



# Chuck Sonsteby

Executive Vice President and CFO  
Brinker International



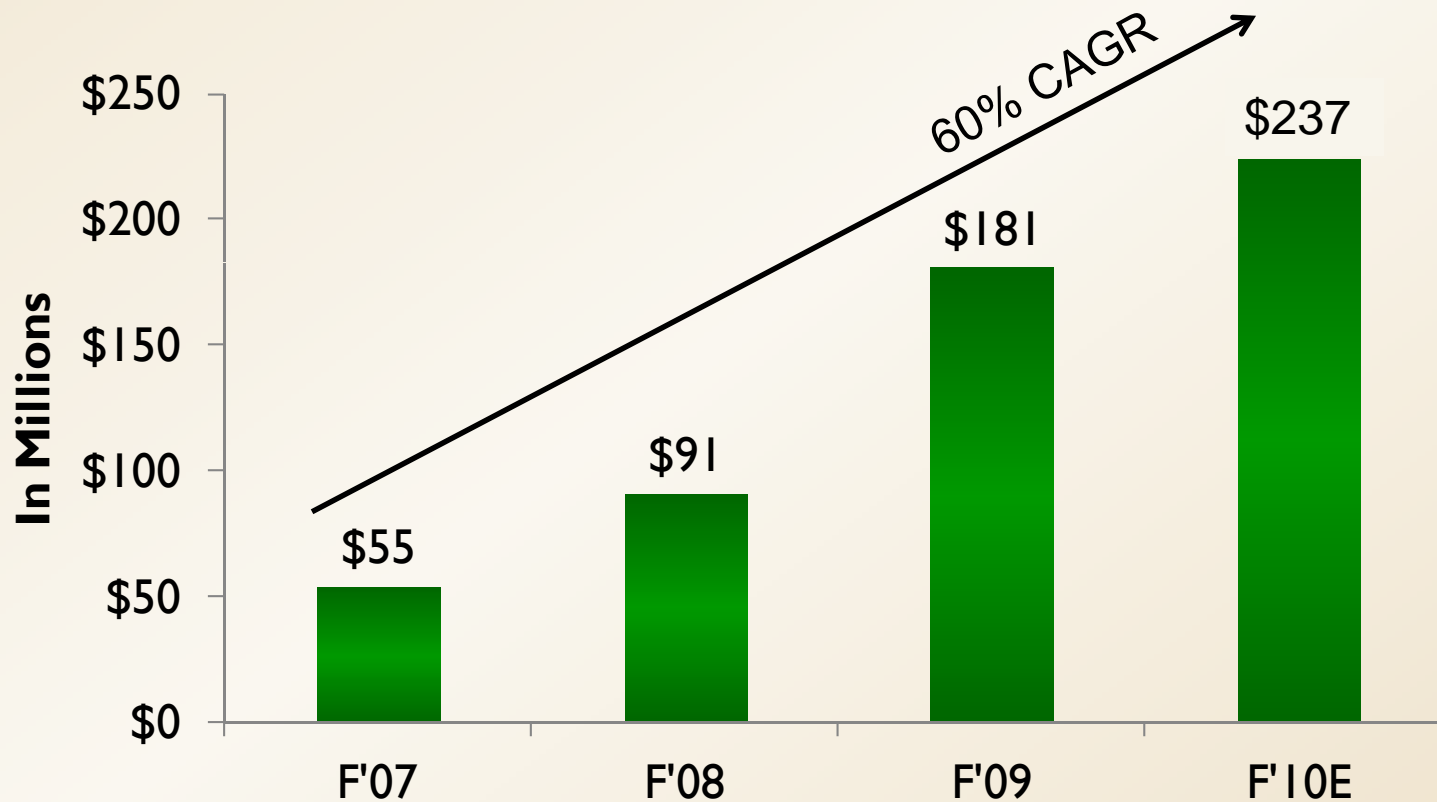


# Built a Solid Financial Foundation

- Rationalized Asset Base
  - Optimized portfolio
  - Refranchised restaurants
  - Closed underperforming restaurants
- Ceased New Restaurant Development
- Shift from Share Repurchase to Debt Repayment
- Improved Margins
- Maintained and Grew Dividend and Cash Flows



# Sustainable Free Cash Flow Growth



Free Cash Flow = Cash from Operations – Capital Expenditures  
On a Consolidated basis; includes Mac Grill until date of sale and On the Border



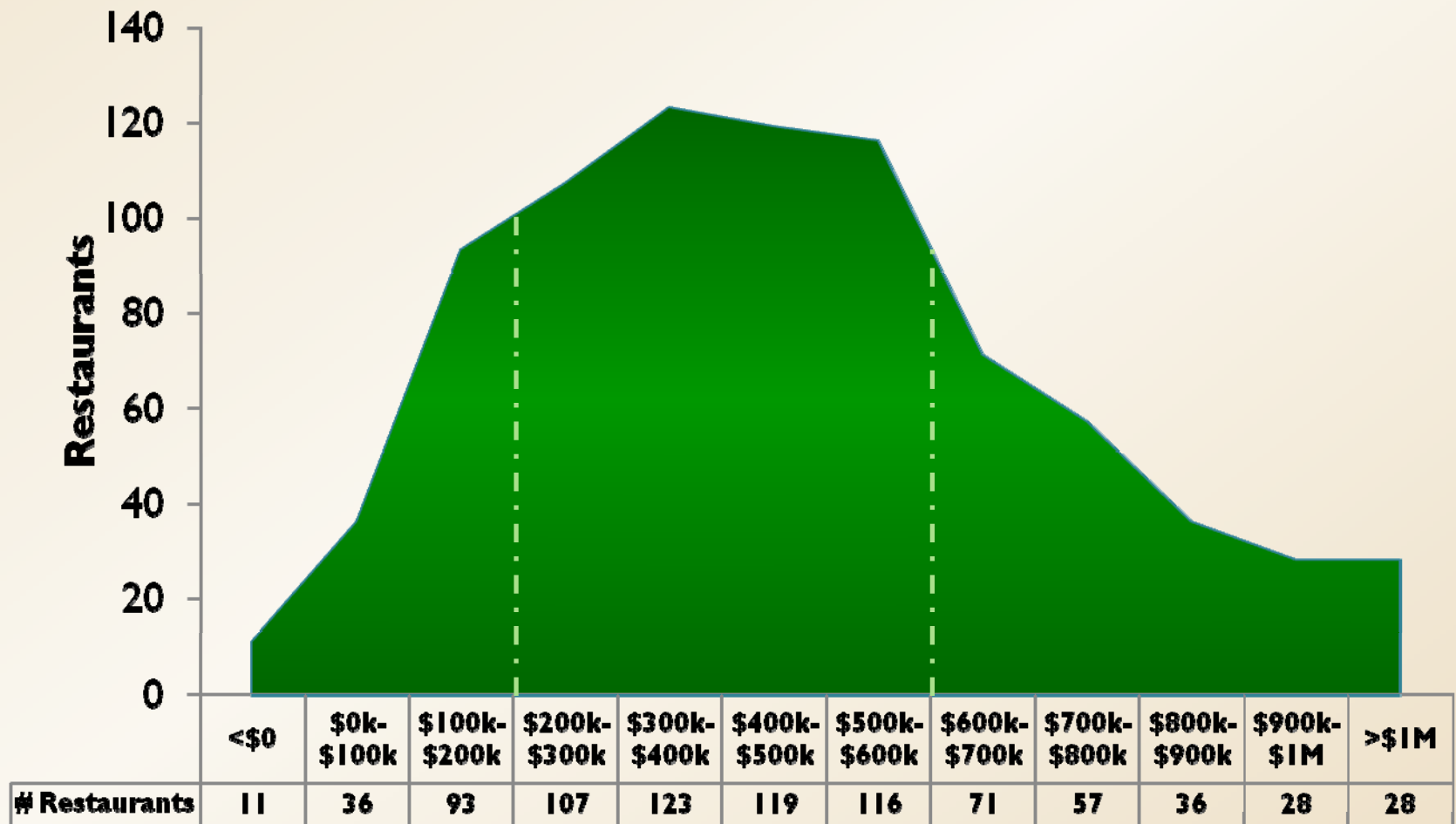
# Updated Fiscal 2010 Guidance

	Consolidated	Continuing Ops <sup>(1)</sup>
SSS	-1% to -2%	-1% to -2%
COS	—	28.5%
D&A		\$140 million
G&A	—	\$140 million
Interest Exp	—	\$28 million
EPS	Flat to Down 3%	Down 3% to Down 6%
	\$1.40 to \$1.44	\$1.20 to \$1.24
Impact of 53 <sup>rd</sup> Week	\$0.06 to \$0.08	\$0.04 to \$0.06

<sup>(1)</sup> Fiscal 2009 EPS from Continuing Operations (excluding Mac Grill and OTB) was \$1.28



# Annual Cash Flow by Restaurant

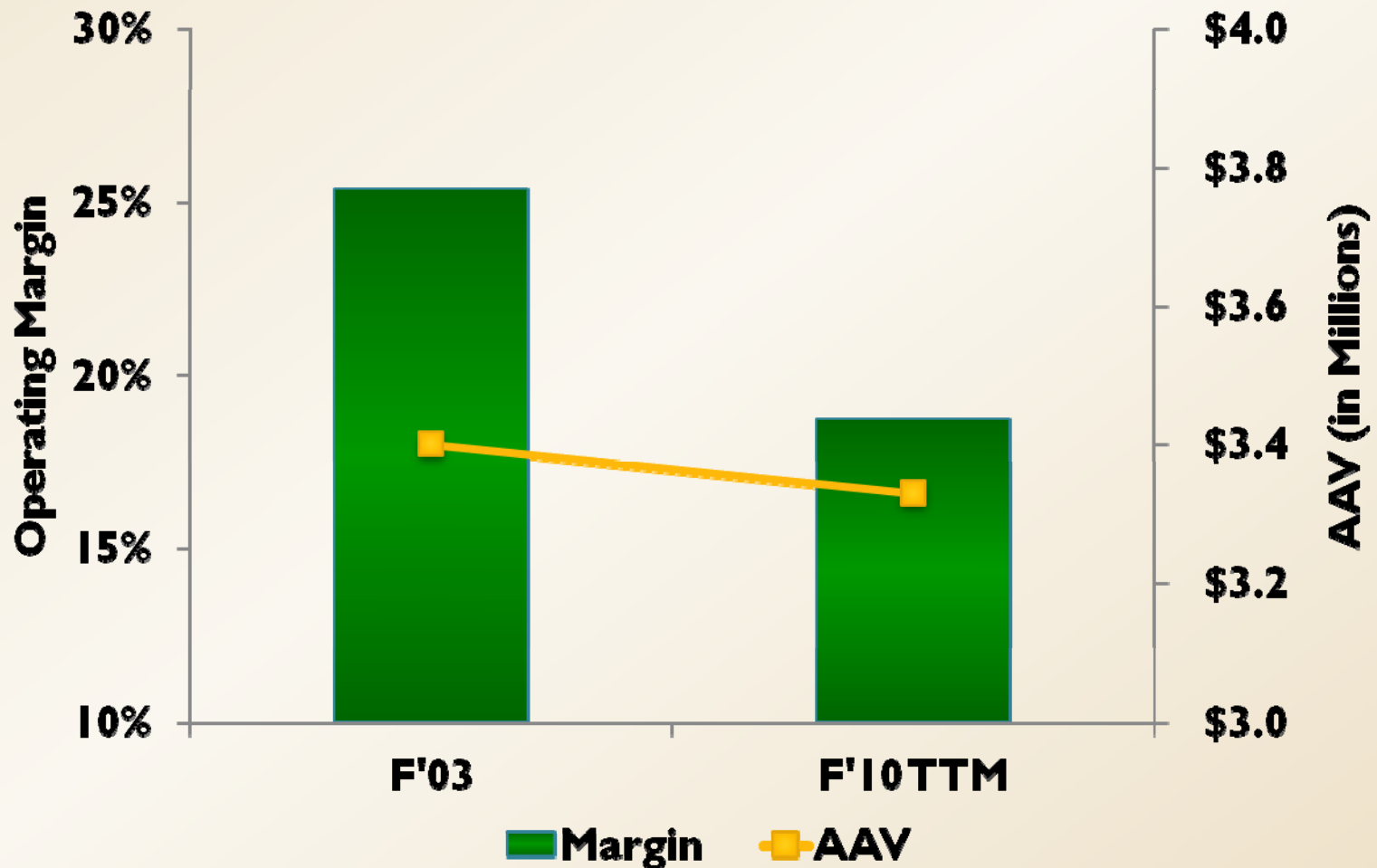


825 Chili's which have been open for at least one year as of 1/27/2010





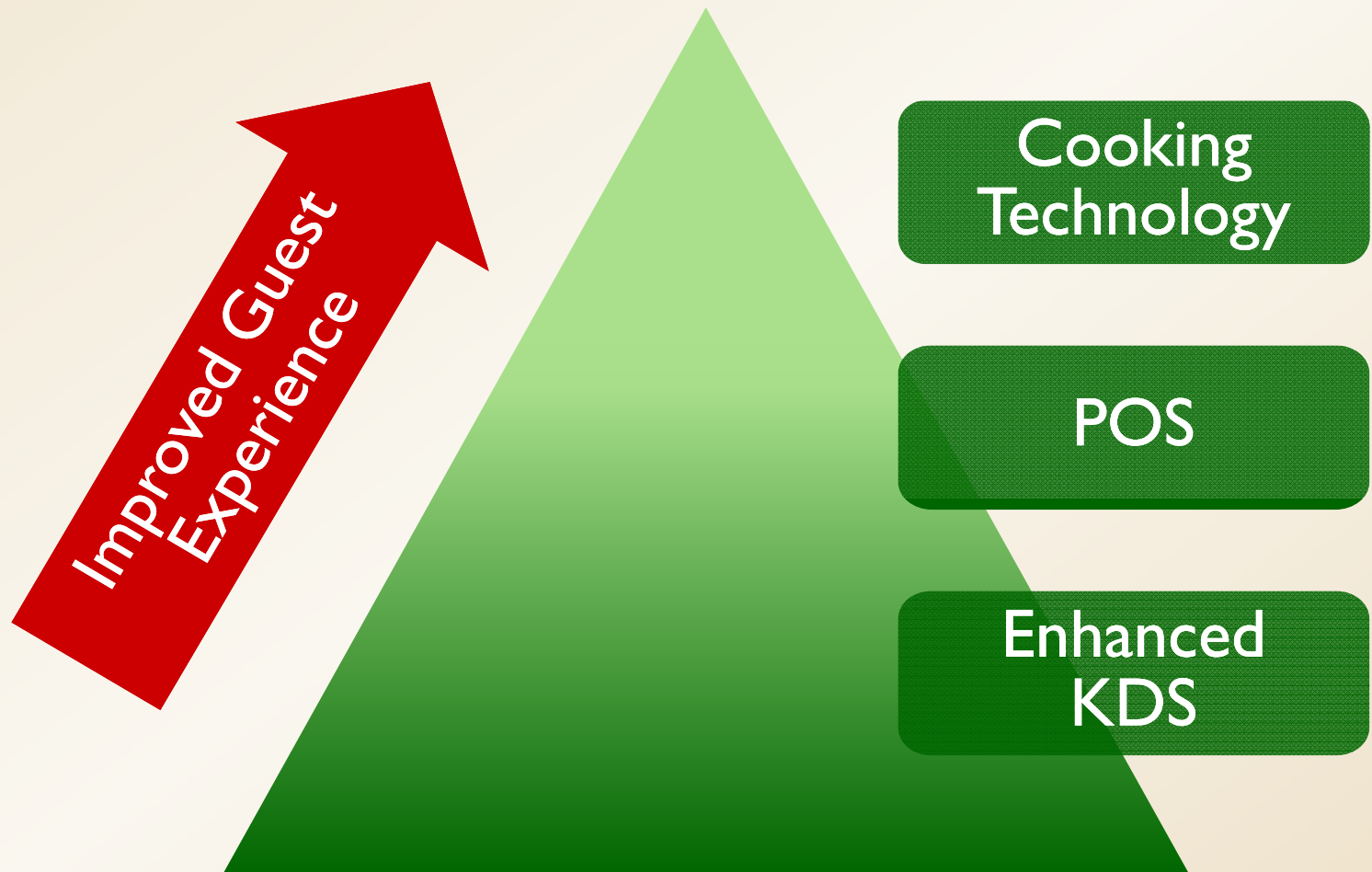
# Margins – Room for Improvement



Operating margin trend for the 401 restaurants (all brands) opened prior to FY 2001  
 Operating Margin = Sales minus COS and Restaurant Expense








# Brinker – Operational Excellence



**Margin Improvements – 300 basis points**  
**Investment Cost – ~\$100m**



# Margin Improvement Target

- Manufacturing Process Improvements  **300 bps**
- Front of House (FOH) 
  - Labor scheduling
  - Team service
- Reduce Comped Menu Item Expense 
- Utilities 
  - LED lighting
  - Energy management systems
- Positive Sales/Traffic 

**Total Margin Improvements**

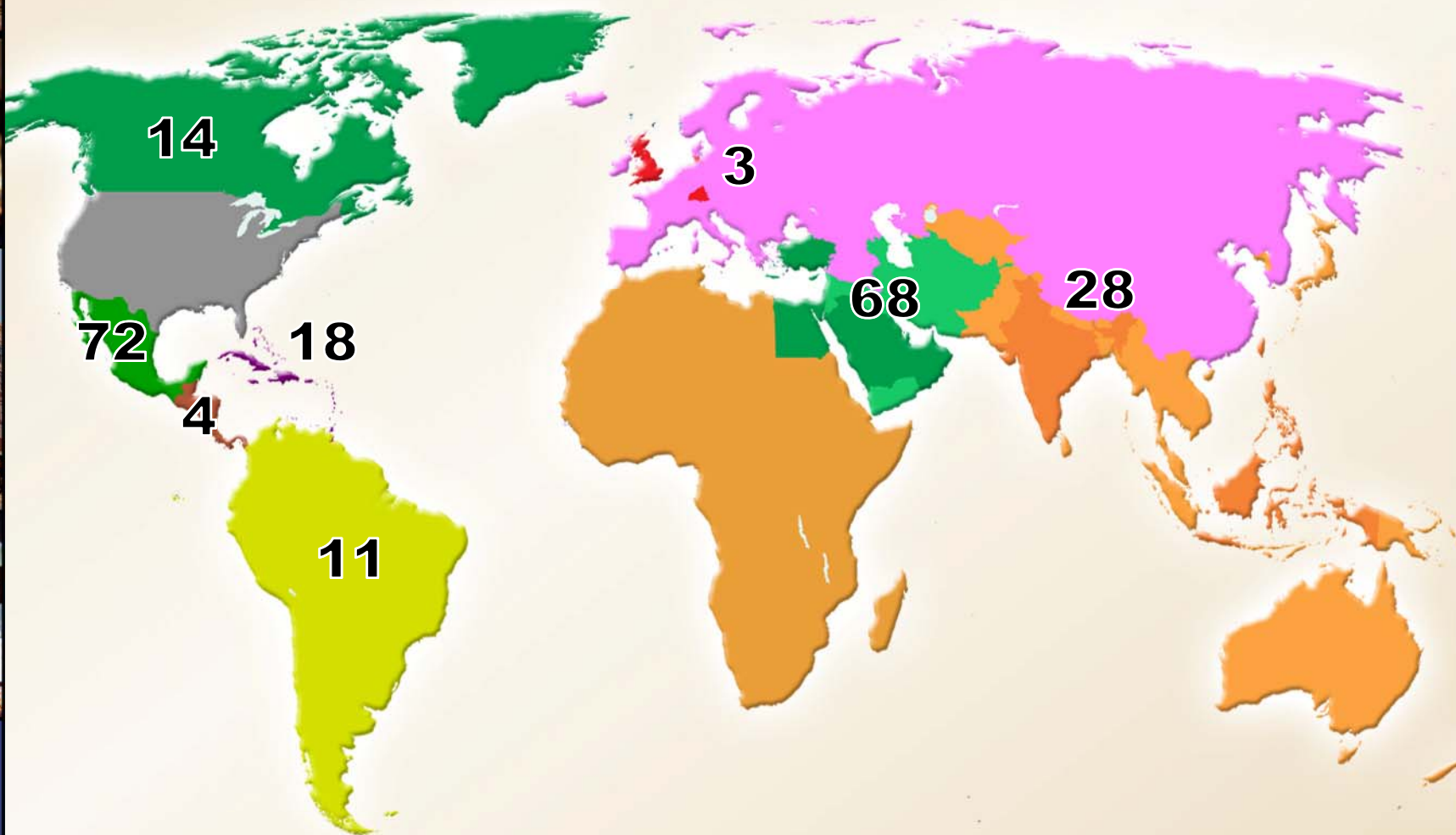
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**500 BPS  
Improvement**





# 218 Restaurants Outside of the US



Restaurant count as of 3/19/2010

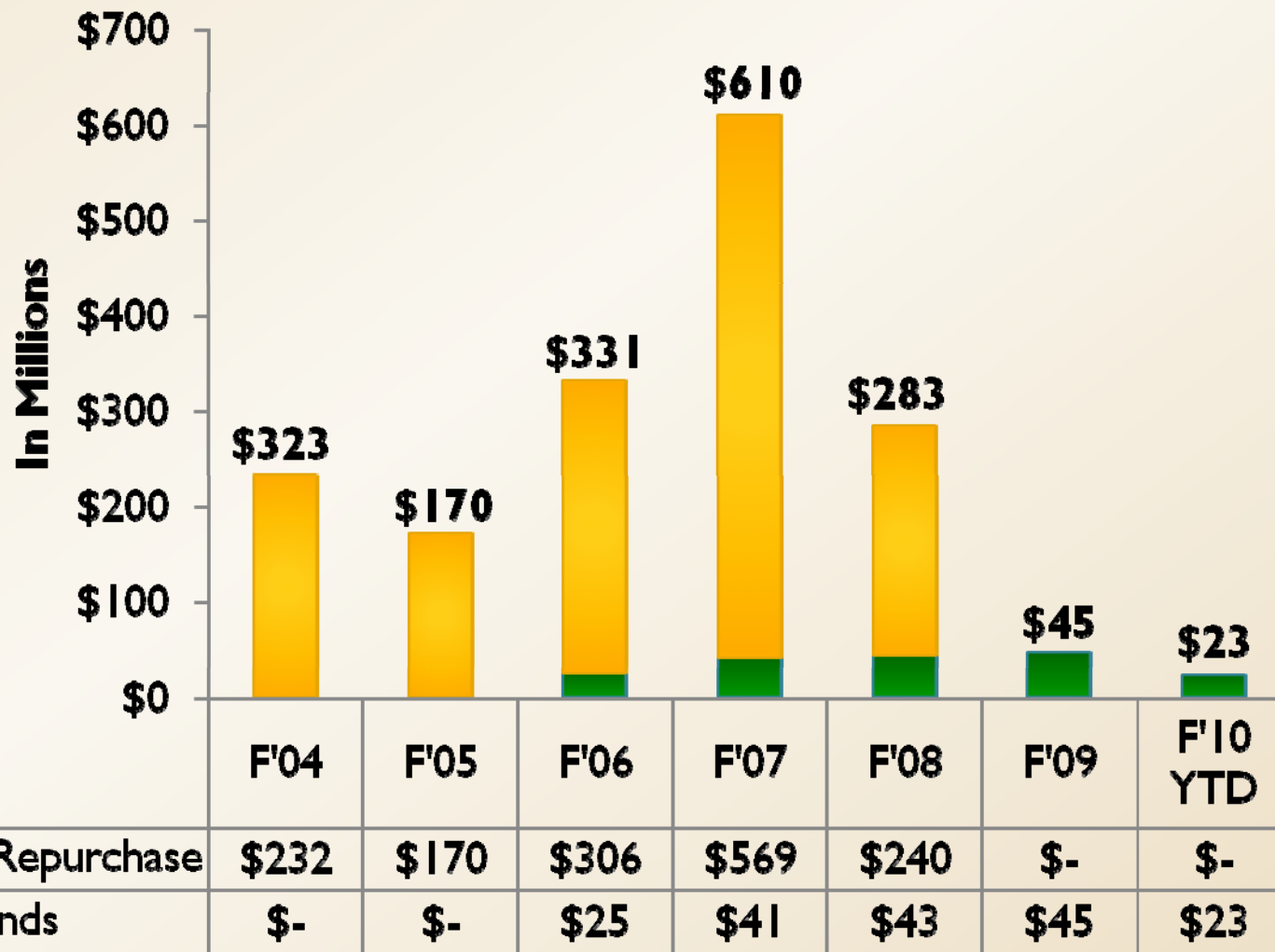


# Summary of Capital Expenditures

(In Millions)	Fiscal 2010	Fiscal 2011	Fiscal 2012
New Restaurants	\$6	\$ –	TBD
Restaurant Technology	5	40	60
Chili's Reimage	–	18	35
IT Maintenance	14	16	16
Chili's/MGO Maintenance	54	~50	~50
OTB Maintenance	6	–	–
<b>TOTAL</b>	<b>\$85</b>	<b>~\$125</b>	<b>~\$160</b>



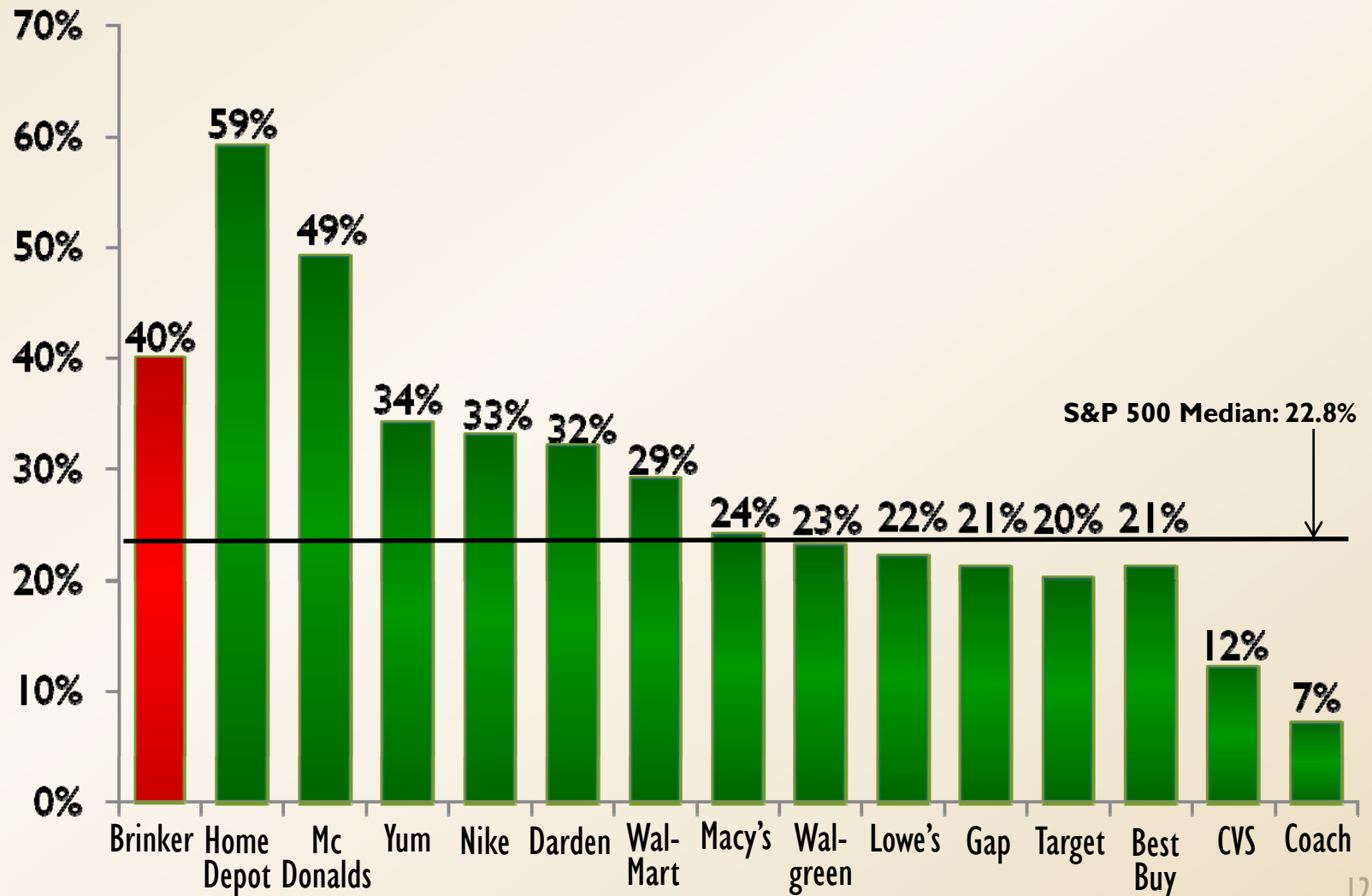
# Cash Returned to Shareholders





# “Best-in-Class” Retail – Dividends

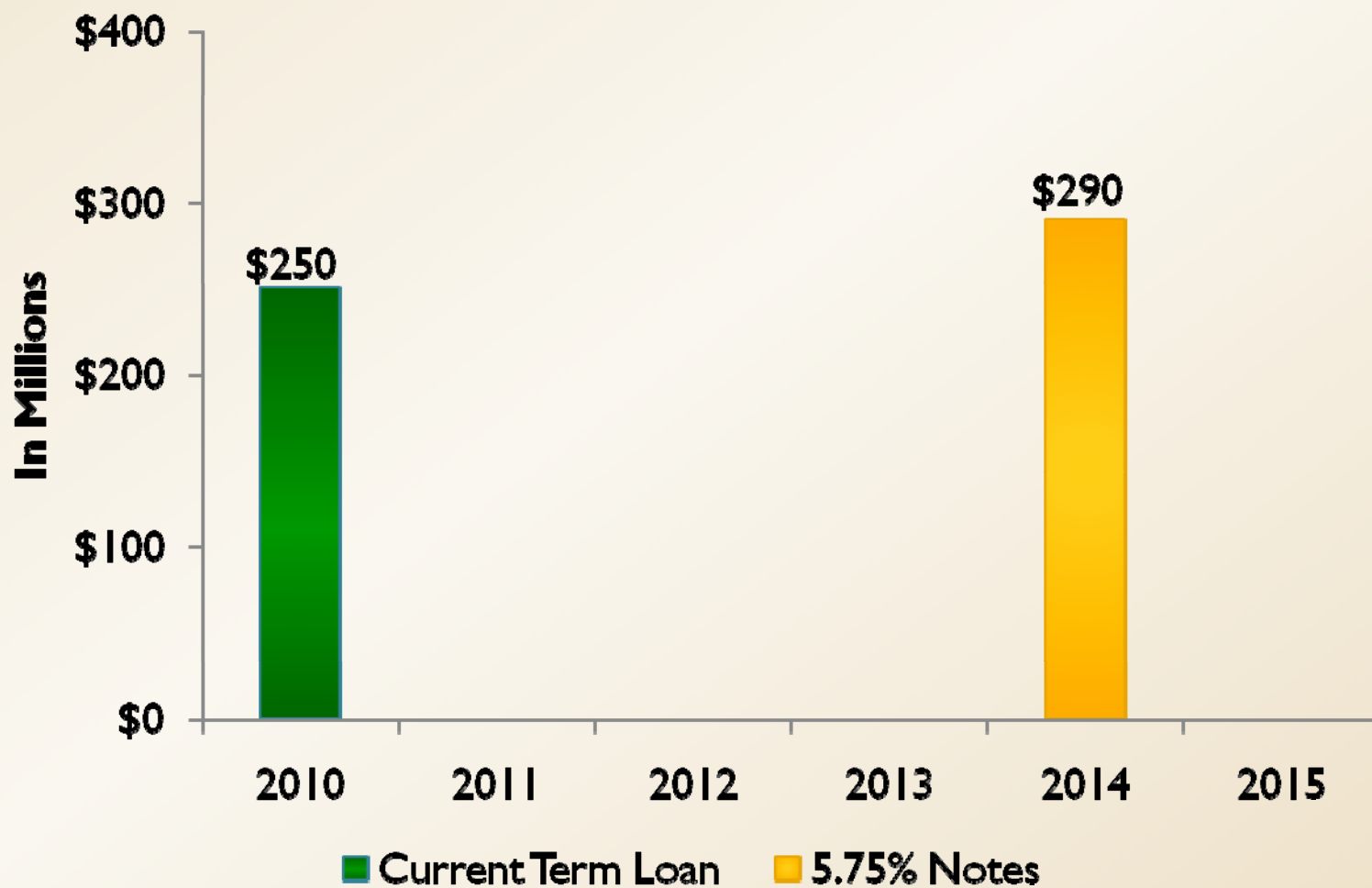
Dividend Payout Ratio (%)







# Debt Maturity Profile

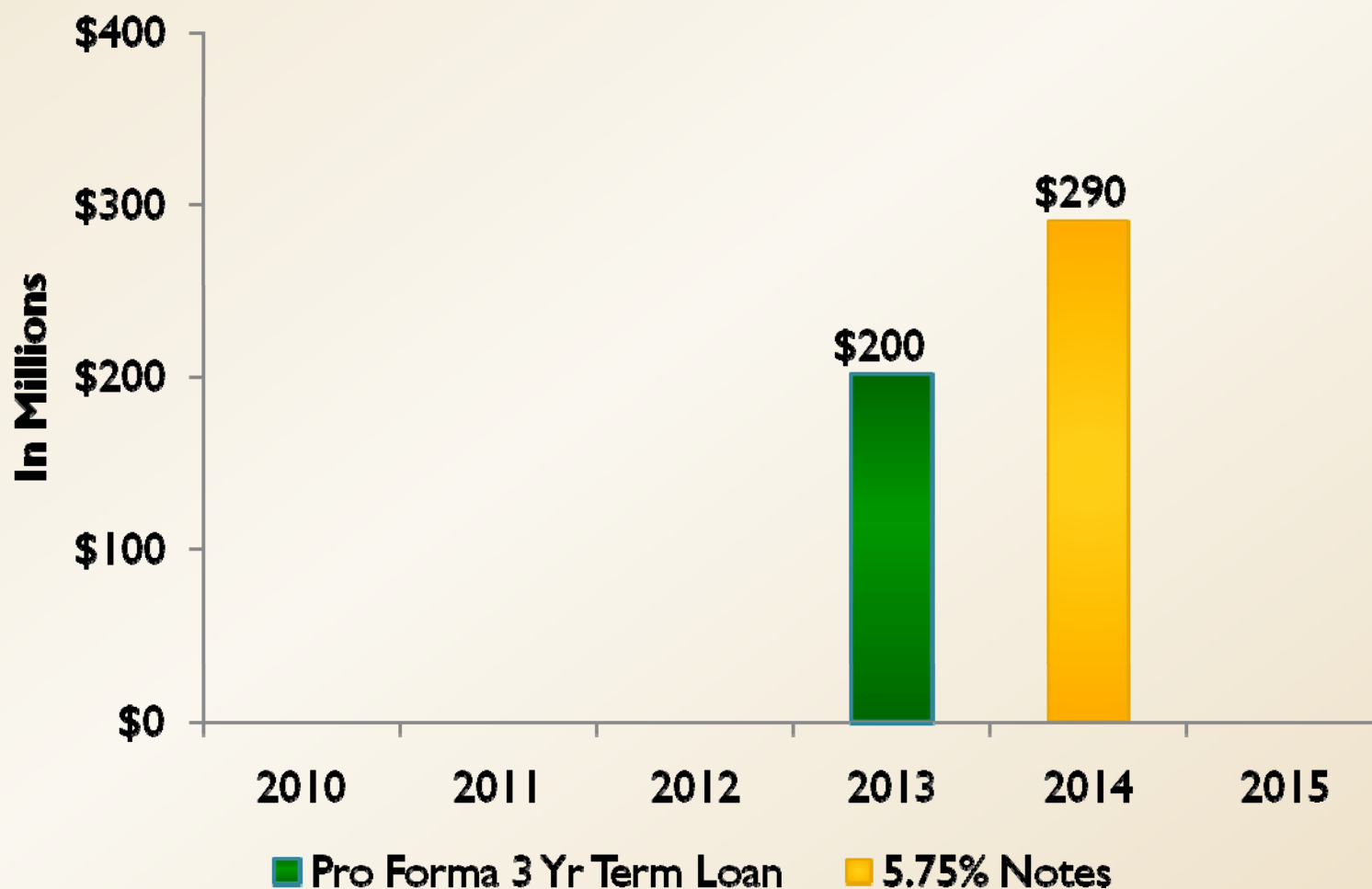


\$250 Million Revolver expires in 2012





# Debt Maturity Profile (Pro Forma)



\$250 Million Revolver expires in 2012  
Brinker expects to renew the Term Loan for 3 to 5 years



# 10 to 12 Percent EPS Growth

