

INVESTOR DAY

June 7, 2023





INVESTOR DAY AGENDA



Kevin Hochman,
Chief Executive Officer



Joe Taylor,
Chief Financial Officer



Aaron White,
Chief People Officer



Doug Comings,
Chief Operating Officer



George Felix,
Chief Marketing Officer



Steve Provost,
President, Maggiano's

| Topic | Presenter |
|------------------------------------|---|
| How Our Strategy Will Create Value | Kevin Hochman, Chief Executive Officer |
| Growing the Base Business | Aaron White, Chief People Officer & Doug Comings, Chief Operating Officer |
| Capturing Market Share | George Felix, Chief Marketing Officer |
| Maggiano's Update | Steve Provost, President of Maggiano's |
| Financial Outlook | Joe Taylor, Chief Financial Officer |



SAFE HARBOR STATEMENT

During these presentations, and in response to your questions, certain items may be discussed which are not based entirely on historical facts. 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.



KEVIN HOCHMAN

President and CEO, Brinker International



LEADING BRANDS, SCALE AND FOOTPRINT

Brinker Today:



MAGGIANO'S
LITTLE ITALY

IT'S JUST
WINGS

- **1,657** restaurants
- **92%** domestic owned vs. franchised
- **78%** domestic vs. international
- **~\$4.1B** sales
- **60,000** employees
- **31** countries



WHAT YOU WILL HEAR TODAY



Executing multi-year strategy to unlock brand value



Strategy is now coming to life



Clear path to drive top and bottom line





VALUE CREATION STRATEGY

Differentiated
Brand
Experience

Craveable
Food Items

Consistently
Good
Experience

Vibrant
Atmosphere

Value
Creation





chili's

2825

RESERVED PARKING

MINIMUM 30 MIN. WITHOUT STOPPING

RESERVED PARKING

MINIMUM 30 MIN. WITHOUT STOPPING

RESERVED PARKING

MINIMUM 30 MIN. WITHOUT STOPPING



OUR NEW STRATEGY WILL CREATE CONSISTENT VALUE FOR BRINKER OVER TIME

Strong foundation

The new Chili's we are building

4 Key Pillars strategy

How our strategy will create value





CHILI'S STRENGTHS

1. Iconic American Brand
2. Relevant Food Offering
3. Size and Scale
4. Chilihead Culture



Strong
Foundation



STRONG FOUNDATION FOR GROWTH

1. ICONIC AMERICAN BRAND

ICONIC AMERICAN BRAND





STRONG FOUNDATION FOR GROWTH

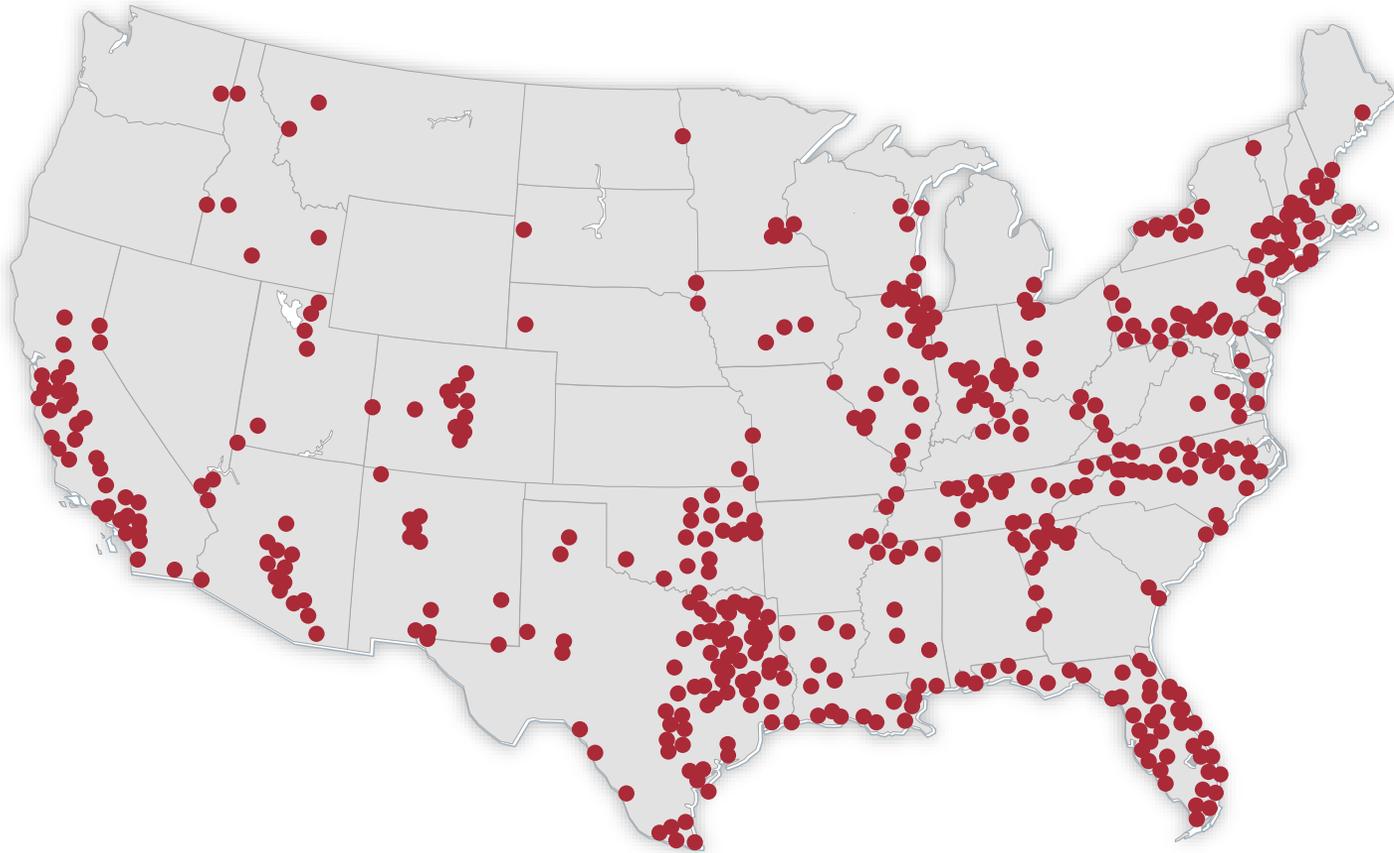
2. RELEVANT FOOD OFFERING





STRONG FOUNDATION FOR GROWTH

3. SIZE AND SCALE





STRONG FOUNDATION FOR GROWTH
4. CHILIHEAD CULTURE





OUR NEW STRATEGY WILL CREATE CONSISTENT VALUE FOR BRINKER OVER TIME

Strong foundation

The new Chili's we are building

4 Key Pillars strategy

How our strategy will create value





THE NEW CHILI'S WE ARE BUILDING

The New Chili's

Menu

Simplified: Four core items

Operations

Simplified, invest in labor

Atmosphere

Fun, clean and well maintained

Off - Premise

Core Chili's focus

Pricing Strategy

Pricing power, value leadership

Advertising

Ramping up

Capital Allocation

Invest to grow, de-leverage





NEW CHILI'S WE ARE BUILDING
CORE FOUR FOCUS



BURGERS



FAJITAS



CRISPERS



MARGARITAS



NEW CHILI'S WE ARE BUILDING

SIMPLIFY COMPLEX OPERATIONS, INVEST IN LABOR





NEW CHILI'S WE ARE BUILDING
ADVERTISING – RAMPING UP





NEW CHILI'S WE ARE BUILDING

OFF PREMISE – CORE CHILI'S FOCUS





THE NEW CHILI'S WE ARE BUILDING

The New Chili's

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Simplified: Four Core items

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OUR NEW STRATEGY WILL CREATE CONSISTENT VALUE FOR BRINKER OVER TIME

Strong foundation

The new Chili's we are building

4 Key Pillars strategy

How our strategy will create value





AARON WHITE

Chief People Officer, Operations and Culinary, Brinker International



STRATEGIC PILLARS DESIGNED TO IMPROVE THE BASE BUSINESS



TEAM MEMBERS



**Make the job easier,
more fun & more
rewarding**



FOOD & BEVERAGE



**Win on Burgers,
Fajitas,
Crispers & 'Ritas**



HOSPITALITY



**Deliver hospitality
with every Guest
touchpoint**



ATMOSPHERE



**Ensure every
restaurant is clean
& well maintained**





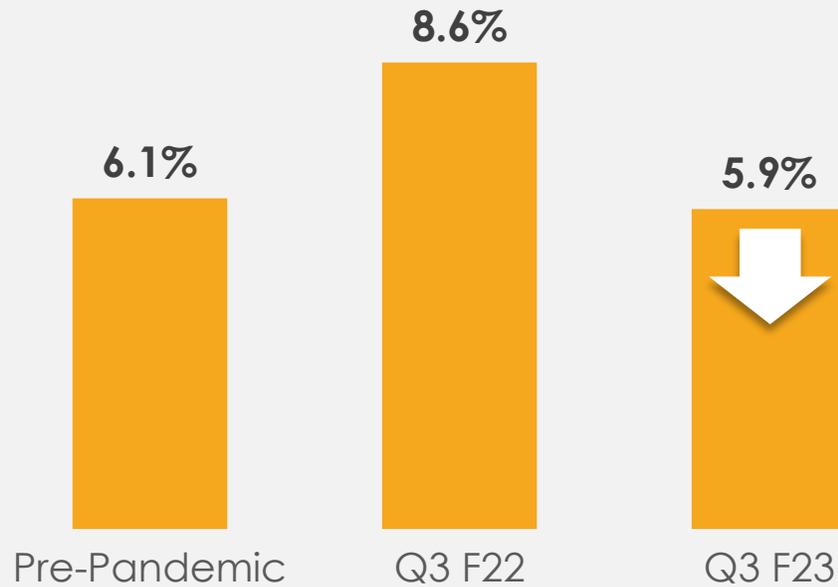
EARLY SIGNS OF SUCCESS – LOWER TURNOVER



PILLAR #1: TEAM MEMBERS

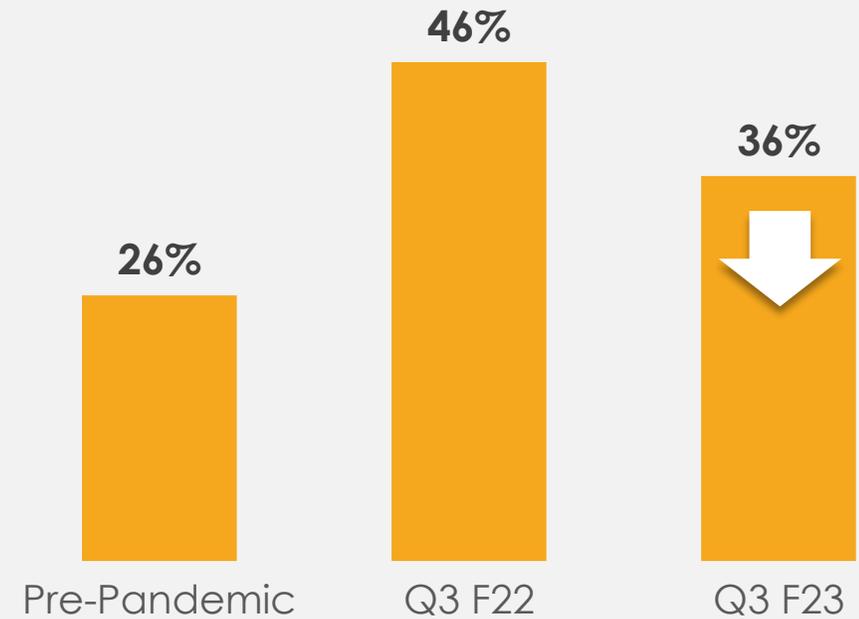
Making The Job Easier, More Fun & More Rewarding

Quarterly Manager Turnover



Making The Job Easier, More Fun & More Rewarding

Quarterly Hourly Turnover





STRATEGIC PILLARS DESIGNED TO IMPROVE THE BASE BUSINESS



TEAM MEMBERS



**Make the job easier,
more fun & more
rewarding**



FOOD & BEVERAGE



**Win on Burgers,
Fajitas,
Crispers & 'Ritas**



HOSPITALITY



**Deliver hospitality
with every Guest
touchpoint**



ATMOSPHERE



**Ensure every
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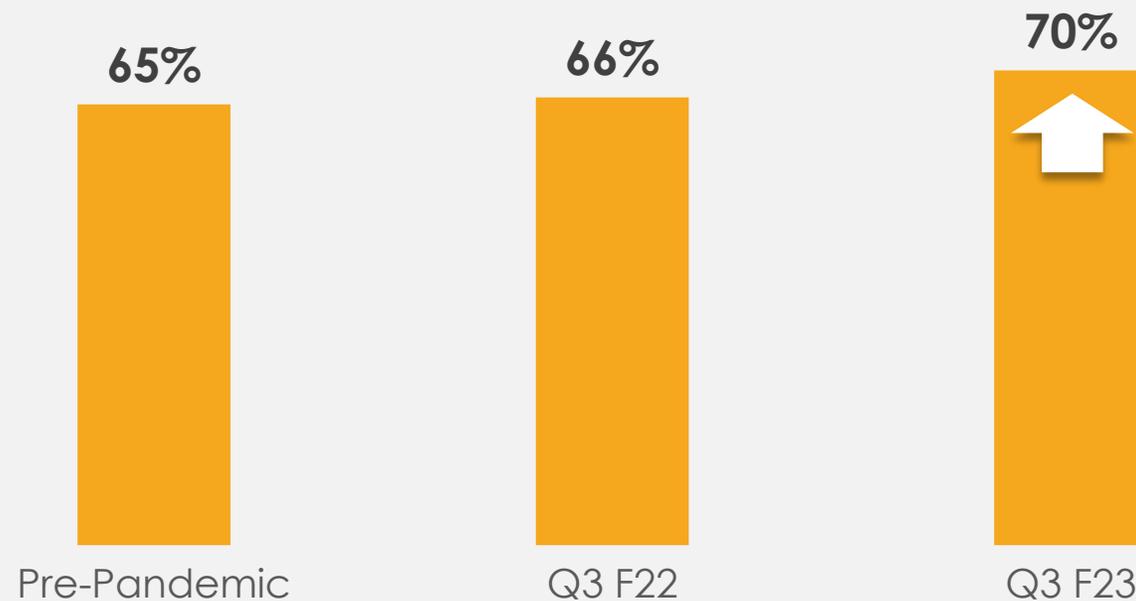
EARLY SIGNS OF SUCCESS – BETTER FOOD SCORES



PILLAR #2: FOOD & BEVERAGE

Win On Burgers, Fajitas, Crispers & 'Ritas

Food Great Guest Score





STRATEGIC PILLARS DESIGNED TO IMPROVE THE BASE BUSINESS



TEAM MEMBERS



**Make the job easier,
more fun & more
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FOOD & BEVERAGE



**Win on Burgers,
Fajitas,
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HOSPITALITY



**Deliver hospitality
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**Ensure every
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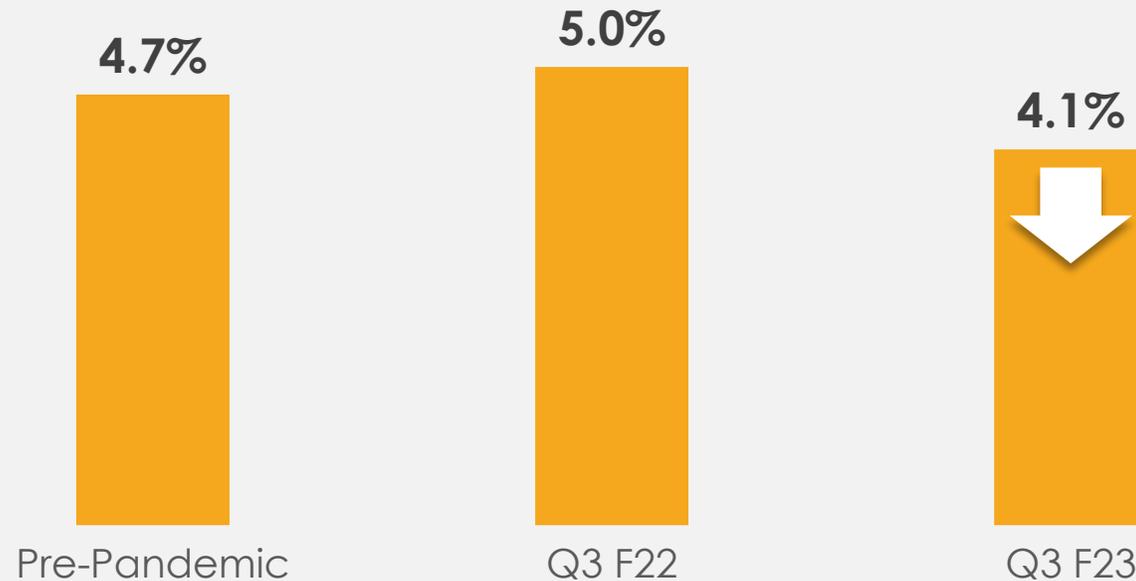
EARLY SIGNS OF SUCCESS – LESS GUESTS WITH A PROBLEM



PILLAR #3: HOSPITALITY

Deliver Hospitality With Every Guest Touch Point

Dine In Guest with a Problem





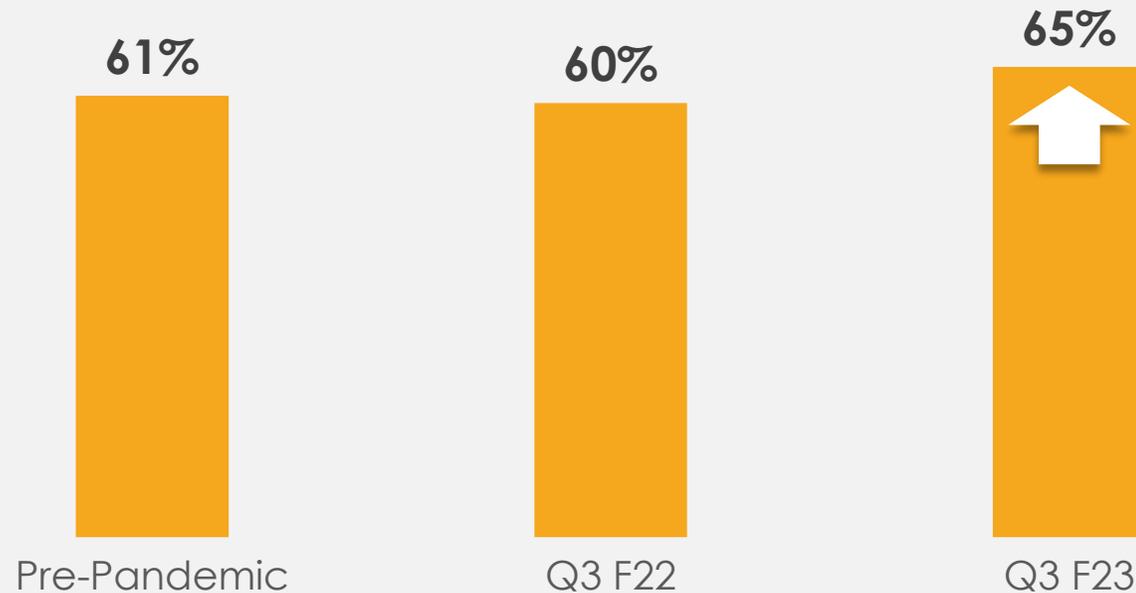
EARLY SIGNS OF SUCCESS – CLEANER RESTAURANTS



PILLAR #4: ATMOSPHERE

Every Restaurant Clean & Well Maintained

Clean and Well Maintained





OUR NEW STRATEGY WILL CREATE CONSISTENT VALUE FOR BRINKER OVER TIME

Strong foundation

The new Chili's we are building

4 Key Pillars strategy

How our strategy will create value





IN SUMMARY

MULTIPLE GROWTH DRIVERS

- Better guest experience drives traffic over time
- Improved pricing power
- Multi year mix drivers
- Enhanced marketing drives trial and frequency



GEORGE FELIX

Senior VP and Chief Marketing Officer, Chili's® Grill & Bar

Brand positioning

3-year menu vision

Building top of mind awareness
and traffic

Loyalty program – a key to
driving traffic





THE CHILI'S BRAND BEFORE – EXISTING OPPORTUNITIES

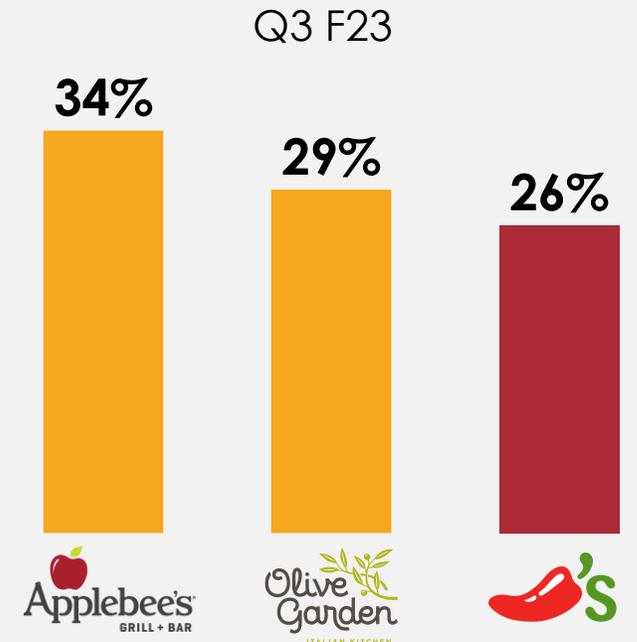
Complex Menu



Advertising Spend Redirected to Heavy Discounting



Trailing in Top-of-Mind Awareness





THE CHILI'S BRAND TODAY – A MARKETER'S DREAM

Food Americans Crave



A Brand People Know and Love



Distinctive Assets





CREATING A R.E.D. BRAND

The Elements of RED*

Relevance



Ease



Distinctiveness





WHAT MAKES CHILI'S DIFFERENT?

- Come as you are
- ChiliHead Hospitality
- A place that makes you feel special





WHAT MAKES A CHILI'S EXPERIENCE RELEVANT AND UNIQUE?





SHIFT TO OCCASION-BASED SEGMENTATION APPROACH

Occasion-Based Segmentation

3 Key Occasions



Dine In



Off Premise



Bar



CASE STUDY: FAMILY OF FOUR

The Jones Family – Chicago, IL
2 Kids – Ages 11 & 8



Fit into all occasions depending
on the circumstance

3 Key Occasions



Dine In

- An escape for the family
- Not in a rush
- A chance to connect
- Fun, vibrant atmosphere



Off Premise

- Busy nights with kids' activities
- Ease of ordering
- Accuracy
- On time



Bar

- The game I want to watch will be on TV
- Beer/Cocktails at a good price
- Bar Food – wings, fries, burgers, crispers





LAUNCHING NEW MARKETING PLAN

Brand positioning

3-year menu vision

Building top of mind awareness
and traffic

Loyalty program – a key to
driving traffic





WHERE TO PLAY, HOW WE WIN

Focus on Core 4



Traffic-Driving Value



Merchandising to Drive Trade-Up





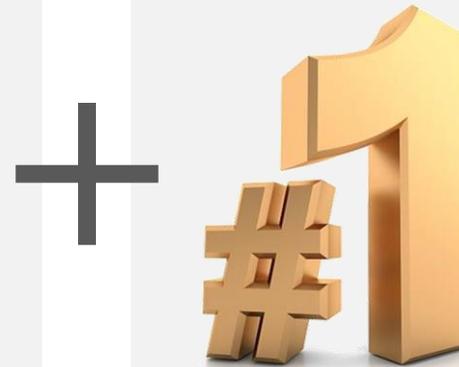
WHY THESE ARE THE RIGHT CHOICES

Burgers, Fajitas (Mexican), Crispers, and Fries are all in the Top 10 Foods for Menu Importance



Source: NPD

Margarita is the Top Cocktail Across All Categories⁽¹⁾



Source: Datassential

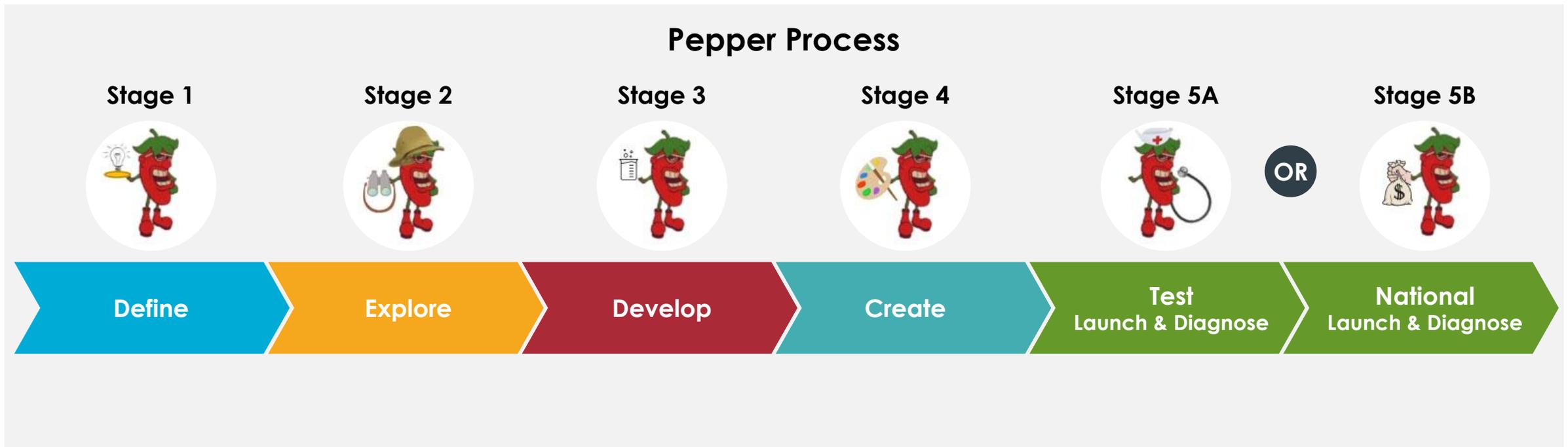
Winning Combination

Note 1: Excludes Fine Dining



LAUNCHING OUR PRODUCTS WITH NEW, MORE DISCIPLINED INNOVATION APPROACH

- Stage-gate process aligns resources, investment, and objectives at each stage
- Cross-functional in nature to ensure all key parties are engaged
- Formalized check-ins with Leadership Team to align on progressing through each gate





CHECKLIST FOR RELEVANCE IN THE CHICKEN TENDER CATEGORY

- ✓ Hot & fresh every time
- ✓ Variety of sauces because over 90% of consumers dip tenders in sauce
- ✓ Relevant sides for Millennial families & Gen Z
- ✓ Ability to buy larger counts for bigger eaters
- ✓ Craveable fries





CASE STUDY: HOW THIS APPLIES TO CHICKEN CRISPERS

BEFORE

PERFECT PASTAS

CAJUN PASTA
Penne in Alfredo sauce, topped with chili sauce, shredded Parmesan, tomatoes, green onions. Served with garlic toast.
• **Grilled Chicken 14.99** (2000 cal)
• **Shrimp 16.49** (2000 cal)

BAKED SEAFOOD PASTA 16.99 cal
Baked crab, lobster, dried red bell pepper, bacon over a bed of penne pasta with Alfredo sauce & shredded Parmesan. 30.99

STEAKS

CLASSIC BOLDWY
Steamed & topped with garlic butter. With loaded mashed potatoes (sided 3.00 cal) & steamed broccoli (sided 4.00 cal).
• **Filet 19.99** (2000 cal) • **Filet 21.99** (2000 cal)

CLASSIC RIBEYE 16.99 cal
Marbled, thick-cut steak topped with garlic butter. With loaded mashed potatoes (sided 3.00 cal) & steamed broccoli (sided 4.00 cal). 22.99

TX-SIZE BABY BACK RIBS
SERVED WITH FRIES AND COLESLAW.

CHOOSE YOUR PLATE

FULL ORDER (2300-2500 cal)
Two steaks of up to 2 steaks, 22.99

HALF ORDER (1300-1400 cal)
Two steaks of choice, 17.99

CHOOSE YOUR SAUCE
HOUSE BBQ • HONEY-CHIPOTLE • DRY RUB

HAND-BATTERED CRISPERS
SERVED WITH CORN ON THE COB & FRIES.

CRISPY (6-10-15-20) cal
With choice of honey-mustard, house BBQ or house-made ranch, 12.99

CRISPY HONEY-CHIPOTLE (10-15-20) cal
With house-made ranch, 12.99

SMOKEHOUSE COMBOS
SERVED WITH TOASTED STREET CORN (1.00 cal), FRIES (2.00 cal) AND GARLIC TOAST (1.00 cal)

CHOOSE ANY 2 18.89 **OR: CHOOSE ANY 3 20.99**

• JALAPENO-CHEESE SMOKED SAUSAGE (3.00 cal) • HALF ORDER OF BRISKET QUESADILLAS (7.00 cal)
• HALF ORDER OF RIBS (3.00-7.00 cal) • CRISPY CHICKEN CRISPERS* (10-15-20 cal)

SIDE NOTES
7.29 A LA CARTE

STEAMED BROCCOLI (4.00 cal) • BLACK BEANS (2.00 cal)
SWEET CORN ON THE COB (1.00 cal) • FRIES (2.00 cal)
LOADED MASHED POTATOES (3.00 cal) • COLESLAW (2.00 cal)
TOASTED STREET CORN +1.00 (3.00 cal) • MEXICAN RICE (1.00 cal)
ROASTED ASPARAGUS +1.00 (3.50 cal)

- Multiple batters (tempura & crispy)
- Buried on the menu with no imagery
- Only one option for Crisper count
- Limited sauce variety
- Served with outdated side – corn on the cob

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CASE STUDY: HOW THIS APPLIES TO CHICKEN CRISPERS

AFTER



HAND-BATTERED CHICKEN CRISPERS®

CRISPY CRISPERS
Served with **NEW** white cheddar mac & cheese (XX cal), fries (XX cal), house-made ranch and 2 dipping sauces. (XX-XX cal)

| | | |
|-----------------------------------|---|-----------------------------------|
| 4 COUNT (XXX cal) TL.79 | <i>Best Value!</i> 5 COUNT (XXX cal) TL.79 | 6 COUNT (XXX cal) TL.79 |
|-----------------------------------|---|-----------------------------------|

| | |
|---------------------------------------|---|
| HOUSE BBQ SWEET & SMOKY | BUFFALO RANCH COOL WITH A KICK |
| HONEY MUSTARD SWEET & TANGY | SWEET CHILI ZING SPICY-SWEET ZEST |
| BUFFALO THE OG OF SAUCES | |

▶ GET AN EXTRA SAUCE +.50

CRISPY HONEY-CHIPOTLE CRISPERS (1830 cal)
Tossed in honey-chipotle sauce, served with **NEW** white cheddar mac & cheese (XX cal), fries (XX cal) & house-made ranch. (XX cal)

| | | |
|-----------------------------------|---|-----------------------------------|
| 4 COUNT (XXX cal) TL.79 | <i>Best Value!</i> 5 COUNT (XXX cal) TL.79 | 6 COUNT (XXX cal) TL.79 |
|-----------------------------------|---|-----------------------------------|

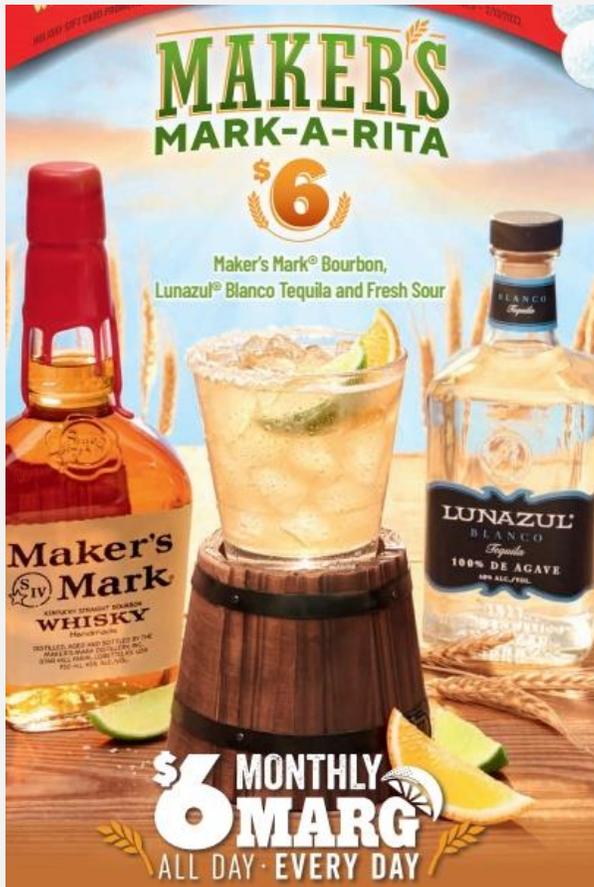
5 COUNT CRISPY CHICKEN CRISPERS®, WHITE CHEDDAR MAC & CHEESE, BUFFALO RANCH DIPPING SAUCE AND HOUSE-MADE RANCH

- Featured on the menu with craveable photography
- Variety of piece counts (4, 5, and 6) to encourage trade up
- Leveraging IJW to offer more sauce variety
- New mac and cheese to modernize our sides



CASE STUDY: HOW THIS APPLIES TO MARGARITAS

BEFORE



**Innovation
focused on
discounted
margs**



**Multiple
margs with
similar flavor
profiles**



CASE STUDY: HOW THIS APPLIES TO MARGARITAS

AFTER

GOOD



BETTER



BEST





A CREATIVE PLATFORM TO DRIVE ASSOCIATION WITH MARGARITAS

IT ALL
STARTS
WITH A
MARG
s.



ABLE TO BE USED OVER TIME FOR DIFFERENT OCCASIONS





CELEBRITY SPOKESPEOPLE



People

Jenna Fischer and Angela Kinsey Return to Chili's for an Ad 18 Years After That Iconic 'The Office' Episode

'The Office' stars tell PEOPLE about their real — and fictional — love for Chili's



FOOD & WINE

Jenna Fischer and Angela Kinsey Can't Walk Into a Chili's Without Someone Bringing Up 'The Office'

The duo returns to Chili's as the faces of the chain's campaign to announce four new margaritas and more menu items.

yahoo!entertainment

"I know you would expect us to say that we're excited to do this partnership," Fischer says, "but I just wanna say that I actually met the folks from Chili's at an event in Los Angeles, and I cornered them in the room, and told them that I wanted to do a campaign with them, because I love them. And that me and Angela should do one as best friends... So when we say that we're excited to be working with them, we mean it."



MENU BEFORE: LACKING A STRONG POINT OF VIEW

BEFORE

SALADS & SANDWICHES

Add a Caesar or house side salad to any entree 3.99

ADD AVOCADO SLICES +1.00 (add 80 cal)



QUESADILLA EXPLOSION SALAD™ (1200 cal)
Grilled chicken, cheese, tomatoes, corn & black bean salsa, tortilla strips, cilantro with citrus-balsamic. Topped with our cheese quesadillas. 12.99

SANTA FE GRILLED CHICKEN SALAD (600 cal)
Spicy grilled chicken, pico, avocado, cilantro, tortilla strips, house-made ranch & a drizzle of spicy Santa Fe sauce. 12.79

With Chicken Crispers 12.29 (80 cal)

BONELESS BUFFALO CHICKEN SALAD (1000 cal)
Hand-breaded crispy chicken tossed in spicy Buffalo sauce, bacon, blue cheese crumbles, pico, tortilla strips with house-made ranch. 11.59

CHILI'S HOUSE SALAD (400-500 cal)
Tomatoes, red onion, cucumber, shredded cheese, garlic croutons with choice of dressing.

Grilled Chicken 9.19 (add 140 cal) • Shrimp 12.29 (add 80 cal)
Beef & Salmon 9.19 (add 180 cal)

CHILI'S CAESAR SALAD (400 cal)
Crisp romaine, Parmesan cheese, garlic croutons with Caesar dressing.

Grilled Chicken 9.19 (add 140 cal) • Shrimp 12.29 (add 80 cal)
Ancho Salmon 9.19 (add 180 cal)

CHILI'S CAESAR SIDE SALAD (150 cal) 4.89

CHILI'S HOUSE SIDE SALAD (180-300 cal) 4.89

SOUPS + CHILI

CUP 3.99 | **BOWL 5.19**
WITH ENTREE 3.69 | **WITH ENTREE 4.19**

CHICKEN ENCHILADA SOUP (1000-1400 cal)
Tortilla strips, shredded cheese.

LOADED BAKED POTATO SOUP (1200-1400 cal)
Bacon, shredded cheese, green onions.

SOUTHWEST CHICKEN SOUP (1200-1400 cal)
Chicken, hammy & tomato in ancho-chile chicken broth, tortilla strips, cilantro.

THE ORIGINAL CHILI CONCARRO (400 cal)
Our original recipe with beef, onions & signature blend of spices. Topped with cheese & tortilla strips.

Cup 4.29 | **Bowl 5.69**
With entree 3.89 | **With entree 4.89**

CHILI OR SOUP + SIDE SALAD
Bowl of chili or soup with a Caesar or house salad.
Chil & Salad 8.29 • **Soup & Salad 8.29**

BOTTOMLESS CHIPS, SOUP & SIDE SALAD
Lunch 8.99 • After 4 PM 10.59 • Substitute with chili +1.00

BIG MOUTH BURGERS®



ALL BURGERS SERVED WITH FRIES (add 420 cal)

TASTE IT UP A NOTCH +1.00 EACH | ORIGINAL CHILI (add 10 cal) • APPLEWOOD SMOKED BACON (add 70 cal) • AVOCADO SLICES (add 80 cal) • SAUTEED MUSHROOMS (add 60 cal)

SPECIALTY

ALEX'S SANTA FE™ (1100 cal)
Avocado, pepper Jack, red onion, jalapenos, tomato, pickles, cilantro, spicy Santa Fe sauce. 11.69

BBQ BRISKET BURGER™ (1270 cal)
Brisket, house BBQ, cheddar, pickles, coleslaw. 12.99

CHILI'S SECRET SAUCE BURGER™ (1170 cal)
Secret sauce, American cheese, lettuce, sautéed onions. 11.89

MUSHROOM SWISS BURGER™ (1000 cal)
Sautéed onions, mushrooms, Swiss, lettuce, tomato, mayo. 10.79

BIG MOUTH® BITES™ (1200 cal)
4 mini burgers with bacon, American cheese, sautéed onions, house-made ranch. 11.29

WE'RE SEEING DOUBLE

2 BIG MOUTH BURGERS
2 STACKED UP PATTIES

BACON RANCHER™ (1710 cal)
Two beef patties, six slices of bacon, house-made ranch, American cheese, sautéed onions, pickles. 16.89

BBQ BACON BBQ™ (1600 cal)
Two beef patties, six slices of bacon, house BBQ, cheddar, red onion, pickles. 15.99

CLASSIC

QUESO BURGER™ (1300 cal)
White queso, crunchy tortilla strips, pico. 9.99

OLD TIMER™ WITH CHEESE™ (1160 cal)
Cheddar, pickles, lettuce, tomato, red onion, mustard. 9.99

JUST BACON BURGER™ (1200 cal)
Bacon, cheddar, pickles, lettuce, red onion, tomato, mayo. 11.99

PATTY OPTIONS

• ALL-NATURAL 100% BEEF
• VEGETARIAN BLACK BEAN (minus 270 cal)

WE GRILL ALL OUR BURGERS MEDIUM-HOT. THAT MEANS NO FRYING. IF YOU PREFER A DIFFERENT DEGREE OF DONENESS, PLEASE ASK YOUR SERVER.

STEAKS

CLASSIC SIRLOIN™
Seasoned & topped with garlic butter. Served with loaded mashed potatoes (add 350 cal) & steamed broccoli (add 40 cal).
6 oz. 13.89 (110 cal) • 10 oz. 16.59 (150 cal)

DELANTRO-LINE CARNE ASADA (550 cal)
Seasoned steak, topped with a drizzle of cilantro-pesto, lime, pico. Served with Mexican rice & black beans. 11.89

CLASSIC RIBEYE™ (630 cal)
Marbled, thick-cut steak topped with garlic butter. Served with loaded mashed potatoes (add 350 cal) & steamed broccoli (add 40 cal) 21.19

ADD SHRIMP
Half order 3.19 (add 30 cal) • Full order 5.69 (add 60 cal)

GUILTLESS GRILL™

ALL THE FLAVOR FOR 400 CALORIES OR LESS.

ANCHO SALMON (100 cal)
Seasoned Chile-rubbed Atlantic salmon, spicy citrus-chile sauce, cilantro, queso fresco. Served with Mexican rice & steamed broccoli. 10.59

MARGARITA GRILLED CHICKEN™ (630 cal)
Pico, tortilla strips, Mexican rice, black beans. 12.89

CLASSIC SIRLOIN™ WITH GRILLED AVOCADO
Seasoned & topped with spicy citrus-chile sauce, grilled avocado slices, cilantro, pico. Served with roasted asparagus. 6 oz. 14.49 (140 cal) • 10 oz. 18.59 (180 cal)

DELANTRO-LINE CARNE ASADA (550 cal)
Seasoned steak, topped with a drizzle of cilantro-pesto, lime, pico. Served with Mexican rice & black beans. 11.89

SANTA FE GRILLED CHICKEN SALAD (600 cal)
Spicy grilled chicken, pico, avocado, cilantro, tortilla strips, house-made ranch & a drizzle of spicy Santa Fe sauce. 12.79

UPGRADE TO ROASTED STREET CORN +1.00 (add 200 cal)

HAND-BATTERED CRISPERS™

Served with corn on the cob & fries.

ORIGINAL (1550 cal) With honey-mustard. 11.29

CRISPY (1470-1600 cal)
With choice of honey-mustard, house BBQ or house-made ranch. 11.29

CRISPY HONEY-CHIPOTLE (1630 cal)
With house-made ranch. 11.29

CRISPY HONEY-CHIPOTLE (1630 cal)
With house-made ranch. 11.29

SIZZLING FAJITAS

Sizzling with grilled beef, peppers & onions, topped with cilantro. Served with Mexican rice, black beans and flour tortillas. Substitute flour with corn tortillas (minus 10 cal). Sour cream, pico, salsa & shredded cheese included on the side (add 200 cal). Guacamole served upon request (add 50 cal).

CHICKEN 15.49 (120 cal) | **STEAK 17.49** (120 cal) | **SHRIMP 17.49** (150 cal)

BLACK BEAN & VEGGIE with avocado 15.49 (100 cal)

COMBINE ANY 2 | 17.49 (60-100 cal) | **COMBINE ANY 3 | 18.69** (100-150 cal)

JACK UP YOUR FAJITAS WITH WHITE QUESO & PICO +1.00 (add 150 cal)

FRESHMEX

BRISKET QUESADILLAS (1070 cal)
Shredded cheese, chile spices, bacon, house-made ranch. Served with pico, sour cream, ancho-chile ranch. Chicken 11.79 (1070 cal) • Steak 12.29 (1190 cal)

CHIPOTLE CHICKEN FRESH MEX BOWL (820 cal)
Grilled chicken, pico, field greens, Mexican rice, corn & black bean salsa, avocado, shredded cheese, tortilla strips, cilantro, chipotle pesto, house-made ranch. 11.69

With shrimp 12.19 (880 cal)

SPICY SHRIMP TACOS (150 cal)
3 spicy chile-lime shrimp tacos in flour tortillas with pico, avocado, cilantro, coleslaw, queso fresco. Served with Mexican rice & black beans. 12.19

CAJUN PASTA (1000-1200 cal)
BAKED SEAFOOD PASTA

PERFECT PASTAS

CAJUN PASTA
Penne in Alfredo sauce, topped with chile spices, shredded Parmesan, tomatoes, green onions. Served with garlic toast. Grilled chicken 13.39 (1200 cal) • Shrimp 14.29 (1300 cal)

BAKED SEAFOOD PASTA (1000 cal)
Baked crab, shrimp, sliced red bell pepper, bacon over a bed of penne pasta with Alfredo sauce & shredded Parmesan. 10.99

SMOKEHOUSE COMBOS

Served with
ROASTED STREET CORN (150 cal)
FRIES (400 cal) • GARLIC TOAST (140 cal)

CHOOSE ANY 2 | 17.19
CHOOSE ANY 3 | 19.19

• JALAPENO-CHEEDAR SMOKED SAUSAGE (380 cal) | • HALF ORDER OF BRISKET QUESADILLAS (730 cal)
• HALF ORDER OF RIBS +3.00 (700-720 cal) | • CHICKEN CRISPERS™ (510-900 cal)

TX-SIZE BABY BACK RIBS

CHOOSE YOUR PLATE

23 FULL ORDER (1400-1520 cal)
Served with fries & roasted street corn and your choice of up to 2 sauces. 21.39

HALF ORDER (1000-1100 cal)
Served with fries & coleslaw. 11.29

CHOOSE YOUR SAUCE

• HOUSE BBQ
• HONEY-CHIPOTLE
• DRY RUB



MENU AFTER: CLEAR FOCUS ON CORE 4 AND TRADE UP

AFTER

Tequila Notes

- BLANCO/SILVER: Semi-sweet & earthy with notes of Citrus
- REPOSADO: Oak-Vanilla-Honey aged for 12 months

SIGNATURE 'RITAS

- PATRÓN® RITA** Patrón® Silver Tequila & Citrange® Extra Fine Orange Liqueur. • Classic (280 cal) • Strawberry (280 cal) • Mango (380 cal) • Watermelon (XXX cal)
- PRESIDENTE MARGARITA®** Lunasol® Reposado Tequila, Citrange® Extra Fine Orange Liqueur & E&J Brandy. • Classic (320 cal) • Strawberry (280 cal) • Mango (350 cal) • Watermelon (XXX cal)
- PATRÓN® BLACKBERRY RITA** (300 cal) Patrón® Reposado Tequila and Cointreau® Shaken with blackberry.
- EL NIÑO® RITA** (330 cal) Espolón® Reposado Tequila, Gran Gala® and Citrange® Extra Fine Orange Liqueur.

SPECIALTY 'RITAS

- GRAND COCONUT RITA** (270 cal) Lunasol® Blanco Tequila, Malibu® Coconut Rum and Grand Marnier® with coconut.
- HENNY RITA** (320 cal) Made with premium Hennessy V.S.® Cognac, Teremana® Blanco Tequila and fresh sour.
- TIKI BEACH PARTY RITA** (250 cal) Bacardí® Silver Rum, Pi Campo® Blanco Tequila, blue curaçao, coconut and pineapple.
- SKINNY RITA** (130 cal) Teremana® Blanco Tequila, shaken with fresh sour, topped with splash of soda.
- FROZEN SANGRIA RITA** (240 cal) Made with our classic frozen Margarita swirled with house-made red wine Sangria.
- CASAMIGOS® RITA** (300 cal) Casamigos Tequila stirred with Calabrese & fresh sour. 13

FR-ZEN BLENDING TECHNOLOGY

Drink Responsibly. Drive Responsibly.

BIG MOUTH BURGERS®

DOUBLE THE BEEF ON ANY BURGER +\$4 (add 18 cal)

ALL SERVED WITH FRIES (add 420 cal) CHOOSE YOUR PATTY OPTION Beef OR Vegetarian Black Bean (minus 270 cal)

SPECIALTY

- ALEX'S SANTA FE**® (320 cal) Avocado slices, pepper Jack, red onion, jalapeño, tomato, pickles, cilantro, drizzled with spicy Santa Fe sauce. 12.29
- BBQ BRISKET BURGER**® (320 cal) Pulled brisket, house BBQ, cheddar, pickles, fresh coleslaw. 13.59
- SECRET SAUCE BURGER**® (370 cal) Secret sauce, American cheese, lettuce, sautéed onions. 10.89
- MUSHROOM SWISS BURGER**® (300 cal) Sautéed onions, mushrooms, Swiss, lettuce, tomato, mayo. 8.39

CLASSIC

- BIG MOUTH® BITES** (170 cal) 4 mini burgers with bacon, American cheese, sautéed onions, house-made ranch. 8.99
- OLDTIMER® WITH CHEESE**® (850 cal) Cheddar, pickles, lettuce, tomato, red onion, mustard. 10.89
- JUST BACON BURGER**® (300 cal) Crispy bacon, cheddar, pickles, lettuce, red onion, tomato, mayo. 11.79

DOUBLE STACK

- BACON RANCHER**® (770 cal) Two juicy beef patties, six slices of crispy bacon, house-made ranch, American cheese, sautéed onions, pickles. 16.49
- DOUBLE OLDTIMER® WITH CHEESE**® (770 cal) Two juicy beef patties, Cheddar, pickles, lettuce, tomato, red onion, mustard. 16.49

Add Ons \$2 EACH

- APPLEWOOD SMOKED BACON (add 70 cal)
- SAUTEED MUSHROOMS (add 60 cal)
- AVOCADO SLICES (add 80 cal)
- ORIGINAL CHILI (add 90 cal)

WE GRILL ALL OUR BURGERS HEDGEWELL, THAT MEANS NO PINK. IF YOU PREFER A DIFFERENT DEGREE OF DONENESS, PLEASE ASK YOUR SERVER.

HAND-BATTERED CHICKEN CRISPERS®

CRISPY CRISPERS

Served with NEW white cheddar mac & cheese (XX cal), fries (XX cal), house-made ranch and 2 dipping sauces. (XXX-XX cal)

| | | |
|--------------------------------|--------------------------------|--------------------------------|
| 4 COUNT (XXX cal) 11.99 | 5 COUNT (XXX cal) 11.99 | 6 COUNT (XXX cal) 11.99 |
|--------------------------------|--------------------------------|--------------------------------|

Best Value!

- HOUSE BBQ SWEET & SMOKY
- HONEY MUSTARD SWEET & TANGY
- BUFFALO RANCH COOL WITH A KICK
- SWEET CHILI ZING SPICY-SWEET ZEST
- BUFFALO THE GO OF SAUCES

CRISPY HONEY-CHIPOTLE CRISPERS (1630 cal)

Tossed in honey-chipotle sauce, served with NEW white cheddar mac & cheese (XX cal), fries (XX cal) & house-made ranch. (XX cal)

| | | |
|--------------------------------|--------------------------------|--------------------------------|
| 4 COUNT (XXX cal) 11.99 | 5 COUNT (XXX cal) 11.99 | 6 COUNT (XXX cal) 11.99 |
|--------------------------------|--------------------------------|--------------------------------|

1 COUNT CRISPY CHICKEN CRISPERS, WHITE CHEDDAR MAC & CHEESE, BUFFALO RANCH DIPPING SAUCE AND HOUSE-MADE RANCH

SIZZLIN' FAJITAS

Sizzling to the table with grilled bell peppers and onions, topped with fresh cilantro. Served with Mexican rice, black beans and fresh warm flour tortillas. Substitute for corn tortillas (minus 10 cal). Sour cream, pico, salsa & shredded cheese included on the side (add 280 cal). Guacamole served upon request (add 50 cal).

MIX & MATCH 2 18.19 (950-1300 cal)

FAJITA TRIO 19.69 (1020-1530 cal)

CHICKEN 16.19 (1120 cal)
STEAK 18.19 (1220 cal)
SHRIMP 18.19 (950 cal)

ADD JALAPENO-CHEDDAR SAUSAGE +\$10

STEAKS

ALL STEAKS ARE 100% USDA INSPECTED

CLASSIC SIRLOIN Sautéed & topped with garlic butter. Served with loaded mashed potatoes (add 350 cal) & steamed broccoli (add 40 cal). • 6 oz. 14.99 (250 cal) • 10 oz. 20.39 (310 cal)

CLASSIC RIBEYE® (630 cal) Purified, thick-cut steak topped with garlic butter. Served with loaded mashed potatoes (add 350 cal) & steamed broccoli (add 40 cal) 21.99

PERFECT PASTA

ULTIMATE CAJUN PASTA (2230 cal) Grilled chicken, shrimp, penne in Alfredo sauce, topped with chile spices, shredded Parmesan, tomatoes, green onions. Served with garlic toast. 20.79

CAJUN PASTA Penne in Alfredo sauce, topped with chile spices, shredded Parmesan, tomatoes, green onions. Served with garlic toast. • Grilled Chicken 13.99 (1200 cal) • Shrimp 14.79 (1000 cal)



MENU AFTER: CLEAR FOCUS ON CORE 4 AND TRADE UP

AFTER



Simplification: – Removed 50+ menu items and SKUs from the menu to simplify operations and focus on strategic growth areas





RIGHT-SIZING VALUE MENU PROMINENCE

3 FOR ME DRINK+APP+ENTREE STARTING AT \$10.99

| 1 BEVERAGE | 2 APPETIZER | 3 MAIN COURSE |
|---|--|---|
| Choose One FOUNTAIN DRINK LEMONADE ICED TEA (Regular or Flavored) OR Spike it FOR \$2.49 MORE! Choose One CLASSIC MARGARITA (Frozen or Refresh) DRAFT BEER (15 oz. Domestic - Craft Beer Excluded) WINE (5 oz. House Red or White) | Choose One CHIPS & SALSA BOWL OF SOUP SIDE SALAD (House or Caesar) OR Dip Trio FOR \$2.49 MORE! Buttermilk Chips with 3 of our Signature Dips SKILLET QUESO WHITE QUESO QUESADILLA FRESH SALSA or HOUSE-MADE RANCH | Choose One \$10.99 • OLDTIMER™ WITH CHEESE* Served with fries. • CHILI'S™ SECRET SAUCE BURGER* Served with fries. • BIG MOUTH CRISPY CHICKEN SANDWICH Served with fries. \$13.99 • JUST BACON BURGER* Served with fries. • CHICKEN CRISPERS* (Chicky OR Chicky Honey Chipotle) Served with fries. • CHICKEN BACON RANCH QUESADILLAS With pico, sour cream, house-made ranch. \$15.99 • CILANTRO-LIME CARNE ASADA (100 cal) Served steak topped with a drizzle of cilantro sauce, lime, pico, served with Mexican rice, black beans & tortillas. • 6 oz. CLASSIC SIRLOIN* With loaded roasted potatoes & steamed broccoli. • CAJUN SHRIMP PASTA With garlic toast. |

Add a DESSERT FOR \$2.49 MORE!

CHEESECAKE Served over strawberry puree.

62%
reduction
in area

LUNCHBREAK \$10 COMBOS MONDAY-FRIDAY 11 AM TO 4 PM

Each portion | No substitutions. Price does not include beverage or tax.

CHOOSE A STARTER:
 HOUSE SALAD (170-320 cal)
 CAESAR SALAD (180 cal)
 CHICKEN ENCHILADA SOUP (410 cal)
 LOADED BAKED POTATO SOUP (430 cal)
 THE ORIGINAL CHILI - \$1.00 (100 cal)

CHOOSE AN ENTREE:
 LUNCH DOUBLE BURGER (100 cal) Served with fries.
 HALF BACON AVOCADO GRILLED CHICKEN SANDWICH (830 cal) Served with fries.
 CHIPOTLE CHICKEN FRESH MEX BOWL (500 cal)

HALF ORDER CHICKEN BACON RANCH QUESADILLAS (1370 cal) Served with chips & salsa.
 BONELESS WINGS (1040-1140 cal) Honey-Chipotle, House BBQ OR Buffalo. Served with fries.

ADD A MINI MOLTEN CAKE \$2.99

BOTTOMLESS SOUP, SIDE SALAD & CHIPS \$10 (Choose 1 each instead - \$5.00)

3FORME™ BEVERAGE + STARTER + ENTREE STARTING AT \$10.99

CHOOSE A BEVERAGE:
 FOUNTAIN DRINK
 LEMONADE
 ICED TEA (Regular or Flavored)
 CLASSIC MARGARITA + \$2.49 (Frozen or Refresh)
 CHOOSE A STARTER:
 CHIPS & SALSA
 CHIPS & WHITE QUESO - \$2.49
 CHIPS & QUESADILLA - \$2.49
 BOWL OF SOUP
 SIDE SALAD (House or Caesar)

CHOOSE AN ENTREE:
 \$10.99
 • OLDTIMER™ WITH CHEESE* Served with fries.
 • CHILI'S™ SECRET SAUCE BURGER* Served with fries.
 • BIG MOUTH CRISPY CHICKEN SANDWICH
 \$13.99
 • JUST BACON BURGER* Served with fries.
 • CHICKEN CRISPERS* (Chicky OR Chicky Honey-Chipotle) Served with fries.
 • CHICKEN BACON RANCH QUESADILLAS Served with pico, sour cream, house-made ranch.
 \$15.99
 • CILANTRO-LIME CARNE ASADA Served steak with cilantro-sauce, lime, pico, served with Mexican rice, black beans & tortillas. Topped with queso fresco.
 • 6 oz. CLASSIC SIRLOIN* Served with loaded roasted potatoes & steamed broccoli.
 • CAJUN SHRIMP PASTA Served with garlic toast.

ADD CHEESECAKE + \$2.49 (750 cal)

LUNCHBREAK \$10 COMBOS MONDAY-FRIDAY 11 AM TO 4 PM

Each portion | No substitutions. Price does not include beverage or tax.

CHOOSE A STARTER:
 HOUSE SALAD (170-320 cal)
 CAESAR SALAD (180 cal)
 CHICKEN ENCHILADA SOUP (410 cal)
 SOUTHWEST CHICKEN SOUP (240 cal)
 LOADED BAKED POTATO SOUP (430 cal)
 THE ORIGINAL CHILI - \$1.00 (100 cal)

CHOOSE AN ENTREE:
 LUNCH DOUBLE BURGER (100 cal) Served with fries.
 HALF BACON AVOCADO GRILLED CHICKEN SANDWICH (830 cal) Served with fries.
 CHIPOTLE CHICKEN FRESH MEX BOWL (500 cal)
 2 SPICY SHRIMP TACOS (810 cal) Served with chips & salsa.
 BONELESS WINGS (1040-1140 cal) Honey-Chipotle, House BBQ OR Buffalo. Served with fries.

ADD A MINI MOLTEN CAKE \$2.99

HEAVENLY SWEETS

MOLTEN CHOCOLATE CAKE (170 cal) Chocolate cake with a molten chocolate center, topped with vanilla ice cream in a chocolate shell. \$3.99

CHEESECAKE (750 cal) Served over strawberry puree. \$3.99

SKILLET CHOCOLATE CHIP COOKIE (120 cal) Topped with vanilla ice cream, hot fudge. \$2.99



LAUNCHING NEW MARKETING PLAN

Brand positioning

3-year menu vision

Building top of mind awareness
and traffic

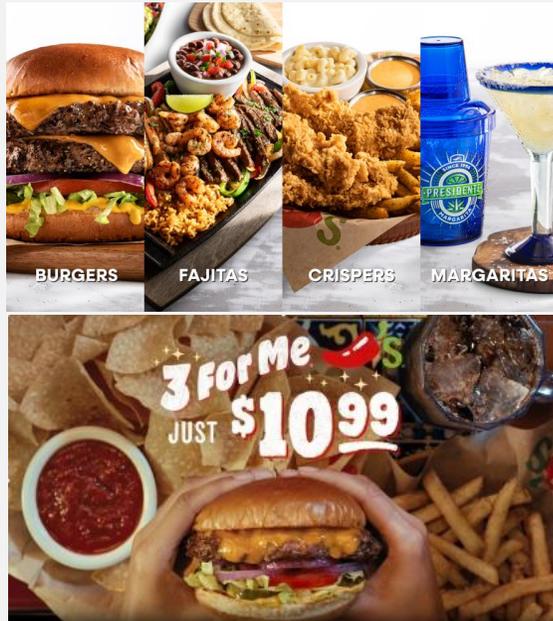
Loyalty program – a key to
driving traffic





NEW ADVERTISING STRATEGY

Media Spikes around the Core 4 and Traffic-Driving Value



Steady Cadence of Cultural Pops in Between Media Spikes



Distinctive Advertising That is Unmistakably Chili's





DRIVING SALES OVERNIGHT AND BRAND OVER TIME IN MARCH

Hard Hitting, Craveable Food-Focused Advertising



Brand-Building Creative That Breaks Through in Culture



CRAVEABLE FOOD-FOCUSED ADVERTISING





CREATIVE THAT BREAKS THROUGH IN CULTURE





TV COMPLEMENTED WITH DIGITAL AND SOCIAL MEDIA PLAN

TV Advertising Across Highly Rated Primetime Programming and Live Sports to Breakthrough



Digital Advertising Across Social Media and Streaming Platforms to Ensure Mass Reach

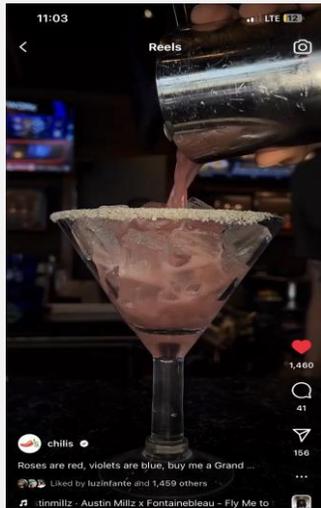




SOCIAL MEDIA STRATEGY TO PUT CHILI'S BACK IN CULTURE

Organic Food Craveability

Approachable technique to showcase our Core 4



Chili's Meets Culture

Connect Chili's & cultural moments together in real time



Platform-Specific Creative

Content is curated uniquely for each social media platform

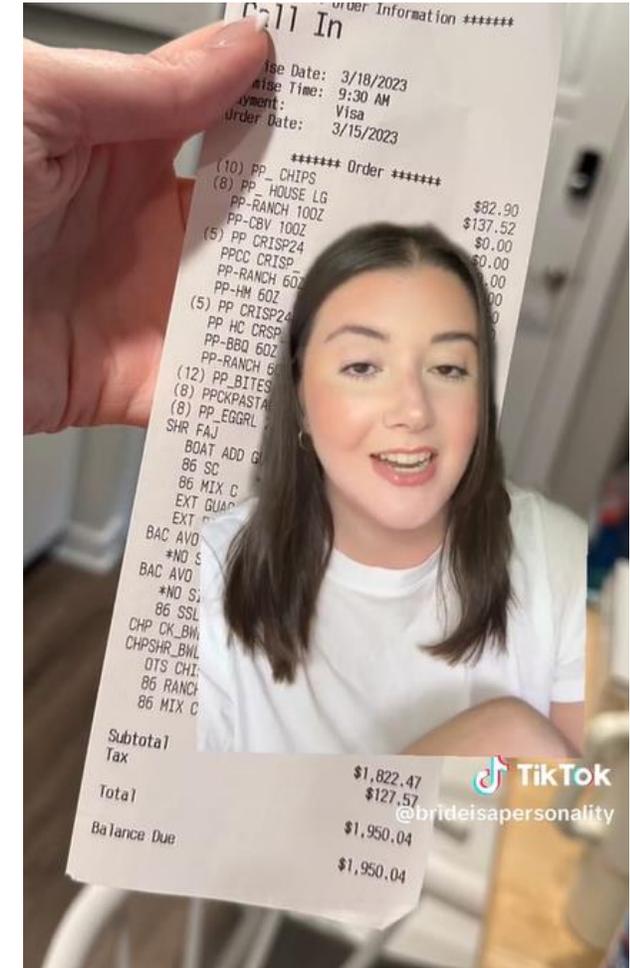




CHILI'S IS IN THE CULTURAL CONVERSATION

Bride Goes Viral After Spending \$1,950 on Chili's Takeout for Her 100-Guest Wedding: 'Can't Beat the Price'

People



| ***** Order ***** | |
|-------------------|------------|
| (10) PP_CHIPS | |
| (8) PP_HOUSE LG | |
| PP-RANCH 100Z | \$82.90 |
| PP-CBV 100Z | \$137.52 |
| (5) PP_CRISP24 | \$0.00 |
| PPCC CRISP | \$0.00 |
| PP-RANCH 60Z | \$0.00 |
| PP-HM 60Z | \$0.00 |
| (5) PP_CRISP24 | \$0.00 |
| PP_HC CRISP | \$0.00 |
| PP-BBQ 60Z | \$0.00 |
| PP-RANCH 60Z | \$0.00 |
| (12) PP_BITES | \$0.00 |
| (8) PPCKPASTA | \$0.00 |
| (8) PP_EGGRL | \$0.00 |
| SHR FAJ | \$0.00 |
| BOAT ADD G | \$0.00 |
| 86 SC | \$0.00 |
| 86 MIX C | \$0.00 |
| EXT GUAC | \$0.00 |
| EXT C | \$0.00 |
| BAC AVO | \$0.00 |
| *NO S | \$0.00 |
| BAC AVO | \$0.00 |
| *NO S | \$0.00 |
| 86 SSL | \$0.00 |
| CHP CK_BWL | \$0.00 |
| CHPSHR_BWL | \$0.00 |
| OTS CHI | \$0.00 |
| 86 RANCH | \$0.00 |
| 86 MIX C | \$0.00 |
| Subtotal | \$1,822.47 |
| Tax | \$127.57 |
| Total | \$1,950.04 |
| Balance Due | \$1,950.04 |



MOVING AT THE SPEED OF CULTURE



Couples are getting engaged at Chili's for a very valid reason

Propose at Chili's and you could get the sizzling fajita wedding spread of your dreams.



People Are Proposing At Chili's Because The Prize They Get Is EPIC

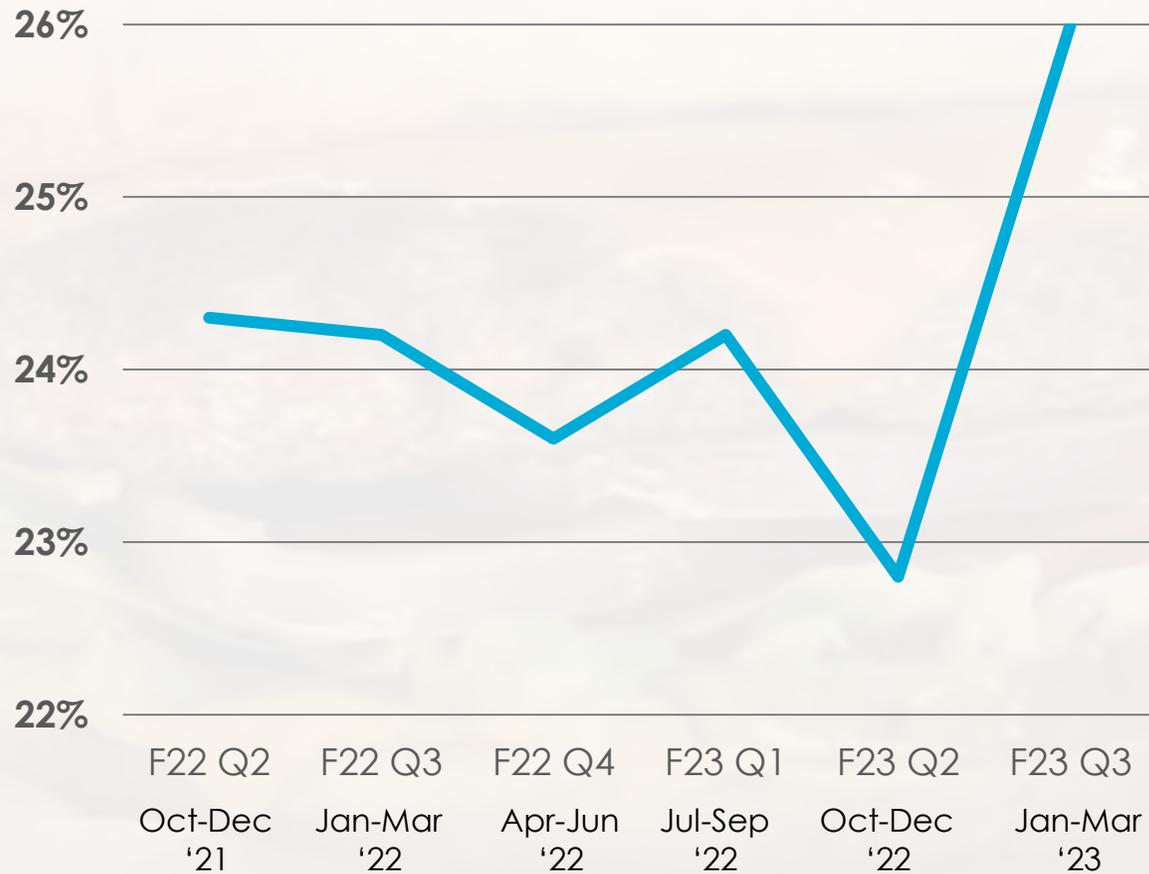
17





ADVERTISING IS IMPROVING TOP OF MIND AWARENESS

Unaided Awareness





CHILI'S F24 MARKETING STRATEGY – EXPECT SUSTAINED IMPACT

Media is Planned to Drive Both Traffic and Brand Relevance Leveraging the Right Cadence and Touchpoints

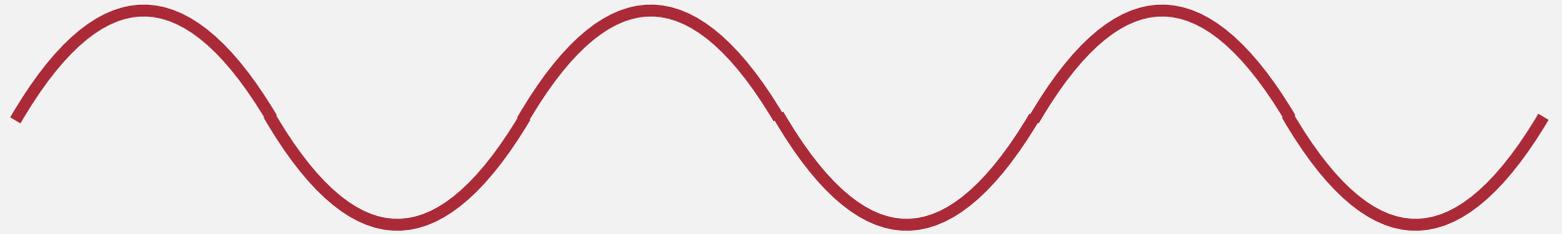
Media Type

Frequency



Tentpoles

Large, integrated, equity-driving 360 campaigns



Culture Pops

Concentrated swings at cultural relevance



Organic Social

Chasing daily wins in the moments between the moments



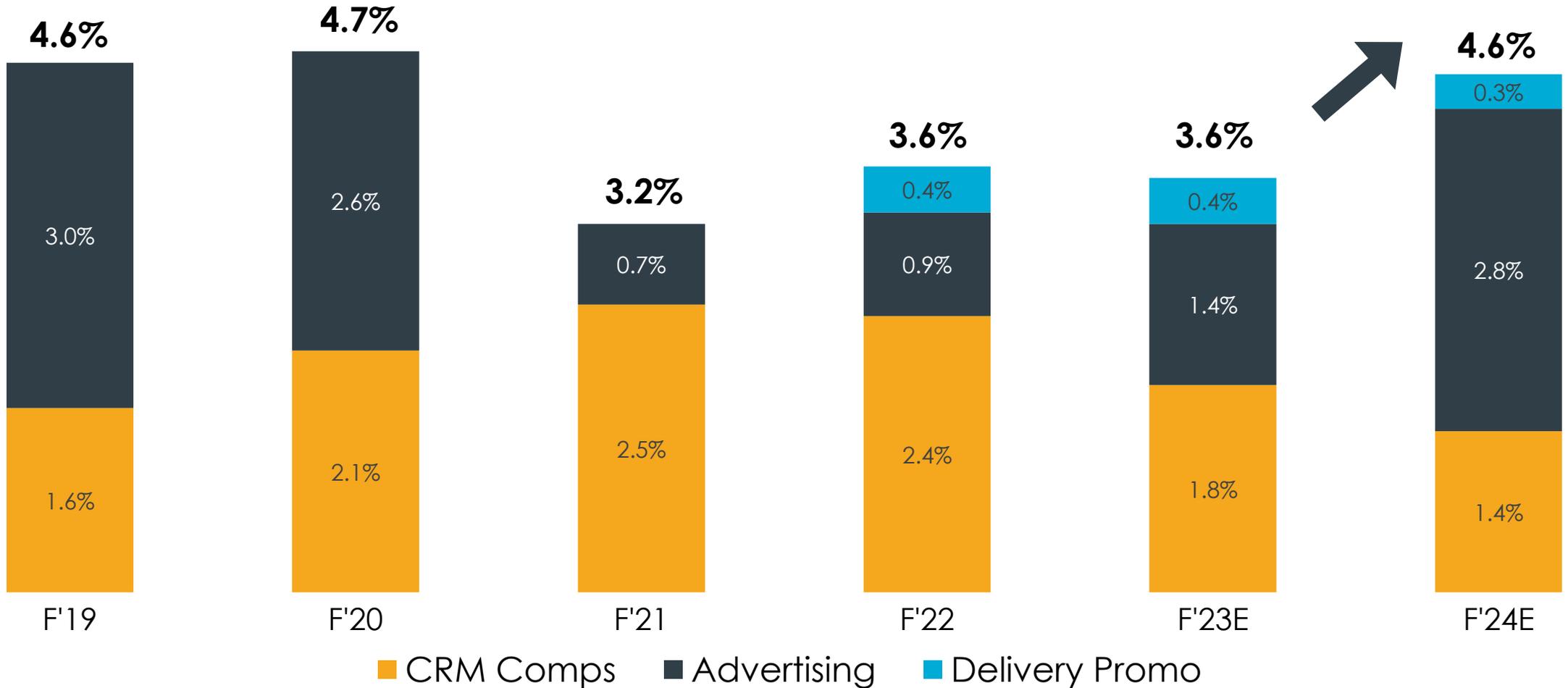
Brand Health

Continuous trip-driving search and performance media





CHILI'S ESTIMATED MARKETING SPEND - SET TO INCREASE



*Advertising and deliver promo shown as a percentage of Chili's company-owned restaurant sales before deducting complimentary expense



LAUNCHING NEW MARKETING PLAN

Brand positioning

3-year menu vision

Building top of mind awareness
and traffic

CRM & Loyalty – a key to
driving traffic



's MY CHILI'S REWARDS[®]



~11M Members

2 YEAR VISION FOR MY CHILI'S REWARDS

Year 1: Sharpen Focus

- Reduced discounting
 - Increased relevance



Year 2: Drive Segmentation

- Strategic segmenting to compress frequency
 - More local capabilities for operators





YEAR 1: FEWER DISCOUNTS, MORE RELEVANCE

BEFORE

AFTER

FREE
QUESO OR GUAC
 CHILI'S DINE-IN, CURBSIDE
 TO-GO & DELIVERY



FREE
BEVERAGE
 CHILI'S DINE-IN, CURBSIDE
 TO-GO & DELIVERY



Discounts

Chili's
3 for Me
 STARTING AT
\$10.99



The Best \$10.99 You Can Eat

You know it, you love it, you want it. Our 3 for Me® menu features meals to match any mood—starting at just \$10.99.* Come and get your favorites for less!

Your Beverage + Your Appetizer + Your Entree = 3 for Me

[ORDER NOW](#)

New
Casamigos
MARGARITA



**THIRSTY? WE'VE GOT A
 NEW MARG FOR THAT.**

Relevant offers for guests



YEAR 2: SMARTER SEGMENTING WITH LOCAL CAPABILITIES

Slow Nights

ORDER NOW  MY CHILI'S REWARDS



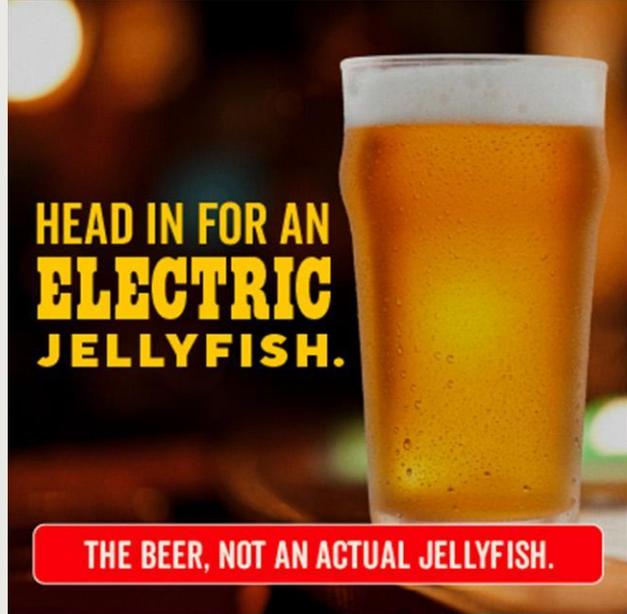
We have your dinner plans for tonight!

One night only (and maybe another night soon as well) - come into Chili's and buy one, get one on full-sized entrees for you and a friend, or just a really hungry you. Your choice.

YOUR TABLE'S READY

Local Relevance

ORDER NOW  MY CHILI'S REWARDS



How's an Electric Jellyfish sound?

Austinites love their Electric Jellyfish, and we've got it ice cold and ready to pour over at Chili's on 45th and Lamar. Head on in for a cold pint today.

TAKE A SIP

Enhanced segmentation capabilities to drive slower days of week, slower dayparts, or allowing restaurant general managers to send localized messaging about local beers on tap.



NEW MARKETING PLAN TO DRIVE BRAND AWARENESS, TRAFFIC

- Our Core 4 represent large, growing segments in American cuisine
- New merchandising strategy driving trade up and profitability
- A traffic-driving advertising program that will put Chili's back in the cultural conversation
- An evolution of My Chili's Rewards with less discounting and more consumer relevance





STEVE PROVOST

EVP and President, Maggiano's Little Italy®



MAGGIANO'S NEW DAY

Full recovery post COVID

Better business model

Shifting to growth





MAGGIANO'S TODAY



52 restaurants



22 states



~\$480M annual sales



4.5 Google Star Rating



Annual sales TTM as of Q3 F23



MAGGIANO'S
LITTLE ITALY



FULL RECOVERY POST COVID

Average Unit Volume

\$8.3M



Pre-Pandemic

\$9.3M

+12%

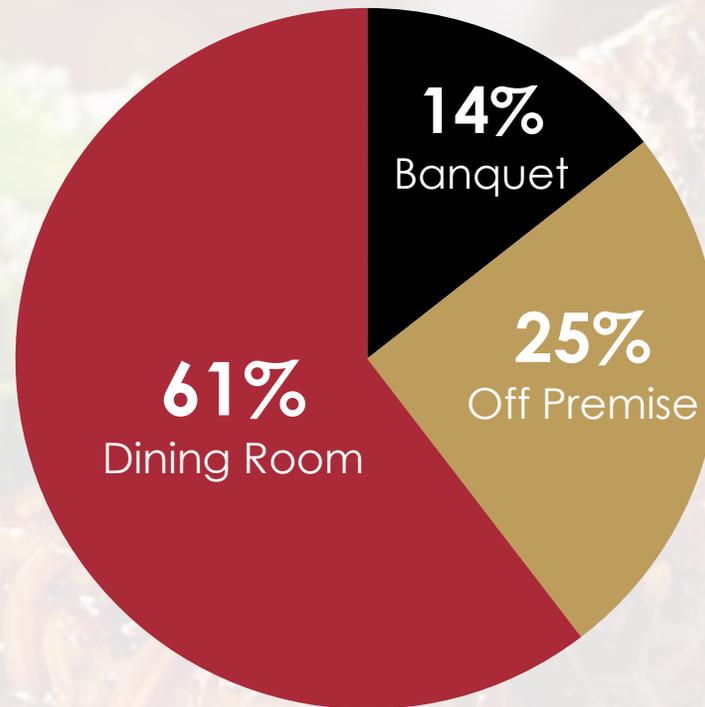


Today



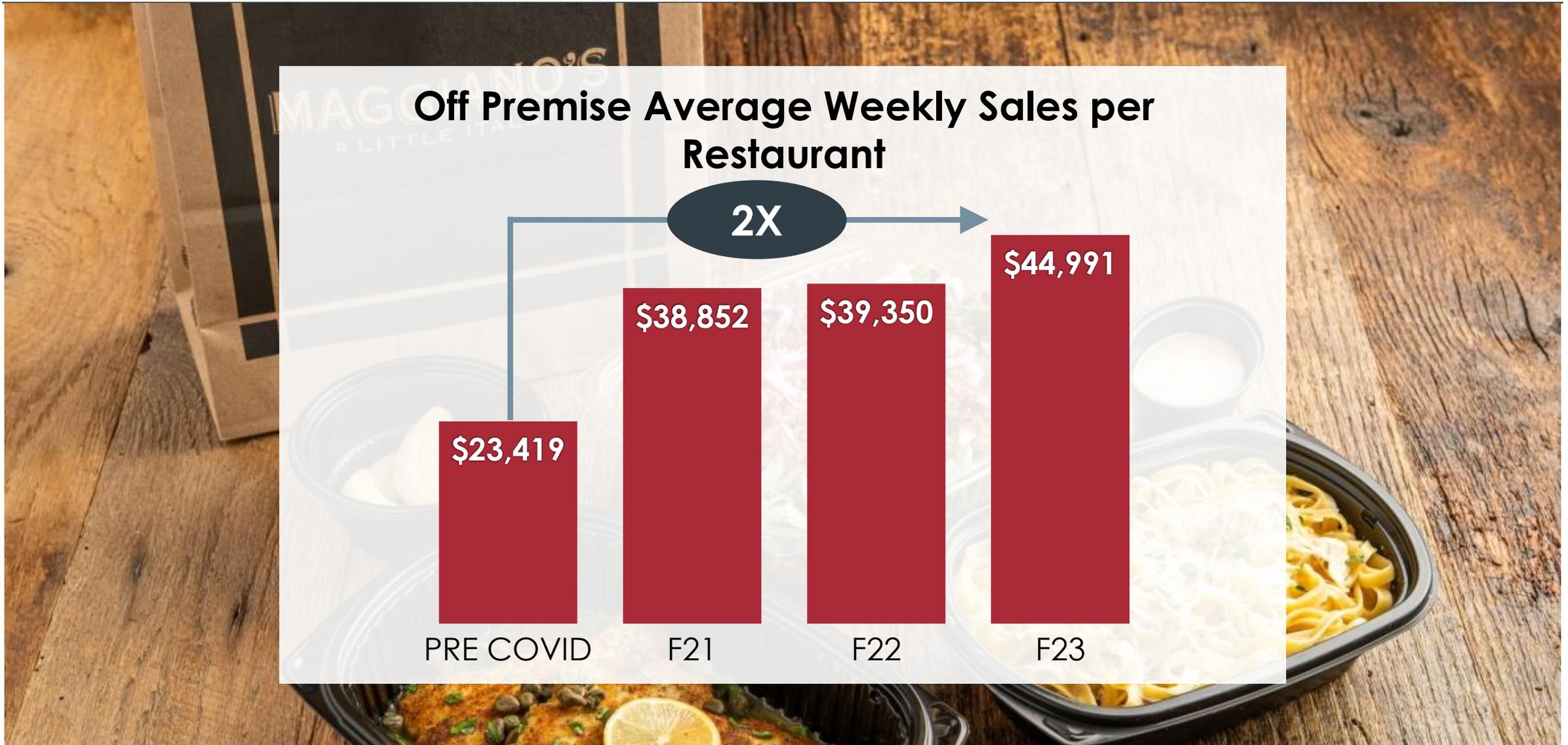
MAGGIANO'S NEW DAY: 3 DISTINCTIVE SALES CHANNELS

Post-Pandemic Sales Mix





HIGHLY INCREMENTAL OFF-PREMISE CHANNEL





MAGGIANO'S NEW DAY

Full recovery post COVID

Better business model

Shifting to growth





1. ELIMINATED FREE PASTA

THEN...

Buy One
CLASSIC PASTA

&

Take One
CLASSIC PASTA

FREE!



NOW...

\$6 *Tomorrow*
Pasta



2. IMPROVED LABOR MODEL

Prep Simplification



Managers Rewrite Labor Model





3. LEVERAGING PRICING POWER



+11.4%

+9.0%

Premium positioning allows for price

F23 PPA

F23 Traffic



MAGGIANO'S NEW DAY

Full recovery post COVID

Better business model

Shifting to growth





MAGGIANO'S NORTH STAR

Our Passion

We do "whatever it takes" to make people feel special.

MAGGIANO'S
LITTLE ITALY.

Our Purpose

We bring people together to celebrate the love of family & friends.

OUR SPECIALTIES

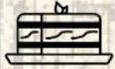
Craveable Pasta



Signature Selections



Indulgent Desserts



Wine and Handcrafted Cocktails



OUR PASSION

We do "whatever it takes" to make people feel special.

A BEAUTIFUL RESTAURANT

We create a warm and inviting atmosphere.

THE SIX BASICS

KITCHEN & BAR PERFECTION

We take pride in every dish and drink we serve.

THE MARCO STANDARD

Doing "Whatever It Takes" to make every Guest feel special.

A BEAUTIFUL RESTAURANT

We create a warm and inviting atmosphere.

OPERATIONAL EXCELLENCE

We know and execute Maggiano's high standards with an ownership mentality.

BEST PEOPLE

We are teammates who are committed to the Maggiano's Way.

INCLUSION

We include and embrace people with different backgrounds, perspectives and styles.



CORE FOOD INNOVATION TO DRIVE PPA

Craveable
Pasta



Signature
Selections



Beverage



Desserts





CONTINUED OFF-PREMISE GROWTH

Make Ordering Easier

Increase Throughput

Incremental Marketing



OLD EQUITIES FOR A NEW GENERATION

BEFORE



AFTER





MAGGIANO'S SHIFTING TO GROWTH





JOE TAYLOR

Executive VP and Chief Financial Officer, Brinker International

INVESTMENTS DRIVE LONG TERM GROWTH

Financial Progress To-Date

Capital Allocation Priorities

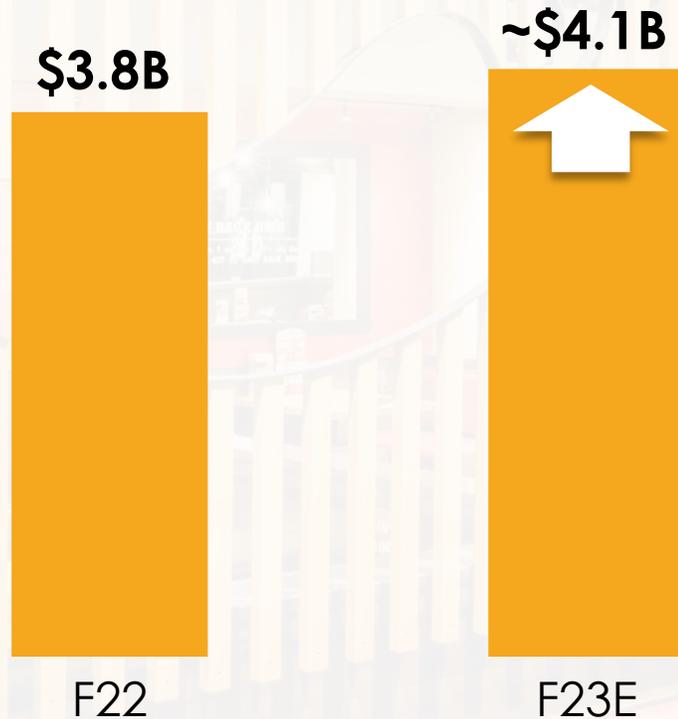
Multi-Year Financial Targets





REVENUE GROWTH DRIVEN BY NEW STRATEGIES

Revenue F22 vs. F23

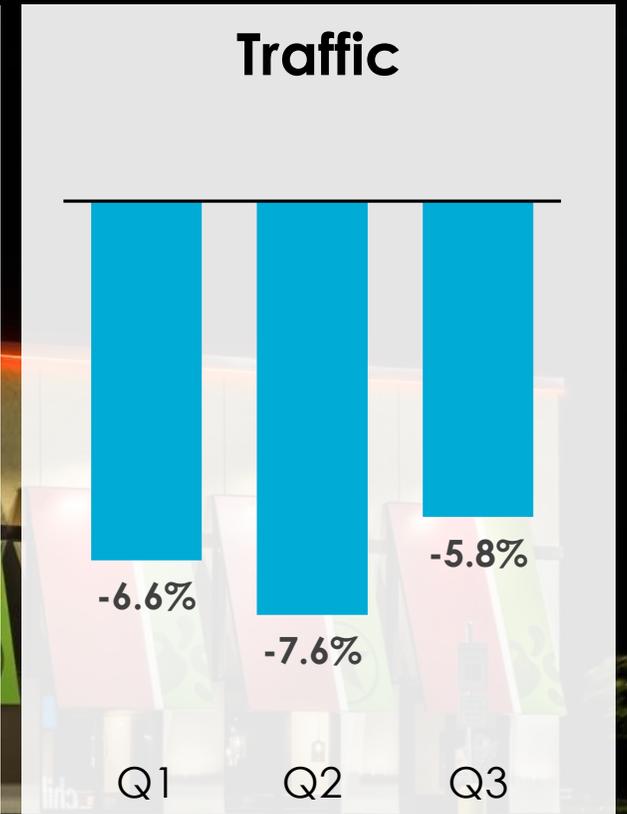
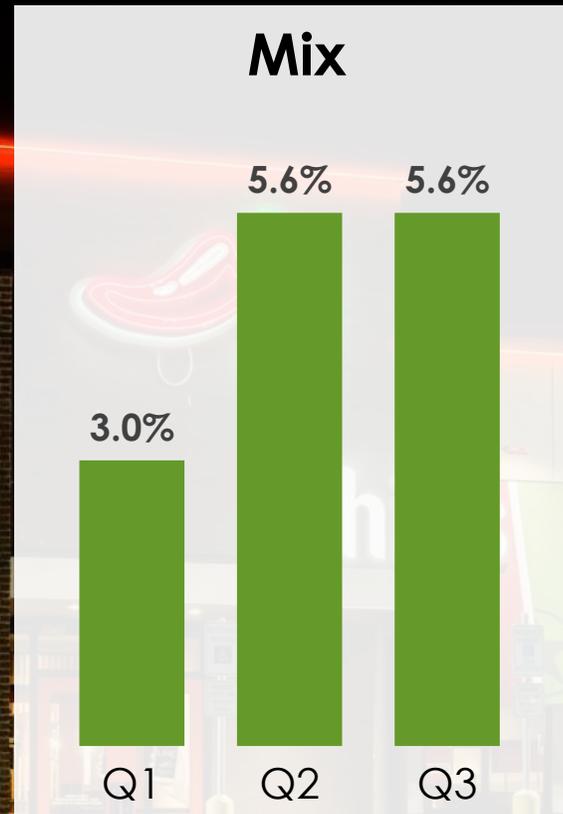
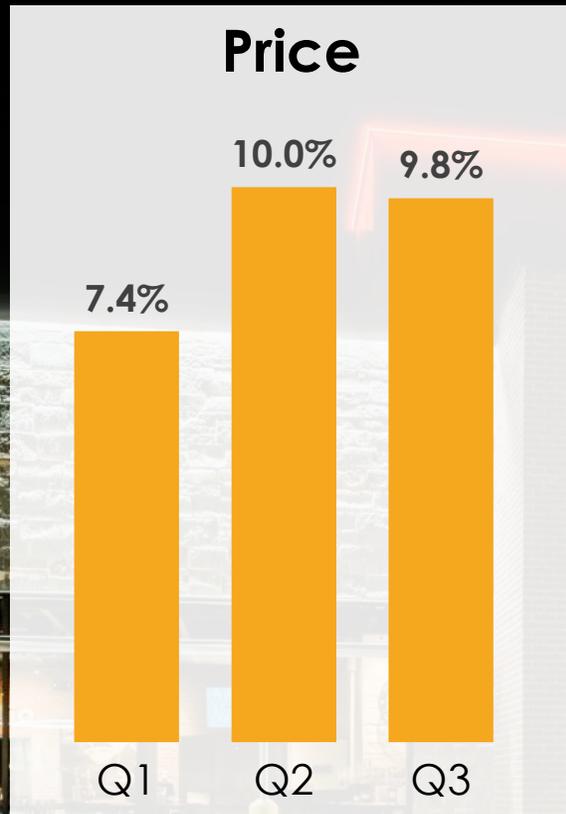
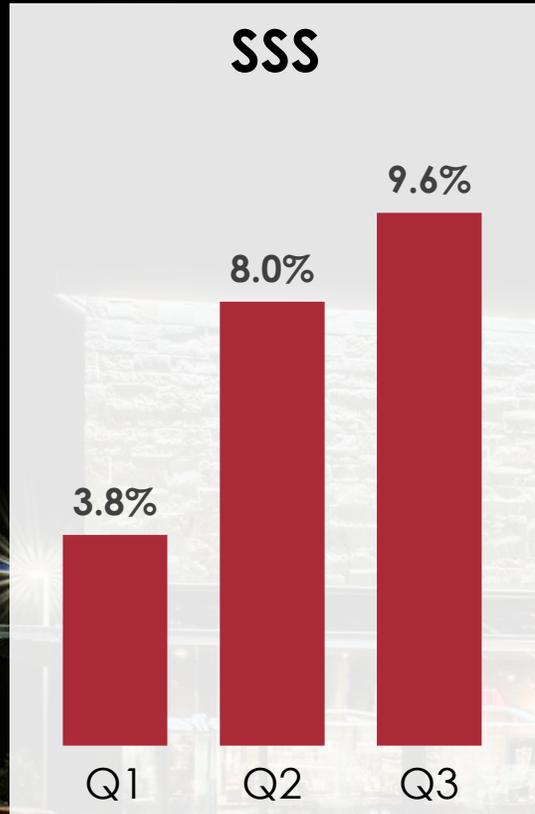


Top Drivers

- Using a broader marketing voice
- Improved guest experience
- Increased price
- Favorable mix



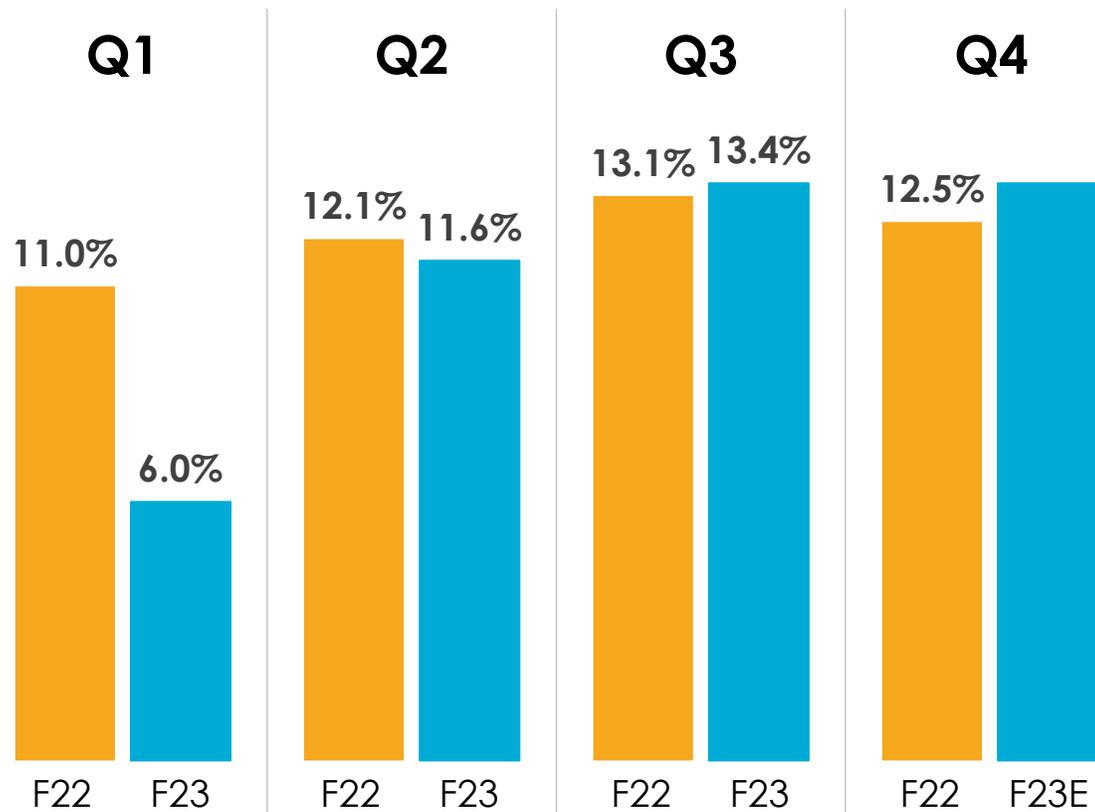
PRICE AND MIX DRIVING CHILI'S F23 COMP SALES





MARGINS: REFLECTING ABILITY TO DRIVE TOPLINE

Restaurant Operating Margin¹



¹ Restaurant Operating Margin is non-GAAP. Non-GAAP reconciliations and information can be found in the Company's earnings releases for the corresponding quarter for each number above in the "news" section at investors.brinker.com.

Source: Brinker data

Drivers

- Achieved stabilized margins
- More than \$200M in inflation hit the P&L in F23
- Margin improvement even with ~\$55M investment into the guest and marketing initiatives



F23 CHILI'S OPENINGS PERFORMING ABOVE EXISTING FLEET



Source: Brinker data
AWS: Average Weekly Sales as of May 3rd

INVESTMENTS DRIVE LONG TERM GROWTH

Financial Progress To-Date

Capital Allocation Priorities

Multi-Year Financial Targets





DISCIPLINED CAPITAL ALLOCATION

Invest for Growth

- Improve the Guest Experience
- Grow profitable traffic



Strengthen the Balance Sheet

- Provide more operational flexibility
- Target of <math><2X</math> debt/EBITDA



Setting Brinker Up for Long-Term Growth



CAPITAL EXPENDITURES: INVESTING IN OUR FLEET

Key Capital Investments

1. R&M: \$75-80M



2. NRO'S: \$50-55M



3. Technology:
\$20-25M



**F24-F26
Annual CAPEX:
\$175-\$200M**

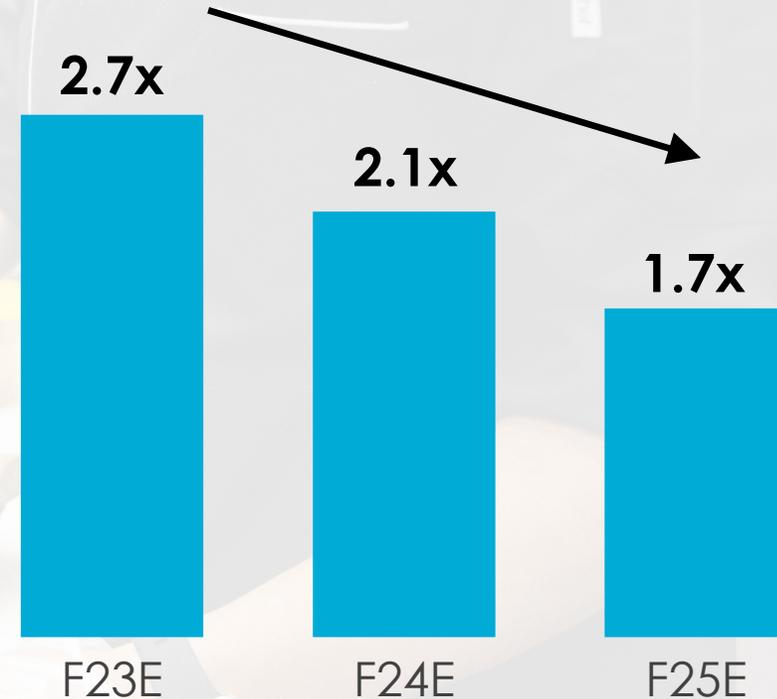


REDUCING DEBT IS A KEY PRIORITY

Our Focus

- Debt reduction will be a key focus of capital allocation strategy
- Target of <2X debt/EBITDA

Funded Debt to EBITDA



INVESTMENTS DRIVE LONG TERM GROWTH

Financial Progress To-Date

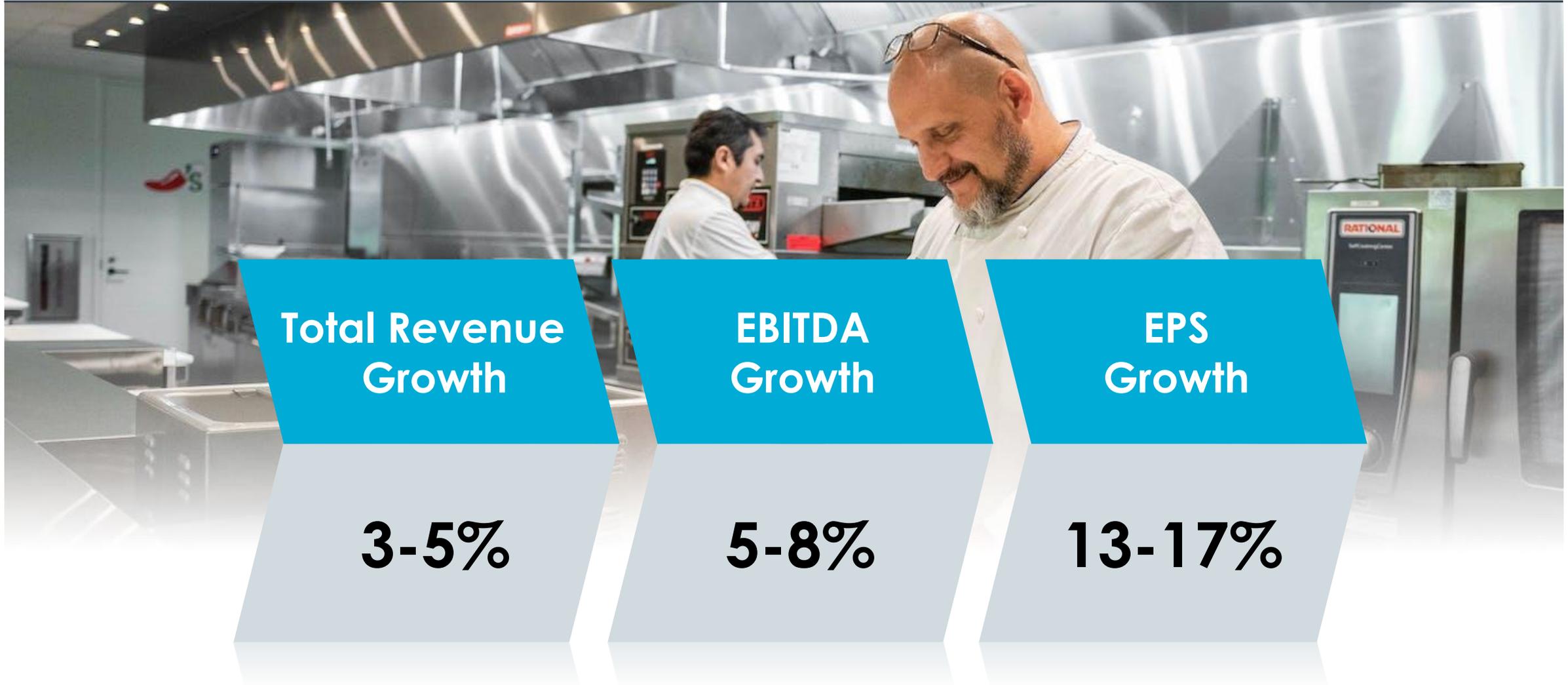
Capital Allocation Priorities

Multi-Year Financial Targets





3 YEAR ANNUAL GROWTH TARGETS





F24 CONSIDERATIONS

Investments In The Brands

- Advertising: ~\$50M*
- Labor Model: ~\$20M*
 - Hourly: ~\$17M
 - Manager: ~\$3M
- Repair and Maintenance

Forecasting Factors

- Cloudy macro environment
- Continuation of price/mix dynamic
- Commodity inflation moderation
- Higher interest rate environment



IN SUMMARY

INVESTMENTS WILL LEAD TO TOPLINE SALES GROWTH

- Investing in the business to generate topline sales
- Improved guest experience to earn pricing power
- Stronger balance sheet
- Long-term EPS and EBITDA expansion





KEVIN HOCHMAN

President and CEO, Brinker International



WHAT YOU HAVE HEARD TODAY



Executing multi-year strategy to unlock brand value



Strategy is now coming to life



Clear path to drive top and bottom line





FEEDBACK ON TODAY'S EVENT

Thank you for joining us for our 2023 Investor Day. We hope you found it informative.

Your feedback is important to us, so we would appreciate it if you could fill out a quick survey - it should take only 2-3 minutes. The answers are all anonymous.

This survey will be online for the next 4 days so we ask you to please complete it as soon as possible as we will then tabulate the results and share with our management team.

Here is the link to the survey

https://forms.office.com/Pages/ResponsePage.aspx?id=rWvxNGyyQ0iX-dYkZqj0wW_6ZFaq-IBAsfP9FsyV-4RUODIzUzJLU0pDSVITSkRLNUIMVEc4TkY2Uy4u

Or use this QR code

Thank you

