



**Brinker**  
INTERNATIONAL®

*Home of*



**MAGGIANO'S**  
■ LITTLE ITALY ■

## Q3 F18 Results and Operational Performance

May 1, 2018

## SAFE HARBOR

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During these presentations, and in response to your questions, certain items may be discussed which are not based entirely on historical facts, including any outlooks for fiscal 2017 and beyond. Any such items should be considered forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, as amended. Any forward-looking statements speak only as of the date on which they are made, and we undertake no obligation to update such statements to reflect events or circumstances arising after such date. All such forward-looking statements are subject to risks and uncertainties, which could cause actual results to differ from those anticipated. We have described the most significant of these risks and uncertainties in our reports filed with the Securities and Exchange Commission. Such risks and uncertainties include the impact of general business and economic conditions on us, and our guests, franchisees, suppliers, and landlords, financial and credit market conditions, credit availability, reduced disposable income, the impact of competition, the impact of mergers, acquisitions, divestitures and other strategic transactions, the seasonality of the company's business, adverse weather conditions, future commodity prices, energy costs, product availability, fuel and utility costs and availability, terrorists acts, consumer perception of food safety, changes in consumer taste, health epidemics or pandemics, changes in demographic trends, availability of employees, unfavorable publicity, the company's ability to meet its growth plan, acts of God, governmental regulations, inflation, information technology failures, impairment in carrying value of goodwill or other assets, failure of internal controls over financial reporting, litigation, and other risks and uncertainties from time to time filed in our reports to the Securities and Exchange Commission.

# NON-GAAP MEASURES

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The information in this communication includes financial information determined by methods other than in accordance with accounting principles generally accepted in the United States of America ("GAAP"). The Company's management uses these non-GAAP measures in its analysis of the Company's performance. The Company believes that the presentation of certain non-GAAP measures provides useful supplemental information that is essential to a proper understanding of the operating results of the Company's businesses. These non-GAAP disclosures should not be viewed as a substitute for operating results determined in accordance with GAAP, nor are they necessarily comparable to non-GAAP performance measures that may be presented by other companies.

## Category Leading Brands<sup>1</sup>



**1,634** Restaurants  
32 Countries, 2 Territories <sup>2</sup>

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**52** Domestic  
Restaurants



<sup>1</sup> As of March 28, 2018

<sup>2</sup> Includes the U.S.

## Strategic Focus

- **Food Quality Investment**
  - High Quality Ingredients
  - Larger Portions
- **Menu Simplification**
  - Forty percent fewer items
  - Focus on core food equities
- **New Food-Focused Marketing Campaign**
  - Unique, consistent messaging
- **Convenience**
  - Digital Curbside Pickup
  - Handheld Devices

# CHILI'S MENU CORE EQUITIES



# MAGGIANO'S MENU INNOVATION

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## SAME STORE SALES – F17, F18



	<u>Brinker</u>	<u>Chili's</u>	<u>Maggiano's</u>	<u>Domestic Franchise</u>	<u>International Franchise</u>
<u>Q1 F17</u>	-1.3%	-1.4%	-0.6%	-1.6%	0.9%
<u>Q2 F17</u>	-2.9%	-3.3%	-0.8%	-3.0%	-4.2%
<u>Q3 F17</u>	-2.2%	-2.3%	-1.6%	0.3%	-7.1%
<u>Q4 F17</u>	-1.8%	-2.2%	0.5%	-0.2%	-4.2%
<u>F17</u>	-2.1%	-2.3%	-0.6%	-1.1%	-3.7%

	<u>Brinker</u>	<u>Chili's</u>	<u>Maggiano's</u>	<u>Domestic Franchise</u>	<u>International Franchise</u>
<u>Q1 F18</u>	-3.3%	-3.4%	-2.6%	-1.7%	-7.9%
<u>Q2 F18</u>	-1.0%	-1.5%	1.8%	-1.7%	0.1%
<u>Q3 F18</u>	-0.3%	-0.4%	0.5%	-3.2%	-0.2%

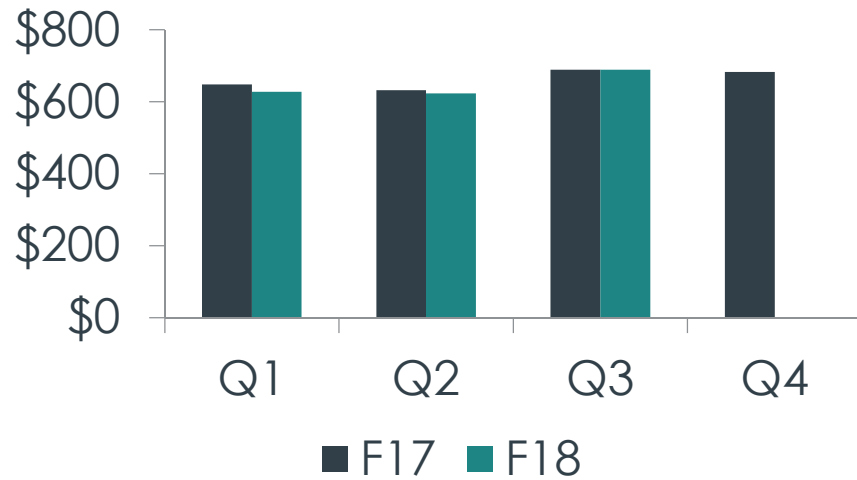


# HISTORICAL COMPANY SALES AND REVENUES

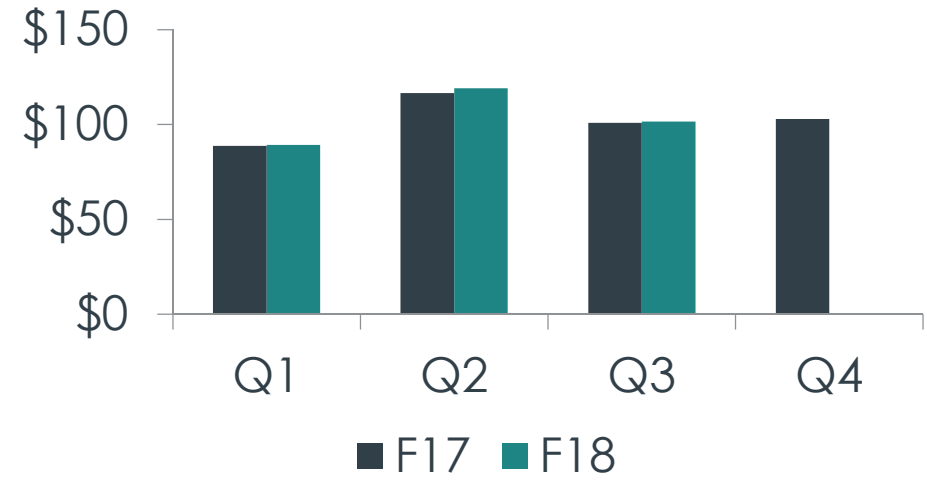


(In millions)

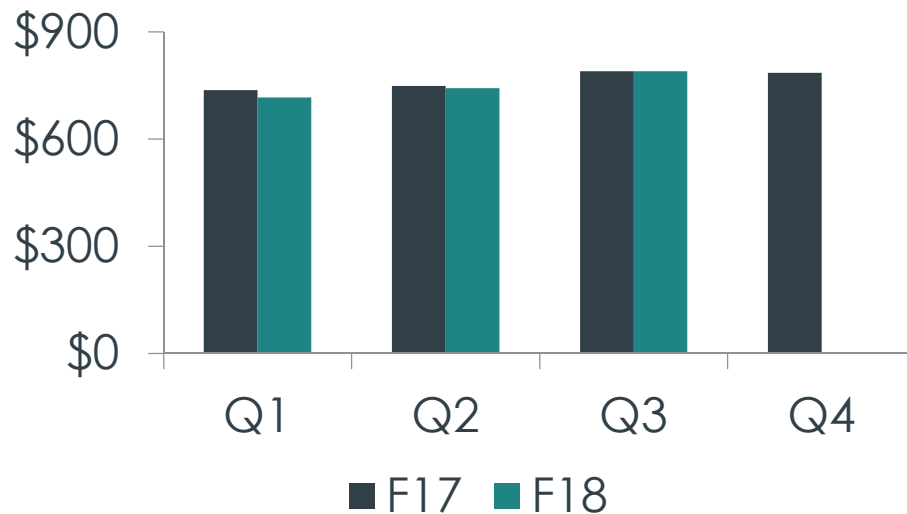
## Chili's Company Sales



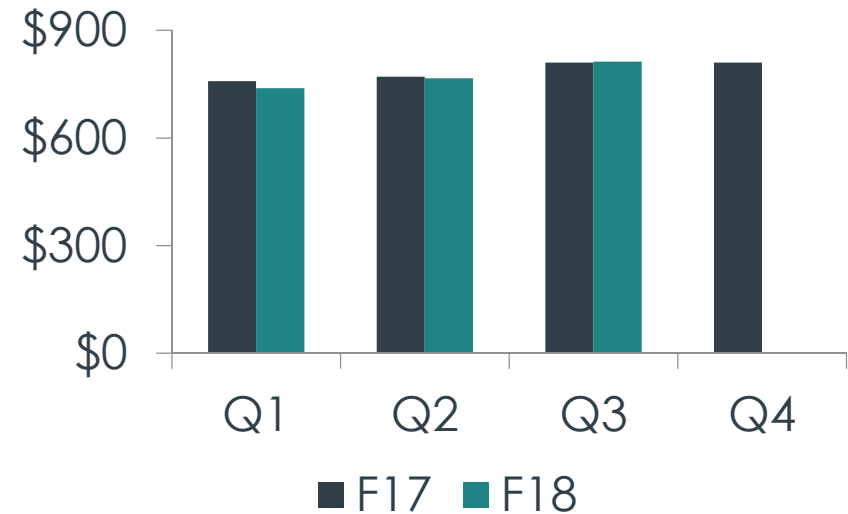
## Maggiano's Company Sales



## Total Company Sales



## Total Revenues

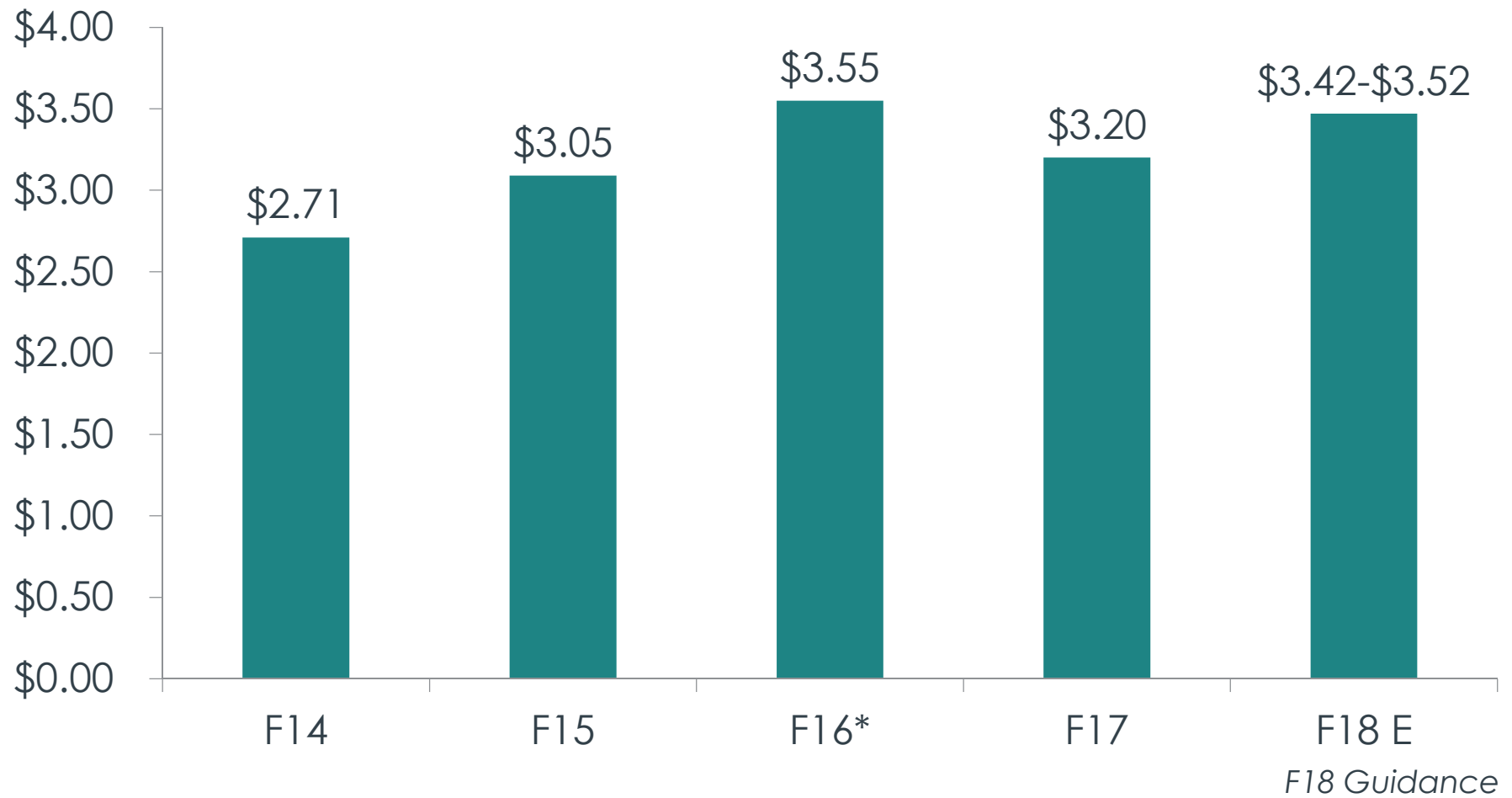


## F18 Outlook

• Price	1.0% to 2.0% Increase
• Comp Sales *	Down (0.5%) to (1.0%)
• Total Revenues *	Flat to Down (0.5%)
• Rest Oper Margin *	Down 65 to 75 bps
• Depreciation	\$2M to \$3M Decrease
• G&A	\$5M to \$6M Increase
• Interest	\$8M to \$9M Increase
• Tax Rate	20% to 22%
• WAS	47M to 49M
• EPS	\$3.42 to \$3.52
• EBITDA	\$420M to \$430M
• CapEx	\$105M to \$115M
• Free Cash Flow	\$205M to \$215M

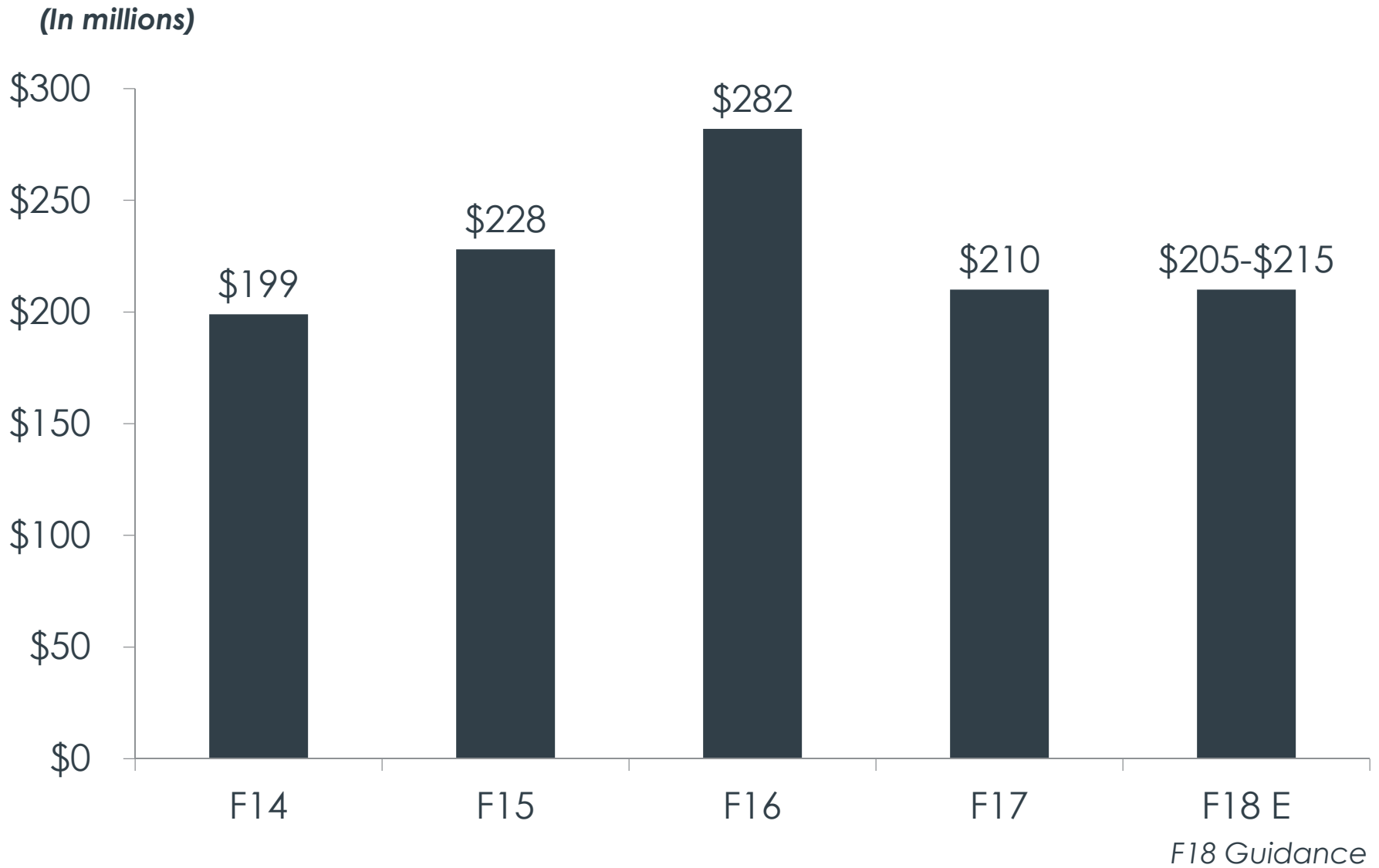
\* Updated guidance for Comp Sales, Total Revenues, and Rest Oper Margin

# ADJUSTED EARNINGS PER SHARE



\*F16 EPS positively impacted by 53<sup>rd</sup> week  
F18 is an estimate

# FREE CASH FLOW

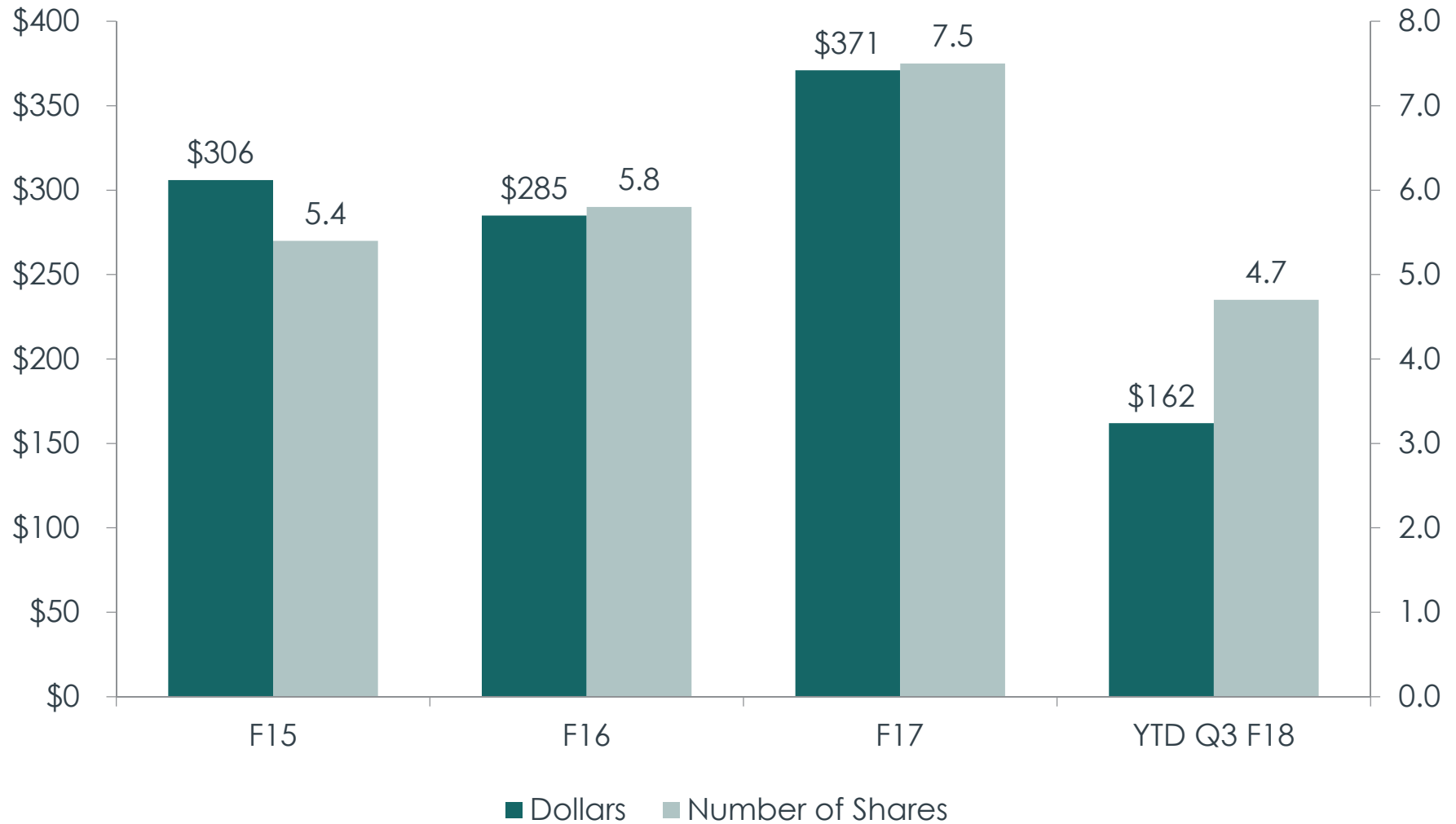


\*F16 includes 53<sup>rd</sup> week  
F18 is an estimate

# SHARE REPURCHASE



(In millions)





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