELLING LIMITED TIME ONLY OFFERINGS

FOUR MODULES IN 2017 HELPED DRIVE TRAFFIC WITH FEWER, HARDER WORKING PRODUCTS LEADING TO OPERATIONAL EFFICIENCIES









NEWEST LIMITED TIME ONLY OFFERINGS

FEATURED PRODUCTS INCLUDE FESTIVE FLAVORS, PREMIUM CRAFT PANCAKES, AND A SUPER SLAM VALUE ENTREE



NEW!

SUPER SLAM™

2 BUTTERMILK PANCAKES
2 SAUSAGE LINKS
2 BACON STRIPS
HASH BROWNS
2 EGGS*
(Cal 840-1110)

$5.99

Upgrade your pancakes to NEW! PUMPKIN for 49¢
(Does not include flavored topping.)

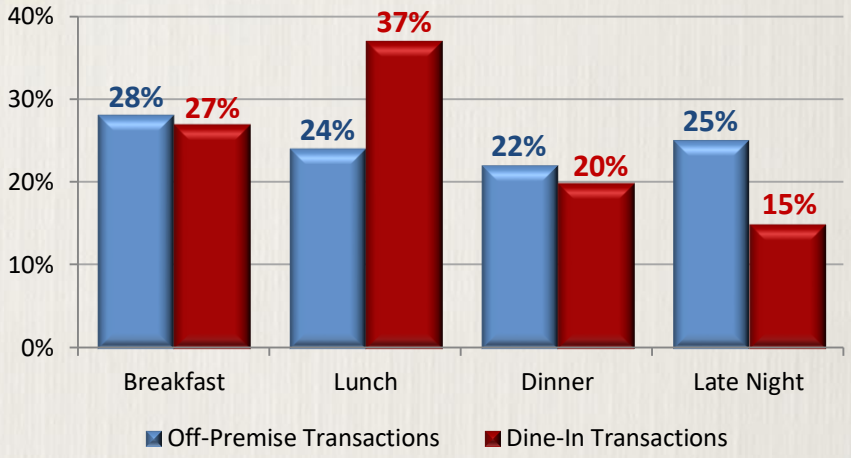
FOR A LIMITED TIME ONLY | NO SUBSTITUTIONS

Delivery available at select locations. Value Packs not available for dine in.
© 2018 DFO, LLC. Printed in the U.S.A. At participating restaurants for a limited time only.
Selection and prices may vary. While supplies last. 18244

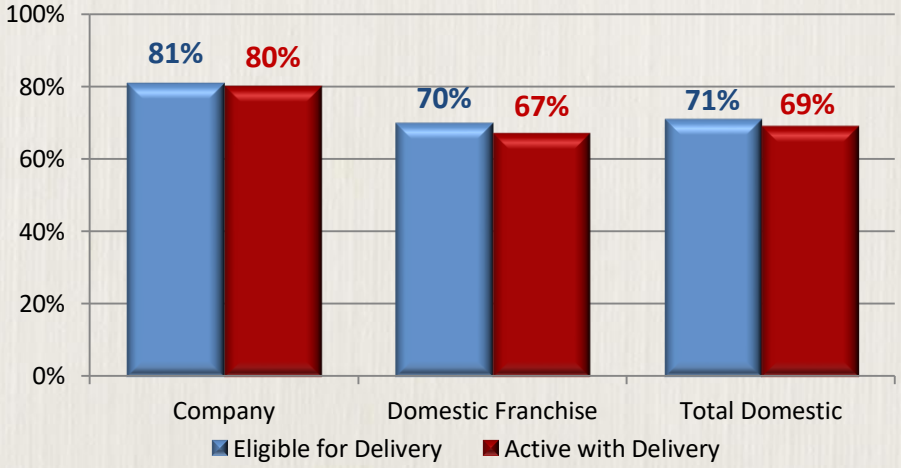
DENNY'S ON DEMAND



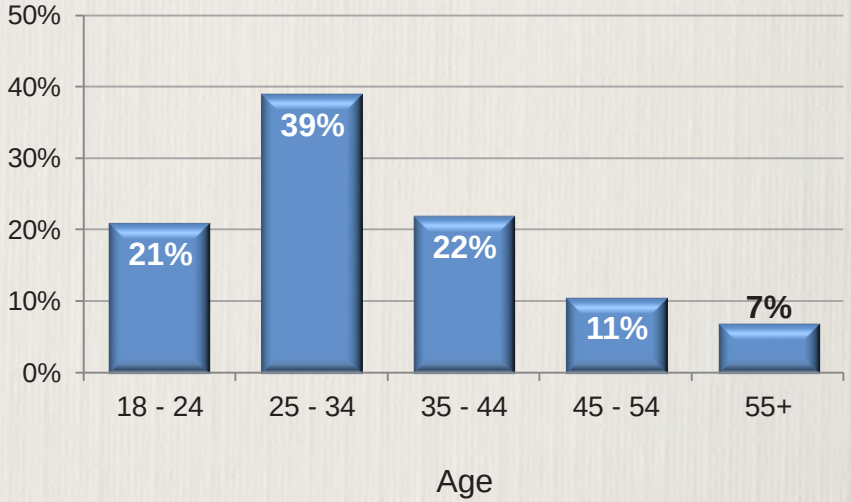
Share of Transactions by Daypart[1]



Delivery Status[2]



Online Transactions by Age[1]



1. Data for the Fiscal Third Quarter 2018.
2. Data as of September 26, 2018, the end of Fiscal Third Quarter 2018.

EVERYDAY VALUE MENU HELPING TO DRIVE TRAFFIC

- High awareness as 1 in 5 guests say they visit Denny's because of $2468 Value Menu
- Utilize local and national media targeting popular products like $4 Everyday Value Slam
- Changed 50% of the menu in the past 3 years providing more percent margin friendly products
- 19% average incidence rate of 16 products since national launch in April 2010, ranging from approximately 16% to 23%



$2 $4 $6 $8 VALUE MENU®

With value options starting at $2, our Value Menu® has something for everyone.
No substitutions, please. Ask your server for details.

STARTING AT $2

Stack of Pancakes
Two buttermilk pancakes are a tasty addition to any meal. (Cal 450) 2.00

Slice of French Toast
One thick slice of our fabulous French toast sprinkled with powdered sugar. (Cal 320) 2.29

STARTING AT $4

***It's Back!* Fried Cheese Melt**
Four golden-fried Mozzarella Cheese Sticks and melted American cheese between two slices of grilled sourdough bread. Served with a side of rich tomato sauce. (Cal 750) 4.00
Add wavy-cut French fries (Cal 400) for $2 more.

All You Can Eat Pancakes
We start you off with three buttermilk pancakes and then deliver them hot, two at a time, until you've had your fill. (Cal 650 / 450 for refill) 4.00
Restrictions may apply.

Everyday Value Slam®
Two buttermilk pancakes, two eggs* and two bacon strips or two sausage links. (Cal 620-830) 4.00

Biscuit & Gravy Breakfast
A warm open-faced biscuit smothered with rich sausage gravy. Served with two eggs* and hash browns. (Cal 560-720) 4.29

STARTING AT $6

Loaded Breakfast Sandwich
Two bacon strips, shaved ham, American cheese and an egg* cooked to order on a toasted English muffin. Served with crispy hash browns cooked with diced bacon and shredded Cheddar cheese. (Cal 760-840) 6.00

Eggs* in a Basket
Two eggs* fried into the center of grilled Cheddar bun halves. Served with two bacon strips and crispy hash browns cooked with diced bacon and shredded Cheddar cheese. (Cal 820-980) 6.00

Build Your Own Chicken Wraps
Two warm flour tortillas filled with grilled seasoned chicken breast or golden-brown breaded chicken strips, either tossed in your choice of Buffalo or Sweet & Tangy BBQ sauce or topped with Sriracha mayo, plus lettuce and Cheddar cheese. Served with wavy-cut French fries and your choice of dipping sauce. (Cal 910-1220) 6.29

***New!* Classic BLT**
Six bacon strips, lettuce, tomato and mayo on toasted sourdough bread. Served with wavy-cut French fries. (Cal 1130) 6.49

STARTING AT $8

Country-Fried Steak & Eggs* Skillet
Our delicious Country-Fried Steak in rich country gravy and two eggs* atop seasoned red-skinned potatoes, fire-roasted bell peppers & onions and shredded Cheddar cheese served on a sizzlin' hot skillet. (Cal 750-910) 8.00

Chicken Loaded Potato Skillet GF
Grilled seasoned chicken breast with red-skinned potatoes, diced bacon and broccoli served on a sizzlin' hot skillet. Topped with Pepper Jack queso, shredded Cheddar cheese and a dollop of sour cream. (Cal 800) 8.00

Southern Chicken Slugger™
Two golden-brown breaded chicken strips atop a warm open-faced biscuit smothered in rich country gravy and topped with shredded Cheddar cheese. Served with two eggs* and hash browns or choice of bread, plus coffee and juice. (Cal 890-1340) 8.29

French Toast Slugger™
A thick slice of our fabulous French toast sprinkled with powdered sugar, two eggs,* two bacon strips or two sausage links. Served with hash browns or choice of bread, plus coffee and juice. (Cal 670-1210) 8.49

CAUTION: Skillets are hot. Handle with care.

GF indicates food options that are **GLUTEN FREE.** Menu items marked as GF meet the FDA specified definition of less than 20 parts per million for a gluten free claim. Please note that our restaurants are not set up as a strictly gluten free environment.

Cal = Calories 2,000 calories a day is used for general nutrition advice, but calorie needs vary.

*EGGS SERVED OVER-EASY, POACHED, SUNNY-SIDE-UP OR SOFT-BOILED MAY BE UNDERCOOKED AND WILL ONLY BE SERVED UPON THE CONSUMERS' REQUEST. NOTICE: CONSUMING RAW OR UNDERCOOKED MEATS, POULTRY, SEAFOOD, SHELLFISH OR EGGS MAY INCREASE YOUR RISK OF FOODBORNE ILLNESS, ESPECIALLY IF YOU HAVE CERTAIN MEDICAL CONDITIONS.

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OREO and the OREO Wafer Design are registered trademarks of Mondelēz International group, used under license. At participating restaurants for a limited time only. Selection and prices may vary. Sales tax will be added to the retail price on all taxable items. In Hawaii, an amount equal to 4.712% will be added to your total charge to cover the cost of the Hawaii general excise tax.

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ENGAGING KEY CUSTOMER SEGMENTS THROUGH TRADITIONAL AND NEW MEDIA

Denny's









REMODEL PROGRAM ENHANCING TRAFFIC AND SCORES

THE HERITAGE IMAGE RESTAURANT



Q3 2018[1]	Year End 2018
~78% System ~100% Company	~80% System

1. Data as of September 26, 2018, the end of Fiscal Third Quarter 2018. Includes new openings and international restaurants.

HERITAGE IMAGE KEY TO REVITALIZING LEGACY BRAND

New Denny's





Legacy Denny's





FOCUS ON OPERATING GREAT RESTAURANTS LEADING TO SUSTAINED IMPROVEMENT

OVERALL SATISFACTION SCORES HIGHEST SINCE WE STARTED MEASURING

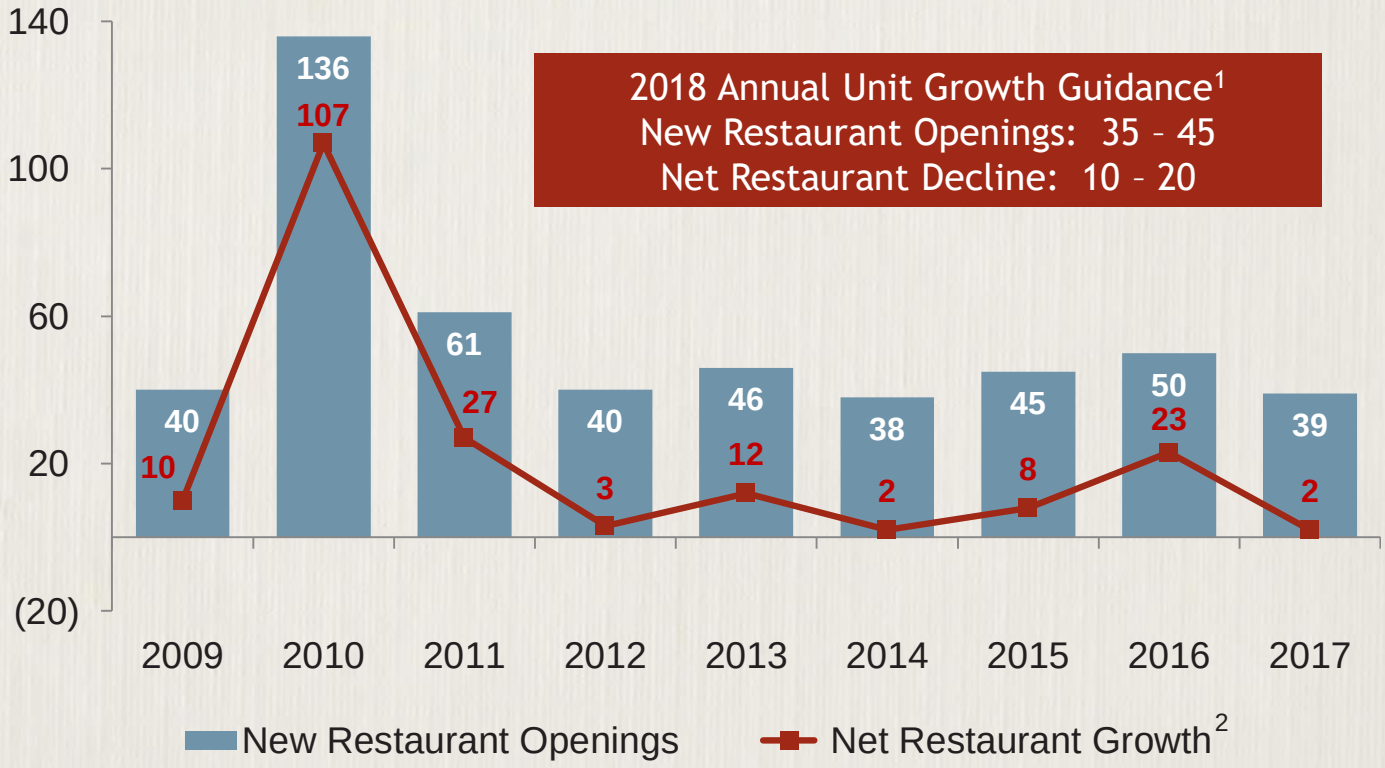
- Investments in training talent, tools, and strategies driving improvements in guest satisfaction scores
- Denny's Pride Review Program introduced in 2014 with new team of coaches evaluating and sharing best practices
- Close collaboration with franchisees executing remodels, improving speed of service, and growing margins
- High level of involvement with franchisees planning and executing initiatives through Brand Advisory Councils and Denny's Franchisee Association (DFA)





EXPANDING GLOBAL FOOTPRINT

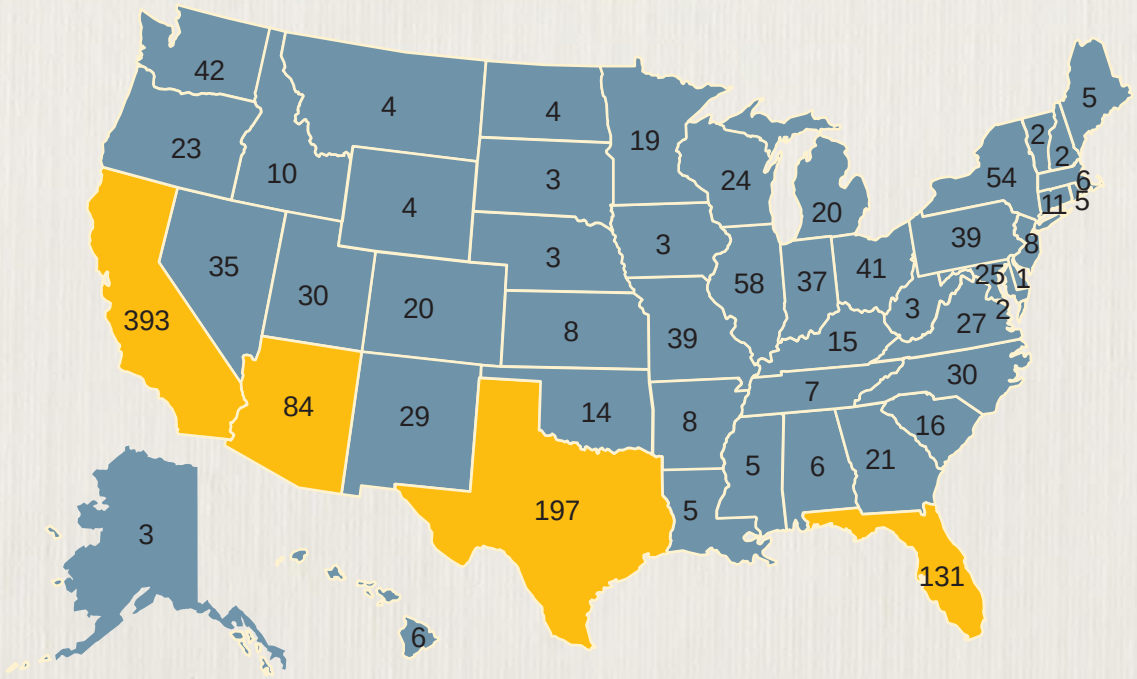
Growth Initiatives Enabled 495 New Restaurant Openings Since 2009 with more than 90% Opened by Franchisees



1. Full Year Guidance provided in Third Quarter 2018 Earnings Release dated October 30, 2018.
2. Excludes acquisitions, refranchisings, and relocations. Includes total of 123 Flying J Travel Center conversion openings with 100 opened in 2010 and 23 opened in 2011.

DOMESTIC EXPANSION OPPORTUNITY

Approximately 1,600 Restaurants in the U.S.[1] with Strongest Presence in West Coast, Southwest, Texas, and Florida



TOP 10 U.S. MARKETS[1]

DMA	UNITS
Los Angeles	155
Phoenix	61
Houston	54
Sacramento/Stockton	51
Dallas/Ft. Worth	49
Chicago	36
Orlando/Daytona	35
Salt Lake City	33
Seattle/Tacoma	32
San Diego	32

1. Data as of September 26, 2018, the end of Fiscal Third Quarter 2018.

GROWING NUMBER OF INTERNATIONAL LOCATIONS

International Presence of 128 Restaurants in 12 Countries and U.S. Territories has grown by over 65% Since Year End 2009[1]

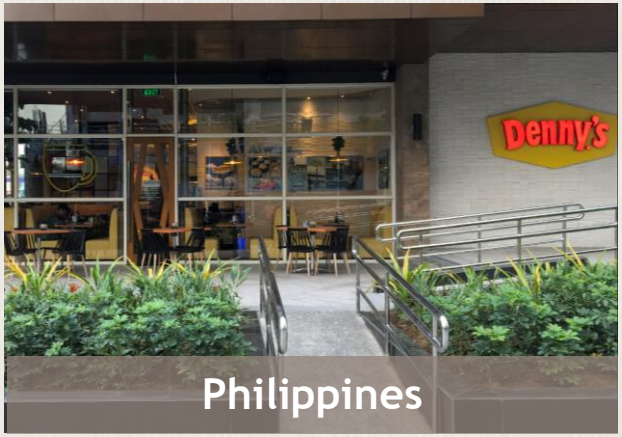


United Kingdom



Guatemala City


Dubai



Philippines

United States	**1,587**
Canada	**75**
Puerto Rico	**14**
Mexico	**10**
New Zealand	**7**
Philippines	**6**
Honduras	**5**
Costa Rica	**3**
United Arab Emirates	**3**
Guam	**2**
El Salvador	**1**
Guatemala	**1**
United Kingdom	**1**

1. Data as of September 26, 2018, the end of Fiscal Third Quarter 2018.

GROWING BASE OF NON-TRADITIONAL LOCATIONS

Leading Full-Service Brand in Travel Centers

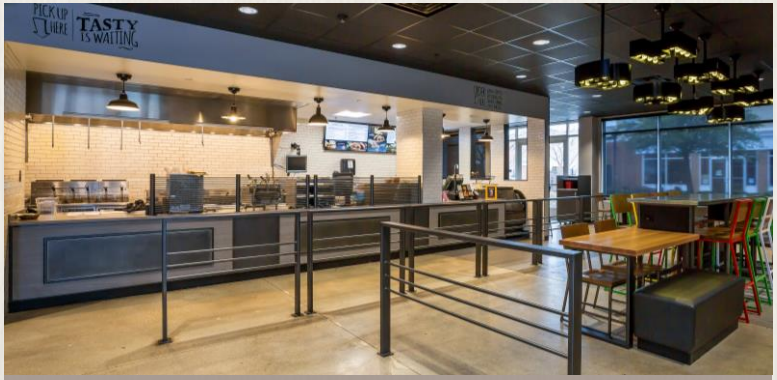


Pilot Flying J Travel Center

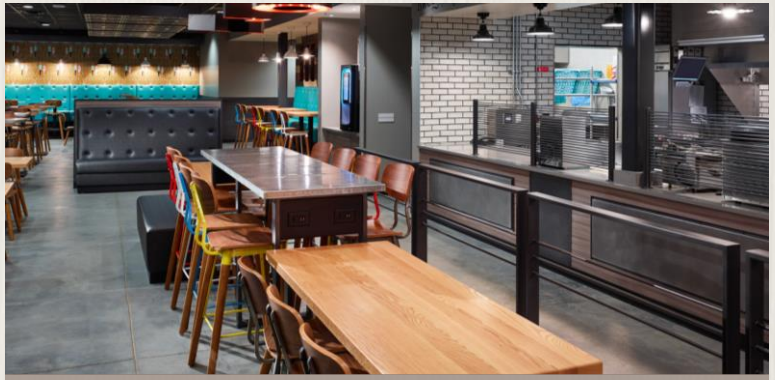


Texas Travel Center

Non-Traditional Locations at Universities



Old Dominion University



Clarion University of Pennsylvania

STRONG PARTNERSHIP WITH FRANCHISEES

Well Diversified, Experienced, and Energetic Group of 249 Franchisees

- 35 franchisees with more than 10 restaurants each collectively comprise 60% of the franchise system
- As we strive to be a model franchisor, we listen, partner, share, refine and invite participation from our franchisees in virtually all brand strategies and initiatives through our Denny's Franchisee Association and Brand Advisory Councils
- Largest-ever turnout at the 2018 Annual Denny's Franchisee Association Convention is evidence of our growing momentum and brand relevance

Ownership of 1,540 Franchisee Restaurants[1]			
Number of Franchise Units	Number of Franchisees	Total Franchise Units	Total Franchise Units as % of Total
1	87	87	6%
2 - 5	92	257	17%
6 - 10	35	266	17%
11 - 15	14	176	11%
16 - 30	11	243	16%
> 30	10	505	33%
Total	**249**	**1,534**	**100%**

1. Data as of September 26, 2018, the end of Fiscal Third Quarter 2018.

Refranchising Strategy



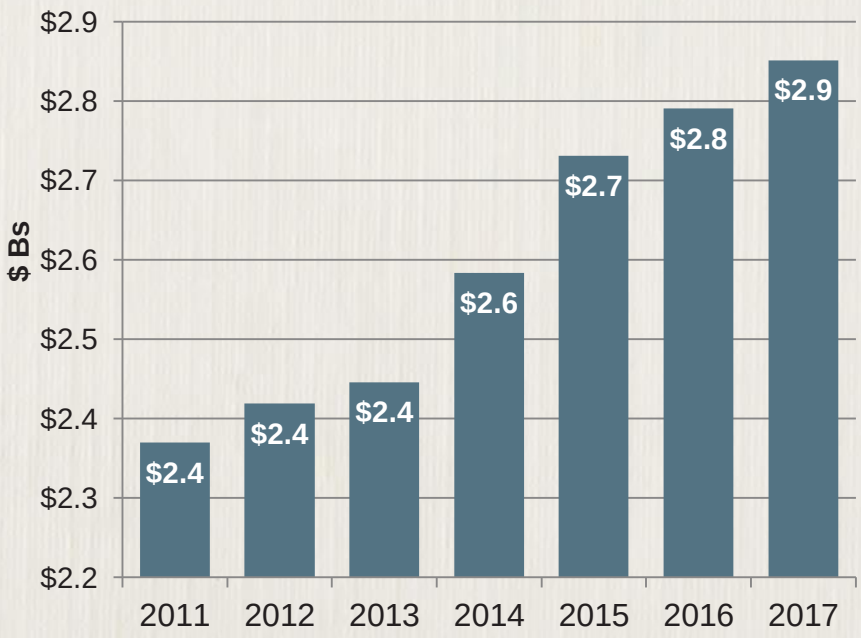
- Transition to a 95% to 97% franchised brand over next 18 months
  - Sell 90 to 125 Company operated restaurants
  - Stimulate growth through attached development commitments
  - Generate over $100 million in pre-tax proceeds
- Reduce annual cash capital expenditures by $7 - $10 million with a more asset-light business model
- Moderately increase leverage
- Deliver shareholder-friendly returns

TOTAL SYSTEM SALES AND ADJUSTED EBITDA* GROWTH

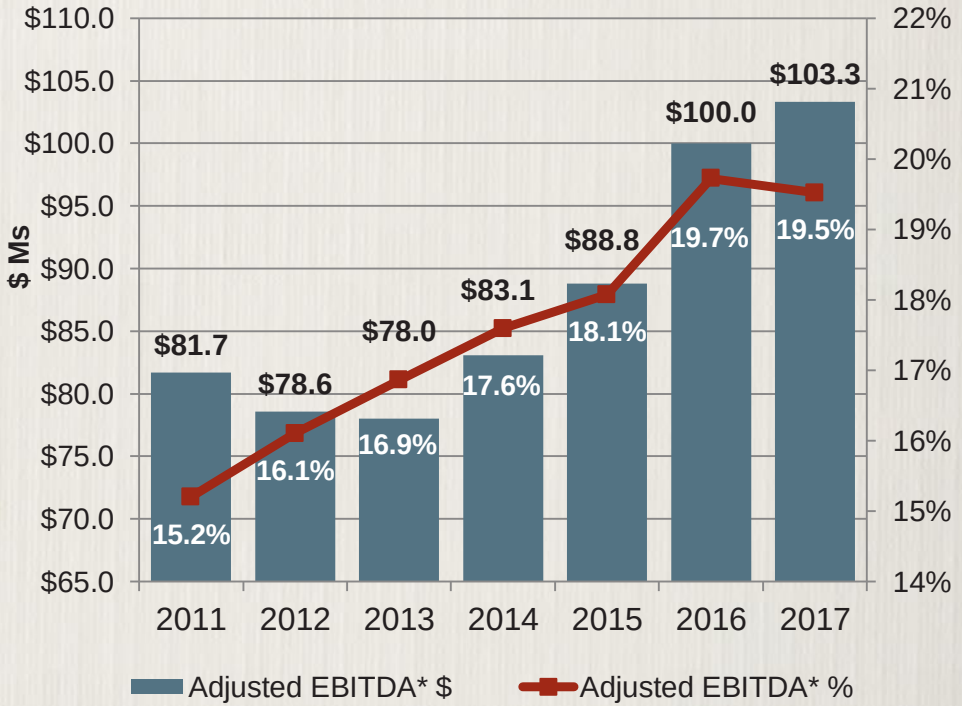
Total System Sales Have Grown by Approximately $500 Million Since 2011

Adjusted EBITDA* Growth of 26% Over Last 6 Years

Total System Sales[1]



Adjusted EBITDA*



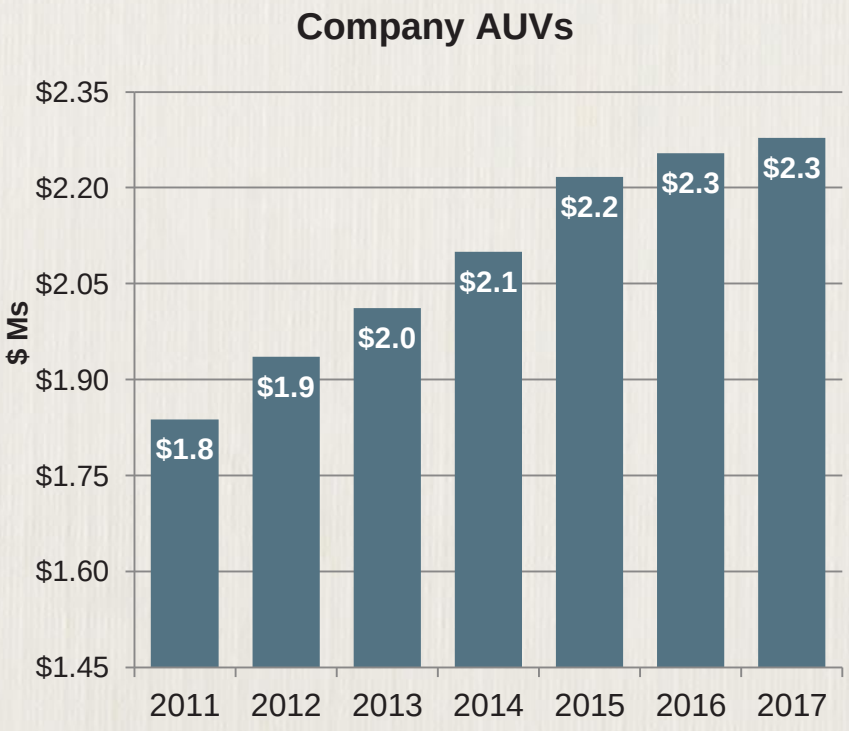
1. Total system sales is a non-GAAP measure representing the sum of sales generated at all Denny's locations worldwide, including franchise and licensed restaurants which are non-consolidated entities. Total operating revenue is limited to company restaurant sales and royalties, fees and occupancy revenue from franchised and licensed restaurants. Accordingly, total system sales should be considered as a supplement to, not a substitute for, our results as reported under GAAP.

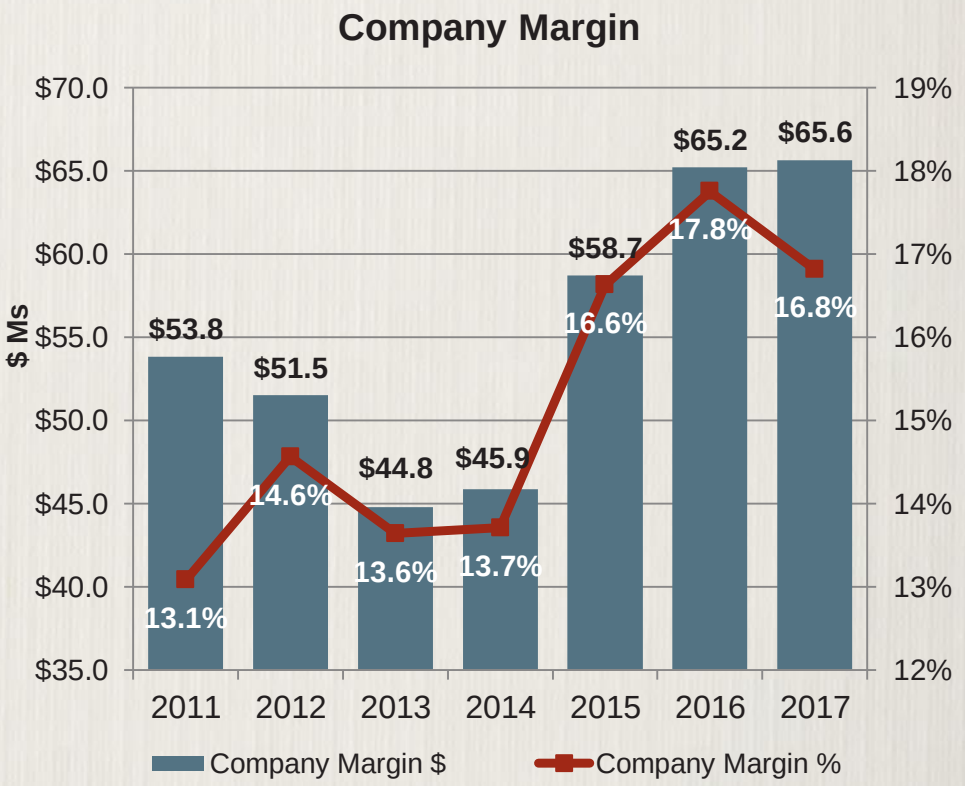
* See Appendix for reconciliation of Net Income to Adjusted EBITDA, Adjusted Net Income, Adjusted Net Income per Share (also called Adjusted Earnings per Share), and Adjusted Free Cash Flow.

COMPANY SALES AND MARGINS

Steady Growth in Company Restaurant Average Unit Volumes

Company Restaurant Margins Expanded by 370 bps Over Last 6 Years

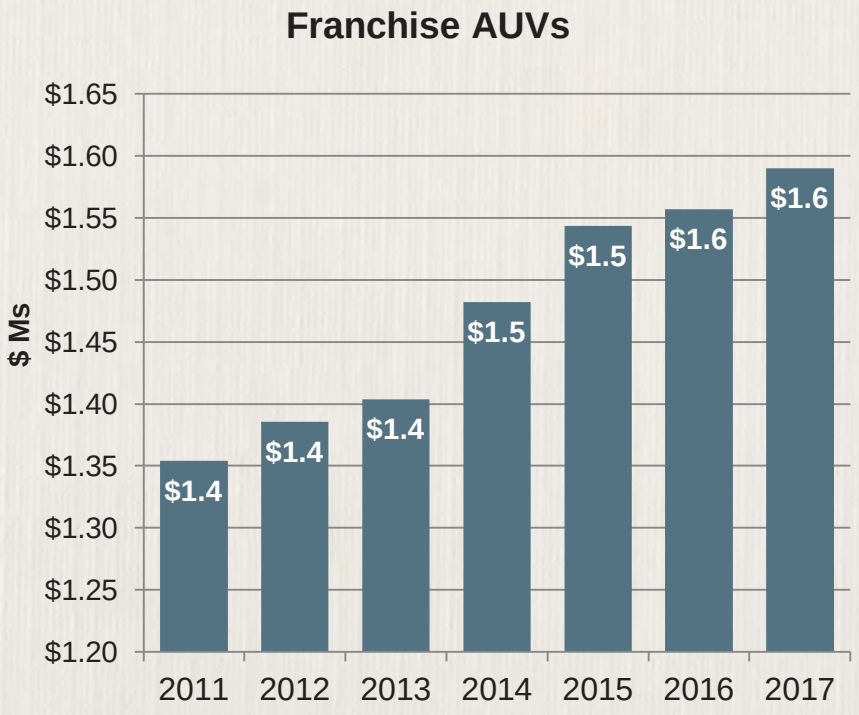


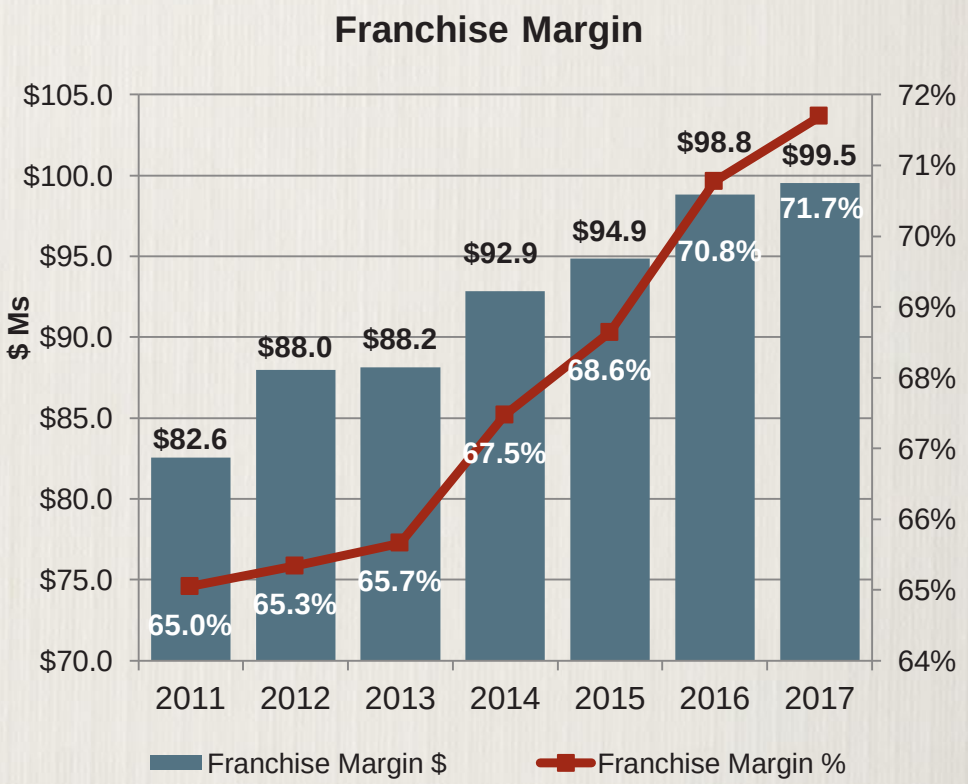


FRANCHISE SALES AND MARGINS

Steady Growth in Franchise Restaurant Average Unit Volumes

Franchise Operating Margins Expanded by 670 bps Over Last 6 Years



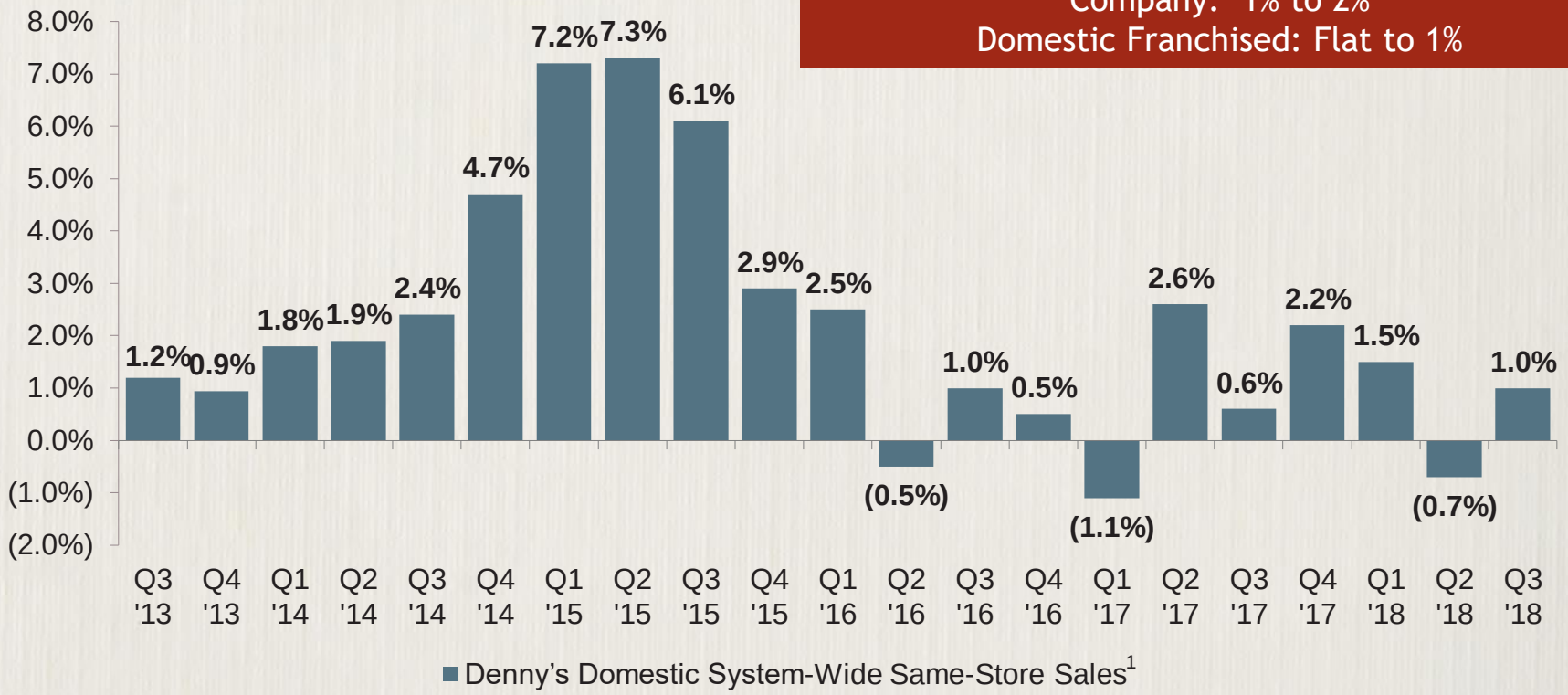


CONSISTENTLY GROWING SAME-STORE SALES[1]

Positive Domestic System-Wide Same-Store Sales[1] in 19 of Last 22 Quarters

Guiding for 8th Consecutive Year of Domestic System-Wide Same Store Sales[1] Growth

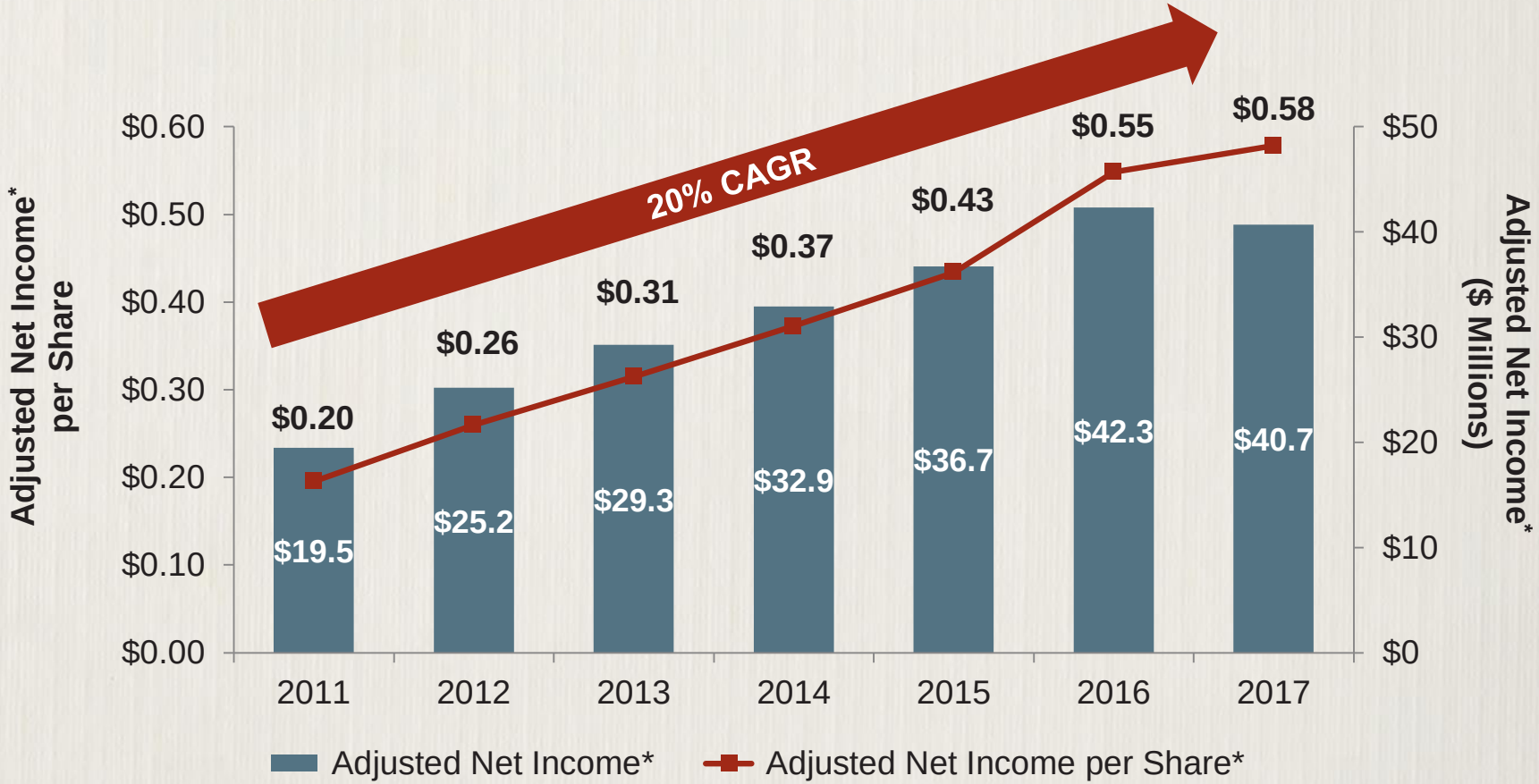
2018 Annual Domestic Same-Store Sales Guidance[1,2]
Company: 1% to 2%
Domestic Franchised: Flat to 1%



1. Same-store sales include sales at company restaurants and non-consolidated franchised and licensed restaurants that were open the same period in the prior year. Total operating revenue is limited to company restaurant sales and royalties, fees and occupancy revenue from franchised and licensed restaurants. Accordingly, domestic franchise same-store sales and domestic system-wide same-store sales should be considered as a supplement to, not a substitute for, our results as reported under GAAP.
2. Data as of September 26, 2018, the end of Fiscal Third Quarter 2018.

GROWING ADJUSTED NET INCOME PER SHARE*

Highly Franchised Business Provides Lower Risk with Additional Upside from Operating Meaningful Base of High Volume Company Restaurants

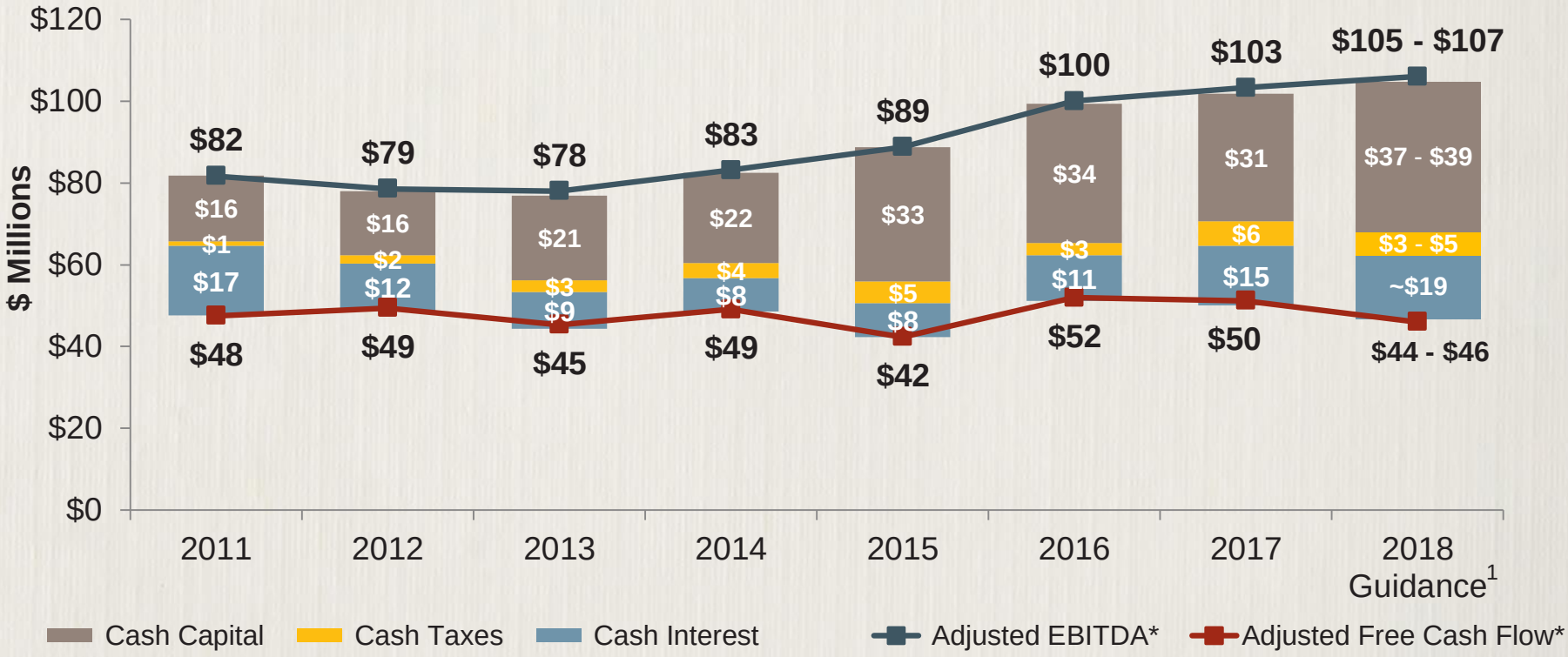


* See Appendix for reconciliation of Net Income to Adjusted EBITDA, Adjusted Net Income, Adjusted Net Income per Share (also called Adjusted Earnings per Share), and Adjusted Free Cash Flow.

STRONG ADJUSTED FREE CASH FLOW* GENERATION

Nearly $340 Million in Adjusted Free Cash Flow* Generated Over Last 7 Years

2018 Investments include 6 Franchise Restaurant Acquisitions



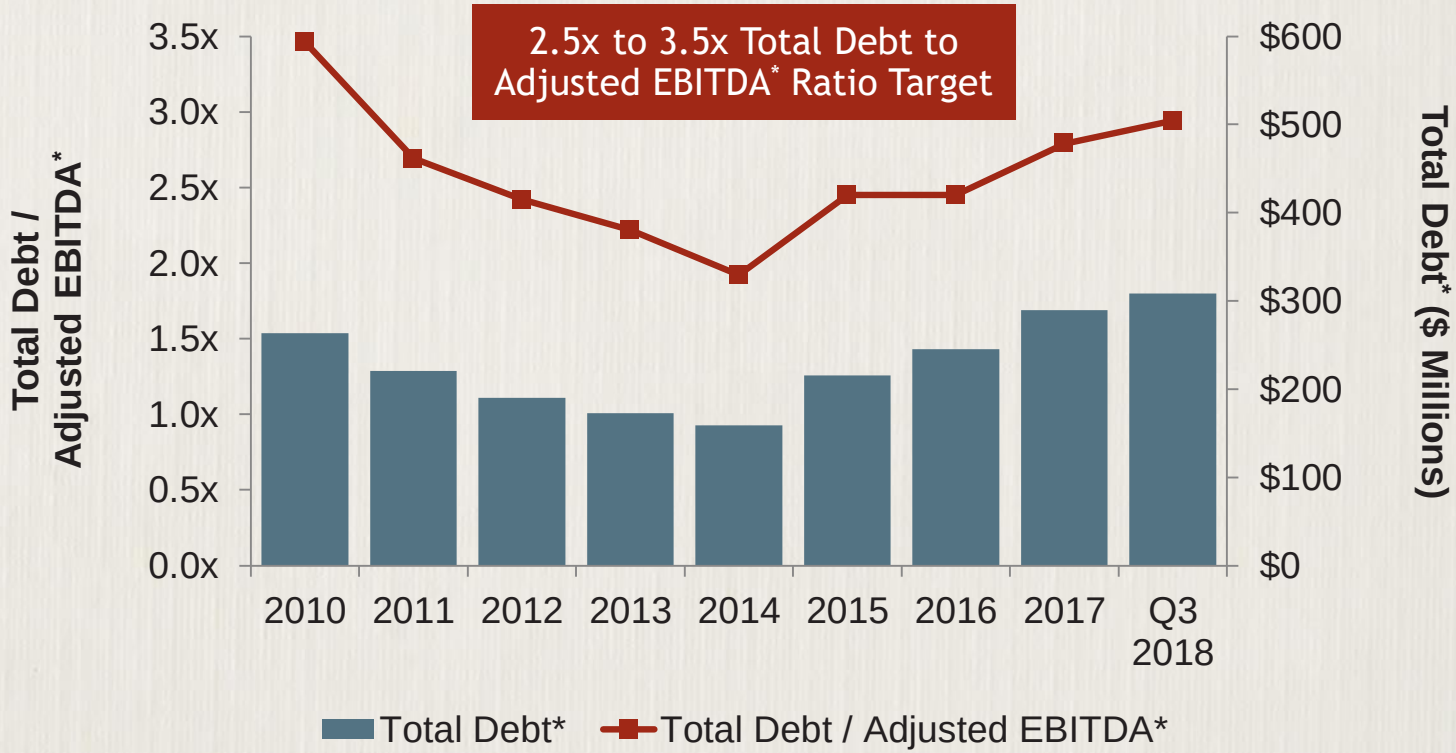
* See Appendix for reconciliation of Net Income to Adjusted EBITDA, Adjusted Net Income, Adjusted Net Income per Share (also called Adjusted Earnings per Share), and Adjusted Free Cash Flow.

1. Full Year Guidance provided in Third Quarter 2018 Earnings Release dated October 30, 2018.

SOLID BALANCE SHEET WITH FLEXIBILITY

Growing Adjusted EBITDA* Enables Higher Leverage while Maintaining Financial Flexibility to Make Investments and Return Capital to Shareholders

New $400 million credit facility announced in October 2017

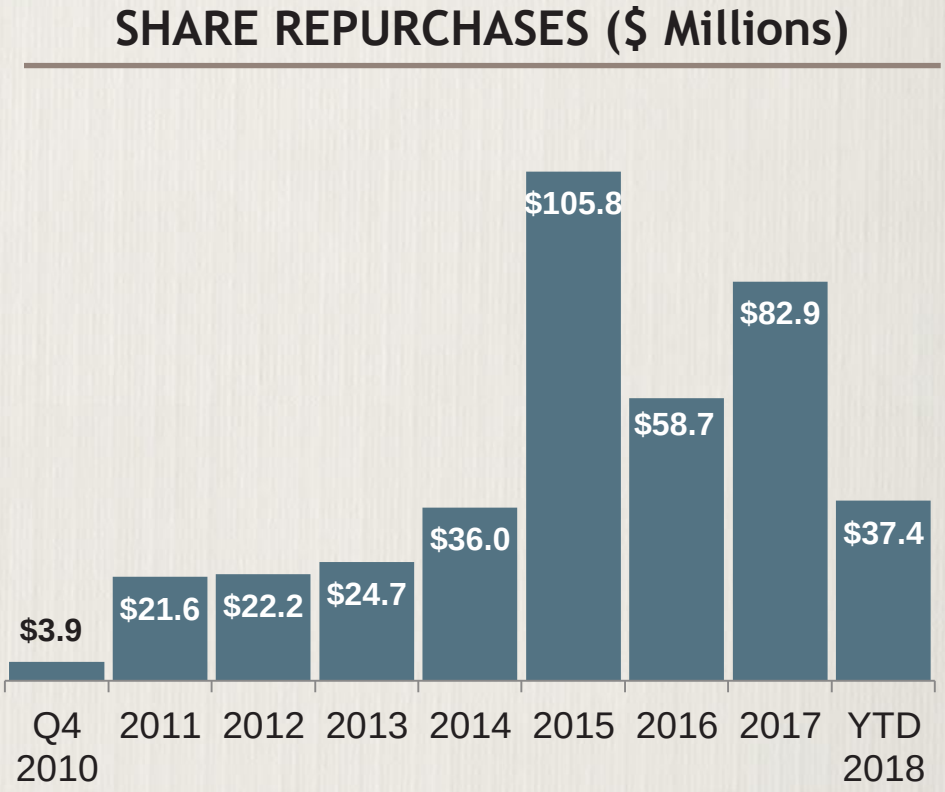


* See Appendix for reconciliation of Net Income to Adjusted EBITDA, Adjusted Net Income, Adjusted Net Income per Share (also called Adjusted Earnings per Share), and Adjusted Free Cash Flow. Total Debt is Gross Debt including Capital Lease Obligations.

CONSISTENTLY RETURNING EXCESS CAPITAL TO SHAREHOLDERS

Over $393 Million Allocated Towards Share Repurchases Since We Started to Return Excess Capital to Shareholders in Late 2010[1]

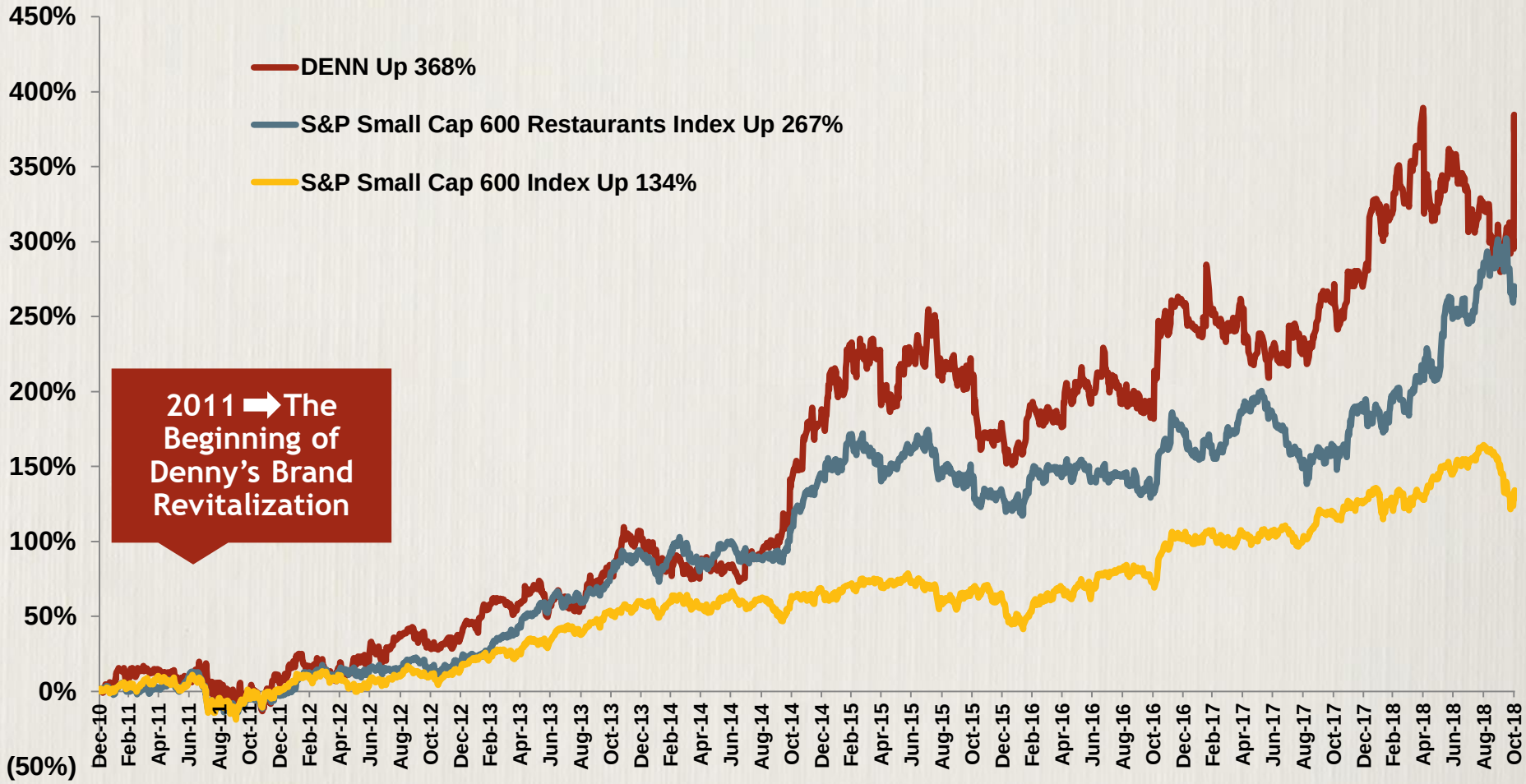
- Approximately $83 million allocated to repurchase shares in 2017
- Over $393 million allocated to repurchase shares since November 2010[1]
- Approximately $159 million remaining in existing share repurchase authorization program[1]



1. Data as of September 26, 2018, the end of Fiscal Third Quarter 2018.

STOCK PRICE OUTPERFORMANCE

Between 2010 and November 2, 2018, Denny's Stock Price Rose 368%, or 2.7X the S&P Small Cap 600 Index and 1.4X the S&P Small Cap 600 Restaurants Index



DENNY'S INVESTMENT HIGHLIGHTS

- **Consistently growing same-store sales** through brand revitalization strategies to enhance food, service, and atmosphere
- **Expanding global footprint** with traditional and non-traditional distribution points
- **Growing profitability with highly franchised business** provides lower risk profile with upside from operating meaningful base of high volume restaurants
- **Strong Adjusted Free Cash Flow* generation** supported by solid balance sheet with significant flexibility to support brand investments
- **Consistently returning excess capital to shareholders** through share repurchase program

* See Appendix for reconciliation of Net Income to Adjusted EBITDA, Adjusted Net Income, Adjusted Net Income per Share (also called Adjusted Earnings per Share), and Adjusted Free Cash Flow.



APPENDIX

EXPERIENCED AND COMMITTED LEADERSHIP TEAM



John C. Miller, President and CEO since 2011 with over 30 years experience in restaurant operations and management. Prior to joining Denny's, served as President of Taco Bueno and spent 17 years with Brinker International where positions held included President of Romano's Macaroni Grill and President of Brinker's Mexican Concepts.



F. Mark Wolfinger, Executive Vice President , Chief Administrative Officer and Chief Financial Officer since 2005. Previous roles include Chief Financial Officer of Danka Business Systems and senior financial positions with Hollywood Entertainment, Metromedia Restaurant Group (operators of Bennigans, Ponderosa Steakhouse, and Steak & Ale), and the Grand Metropolitan.



Christopher D. Bode, Senior Vice President, Chief Operating Officer. Prior to joining Denny's in 2011, served as Chief Operating Officer of QSR Management, LLC (a franchisee of Dunkin' Donuts) and Vice President of Development & Construction of Dunkin' Brands, Inc. Before joining the restaurant industry, served as a United States Navy Communications Specialist.



John W. Dillon, Senior Vice President, Chief Marketing Officer. Prior to joining Denny's in 2007, held multiple marketing leadership positions with various organizations, including 10 years with YUM! Brands/Pizza Hut, and was Vice President of Marketing for the National Basketball Association's Houston Rockets.



Stephen C. Dunn, Senior Vice President, Chief Global Development Officer. Prior to joining Denny's in 2004, held executive-level positions with Church's Chicken, El Pollo Loco, Mr. Gatti's, and TCBY. Earned the distinction of Certified Franchise Executive by the International Franchise Association Educational Foundation.



Timothy E. Flemming, Senior Vice President, General Counsel and Chief Legal Officer. Joined the Company in 1993 and has served as General Counsel since 2008 after having served in the same capacity for the primary subsidiaries since 2005. Additional food service experience includes serving as Assistant General Counsel of Compass Group, North America.



Michael L. Furlow, Senior Vice President, Chief Information Officer. Prior to joining Denny's in 2017, served as Chief Information Officer and Senior Vice President of IT at Red Robin Gourmet Burgers and CEC Entertainment, Inc. (an operator and franchisor of Chuck E. Cheese's and Peter Piper Pizza).



Jill A. Van Pelt, Senior Vice President, Chief People Officer. Joined Denny's in 2006 as Senior Director of Total Rewards and named Vice President of Human Resources in 2008. Prior experience includes various positions in Accounting, Human Resources Systems, and Human Resources for Maytag, Coastal Corporation, and Dynegy.



Robert P. Verostek, Senior Vice President, Finance. Joined Denny's in 1999 and served in numerous leadership positions across the Finance and Accounting teams. Named Vice President of Financial Planning and Analysis in 2012. Prior experience includes various accounting roles for Insignia Financial Group.

AWARDS AND COMMENDATIONS

- National Association of Corporate Directors (NACD) Directorship 100 2017 (Brenda Lauderback)
- Latino Leaders Magazine Most Relevant Latinos in Board Service in the Nation 2017 (Jose Gutierrez)
- Nations Restaurant News Norman Award 2017 (John C. Miller)
- TDn2K Global Best Practices Award 2016
- Nation's Restaurant News Power List 2016 (John C. Miller)
- Diversity Journal's Women Worth Watching Award 2016 (April Kelly-Drummond)
- Savoy Top Influential Women in Corporate America 2016 (April Kelly-Drummond, Brenda Lauderback, and Laysha Ward)
- Most Influential Black Corporate Directors 2016 (Brenda Lauderback, George Haywood, and Laysha Ward)
- Human Rights Campaign Equality Award Honoree 2016 (Dawn Lafreeda, Franchisee)
- Asian Enterprise Top 100 Places to Work for Asian Americans 2016

Revenue Recognition Changes

Advertising and Other Fees & Costs

- Will now be separately reflected in revenue and expense

($ in millions)	2017 (Actual)		2017 (Pro Forma)
Franchise and license revenue	$138.8		$221.8
Advertising and other fees		83	
Advertising and other costs		(83)	
Costs of franchise and license revenue	(39.3)		(122.3)
Franchise Operating Margin (Non-GAAP)	$99.5		$99.5
Franchise Operating Margin Rate (Non-GAAP)	71.7%		44.9%

Initial Franchise Fees

- Will now be recognized ratably over franchise agreement term

($ in 000's) ***EXAMPLE***

Initial Fee $40

		Year 1	Year 2	Year 3	. . . .	Year 20
Previous Standard	Cash Receipt	$40				
	Revenue	$40				
New Standard	Cash Receipt	$40				
	Revenue	$2	$2	$2		$2

Note: We recorded deferred revenue of approximately $21 million as of the first day of fiscal 2018 related to previously recognized initial franchise fees. The deferred revenue will be amortized over the remaining term of the related franchise agreements.

- Revenue recognition changes will not impact any other components of franchise and license revenue, costs of franchise and license revenue, overall business cash flows, or cash taxes and effective tax rates.

NON-GAAP FINANCIAL RECONCILIATIONS

$ Millions (except per share amounts)	2006	2007	2008[1]	2009	2010	2011	2012	2013	2014[1]	2015	2016	2017	YTD 2018
Net Income (loss)	**$28.7**	**$29.5**	**$12.7**	**$41.6**	**$22.7**	**$112.3**	**$22.3**	**$24.6**	**$32.7**	**$36.0**	**$19.4**	**$39.6**	**$32.2**
Provision for Income Taxes[2]	16.3	6.7	3.5	1.4	1.4	(84.0)	12.8	11.5	16.0	17.8	16.5	17.2	7.2
Operating (Gains) Losses and Other Charges, Net	(47.9)	(31.1)	(6.4)	(14.5)	(4.9)	2.1	0.5	7.1	1.3	2.4	26.9	4.3	1.6
Other Non-Operating (Income) Expense, Net	8.0	0.7	9.2	(3.1)	5.3	2.6	7.9	1.1	(0.6)	0.1	(1.1)	(1.7)	(0.9)
Share-Based Compensation	7.6	4.8	4.1	4.7	2.8	4.2	3.5	4.9	5.8	6.6	7.6	8.5	3.7
Deferred Compensation Plan Valuation Adjustments[5]	0.5	0.5	(1.8)	1.0	0.5	(0.1)	0.7	1.1	0.5	0.0	0.9	1.6	0.5
Interest Expense, Net	57.7	43.0	35.5	32.6	25.8	20.0	13.4	10.3	9.2	9.3	12.2	15.6	15.3
Depreciation and Amortization	55.3	49.3	39.8	32.3	29.6	28.0	22.3	21.5	21.2	21.5	22.2	23.7	20.0
Cash Payments for Restructuring Charges & Exit Costs	(5.1)	(9.1)	(9.1)	(7.5)	(7.0)	(2.7)	(3.8)	(2.8)	(2.0)	(1.5)	(1.8)	(1.7)	(0.8)
Cash Payments for Share-Based Compensation	(0.9)	(0.9)	(1.0)	(2.4)	(1.9)	(0.8)	(1.0)	(1.2)	(1.1)	(3.4)	(2.5)	(3.9)	(1.9)
Adjusted EBITDA[5]	**120.3**	**93.3**	**86.6**	**86.0**	**74.3**	**81.7**	**78.6**	**78.0**	**83.1**	**88.8**	**100.0**	**103.3**	**76.8**
Adjusted EBITDA Margin %	12.1%	9.9%	11.4%	14.1%	13.6%	15.2%	16.1%	16.9%	17.6%	18.1%	19.7%	19.5%	16.3%
Cash Interest Expense	(50.9)	(38.5)	(31.6)	(29.3)	(23.1)	(17.0)	(11.6)	(9.1)	(8.1)	(8.3)	(11.2)	(14.6)	(14.5)
Cash Taxes	(1.3)	(2.3)	(1.1)	(0.6)	(0.9)	(1.1)	(2.0)	(2.8)	(3.8)	(5.4)	(3.0)	(6.4)	(2.3)
Capital Expenditures	(33.1)	(33.1)	(27.9)	(18.4)	(27.4)	(16.1)	(15.6)	(20.8)	(22.1)	(32.8)	(34.0)	(31.2)	(27.7)
Adjusted Free Cash Flow[5]	**35.1**	**19.5**	**26.1**	**37.7**	**23.0**	**47.5**	**49.4**	**45.3**	**49.1**	**42.3**	**51.9**	**51.2**	**32.3**
Net Income (loss)						**$112.3**	**$22.3**	**$24.6**	**$32.7**	**$36.0**	**$19.4**	**$39.6**	**$32.2**
Pension Settlement Loss						0.0	0.0	0.0	0.0	0.0	24.3	0.0	0.0
Losses (Gains) on Sales of Assets and Other, Net						(3.2)	(7.1)	(0.1)	(0.1)	(0.1)	0.0	3.5	(0.8)
Impairment Charges						4.1	3.7	5.7	0.4	0.9	1.1	0.3	1.6
Early Extinguishment of Debt						1.4	7.9	1.2	0.0	0.3	0.0	0.0	0.0
Tax Reform						0.0	0.0	0.0	0.0	0.0	0.0	(1.6)	0.0
Tax Effect of Adjustments[3]						(0.8)	(1.6)	(2.2)	(0.1)	(0.4)	(2.5)	(1.2)	(0.1)
Adjusted Provision for Income Taxes[4]						(94.3)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Adjusted Net Income						**$19.5**	**$25.2**	**$29.3**	**$32.9**	**$36.7**	**$42.3**	**$40.7**	**$32.8**
Diluted Net Income Per Share						**$1.15**	**$0.23**	**$0.26**	**$0.37**	**$0.42**	**$0.25**	**$0.56**	**$0.49**
Adjustments Per Share						($0.95)	$0.03	$0.05	$0.0	$0.01	$0.30	$0.02	$0.01
Adjusted Net Income Per Share						**$0.20**	**$0.26**	**$0.31**	**$0.37**	**$0.43**	**$0.55**	**$0.58**	**$0.50**
Diluted Weighted Average Shares Outstanding						**99,588**	**96,754**	**92,903**	**88,355**	**84,729**	**77,206**	**70,403**	**66,122**

1. Includes 53 operating weeks.
2. In the fourth quarter of 2011, we recorded an $89 million net deferred tax benefit from the release of a substantial portion of the valuation allowance on certain deferred tax assets. This release was primarily based on our improved historical and projected pre-tax income.
3. Tax adjustments for full year 2011 and 2012 are calculated using the Company's full year 2012 effective tax rate of 36.4%. Tax adjustments for full year 2013, 2014, 2015 and 2017 use full year effective tax rates of 31.9%, 32.9%, 33.0%, and 30.3%, respectively. Tax adjustment for the loss on pension termination for the year ended December 28, 2016 is calculated using an effective tax rate of 8.8%. The remaining tax adjustments for the year ended December 28, 2016 are calculated using the Company's effective tax rate of 30.9%. Tax adjustment for the nine months ended September 26, 2018 is calculated using the Company's year-to-date effective tax rate of 18.3%.
4. Adjusted provision for income taxes based on effective income tax rate of 36.4% for full year ended Dec. 27, 2012 and excludes impact of net deferred tax benefit.
5. Historical presentations of Adjusted EBITDA and Adjusted Free Cash Flow have been restated to exclude the impact of market valuation changes in our non-qualified deferred compensation plan liabilities.