

Investor Presentation

Darden Restaurants, Inc.

March 31, 2014

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I. Executive summary

Overview of Starboard Value LP

- Starboard Value LP is a deep value oriented investment firm that specializes in investing in underperforming companies and analyzing alternative strategies to unlock value for the benefit of all shareholders.
 - Our approach to investment research begins with a deep fundamental understanding of a company's businesses, end markets, and competitive positioning.
 - We compile information from a variety of publicly available sources, including our own primary research, as well as interviews with industry executives, consultants, customers, partners, competitors, and other investors.
 - We evaluate each company with an open mind and welcome constructive discussions with management regarding corporate strategy and their vision for the future.
- Starboard has been making active investments in public companies for over twelve years.
 - We generate returns through an increase in shareholder value at our portfolio companies.
 - Our interests are therefore directly aligned with those of all shareholders.
- Over the past twelve years, Starboard has added or replaced approximately 115 corporate directors on approximately 40 corporate boards.⁽¹⁾
 - We understand the requirements of public board service and how to be effective in the boardroom while remaining professional and constructive.
- Although it is difficult to quantify the direct impact of change in board composition on stock price performance, in our experience it has had a material positive impact. According to 13D Monitor, a leading independent research provider on shareholder activism:
 - "Starboard's average return on a 13D filing is 28.9% (versus an average of 8.8% for the S&P500 during the same time periods). However, when they have received a board seat, their average 13D return has been 34.3% versus 13.1% for the S&P500." (2)



We have serious concerns about the Red Lobster Separation and shareholders have the right to be heard

We believe management is attempting to force through a poorly conceived and potentially value destructive separation of Red Lobster despite the objections of certain significant shareholders.

- On December 19, 2013 Darden Restaurants, Inc. ("Darden" or the "Company") announced that it would separate its Red Lobster business and it expects to accomplish this through a spin-off into a new public company (the "Red Lobster Separation").
- We believe this decision is a <u>hurried</u>, <u>reactive</u> attempt by management and the Board of Directors of Darden ("the Board"), in the face of shareholder pressure, to conveniently <u>cast off the weight</u> of the struggling Red Lobster business, rather than address the Company's serious operational issues head-on.
 - It appears that the Red Lobster Separation was designed to benefit management, not shareholders.
 - Management is targeting completion of the Red Lobster Separation prior to the 2014 Annual Meeting of Shareholders (the "2014 Annual Meeting").
- We believe that not only is the decision to separate Red Lobster at this time a <u>mistake</u>, but that it is <u>irreversible</u> and could lead to <u>substantial destruction of shareholder value</u>.

The Red Lobster Separation may result in a permanent destruction of shareholder value.



We have serious concerns about the Red Lobster Separation and shareholders have the right to be heard (cont'd)

Shareholders should not trust management and the Board to rush this critical decision.

- We believe Darden has historically shown a blatant disregard for shareholder concerns, a propensity to silence critics, and is similarly now trying to avoid shareholder concerns and input when it comes to the Red Lobster Separation.
- Calling a Special Meeting will allow shareholders to demonstrate to management and the Board that they believe rushing this Red Lobster Separation is a mistake and could potentially destroy significant value.
- We will present a highly detailed and comprehensive plan to create value for shareholders through operational improvements and a separation of Darden into the most logical subsets of assets and restaurant concepts, but this value could be impaired if Red Lobster is spun off prematurely.

Given their poor track record, management and the Board should not be trusted to rush this critical and irreversible decision.

Please read this presentation as well as our accompanying presentation titled <u>A Primer on Darden's Real Estate</u>.

Please Consent to the calling of the Special Meeting on Starboard's White Request Card as soon as possible.



Management appears to be rushing to separate Red Lobster prior to the 2014 Annual Meeting

Management has proposed what we believe to be an ill-advised plan and appears to be rushing to complete a Red Lobster transaction before the 2014 Annual Meeting.

Management appears to be targeting completion of the Red Lobster Separation prior to the 2014 Annual Meeting (expected for September, but based on the Company's recent Bylaw amendments they now may push it back to October or later).

• We are concerned that one reason Darden may be hurrying to complete the Red Lobster Separation prior to the 2014 Annual Meeting is to limit shareholders' ability to influence this critical transaction through the election of an alternate slate of directors.

- The Board recently instituted Bylaw changes designed to allow it to unilaterally delay the 2014 Annual Meeting.
 - It appears the Board is going to great lengths to ensure that shareholders DO NOT have a say in the Red Lobster Separation.

If management and the Board are left unchecked, shareholders will not have an opportunity to have their voices formally heard on the Red Lobster Separation.



We have serious concerns about the proposed Red Lobster Separation

Management's plan to spin off Red Lobster is the wrong spin-off, at the wrong time, for the wrong reasons.

• We, as shareholders, have serious concerns about Darden's proposed plan to separate Red Lobster and believe it could be both sub-optimal and value destructive.

Operational concerns

- Traffic, same-store-sales trends, and margins are the worst in years.
- Management's announced initiatives to turn around Red Lobster are unimpressive and vague. Further, Red Lobster does not need to be a standalone company to effect change.

<u>Timing concerns</u>

 After decades running the brand, the Company is now attempting to rush through a separation during its worst period of performance.

Valuation concerns

- Based on Red Lobster's poor performance, we believe it will trade at a substantial discount to peers.
- If Darden's multiple post-separation does not expand following a spin-off, we believe more than \$800 million of shareholder value could be lost.

Real estate concerns

 By separating Red Lobster with its real estate, approximately \$850 million of value could be destroyed, as shown on slide 52.

We have serious concerns as to management's true motives behind the Red Lobster separation and we <u>question whether their interests are aligned with shareholders.</u>

A Red Lobster Separation is <u>irreversible</u> and value could be <u>permanently</u> impaired – a shareholder discussion must occur <u>before</u> any sale or spin-off of Red Lobster.



Operational concerns: Red Lobster's profitability has declined substantially

Over the past 5 years, Red Lobster's EBITDA margins have declined from 11.9% to 9.3% due to same-store-sales declines and significant increases in operating expenses.

		His	torical Operatin	g Results			
(\$ in millions)						12-months ended	FY 2014
Fiscal Year	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>11/24/2013</u>	to date
Sales	\$2,625	\$2,487	\$2,520	\$2,670	\$2,625	\$2,563	
Same-store-sales	(2.2%)	(4.3%)	0.1%	4.9%	(2.2%)	(3.3%)	(6.2%)
EBIT	\$219	\$201	\$226	\$204	\$169	\$116	
Margin	8.4%	8.1%	8.9%	7.6%	6.4%	4.5%	
EBITDA	\$312	\$296	\$324	\$311	\$285	<u>\$238</u>	
Margin	11.9%	11.9%	12.8%	11.7%	10.9%	9.3%	
SG&A	\$258	\$261	\$280	\$282	\$296	\$299	
% of sales	9.8%	10.5%	11.1%	10.5%	11.3%	11.7%	
Advertising	NA	NA	\$135	\$142	\$168	NA	
% of sales	NA	NA	5.3%	5.3%	6.4%	NA	
Capex	\$122	\$97	\$150	\$177	\$171	\$185	

Why has <u>SG&A increased by \$41 million</u> when <u>revenue has decreased by \$62 million</u>?



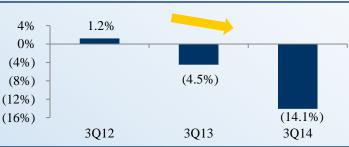
Timing concerns: We seriously question why management appears to be in such a rush to separate Red Lobster

Given Red Lobster's significant underperformance and temporary commodity price headwinds, we question why management appears to be rushing a separation.

■ Same-store-sales growth has declined from 5.9% in 3Q12 to (8.8%) in 3Q14.



■ Traffic growth has declined from 1.2% in 3Q12 to (14.1%) in 3Q14.



■ EBITDA margins have declined from 11.7% in 2012 to 9.3% 12-months ended 11/24/2013.



Red Lobster's key operating metrics continue to get worse

This trend will create difficulties for standalone Red Lobster ("New Red Lobster") management, who will need to turn around the brand in the public spotlight

After owning Red Lobster for decades, why is now the right time to rush through a separation, especially in light of objections from some of the Company's largest shareholders?

Valuation concerns: New Red Lobster is likely to trade at a substantial discount to casual dining peers

We believe, and sell-side analysts appear to agree, that a standalone Red Lobster would have trouble attracting an investor base.

Red Lobster, as a standalone public Company, given its lack of unit growth, declining same-store-sales, declining margins, and commodity price headwinds, is likely to trade at a substantial discount to casual dining peers.

"We find it difficult to believe many long only investors would have any interest in a standalone RL and believe it would likely trade at the lowest EBITDA multiple within the restaurant universe (less than 7x)."

– UBS, March 3, 2014

"Our assumption is that RL will assume half of the debt for DRI, which is roughly \$1.25B. <u>Applying a **6x EV/EBITDA**</u> multiple would give us an EV slightly less than \$2B, which is \$5 per share for RL."

- Buckingham, March 21, 2014

New Red Lobster's valuation will be hindered by its poor performance.

It may trade at one of the lowest, if not THE lowest, multiples in the casual dining industry.



Valuation concerns: New Red Lobster is likely to trade at a substantial discount to casual dining peers (cont'd)

Should New Red Lobster trade substantially below Darden's current multiple, Darden post separation ("New Darden") would need to trade at a significantly higher multiple than where it currently trades just to get the combined stock prices back to Darden's current price.

- Darden currently trades at approximately 9.5x LTM EBITDA; it is likely Red Lobster, as a standalone public company, will trade at a substantial discount to where Darden and the rest of its casual dining peers trade.
- For example, if New Red Lobster traded at 6.5x EBITDA, New Darden would need to trade at approximately 10.4x EBITDA just for shareholders to break even.

(\$ in millions)

(an intitions)					
Potential Value Destruction in a Red Lobster Spin-off					
<u>Darden</u>	<u>Low</u>	<u>High</u>			
LTM EBITDA ⁽¹⁾	\$987	\$987			
Enterprise Value	\$9,317	\$9,317			
EV / EBITDA	9.44x	9.44x			
New Red Lobster					
LTM EBITDA ⁽¹⁾	\$238	\$238			
EV / EBITDA	7.0x	6.0x			
Enterprise Value	\$1,665	\$1,427			
New Darden					
LTM EBITDA	\$749	\$749			
New Darden Enterprise Value ex. New Red Lobster	\$7,652	\$7,890			
Break-even EV / EBITDA for New Darden	10.2x	10.5x			
Value Destruction if New Darden Multiple Does Not Expand	\$581	\$819			

Source: Bloomberg, CapitalIQ, Company filings

(1) LTM as of Q2 FY14, since that is the latest reported period for New Red Lobster

If New Darden's multiple does not expand following a spin-off, we believe more than \$800 million in shareholder value could be lost.

Even if New Darden's multiple expands compared to current Darden, it will not outweigh the value destroyed through trapping the Red Lobster real estate.

STARBOARDVALUE

Real estate concerns: We believe Darden's real estate is highly valuable

We believe that Darden's real estate is highly valuable, and that the Red Lobster Separation, as conceived by management, could permanently impair that value.

- Our extensive research has indicated that:
 - 1. Darden's real estate is worth approximately \$4 billion, and possibly far more.
 - 2. Separating the real estate could create an additional \$1-2 billion of shareholder value.
 - 3. A real estate separation can be structured with minimal debt breakage costs and management's comments regarding debt breakage costs are highly misleading (See *A Primer on Darden's Real Estate*, Section V).
 - 4. In a real estate separation, Darden shareholders can maintain their current dividend on a combined basis, while the combined companies will have lower payout ratios (See *A Primer on Darden's Real Estate*, Section VI).
 - 5. Both Darden as an operating company and a Darden REIT can maintain investment grade ratings, if desired (See *A Primer on Darden's Real Estate*, Section VI).
- A substantial portion of Darden's real estate value comes from Red Lobster's owned real estate.
- There are multiple potential solutions and strong transaction precedents where similarly situated companies have been able to realize substantial value for shareholders by separating their real estate from their operating assets in a tax-efficient manner.
- In our accompanying presentation titled <u>A Primer on Darden's Real Estate</u>, which can be found at http://tinyurl.com/Primer-On-Darden-Real-Estate, we outline a number of highly attractive alternatives that we believe can create significant value for shareholders.
- To supplement our own research, <u>we have retained Green Street Advisors ("Green Street")</u>, the leading independent research firm specializing in real estate and REITs.

We believe that Darden's total owned real estate is conservatively worth approximately \$4 billion, and possibly far more, and that separating the real estate could create \$1-2 billion in additional shareholder value.

This opportunity could be impaired by the proposed Red Lobster Separation.

Real estate concerns: Separating Red Lobster could impair Darden's real estate value

Separating Red Lobster with its real estate could destroy significant shareholder value.

If Red Lobster were separated and traded at 6.5x EBITDA (in-line with analyst projections), this would imply that the market is valuing the rental portion of Red Lobster's income at approximately *one-third* of what that same income could be worth to a real estate owner that trades at the peer average multiple of approximately 18x EBITDA. Even when applying a substantial discount to peer multiples, Red Lobster's real estate is worth substantially more outside of New Red Lobster.

Potential Real Estate Value Trapped	d in New Red Lobster	
(\$ in millions)	Real Estate in OpCo	Real Estate Separation
Owned Stores	456	0
Ground Leased Stores	184	0
Leased Stores	39_	679
Total	679	679
Current Rent Expense	\$35	\$35
Plus: Estimated Rent on Owned Real Estate ⁽¹⁾		\$106
Pro Forma Rent Expense	\$35	\$140
New Red Lobster EBITDA (LTM)	\$238	\$132
Illustrative New Red Lobster multiple	6.5x	6.5x
New Red Lobster Value	\$1,546	\$858
Rent Paid to REIT or Buyer of DRI's Real Estate	\$0	\$106
Illustrative REIT multiple (2)	14.6x	14.6x
Red Lobster Real Estate Value		\$1,544
Total Value of Red Lobster's Business and Assets Trapped Valued if Real Estate Is Kept with New Red Lo	\$1,546 obster	\$2,403 \$856

\$856 million in potential trapped value

Source: Company filings, Green Street and Starboard Value estimates

If New Red Lobster were to trade at 6-7x EBITDA, as projected by many sell-side analysts, then approximately \$850 million of real estate value could be trapped.

⁽¹⁾ Based on store-by-store rent estimates derived by Green Street and discussed in accompanying real estate presentation

⁽²⁾ Midpoint of the multiple range used in our accompanying presentation A Primer on Darden's Real Estate, which represents a discount of approximately 20% to the triple-net REIT peer group average

A Special Meeting is absolutely necessary to protect shareholder interests

At the Special Meeting, we will seek shareholder approval for the following non-binding proposal:

to approve a non-binding resolution urging the Board not to approve any agreement or proposed transaction involving a separation or spin-off of the Company's Red Lobster business prior to the 2014 Annual Meeting unless such agreement or transaction would require shareholder approval.

- Why is the Special Meeting necessary?
 - A Red Lobster transaction is irreversible.
 - 2. Value could be destroyed or a sub-optimal outcome could result through the Red Lobster Separation.
 - 3. The Red Lobster Separation is being rushed at what may be the worst possible time.
 - 4. Shareholders and analysts clearly have concerns.
 - Management's **interests may be misaligned** with those of shareholders. 5.
 - Management's and the Board's **poor track record** have not given shareholders reason to trust their decision 6. making.
 - Darden's corporate governance is unacceptable and recent Bylaw amendments have made things even worse.
 - 8. Management has an alarming record of strong-arm investor relations tactics.
 - 9. There are **better alternatives** to create value.
 - A Special Meeting will provide shareholders with a forum to express a clear opinion, which the Board should honor.

Please Consent to the calling of the Special **Meeting on Starboard's White Request Card** STARBOARD VALUE

The Special Meeting is an opportunity to send a loud and clear message to the Board

The Special Meeting will be an opportunity to send a loud and clear message to the Board that shareholders deserve a say on this vital decision.

- If we are successful in calling a Special Meeting, the Board should not proceed with the Red Lobster Separation prior to the Special Meeting.
- Further, if shareholders support our resolution at the Special Meeting, we are hopeful that the Board will not proceed with the Red Lobster Separation prior to the 2014 Annual Meeting without shareholder approval.
 - It is important to understand that Darden's entire Board is up for election just a few months after the expected date
 of the Special Meeting, if called.
- We do not believe that the Board would sanction what we would view as an egregious violation of good corporate governance, like proceeding with the Red Lobster Separation in direct opposition to a clear shareholder directive, especially just months before a potential election contest.

The Special Meeting will provide an alternative forum for shareholders to show the Board that Darden's shareholders will not stand to be silenced on this critical issue.



Management and the Board have not earned the right to rush this critical and irreversible decision

Management and the Board have a record of poor shareholder returns.

Darden's stock price has materially underperformed both the broader equity markets, its Proxy Peer Group and its closest direct competitors over the last 1-, 3-, and 5-year measurement periods.

Summary Returns Share Price Performance (1) 1 Year 3 Year 5 Year S&P 500 Index 20% 52% 171% RUSSELL 3000 Restaurants Industry 18% 68% 212% Proxy Group (2) 29% 93% 412% Closest Direct Peers (3) 34% 80% 400% Darden Restaurants, Inc. 5% 18% 104% Underperformance vs. S&P 500 (15%)(34%)(66%)Underperformance vs. RUSSELL 3000 (13%)(50%)(108%)Underperformance vs. Proxy Group (24%)(75%)(308%)Underperformance vs. Closest Direct Peers (29%)(62%)(296%)



Three-Year Stock Price Chart



40% 30% 20% 10% 0% Mar-13 May-13 Jul-13 Oct-13 Dec-13 Mar-14 Darden Closest Direct Competitors Russell 3000 Restaurant Sector Index

Source: Capital IQ

Note: For each time period, excludes companies not publicly traded throughout that entire period.

(1) As of March 14, 2014, adjusted for dividends.

(2) Proxy Group consists of companies used in the Company's proxy statement to set executive compensation.

(3) Includes EAT, BLMN, DIN, BWLD, TXRH, RT, RRGB, BBRG, CAKE, and DFRG.

Management and the Board have not earned the right to rush this critical and irreversible decision (cont'd)

Management and the Board have a record of weak historical operating performance.

Same-store-sales (SSS) and traffic at both of Darden's largest brands have deteriorated significantly.





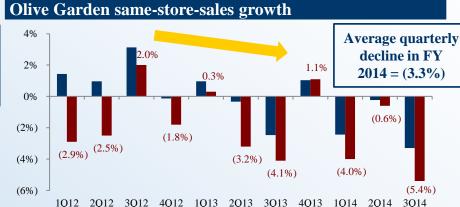
Red Lobster same-store-sales growth 15% Average 10.7% quarterly 10% decline in FY 6.8% 5.9% 2014 = (6.2%)3.2% 5% 0% (3.9%) (2.6%) (2.7%) (5%)(5.2%) (4.5%) (6.6%)(10%)

1012 2012 3012 4012 1013 2013 3013 4013 1014 2014 3014

■Knapp-Track ■SSS

Red Lobster price and traffic growth

Source: Company filings, Wall Street equity research, and Knapp-Track.



15% 13.5% 10% - 1.5% 2.8% 2.8% 2.9% 1.3% 1.2% 1.2% 1.2% 1.4% 1.7% 0% (4.4%) (2.4%) (4.5%) (6.0%) (7.5%) (14.1%) (20%) 1012 2012 3012 4012 1013 2013 3013 4013 1014 2014 3014

■ Traffic growth ■ Price growth



■ Knapp-Track ■ SSS

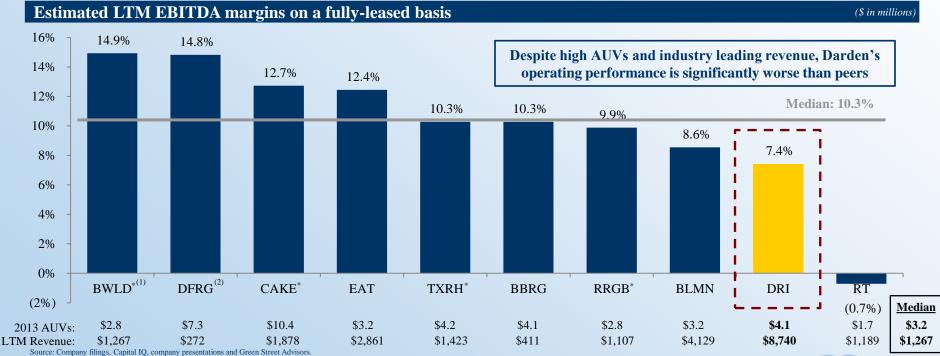
Profitability will suffer if traffic continues to decline – raising prices will not offset weak traffic

STARBOARDVALUE

Management and the Board have not earned the right to rush this critical and irreversible decision (cont'd)

Adjusting for real estate ownership, Darden's margins are significantly below peers, despite the fact that it has an enormous scale advantage and is led by Olive Garden, which should be an extremely profitable concept given its high AUVs and pasta focus.

- We believe fully-leased EBITDA is the best metric by which to judge Darden's operating performance, as opposed to the earnings generated through site selection and capital investment in real estate.
 - To calculate fully-leased EBITDA, we adjusted Darden and each of its peers' EBITDA assuming that they pay full market rent on every location that is owned or ground leased.
- DRI's low fully-leased EBITDA margins reflect a bloated cost structure and poor operating performance.



Note: Assumes \$27.10/rent per square foot for owned properties and \$10.65/rent per square foot for ground leased properties.

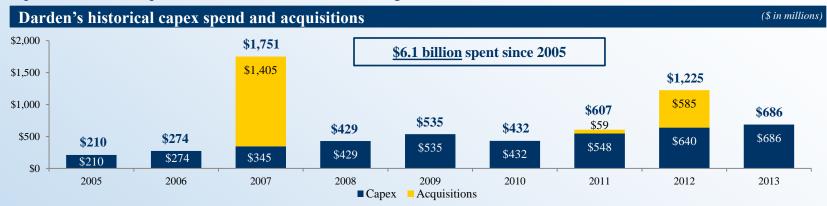
If adjusted for franchised stores, assuming a 40% margin on franchised revenue, the median EBITDA margin equals 10.3% and the average equals 9.9%.

^{*} Denotes at leased 20% franchised properties.

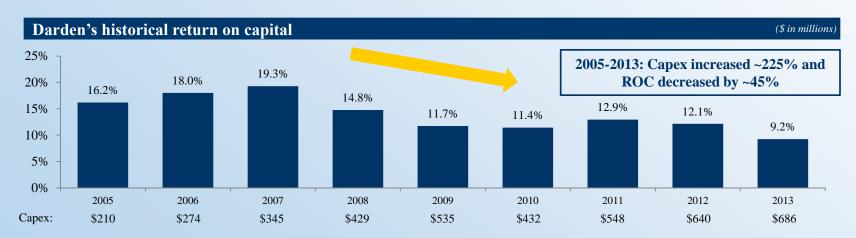
⁽¹⁾ BWLD leases the land and building for all sites or utilizes ground leases, but does not specify the number of ground leases: no adjustment has been made. (2) Assumes \$65.00/rent per sq. for single owned property.

Management and the Board have not earned the right to rush this critical and irreversible decision (cont'd)

• Since Mr. Otis became CEO in 2004, Darden has spent \$6.1 billion – or \$46.50 per current Darden share – on capital expenditures and acquisitions to fund revenue and EPS growth.



 Darden continued to increase growth spending year after year to increase revenue and EPS, even though returns on capital were declining dramatically.



Management and the Board have not earned the right to rush this critical and irreversible decision (cont'd)

The current management team and Board have a long tenure of underperformance.

Management and Board

Stock price

			performance vs. proxy		
Name	Role	# of years at Darden	peer group since start date (1)		
Clarence Otis Jr.	Chairman and Chief Executive Officer	19	(543%) ⁽²⁾		
C. Bradford Richmond	SVP, Chief Financial Officer	32	(543%) ⁽²⁾		
Michael W. Barnes	Director	2	(55%)		
Christopher J. (CJ) Fraleigh	Director	6	(172%)		
David H. Hughes	Director	13	(144%)		
William M. Lewis Jr.	Director	9	(58%)		
Maria A. Sastre	Director	16	28% ⁽³⁾		
Dr. Leonard L. Berry	Director	13	(136%)		
Victoria D. Harker	Director	5	(52%)		
Charles A. Ledsinger Jr.	Lead Independent Director	9	(58%)		
Senator Connie Mack III	Director	13	(46%)		
Michael D. Rose	Director	19	(543%) ⁽²⁾		
William S. Simon	Director	2	(55%)		

Courses Comited IC

Note: For each time period, excludes companies not publicly traded throughout that entire period.



⁽¹⁾ As of March 14, 2014, adjusted for dividends. Proxy peer group consists of companies used in the Company's proxy statement to set executive compensation. Assumes start date at Darden, which can include multiple roles

⁽²⁾ Assumed start date of May 9, 1995, the day Darden spun off from General Mills. Darden underperformed its proxy peer group by 62% since Mr. Otis became CEO in December of 2004 and underperformed by 105% since Mr. Richmond became CFO in December of 2006.

⁽³⁾ Unclear as to the exact date Maria Sastre became a board member. Assumed the date of the 1998 Annual Meeting of Stockholders as start date.

The current management team and Board have a long history of disregarding shareholders' interests

Darden maintains shareholder-unfriendly corporate governance provisions:

- Action by written consent strictly prohibited.
- Darden requires at least 50% of the voting power for shareholders to call a special meeting, the highest threshold permitted under Florida law. The default Florida provision requires only 10%.
- Directors may be removed only for cause and then only by the vote of 66 2/3% of the votes entitled to be cast in the election of directors generally.
- Vacancies on the Board may only be filled by the Board.
- The number of directors is set exclusively by the Board.
- Supermajority vote requirement (66 2/3%) to amend certain Charter provisions.
- Poison pill currently in place with an "acquiring person" threshold of 15% of the outstanding common stock of Darden.

ISS has given Darden a governance Quickscore of 10, indicating the HIGHEST POSSIBLE GOVERNANCE RISK

- The roles of Chairman and CEO have not been separated.
- 45.45% of the non-executive directors on the Board have lengthy tenure.
- The Company does not have a majority vote standard in the election of directors.

Glass Lewis has given Darden a grade of "D" in executive compensation

- In its 2013 Proxy Paper, Glass Lewis notes:
 - "The Company has been deficient in linking executive pay to corporate performance...[and] Shareholders should be concerned with this disconnect"



The current management team and Board have a long history of disregarding shareholders' interests (cont'd)

Despite significant criticism from leading proxy advisory firms and shareholders regarding Darden's poor governance practices, the Company has actually taken steps to further disenfranchise shareholders.

Darden's new Bylaw amendments serve to exacerbate Darden's already alarming corporate governance concerns:

- Gives Board broad discretion to unilaterally delay the Annual Meeting beyond October.
- More stringent nomination notice and business proposal requirements.
- Sets Orange County, FL as exclusive forum for shareholders to bring derivative suits and other claims.
- Removes ability of shareholders to fill existing vacancies at next Annual or Special Meeting.

Rather than look out for the best interests of shareholders, it appears that Darden's Board has taken steps to further entrench themselves.

Darden's recent Bylaw amendments underscore the Company's <u>blatant disregard for shareholder interests.</u>



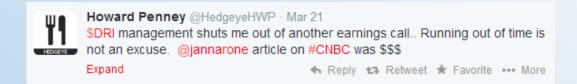
Darden has shown a blatant disregard for shareholder concerns and a propensity to silence critics

We are troubled by the Company's continued attempts to avoid open discussion on the most important and difficult issues facing the Company.

• We believe Darden has avoided addressing shareholder concerns to-date regarding the Red Lobster Separation.

Recent tactics:

- On March 3rd, during Darden's call to explain the Company's rationale for the Red Lobster spin, management took questions from just four analysts and declined to provide details on several important questions.
- Darden canceled its analyst and investor meeting, scheduled for March 28, 2014, only to hold a private lunch for sell-side research analysts.
- On March 21, 2014, management shortened the Q3 2014 earnings call to 45 minutes and shut out critical analysts from asking questions.



Since it appears the Company has little interest in letting shareholders have their say regarding the Red Lobster Separation, the Special Meeting will provide an alternative forum for shareholders to show the Board that Darden's shareholders will not stand to be silenced on this critical issue.



Darden is in need of substantial change

- According to a recent poll conducted by sell-side research firm Hedgeye Risk Management, 84% of respondents said that they did not believe that management's plan to spin-off Red Lobster would create value.
- In a separate survey, Bernstein Research found that, "Nearly all survey respondents (78%) evinced dissatisfaction with management; most (69%) would support an activist slate of BOD nominees including 80% of current shareholders."
- Given the doubts that shareholders seem to have about the Red Lobster Separation and what appears to be a broad-based lack of trust and confidence due to management's past decisions and performance, it is highly disturbing to see management and the Board attempt to force through this highly questionable and irreversible plan without a shareholder vote and prior to the 2014 Annual Meeting.

Do you believe that management's plan to spin-off Red Lobster will create value?



84.17% NO 117 VOTES
15.83% YES 22 VOTES

It is critical that shareholders be given an opportunity to formally express their views on the proposed separation before it is too late.

Please Consent to the calling of the Special Meeting on Starboard's White Request Card as soon as possible.

II. Serious concerns about the Red Lobster Separation

We have serious concerns about the proposed Red Lobster Separation

Management's plan to spin off Red Lobster is the wrong spin-off, at the wrong time, for the wrong reasons.

• We, as shareholders, have serious concerns about Darden's proposed plan to separate Red Lobster and believe it could be both sub-optimal and value destructive.

Operational concerns

- Traffic, same-store-sales trends, and margins are the worst in years.
- Management's announced initiatives to turn around Red Lobster are unimpressive and vague. Further, Red Lobster does not need to be a standalone company to effect change.

■ <u>Timing concerns</u>

 After decades running the brand, the Company is now attempting to rush through a separation during its worst period of performance.

Valuation concerns

- Based on Red Lobster's poor performance, we believe it will trade at a substantial discount to peers.
- If New Darden's multiple does not expand following a spin-off, we believe more than \$800 million of shareholder value could be lost.

Real estate concerns

 By separating Red Lobster with its real estate, approximately \$850 million of value could be destroyed, as shown on slide 52.

We have serious concerns as to management's true motives behind the Red Lobster separation and we question whether their interests are aligned with shareholders.

A Red Lobster Separation is <u>irreversible</u> and value could be <u>permanently</u> impaired – a shareholder discussion must occur <u>before</u> any sale or spin-off of Red Lobster.

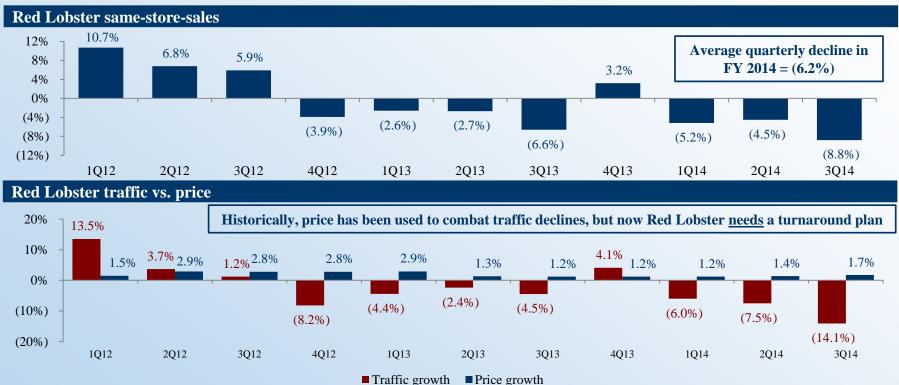


A. Operational concerns

Restaurant level operations have deteriorated

Over the past three quarters, SSS and traffic have declined by an average of 6.2% and 9.2%, respectively.

While management has attempted to offset traffic declines with higher prices, this appears to have caught up to them and has further exacerbated traffic declines.



Red Lobster is at a critical point where dramatic improvement in operations is necessary to improve traffic and SSS.

We will be proposing an operational turnaround plan before the Special Meeting.

Red Lobster's profitability has declined substantially

Over the past 5 years, Red Lobster's EBITDA margins have declined from 11.9% to 9.3% due to same-store-sales declines and significant increases in operating expenses.

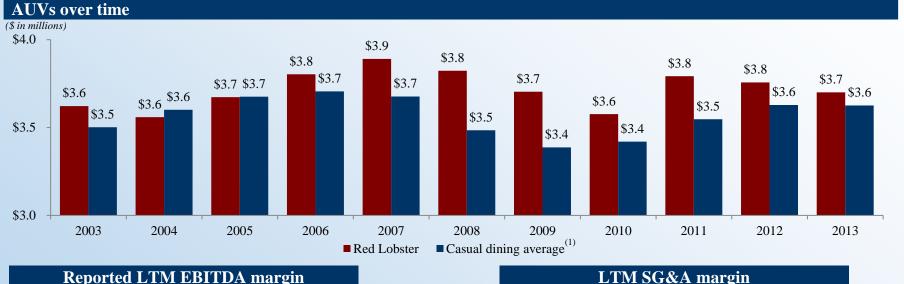
Historical Operating Results							
(\$ in millions)						12-months ended	FY 2014
Fiscal Year	2009	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>11/24/2013</u>	to date
Sales	\$2,625	\$2,487	\$2,520	\$2,670	\$2,625	\$2,563	
Same-store-sales	(2.2%)	(4.3%)	0.1%	4.9%	(2.2%)	(3.3%)	(6.2%)
EBIT	\$219	\$201	\$226	\$204	\$169	\$ <u>116</u>	
Margin	8.4%	8.1%	8.9%	7.6%	6.4%	4.5%	
EBITDA	\$312	\$296	\$324	\$311	\$285	\$ <u>2</u> 3 <u>8</u>	
Margin	11.9%	11.9%	12.8%	11.7%	10.9%	9.3%	
SG&A	\$258	\$261	\$280	\$282	\$296	\$299	
% of sales	9.8%	10.5%	11.1%	10.5%	11.3%	11.7%	
Advertising	NA	NA	\$135	\$142	\$168	NA	
% of sales	NA	NA	5.3%	5.3%	6.4%	NA	
Capex	\$122	\$97	\$150	\$177	\$171	\$185	

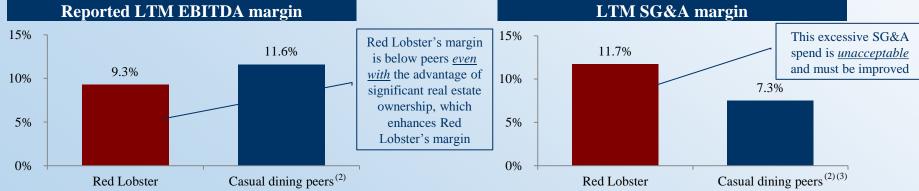
Why has SG&A increased by \$41 million when revenue has decreased by \$62 million?

Despite higher than average AUVs and higher average ticket than peers, Red Lobster's margins are significantly lower than peers

We question the decision to spin off Red Lobster when its financial performance is among the worst in the casual dining industry.

■ Due to its high AUVs and its best-in-class seafood supply chain, a well-managed Red Lobster should be highly profitable.





Source: Company filings and Piper Jaffray research.

Note: Red Lobster LTM metrics refer to 12-months ended 11/24/2013.

⁽¹⁾ Includes Applebee's, Bonefish, Bravo Brio, Buffalo Wild Wings, Carrabba's, Cheesecake Factory, Chili's, Joe's Crab Shack, LongHorn Steakhouse, Olive Garden, Outback Steakhouse, Red Robin, Ruby Tuesday, and Texas Roadhouse.

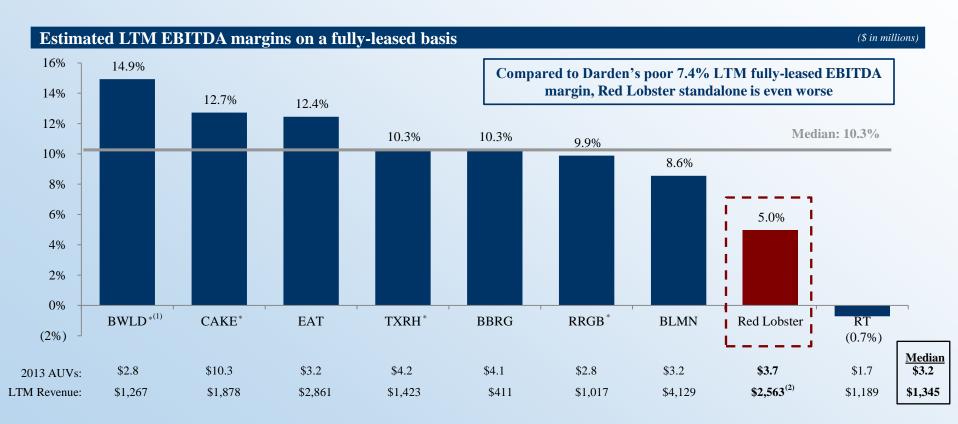
⁽²⁾ Includes BBRG, BLMN, BWLD, CAKE, EAT, RRGB, RT, and TXRH.

⁽³⁾ Average when adjusting for marketing and advertising equals 8.8%.

When adjusting for Red Lobster's owned real estate, its EBITDA margin is significantly worse than peers

After adjusting Red Lobster and its peers to a fully-leased basis (by adding implied market rent on owned real estate), Red Lobster's EBITDA margin is <u>significantly</u> worse.

■ Red Lobster has underperformed peers by more than 500bps on a fully-leased LTM EBITDA margin basis.



Source: Company filings, Capital IQ, company presentations, and Green Street Advisors.

Note: Assumes \$27.10/rent per square foot for owned properties and \$10.65/rent per square foot for ground leased properties.



If adjusted for franchised stores, assuming a 40% margin on franchised revenue, the median EBITDA margin equals 10.2% and the average equals 9.3%.

^{*} Denotes companies with at least 20% franchised properties as a percentage of total.

⁽¹⁾ BWLD leases the land and buildings for all sites or utilizes ground leases, but does not specify the number of ground leases: no adjustment has been made.

^{(2) 12-}months ended 11/24/2013 revenue.

The Company's announced initiatives to turn around Red Lobster are weak

The Company's "three-pronged approach and multi-year plan to drive sales and profitability" is unimpressive and vague.

From Darden's March 3rd presentation:

Three-Pronged Approach and Multi-Year Plan to Drive Sales and Profitability

- Greater focus on seafood quality, craveability and variety
 - Serve the freshest ingredients and deliver delicious tasting seafood
 - Improve product offerings to align with key consumer occasions and local preferences
- Streamlining restaurant operations to drive efficiency
- More tailored marketing and promotional strategy that leverages brand equity with core guests

Further, even these weak turnaround initiatives can easily be achieved within Darden. Red Lobster does not need to be a standalone company to effect change.

This plan does not specifically address how to accomplish a successful operational turnaround.

If these objectives can be met inside of Darden, why not keep Red Lobster within Darden in order to fully explore real estate options?

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B. Timing concerns

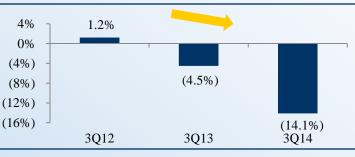
We seriously question why management is in such a rush to separate Red Lobster

Given Red Lobster's significant underperformance and temporary commodity price headwinds, we question why management appears to be rushing a separation.

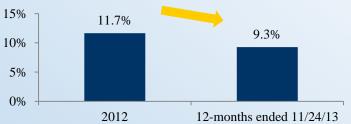




■ Traffic growth has declined from 1.2% in 3Q12 to (14.1%) in 3Q14.



■ EBITDA margins have declined from 11.7% in 2012 to 9.3% 12-months ended 11/24/2013.



Red Lobster's key operating metrics continue to get worse

This trend will create difficulties for New Red Lobster management, who will need to turn around the brand in the public spotlight

After owning Red Lobster for decades, why is now the right time to rush through a separation, especially in light of objections from some of the Company's largest shareholders?

A temporary shrimp price increase has further impacted margins, but will moderate by next year

- Shrimp prices increased at an unprecedented rate in FY 2014 due to a blight that struck the shrimp population in Southeast Asia.
- Prices for white shrimp, a major input for Red Lobster, rose as much as 50% year-over-year.
- The shrimp epidemic is expected to subside by the end of 2014, at which point shrimp prices will turn from a large headwind into a tailwind.



Is the opportune time to realize maximum value for shareholders really when input costs are at an all time high due to specific and temporary reasons?

Darden has chosen much of the same management team to oversee New Red Lobster

Rather than conducting a full evaluation of the best external and internal candidates to oversee an independent Red Lobster, Darden is instead looking to appoint much of the same team that has overseen the business in an apparent effort to rush through the separation.

Kim Lopdrup	Current / former roles: Current: President of SRG Former: President of Red Lobster from FY 2005 – 2011	Role at New Red Lobster: Chief Executive Officer	Tenure at Darden: 9 years
Salli Setta	President of Red Lobster	President	24 years
Brad Richmond	SVP & CFO of Darden	Chief Financial and Administrative Officer	32 years

Why is the Board in such a rush to spin off Red Lobster before evaluating candidates with significant operational, turnaround, and public company CEO experience?



Rather than instituting a comprehensive turnaround plan for Red Lobster, the Company appears to be tossing it aside

Red Lobster's business has deteriorated and it is in desperate need of operational improvements and brand repositioning.

- Same-store-sales and traffic have declined substantially.
- SG&A has continued to rise despite revenue declines.
- EBITDA margins have declined substantially and remain materially below peer averages.
- If management were truly interested in realizing maximum value for Red Lobster, we would expect management to address some of Red Lobster's operational headwinds before exploring a separation.
 - Instead, Darden appears to be in a rush to separate the business as fast as possible.

Is this really a sign that Darden is looking out for the best interest of its shareholders?

While New Darden management may not have to own the Red Lobster "problem" once its separated, current Darden shareholders would still own Red Lobster in the form of New Red Lobster stock.

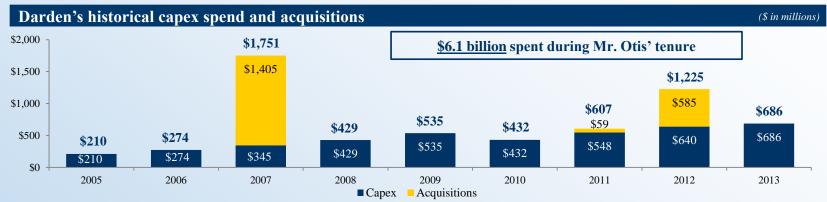


We question whether compensation decisions are motivating management to rush the separation of Red Lobster

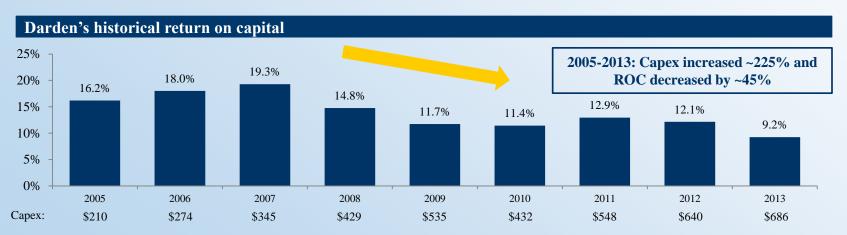
- Given Red Lobster's challenges, we seriously question the rationale for rushing to separate the business prior to making material improvements and despite the objections from some of the Company's largest shareholders.
- Management has shown similar irrational behavior with regard to past decision making when those decisions were influenced by compensation.
- Since becoming CEO in 2004, Mr. Otis' and the rest of the executive team's annual bonus award payments were largely determined by revenue growth (30%) and EPS growth (70%).⁽¹⁾
- Therefore, it was advantageous for management's personal compensation to spend significant amounts of money opening new stores and acquiring businesses, to drive these metrics, even if it resulted in poor stock price performance or poor return on capital decisions.

Historically, Darden spent significant capital to fund growth, possibly for compensation purposes, even while returns were deteriorating

• Since Mr. Otis became CEO in 2004, Darden has spent \$6.1 billion – or \$46.50 per current Darden share – on capital expenditures and acquisitions to fund revenue and EPS growth.



 Darden continued to increase growth spending year after year to increase revenue and EPS, even though returns on capital were declining dramatically.



As one of the largest cash flow generating businesses inside of Darden, Red Lobster was used to finance a significant portion of this growth.

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Darden's significant spending allowed management to hit bonus targets despite poor shareholder returns compared to peers

Darden's aggressive spending on acquisitions and capital expenditures allowed the CEO to receive bonus awards that averaged approximately 91% of his bonus targets from 2007 to 2012. ⁽⁵⁾

Percentage of Bonus Received Over Time							
<u>Year</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>Average</u>
DRI CEO bonus	74%	85%	82%	121%	113%	69%	91%
received							



From 2007 to 2012, Darden's stock price underperformed its Proxy Peer Group by over 40%

• While these decisions may have benefited CEO compensation, the reality is that total shareholder returns were substantially below peers and the overall market.

	Share Price Performance (1)			
				Since Mr. Otis
	1 Year	3 Year	5 Year	Became CEO
S&P 500 Index	20%	52%	171%	88%
RUSSELL 3000 Restaurants Industry	18%	68%	212%	236%
Proxy Group (2)	29%	93%	412%	191%
Closest Direct Peers (3)	34%	80%	400%	173%
Peers from Darden's 3/3/14 presentation (4)	26%	48%	331%	49%
Darden Restaurants, Inc.	5%	18%	104%	128%
Underperformance vs. S&P 500	(15%)	(34%)	(66%)	41%
Underperformance vs. RUSSELL 3000	(13%)	(50%)	(108%)	(107%)
Underperformance vs. Proxy Group	(24%)	(75%)	(308%)	(62%)
Underperformance vs. Closest Direct Peers	(29%)	(62%)	(296%)	(45%)
Underperformance vs. Peers from 3/3/14 presentation	(20%)	(30%)	(227%)	80%

"The Company has been deficient in linking executive pay to corporate performance" – Glass Lewis

Note: For each time period, excludes companies not publicly traded throughout that entire period.

(1) As of March 14, 2014, adjusted for dividends; assumes start of Dec. 2004 - Clarence Otis' 1st full month as CEO.

(2) Proxy Group consists of companies used in the Company's proxy statement to set executive compensation.

(3) Includes EAT, BLMN, DIN, BWLD, TXRH, RT, RRGB, BBRG, CAKE, and DFRG.

I) Includes EAT, BLMN, RT, and CAKE.

It is still unimpressive

As we will discuss later, we believe this is a flawed peer group which was cherry-picked by

management.

(5) Based on the actual bonuses awarded to the CEO for each fiscal year as disclosed in the "Summary Compensation Table" of Darden's proxy statements, which includes performance and the target bonuses disclosed by Darden in the "Grants of Plan-Based Awards for Fiscal 2013" section of Darden's proxy statements, calculated with the current salary and annual incentive rate for the CEO at the time of approval.

Please see our accompanying presentation: A Primer on Darden's Real Estate

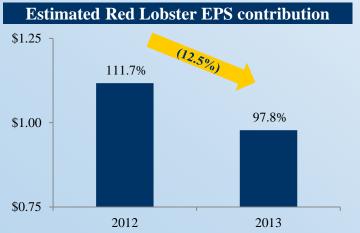


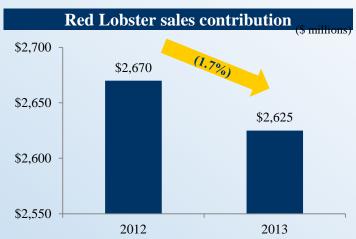
Red Lobster was a key driver in management missing its 2013 compensation targets

- For 2013, Darden's board set senior management's annual bonus target to be largely based on diluted net EPS growth of 11.7% and net sales growth of 9.8%.⁽¹⁾
- In 2013, Darden's total adjusted EPS actually declined 9.8% and sales grew 3.7%, both falling far short of management's targets.⁽¹⁾

	<u>Target</u>	<u>Actual</u>
Adj. EPS	11.7%	(9.8%)
<u>Sales</u>	9.8%	3.7%

- This significant miss led to the CEO achieving a bonus award equal to only 13% of his bonus target. (2)
- Red Lobster was a key driver in management missing their 2013 bonus targets, with estimated EPS declining by 12.5% and sales declining by 1.7%.





Red Lobster's frustrating results started to affect management's compensation.

Source: Company filings.

Note: EPS calculated from Red Lobster net income as reported in Form 10.

⁽¹⁾ Represents diluted net EPS and net sales as adjusted by Darden as disclosed in its 2013 proxy statement.

⁽²⁾ Given the magnitude of Darden's shortfall to its earnings and sales targets for the fiscal year, the CEO elected to forego his MIP bonus for fiscal year 2013.

Recent changes to Darden's compensation programs make owning Red Lobster unfavorable from management's standpoint

- Due to public shareholder pressure around management compensation and the misalignment of interests between management's prior compensation plan and shareholders' interests, Darden made, what we believe to be, a reactionary announcement on December 19, 2013 that it "intends to refine compensation and incentive programs for senior management to more directly emphasize same-restaurant-sales growth and free cash flow."
- Interestingly, that same day, Darden updated its 2014 financial outlook to an expectation of an EPS decline of between 15% and 20% "due largely to a meaningful downward adjustment in the forecast of same-restaurant sales results at Red Lobster."
- Given Red Lobster's negative same-store-sales trends, it is clearly no longer in the best interest of management from a compensation standpoint to retain Red Lobster. It is interesting that now, after decades of operating inside a conglomerate, spinning off Red Lobster and its negative same-store-sales is a rushed priority...



At some point, it may be appropriate to separate Red Lobster

To be clear, we are not saying that the Company should never separate Red Lobster, or any other restaurant concept, but rather that <u>now is not the right time</u> to separate Red Lobster.

- Before rushing to separate Red Lobster, we believe a more comprehensive Company-wide plan must be crafted that includes:
 - A detailed operational turnaround plan for Darden that includes substantial cost savings and a comprehensive strategy to fix the struggling Red Lobster and Olive Garden concepts (we will provide a detailed presentation prior to the Special Meeting).
 - A portfolio approach to determine the right mix of concepts to own or separate.
 - A strategy to realize maximum value for the Company's owned real estate (see our accompanying real estate presentation titled, <u>A Primer on Darden's Real Estate</u>, which can be found at http://tinyurl.com/Primer-On-Darden-Real-Estate).
 - Value creation and enhanced returns on capital through franchising.

C. Valuation concerns

New Red Lobster is likely to trade at a substantial discount to casual dining peers

We believe, and sell-side analysts appear to agree, that a standalone Red Lobster would have trouble attracting an investor base.

Red Lobster, as a standalone public Company, given its lack of unit growth, declining same-store-sales, and commodity price headwinds, is likely to trade at a substantial discount to casual dining peers.

"We find it difficult to believe many long only investors would have any interest in a standalone RL and believe it would likely trade at the lowest EBITDA multiple within the restaurant universe (less than 7x)."

– UBS, March 3, 2014

"Our assumption is that RL will assume half of the debt for DRI, which is roughly \$1.25B. <u>Applying a **6x EV/EBITDA**</u> multiple would give us an EV slightly less than \$2B, which is \$5 per share for RL."

- Buckingham, March 21, 2014

New Red Lobster's valuation will be hindered by its poor performance and likely trade at one of the lowest, if not THE lowest, multiple in the casual dining industry.

New Red Lobster is likely to trade at a substantial discount to casual dining peers (cont'd)

Should New Red Lobster trade substantially below Darden's current multiple, Darden post-separation would need to trade at a significantly higher multiple than where it currently trades just to get the combined stock prices back to Darden's current price.

- Darden currently trades at approximately 9.5x LTM EBITDA; it is likely Red Lobster, as a standalone public company, will trade at a substantial discount to where Darden currently trades.
- For example, if New Red Lobster traded at 6.5x EBITDA, New Darden would need to trade at approximately 10.4x EBITDA just for shareholders to break even.

(\$ in millions)

(+		
Potential Value Destruction in a Red Lobster	Spin-off	
<u>Darden</u>	<u>Low</u>	<u>High</u>
LTM EBITDA ⁽¹⁾	\$987	\$987
Enterprise Value	\$9,317	\$9,317
EV / EBITDA	9.44x	9.44x
New Red Lobster		
LTM EBITDA ⁽¹⁾	\$238	\$238
EV / EBITDA	7.0x	6.0x
Enterprise Value	\$1,665	\$1,427
New Darden		
LTM EBITDA	\$749	\$749
New Darden Enterprise Value ex. New Red Lobster	\$7,652	\$7,890
Break-even EV / EBITDA for New Darden	10.2x	10.5x
Value Destruction if New Darden Multiple Does Not Expand	\$581	\$819

Source: Bloomberg, CapitalIQ, Company filings

(1) LTM as of Q2 FY14, since that is the latest reported period for New Red Lobster

If New Darden's multiple does not expand following a spin-off, we believe more than \$800 million in shareholder value could be lost.

Even if New Darden's multiple improves compared to current Darden, it will not outweigh the value destroyed through trapping the Red Lobster real estate.

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D. Real estate concerns

Separating Red Lobster could impair Darden's real estate value

We believe that Darden's real estate is highly valuable, and that the Red Lobster Separation, as conceived by management, could permanently impair that value.

- Our extensive research has indicated that:
 - 1. Darden's real estate is worth approximately \$4 billion, and possibly far more.
 - 2. Separating the real estate could create an additional \$1-2 billion of shareholder value.
 - 3. A real estate separation can be structured with minimal debt breakage costs and management's comments regarding debt breakage costs are highly misleading (See A Primer on Darden's Real Estate, Section V).
 - 4. In a real estate separation, Darden shareholders can maintain their current dividend on a combined basis, while the combined companies will have lower payout ratios (See A Primer on Darden's Real Estate, Section VI).
 - 5. Both Darden as an operating company and a Darden REIT can maintain investment grade ratings, if desired (See A Primer on Darden's Real Estate, Section VI).
- A substantial portion of Darden's real estate value comes from Red Lobster's owned real estate.
- There are multiple potential solutions and strong transaction precedents where similarly situated companies have been able to realize substantial value for shareholders by separating their real estate from their operating assets in a tax-efficient manner.
- In our accompanying presentation titled <u>A Primer on Darden's Real Estate</u> which can be found at http://tinyurl.com/Primer-On-Darden-Real-Estate, we outline a number of highly attractive alternatives that we believe can create significant value for shareholders.
- To supplement our own research, <u>we have retained Green Street Advisors ("Green Street")</u>, the leading independent research firm specializing in real estate and REITs.

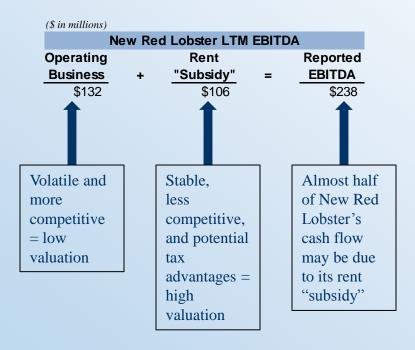
We believe that Darden's total owned real estate is conservatively worth approximately \$4 billion, and possibly far more, and that separating the real estate could create \$1-2 billion in additional shareholder value.

This opportunity could be impaired by the proposed Red Lobster Separation.

Allowing the real estate to reside within New Red Lobster is inefficient from a valuation and tax standpoint

A substantial portion of New Red Lobster's income will be attributable to its real estate ownership, rather than its operating business.

- Because Red Lobster represents a substantial portion of Darden's owned real estate assets, Red Lobster pays substantially less in rent than a typical restaurant company that leases its properties.
- Therefore, a material portion of New Red Lobster's earnings and cash flow will actually be attributable not to the operating earnings of the restaurant business, but rather to the rent that New Red Lobster does not pay (an effective rent subsidy), which is equivalent to the rental income that a REIT could earn on those properties.





Allowing the real estate to reside within New Red Lobster is inefficient from a valuation and tax standpoint (cont'd)

New Red Lobster is likely to trade at a substantial discount to where REITs trade.

- As discussed above, given New Red Lobster's declining same-store-sales and subpar margins, we believe it will likely trade at a substantial discount both to casual dining peers and to where Darden currently trades.
 - This discounted multiple would be applied to the consolidated earnings and cash flow of New Red Lobster, even though a material portion of those earnings and cash flow is really attributable to rental income, which should be quite stable, even if Red Lobster continues to struggle.
- On the other hand, given the positive characteristics of rental income, together with the tax efficiency available through a REIT structure, real estate businesses typically trade at substantial premiums to casual dining companies.
 - For example, triple-net-lease REITs currently trade at an LTM FFO yield of approximately
 7.5% and an LTM EBITDA multiple of 18x.

	L	.TM
Company	FFO Yield	EV / EBITDA
Agree Realty Corp.	7.3%	17.3x
American Realty Capital Properties, Inc.	7.7%	n.a. ⁽¹⁾
Chambers Street Properties	8.7%	20.3x
EPR Properties	7.9%	14.8x
Getty Realty Corp.	6.9%	15.5x
Gladstone Commercial Corp.	7.2%	14.7x
Lexington Realty Trust	7.6%	14.8x
National Retail Properties, Inc.	6.0%	18.5x
Realty Income Corporation	6.2%	19.9x
Select Income REIT	8.5%	14.5x
Spirit Realty Capital, Inc.	7.7%	22.9x
W. P. Carey Inc.	5.9%	27.2x
Mean	7.3%	18.2x
Median	7.5%	17.3x

Source: Capital IQ, Stifel, Nicolaus & Company Research

(1) Excludes ARCP LTM multiple of 98.4x, adjusted for Cole Real Estate Investments merger

Real estate income is worth substantially more to a real estate business than to a poorly valued operating business...



Allowing the real estate to reside within New Red Lobster is inefficient from a valuation and tax standpoint (cont'd)

Separating Red Lobster with its real estate could destroy significant shareholder value.

If Red Lobster were separated and traded at 6.5x EBITDA (in-line with analyst projections), this would imply that the market is valuing the rental portion of Red Lobster's income at approximately *one-third* of what that same income could be worth to a real estate owner that trades at the peer average multiple of approximately 18x EBITDA. Even when applying a substantial discount to peer multiples, Red Lobster's real estate is worth substantially more outside of New Red Lobster.

of \$106 million would
be worth
approximately 6.5x
EBITDA inside of Red
Lobster versus it being
worth approximately
14.6x EBITDA (which
would assume a
conservative discount)
to a real estate owner.

Potential Real Estate Value Trapped in New Red Lobster					
(\$ in millions)	Real Estate	Real Estate			
	in OpCo	Separation			
Owned Stores	456	0			
Ground Leased Stores	184	0			
Leased Stores	39	679			
Total	679	679			
Current Rent Expense	\$35	\$35			
Plus: Estimated Rent on Owned Real Estate ⁽¹⁾		\$106			
Pro Forma Rent Expense	\$35	\$140	<u>\$856</u>		
New Red Lobster EBITDA (LTM)	\$238	\$132	million in		
Illustrative New Red Lobster multiple	6.5x	6.5x	potential		
New Red Lobster Value	\$1,546	\$858			
Rent Paid to REIT or Buyer of DRI's Real Estate	\$0	\$106	<u>trapped</u>		
Illustrative REIT multiple (2)	14.6x	14.6x	<u>value</u>		
Red Lobster Real Estate Value	\$0	\$1,544			
Total Value of Red Lobster's Business and Assets	\$1,546	\$2,403			
Trapped Valued if Real Estate Is Kept with New Red Lobster	\$856				

Source: Company filings, Green Street and Starboard Value estimates

If New Red Lobster were to trade at 6-7x EBITDA, as projected by many sell-side analysts, then approximately \$850 million of real estate value could be trapped.

⁽¹⁾ Based on store-by-store rent estimates derived by Green Street and discussed in accompanying real estate presentation

⁽²⁾ Midpoint of the multiple range used in our accompanying presentation *A Primer on Darden's Real Estate*, which represents a discount of approximately 20% to the triple-net REIT peer group average

The Red Lobster Separation could permanently impair real estate value

Not only is Red Lobster's real estate worth more to a real estate owner than it is inside of New Red Lobster, by spinning out Red Lobster before separating the real estate, that value may be <u>permanently</u> impaired.

- When valuing real estate, in addition to factors like location, lease agreements, and alternative uses, the credit-worthiness of the tenant is an important consideration.
 - By spinning out Red Lobster alone, the real estate within Red Lobster is likely to be less valuable than it is today inside of Darden because the credit-worthiness of Red Lobster on a stand-alone basis would be far worse than that of Darden.
 - This is especially true given management's plan to put a significant amount of debt on New Red Lobster.
- As an example, which tenant would a real estate owner value more highly:

Historical EBITDA						
(\$ in millions)	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	5-year change
Red Lobster	\$311.8	\$296.0	\$323.7	\$311.2	\$285.2	(8.5%)
Darden	\$906.6	\$939.4	\$1,056.7	\$1,082.7	\$1,038.1	14.5%

- We have engaged in discussions with REIT analysts and potential buyers of Darden's real estate, and both strongly corroborate this view.
- Since a Red Lobster Separation is <u>irreversible</u>, if it is completed prior to a real estate separation, the real estate value could be <u>permanently</u> impaired.

We believe there are buyers interested in acquiring a package of all or a significant portion of Darden's real estate at a highly attractive valuation, and that those buyers would not be interested in purchasing real estate from New Red Lobster at a similarly attractive valuation.

STARBOARD VALUE

E. Investment community's reaction

Wall street research analysts have voiced their concern and skepticism regarding a Red Lobster separation

"We find it odd management believes value can be created by separating the business into two mature companies...We think one of the most interesting statements in the Darden release was the following one: 'A spin-off will also allow us to target our efforts and investments on value creation opportunities that may be material to a stand-alone Red Lobster but not to Darden overall.' Management did not elaborate on this valuecreation opportunity during the conference call, but we believe monetizing the real estate Red Lobster owns may be impactful for shareholders."

- KeyBanc, December 20, 2013

"Moving forward with Red Lobster sale or spin.

Unless the separation helps drive a significant improvement in operating results, we don't envision this being very accretive to valuation. Mgmt has previously stated standalone RL will do mid-to high single-digit EBIT growth, a target that appears aggressive."

- Oppenheimer, March 3, 2014

'On the day Darden's strategic plan was announced, the stock closed down 4% to \$51. This didn't exactly strike us as a vote of confidence in management's plan to create value. Two days later, Starboard Value announced a 5.5% position in the company and the stock rallied 6%. For the most part, the stock has traded sideways since then, until rallying 3% on the news that Starboard retained former Olive Garden president Brad Blum to serve as an advisor in its battle against Darden. The takeaway from stock action and, in our opinion, sentiment since 12/20/13 is the stock rallies when there is movement toward replacing management and sells off when management publicly digs their heels in."

- Hedgeye, February 24, 2014

How can the Board stubbornly move forward with this process when the market appears to have serious concerns? STARBOARD VALUE

Wall street research analysts have voiced their concern and skepticism regarding a Red Lobster separation

"Darden also issued its most detailed defense of its planned spin-off (or sale) of Red Lobster. However, it remains unclear to us why the combined valuation of the separate companies would exceed current DRI valuation. In addition, plans to ascribe part of the \$2.20 annualized dividend to the 'new' Red Lobster, which is to be highly leveraged, increases dividend risk. DRI's dividend already looks unsustainably high."

- BofA Merrill Lynch, March 3, 2014

"We believe Red Lobster has a valuable asset base that makes Darden's overall real estate portfolio materially more attractive than it would be without it. We fear management's current plan to spinoff Red Lobster is reactionary and lacking integrity. They haven't given a plan to stabilize and turnaround Red Lobster, but merely an excuse to cast off the struggling chain."

- Hedgeye, March 12, 2014

"...But we continue to believe [management's] plan doesn't address RL problems for investors. As we highlighted in our initiation, a RL spin doesn't address the core issue: combined profits and cash flows are deteriorating, and shareholders retain full exposure. It is still unclear how a spin actually improves core guest targeting capabilities/chances for a sales recovery or why multiple expansion would occur. We believe the most favorable outcome for investors under the current plan is a sale of RL, but short of that we see risk to the downside if investors inherit RL shares."

- UBS, March 3, 2014

"Despite Opposition, Management is Moving Forward in Divesting Red Lobster: Overall, we believe the Street is disappointed by the divestiture of Red Lobster on its own. We believe that it would be more beneficial to shareholders if the company were to be split into two separate entities (mature brands and growth concepts)."

- Sterne Agee, March 21, 2014



Surveyed shareholders have also questioned management's proposed separation

- According to a recent poll conducted by sell-side research firm Hedgeye Risk Management, 84% of respondents said that they did not believe that management's plan to spin-off Red Lobster would create value.
- In a separate survey, Bernstein Research found that, "Nearly all survey respondents (78%) evinced dissatisfaction with management; most (69%) would support an activist slate of BOD nominees including 80% of current shareholders."
- Given the doubts that shareholders seem to have about the Red Lobster Separation and what appears to be a broad-based lack of trust and confidence due to management's past decisions and performance, it is highly disturbing to see management and the Board attempt to force through this highly questionable and irreversible plan without a shareholder vote and prior to the 2014 Annual Meeting.

Do you believe that management's plan to spin-off Red Lobster will create value?



84.17% NO 117 VOTES
15.83% YES 22 VOTES

It is critical that shareholders be given an opportunity to formally express their views on the proposed separation before it is too late.

III. Management's arguments for separating Red Lobster are incomplete and misleading

Management's arguments in support of the Red Lobster Separation are highly misleading

We do not believe that management has made a compelling case that the Red Lobster Separation will create meaningful long-term value for Darden shareholders for the following reasons:

- 1 Management's stated rationale for the Red Lobster Separation is questionable.
- 2 Management refuses to share key supporting assumptions to demonstrate how the Red Lobster Separation will create value.
- **3** Management has misled shareholders regarding customer demographics at Red Lobster and Olive Garden.
- 4 Management has not adequately addressed Darden's real estate value.
- (5) Management has misled shareholders regarding potential debt breakage costs.
- 6 Management has misled shareholders regarding their own performance.

We believe that the strategic rationale for the Red Lobster Separation provided by the Company in its recently filed investor presentation is incomplete and highly flawed.



1 Management's rationale for the Red Lobster Separation is questionable

New Red Lobster Form 10

Concerns

Strategic focus

Allow each independent company to design and implement corporate strategies and policies that are based on the specific business characteristics of its restaurant brands. We do not see any reason why Red Lobster cannot implement brand specific strategies and focus on the correct customer base within Darden.

Management and employee incentives

Enable Red Lobster to create incentives for its management and employees that are more closely tied to its business performance and shareholder expectations. Separate equity-based compensation arrangements should more closely align the interests of Red Lobster's management and employees with the interests of its shareholders and increase Red Lobster's ability to attract and retain personnel.

- If this is true of Red Lobster, then it is true of all eight brands.
- Spin-offs are a good idea <u>at the right</u> time and with the right portfolio mix.
 Must be aligned with maximizing real estate value.
- Management should easily be able to craft Red Lobster or region/restaurant specific bonus programs for Red Lobster within Darden.

1 Management's rationale for the Red Lobster Separation is questionable (cont'd)

New Red Lobster Form 10

Concerns

Capital allocation
/ capital structure

Allow each company to tailor their respective allocation of capital and capital structure in accordance with cash flow profiles and strategies of their respective businesses.

If this is the goal, the split between concepts should be growth vs. mature, not Red Lobster vs. ALL other brands.

Investor choice

Provide investors in each company with a more targeted investment opportunity with different investment and business characteristics, including different opportunities for growth, capital structure, business models, and financial returns. This will allow investors to evaluate the separate and distinct merits, performance, and future prospects of each company.

We believe the choice investors want is between a national footprint mainstream casual dining company (Red Lobster, Olive Garden, and LongHorn Steakhouse) and a high-end niche restaurant company with growth potential (SRG). Before any separation occurs, a real estate transaction must be fully explored.

2 Management refuses to share key supporting assumptions to demonstrate how the Red Lobster Separation will create value

Despite repeated inquiries, management has refused to disclose the key valuation assumptions used for Red Lobster in the analysis that led management to conclude that the Red Lobster Separation is the best alternative available to create value for shareholders.

Analyst question

Clarence Otis' response

March 3, 2014

John Glass, Morgan Stanley

"You made some assumptions about the valuation that Red Lobster is going to get and some at Specialty Restaurant. Did the board look at that? Are you willing to share those assumptions, what do you think the relative valuations are in each of those?"

"...we don't think it's constructive to share those analyses publicly."

March 21, 2014

Joseph Buckley, BofA Merrill Lynch

"You're obviously lowering the same-store sales forecast for the year, and yes, the performance is disappointing so far. How is this working into your thoughts on the valuation of a standalone Red Lobster as you proceed with the spin?"

"We're not going to -- we don't think it's useful to get into some real detailed level of specificity."

To the contrary, we believe this analysis is critical for shareholders to fully review as part of any constructive discussion about the proposed separation.

2 Management refuses to share key supporting assumptions to demonstrate how the Red Lobster Separation will create value (cont'd)

We believe, and sell-side analysts seem to agree, that a standalone Red Lobster, if spun off in its current state, would trade at a very low multiple, and therefore following a spin-off, the sum of New Darden and New Red Lobster's stock prices would likely be less than Darden's current price.

If management is assuming that New Red Lobster will trade at 6-7x EBITDA, we believe more than \$800 million in shareholder value could be destroyed, as shown in the Valuation concerns section on slide 47.

(\$ in millions)		
Potential Value Destruction in a Red Lobste	r Spin-off	
<u>Darden</u>	<u>Low</u>	<u>High</u>
LTM EBITDA ⁽¹⁾	\$987	\$987
Enterprise Value	\$9,317	\$9,317
EV / EBITDA	9.44x	9.44x
New Red Lobster		
LTM EBITDA ⁽¹⁾	\$238	\$238
EV / EBITDA	7.0x	6.0x
Enterprise Value	\$1,665	\$1,427
New Darden		
LTM EBITDA	\$749	\$749
New Darden Enterprise Value ex. New Red Lobster	\$7,652	\$7,890
Break-even EV / EBITDA for New Darden	10.2x	10.5x
Value Destruction if New Darden Multiple Does Not Expand	\$581	\$819

Source: Bloomberg, CapitalIQ, Company filings

(1) LTM as of Q2 FY14, since that is the latest reported period for New Red Lobster

If, on the other hand, management is assuming that New Red Lobster will trade on par with Darden's current multiple, we question how management can support this assumption.

Given what we believe to be management and the Board's history of questionable decision making, how can shareholders trust the Company to rush this critical decision when management repeatedly refuses to share one of the most important assumption affecting the value that shareholders should expect to receive in a Red Lobster spin-off?

3 Management has misled shareholders regarding customer demographics at Red Lobster and Olive Garden

Management has argued that the primary operational rationale for the separation is that Red Lobster's customer base is different from Olive Garden's, and therefore Red Lobster needs a different focus and marketing strategy.

The Company's presentation attempts to demonstrate differing demographic focus between Red Lobster, Olive Garden, and LongHorn's respective consumer bases, However, the customer bases have actually grown increasingly similar over time. For example, 5 years ago, 47% of Red Lobster customers made less than \$60,000 vs. 44% for Olive Garden, and that spread has narrowed to 43% vs. 42% today.



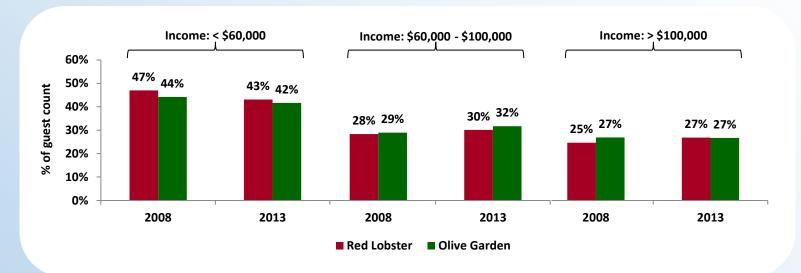
Management's conclusion does not follow their own chart.

STARBOARDVALUE

3 Management has misled shareholders regarding customer demographics at Red Lobster and Olive Garden (cont'd)

The customer demographics at Red Lobster and Olive Garden are actually very similar.

- The chart below, which uses the <u>very same data from management's chart</u>, is what management should have shown, if they were trying to provide investors with an accurate picture of Red Lobster and Olive Garden's customer bases.
- The data clearly show that **Red Lobster and Olive Garden have very similar customer demographics**.



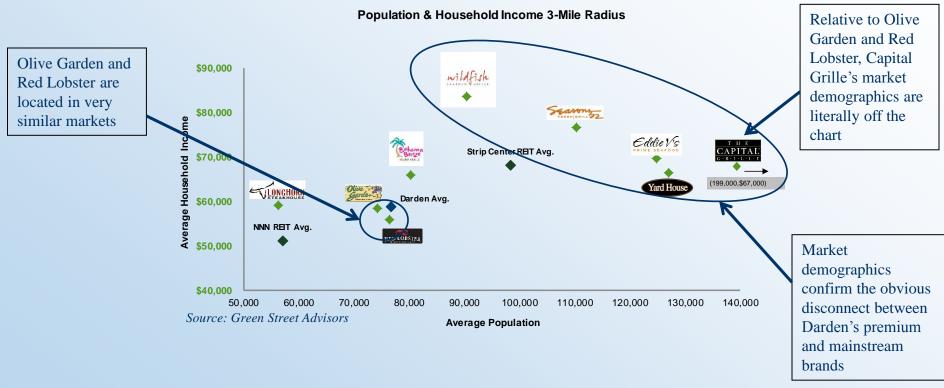
- In a research report dated March 7, 2014, leading restaurant analyst Howard Penney of Hedgeye pointed out that management's argument regarding customer demographics, as expressed on the previous slide, "is borderline comical."
- In fact, in our opinion, all the data actually demonstrates that traffic among low-income customers at Red Lobster has been declining.
 - We believe this is largely due to the fact that management keeps raising prices and focusing advertising on expensive three-course combo meals rather than simple, healthy offerings at affordable price points.

As you can see, management's data actually demonstrate that Red Lobster and Olive Garden have very similar customer demographics.

3 Management has misled shareholders regarding customer demographics at Red Lobster and Olive Garden (cont'd)

The customer demographics at Red Lobster and Olive Garden are actually very similar (cont'd).

- As part of their real estate analysis, Green Street looked at the demographics of each of Darden's restaurant locations.
- An important takeaway from this analysis is that the <u>restaurant locations chosen by Red Lobster and Olive Garden have very similar market demographics</u>, in terms of average household income and average population.



Whether judging by customer or market demographics, Olive Garden and Red Lobster are clearly the most similar.

STARBOARD VALUE

(3) Management has misled shareholders regarding customer demographics at Red Lobster and Olive Garden (cont'd)

Based on the Average Unit Volume (AUV) of each concept, Olive Garden and LongHorn are much closer to Red Lobster than they are to SRG.

- We do not understand how management can credibly argue Red Lobster's customer base is so different from Olive Garden's that it needs to be its own company, while Olive Garden is close enough to SRG that it should not be spun off.
- Creating a new public company with well-performing brands (such as SRG) that don't require substantial operational changes and that would be highly attractive to investors makes more sense than creating a public company with a single brand in turmoil.

Primary Major
Chain Competitors
(Sales of \$1Billion plus 250 units)



The first Darden spin-off of restaurant concepts should be SRG, not Red Lobster.

4 Management has not adequately addressed Darden's real estate value

Management has yet to adequately respond to arguments raised publicly that a Red Lobster spin-off could substantially impair the value of Darden's real estate.

- Management simply reiterates that the Company has considered options for Darden's real estate and has decided that doing nothing is the best option.
- We believe that the arguments management has presented are both incomplete and misleading.
- Management has refused to disclose certain key assumptions used in conducting its real estate analysis.
 - The amount of rent to be paid (either in total or on a per-store basis).
 - The cap rate or multiple that the market or potential buyers would be expected to use to value the real estate.

These assumptions are critical to determine the value of Darden's real estate.

Please see our accompanying presentation focused on Darden's real estate titled <u>A Primer on Darden's Real Estate</u>.



4 Management has not adequately addressed Darden's real estate value (cont'd)

Even if management is right that Darden's real estate would sell for, or trade at, a discount to leading triplenet REITs, this does not imply that a real estate separation would not create value for shareholders.

- Management has argued that Darden's real estate would sell for, or trade at, a discount to the multiples of triple-net-lease peers.
- However, there may be as much as a **ten multiple turn difference** between what those earnings are worth inside of Darden or New Red Lobster and what they are worth to a real estate buyer or spun out as a REIT.
 - Even at a substantial discount to typical REIT multiples, a real estate separation could still create meaningful value for shareholders.

	LTM EV/EBITDA	
REIT average	18.2x	
Current Darden	9.4x	
Potential New Red Lobster	??	

The question is <u>not</u> where Darden's real estate would trade relative to REITs, but <u>where it would trade relative to where Darden currently trades or where New Red Lobster would be expected to trade.</u>

We believe management is arguing the wrong point.

5 Management has misled shareholders regarding potential debt breakage costs

Management has not supported its claims that a real estate transaction would involve substantial debt breakage costs.

- Management has said that Darden would have to pay \$300-400 million in Make-Whole Payments¹, because a real estate transaction would necessitate refinancing Darden's approximately \$2.5 billion in debt.
 - Management has suggested that these Make-Whole Payments would be required under any potential strategy to realize value for Darden's real estate.

WE DISAGREE

(1) A Make-Whole Payment is a payment to a bondholder at a price equal to the present value of the remaining interest and principal payments discounted at a specified rate (usually a U.S. Treasury rate plus a certain number of basis points). This can occur when a bond covenant amendment might be required to facilitate a corporate action but bondholders do not wish to consent, and so an indenture allows the issuer the option of paying a Make-Whole Payment to eliminate the bond.



(5) Management has misled shareholders regarding potential debt breakage costs (cont'd)

Management has claimed that a real estate transaction would entail substantial friction costs, but has declined to provide details as to why.

- Management has declined to provide details on why it believes a real estate transaction would necessitate costly Make-Whole Payments on all of Darden's debt.
 - It appears to us that management is looking only at the worst case scenario for a poorly-structured sale or spin-off of all of Darden's real estate under which neither the operating company ("OpCo") nor the real estate company would have the optimal capital structure.

Greg Hessler, Bank of America: "Can you highlight just sort of what, <u>specifically</u>, you're seeing in your bond or your debt covenants that would require you to make whole the capital structure?"

Brad Richmond: "We think it's fairly clear in there that <u>to the degree that we would need to pay off</u> <u>those bonds</u>, there are certain provisions that those costs that we would have to incur. So we're fairly certain that those are there, and those are obligations that we would need to fulfill."

- Q3 Earnings Call, March 21, 2013
- But does Darden <u>need</u> to pay off all of the bonds?
 - We don't think so.

Shareholders and analysts alike have been frustrated by management's unsupported claims.



5 Management has misled shareholders regarding potential debt breakage costs (cont'd)

The Company's statements seem to contradict the findings of leading covenant experts who have examined Darden's bond agreements in detail, as well as the Company's prior statements to bondholders.

• For example, Covenant Review, a leading independent authority on bond and loan covenants, issued a research report dated February 28, 2014 that very clearly states that management's claims may not be accurate.

"Although in some scenarios it is possible that some bonds might have to be redeemed depending on what transaction occurs, we think the Company and even agitating shareholders might be overestimating the likelihood of that occurring."

- Covenant Review, February 28, 2014
- Therefore, for the benefit of shareholders and the Board, we have put together a detailed analysis of Darden's key bond covenants, as well as explanations of what the potential implications are for various transaction scenarios.
 - Our full bond covenant analysis can be found in Section V of our accompanying presentation <u>A Primer on Darden's</u>
 <u>Real Estate</u> which can be found at http://tinyurl.com/Primer-On-Darden-Real-Estate.
- We have also laid out some of the arguments as to why management's statements regarding Make-Whole Payments are misleading.

Darden's statements regarding friction costs from separating its real estate are highly misleading.

Management appears to be citing the wrong covenants when discussing breakage costs.

Mergers covenant

- Management has repeatedly told shareholders that any real estate transaction would necessitate costly Make-Whole Payments on Darden's debt because the real estate constitutes "all or substantially all" of Darden's assets.
 - First, a full REIT spin might not in fact constitute a transfer of Darden's assets "substantially as an entirety," which is the technical test.
 - Second, and more importantly, a transfer of assets "substantially as an entirety" does not trigger Make-Whole
 Payments.
 - Instead, it triggers the "Mergers" covenant, which stipulates that the debt will become an obligation of the spin-off, rather than the parent company.
 - This simply means that the public bonds would "travel" with the real estate, which is not necessarily an adverse consequence, as the real estate is capable of supporting substantial debt.
 - As shown in detail in Section VI of our real estate presentation, <u>A Primer on Darden's Real Estate</u>, at the <u>average</u> leverage ratio of triple-net lease peers, a Darden REIT could support virtually all of the public bonds.

REIT Debt Capacity			
Darden REIT EBITDA ⁽¹⁾	\$281		Compares to \$1.9bn
REIT Peer Average Leverage	6.4x	_	outstanding public bonds
Debt Capacity	\$1,798	4	

(1) Midpoint of our estimated range

Management is either confused regarding Darden's covenants or is misleading shareholders.

The independent Covenant Review report provides convincing support for our position on the Mergers covenant.

- Even if management argues that the Company's real estate does in fact constitute Darden's assets "substantially as an entirety," a real estate separation would not necessarily cause a violation of the Mergers covenant.
 - For example, rather than spinning off the REIT, the OpCo could be spun off instead.
 - Alternatively, "the Company could create a REIT spin-off that holds most but not all of the real estate assets."
- Again, it is important to note that the consequences of triggering the Mergers covenant is <u>not</u> a Make-Whole Payment, but merely that the debt will travel with the spin-off assets that constitute "substantially as an entirety."

We do not believe that the Mergers covenant in either the public or private bonds is a material concern for shareholders.

Management appears to be citing the wrong covenants when discussing breakage costs (cont'd).

Change of Control covenant

- Further, management has also supposedly told certain shareholders and analysts that a real estate transaction would trigger "change of control payments."
 - This argument again assumes that a full REIT spin would be a transfer of "all or substantially all of the properties or assets of the Company."
 - It also assumes that a "below investment grade rating event" would happen, which we also do not believe would happen in a well-structured transaction.
 - And a "Change of Control Triggering Event," if it were to occur, <u>would not trigger Make-Whole Payments</u>, but would instead require Darden to offer to redeem the notes at 101% of par, <u>which would cost only approximately \$19 million</u> above face value if all of the public bonds were put.
 - Since many of the bonds currently trade above 101%, it is unlikely that all of them would put at 101%.
- Even if they did, this is not necessarily an adverse consequence, as we believe that, post-separation, both the REIT and the OpCo could refinance at attractive rates.
- For example, in Section VI of our real estate presentation *A Primer on Darden's Real Estate*, we outline several potential capital structures for the REIT and OpCo and demonstrate that in conservative cases Darden could save tens of millions of dollars annually in interest expense, easily repaying the \$19 million in Change-of-Control costs in year 1.

Illustrative Cost of Debt								
	Current		Real Estate Separation					
	Darden ⁽¹⁾	OpCo ⁽²⁾	REIT ⁽²⁾	Blended				
Debt	\$2,551	\$1,262	\$1,288	\$2,551				
Weighted Avg. Int. Rate	5.2%	3.1%	4.3%	3.7%				
Interest Payments	\$133	\$39	\$55	\$95				

Annual Interest Savings	\$38
Interest Rate Reduction	150bp

Source: Bloomberg, CapitalIQ, Company Filings

- (1) Based on LTM reported numbers
- (2) In order to be conservative, interest rates are assumed to be 20% higher than Brinker and NNN, respectively

It appears management is either confused regarding Darden's covenants or is misleading shareholders.

Management's current stance contradicts its prior written statements to bondholders.

- Management is on record as stating that its bond covenants do not apply to subsidiaries that are not structured as corporations such as trusts and therefore according to Darden itself any real estate that is in Darden's existing internal REIT or a new REIT subsidiary created by Darden "would not be subject to any of the restrictive covenants."
 - Management expressed this view as recently as October 2012 in the Company's final prospectus supplement for its Senior Notes due 2022 (public bonds).
- "These covenants apply to Darden and to certain of its subsidiaries but do not apply to Darden's subsidiaries that are not corporations."
- Final Prospectus Supplement to Darden Restaurants, Inc. 3.350% Senior Notes due 2022, October 1, 2012
- We believe that a substantial portion of Darden's real estate is already in subsidiaries that are structured as trusts.
- Further, the definition of an Unrestricted Subsidiary includes any subsidiary "the principal business of which consists of the owning, leasing, dealing in or development of real property."

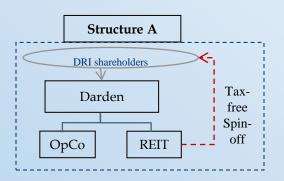
- Covenant Review found that "there is <u>no apparent</u> <u>limit on contributing assets to a subsidiary that</u> <u>would be an Unrestricted Subsidiary</u>."
- "Accordingly, Darden can contribute its real estate assets to a new subsidiary and designate that subsidiary as an Unrestricted Subsidiary. That Unrestricted Subsidiary could then sell and lease back its real estate portfolio, without having to repay debt."
- Covenant Review, February 28, 2014

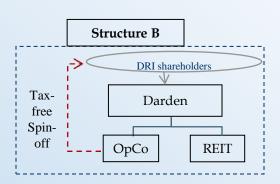
Management has either forgotten about its prior written statements or is misleading shareholders.



The are multiple avenues to avoid the Sale / Leaseback covenant.

- Management has also said that the Sale / Leaseback covenant would require the Company to pay Make-Whole Payments in any significant real estate transaction.
- First, as discussed earlier, according to management's own written interpretation, the covenants **do not apply** to subsidiaries that are structured as trusts (and trusts currently hold real estate or real estate could be contributed to trusts).
- Second, they **do not apply** to subsidiaries "the principal business of which consists of the owning, leasing, dealing in or development of real property," one would think a REIT fits this definition.
- Third, even if the covenants are deemed to apply to all of Darden's subsidiaries, **Darden could also avoid the Sale / Leaseback covenant by converting the parent company into a REIT and spinning the OpCo** off to shareholders.





- This should avoid triggering the covenant, because Darden as the REIT "will not have sold or transferred any of their properties, and there is no restriction on leasing those properties."
- In addition, even if the REIT is spun off rather than the OpCo and the covenants are deemed to apply to the subsidiaries that hold real estate, this may not constitute a sale-leaseback, as there may be no "sale" transaction.

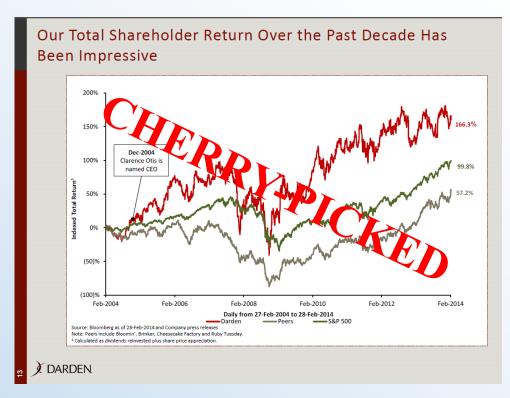
There are multiple avenues to avoid triggering Make-Whole Payments.



6 Management has misled shareholders regarding their own performance

Darden compares its stock performance to a cherry-picked peer group of just four companies – Bloomin', Brinker, Cheesecake Factory, and Ruby Tuesday.

- Management fails to mention that:
 - Ruby Tuesday is perhaps the worst-performing company in the casual dining industry and has also attracted the attention of disgruntled investors.
 - Bloomin' was not even a public company for eight of the ten years displayed in the stock chart.
 - Cheesecake Factory is not among the "Primary Major Chain Competitors" that Darden has compared itself to in past investor presentations.
- Three of those four companies are <u>not</u> in the <u>peer</u> group used in the Company's proxy statement to set executive compensation.



Why should management use one group of companies as the basis for setting its compensation while using a different group to assess their performance?

6 Management has misled shareholders regarding their own performance (cont'd)

- Below we show Darden's performance compared to all of the relevant peer groups over all of the relevant time periods.
- By almost any measure, Darden has underperformed substantially.
- Most notably, Darden has underperformed both its closest competitors and the group of companies it identifies as peers for purposes of setting executive compensation by approximately 300% over the last five years.

	Share Price Performance (1)				
				Since Mr. Otis	
	1 Year	3 Year	5 Year	Became CEO	
S&P 500 Index	20%	52%	171%	88%	
RUSSELL 3000 Restaurants Industry	18%	68%	212%	236%	
Proxy Group (2)	29%	93%	412%	191%	
Closest Direct Peers (3)	34%	80%	400%	173%	
Peers from Darden's 3/3/14 presentation (4)	26%	48%	331%	49%	
Darden Restaurants, Inc.	5%	18%	104%	128%	
Underperformance vs. S&P 500	(15%)	(34%)	(66%)	41%	
Underperformance vs. RUSSELL 3000	(13%)	(50%)	(108%)	(107%)	
Underperformance vs. Proxy Group	(24%)	(75%)	(308%)	(62%)	
Underperformance vs. Closest Direct Peers	(29%)	(62%)	(296%)	(45%)	
Underperformance vs. Peers from 3/3/14 presentation	(20%)	(30%)	(227%)	80%	

Darden's cherrypicked time period and cherry-picked peer group is the only glimpse of outperformance

Even against Darden's cherry-picked peer group, the only period over which Darden actually outperformed is the one period management showed in its presentation, and even over that time period, Darden dramatically underperformed relative to a more appropriate peer group.

Shareholders should be equally concerned by Darden's performance and management's attempt to mislead them regarding management's performance.

Source: Capital IQ.

Note: For each time period, excludes companies not publicly traded throughout that entire period.

(1) As of March 14, 2014, adjusted for dividends; assumes start of Dec. 2004 - Clarence Otis' 1st full month as CEO.

(2) Proxy Group consists of companies used in the Company's proxy statement to set executive compensation.

(3) Includes EAT, BLMN, DIN, BWLD, TXRH, RT, RRGB, BBRG, CAKE, and DFRG.

(4) Includes EAT, BLMN, RT, and CAKE.



IV. Management and the Board have a poor track record

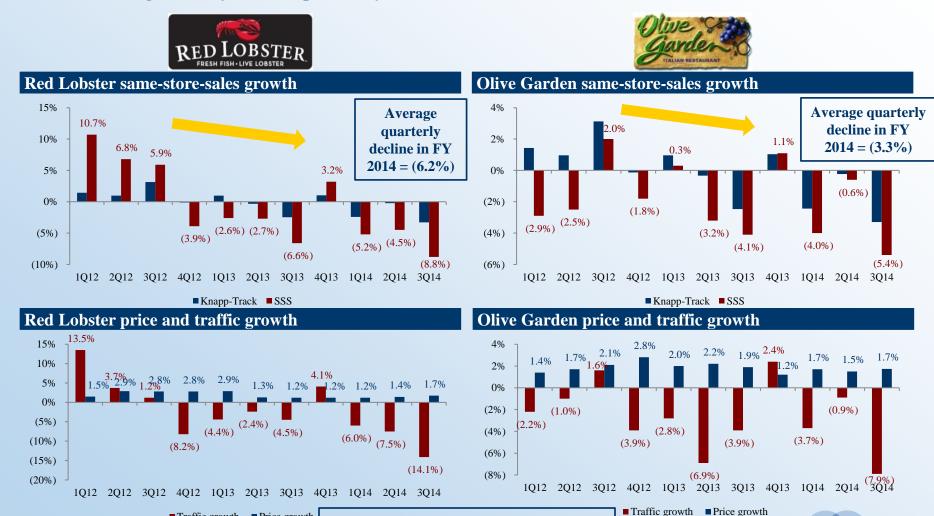
A. Poor operating performance

Weak historical operational performance

■ Traffic growth ■ Price growth

Source: Company filings, Wall Street equity research, and Knapp-Track.

The same-store-sales (SSS) and traffic at both of Darden's largest brands, Olive Garden and Red Lobster, has deteriorated significantly over the past two years.



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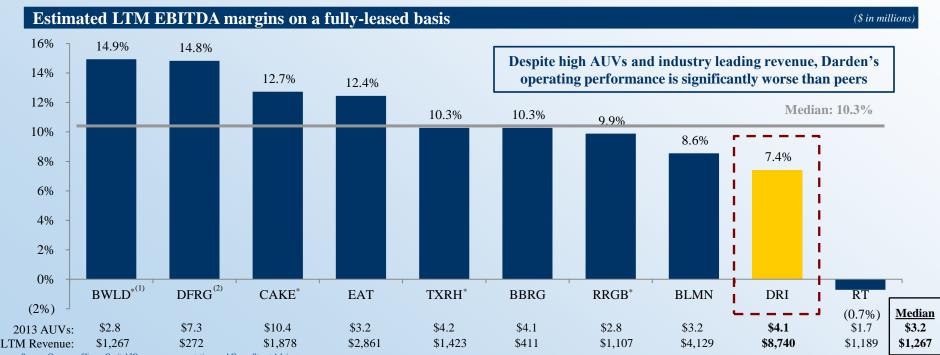
Profitability will suffer if traffic continues to

decline – raising prices will not offset weak traffic

When adjusting for Darden's owned real estate, its EBITDA margin is significantly worse than peers

Adjusting for real estate ownership, Darden's margins are significantly below peers, despite the fact that it has an enormous scale advantage and is led by Olive Garden, which should be an extremely profitable concept given its high AUVs and pasta focus.

- We believe fully-leased EBITDA is the best metric by which to judge Darden's <u>operating performance</u>, as opposed to the earnings generated through site selection and capital investment in real estate.
 - To calculate fully-leased EBITDA, we adjusted Darden and each of its peers' EBITDA assuming that they pay full market rent on every location that is owned or ground leased.
- DRI's low fully-leased EBITDA margins reflects a bloated cost structure and poor operating performance.



Source: Company filings, Capital IQ, company presentations and Green Street Advisors.

Note: Assumes \$27.10/rent per square foot for owned properties and \$10.65/rent per square foot for ground leased properties.

If adjusted for franchised stores, assuming a 40% margin on franchised revenue, the median EBITDA margin equals 10.3% and the average equals 9.9%.

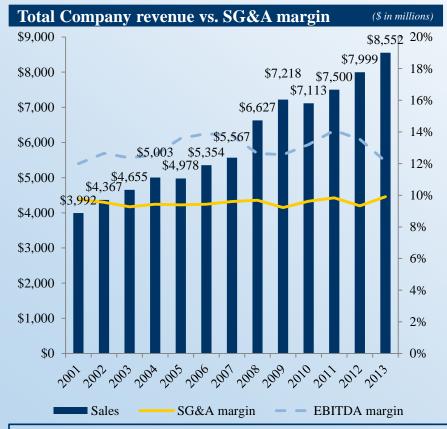
(2) Assumes \$65.00/rent per sq. for single owned property.

^{*} Denotes at leased 20% franchised properties.

⁽¹⁾ BWLD leases the land and building for all sites or utilizes ground leases, but does not specify the number of ground leases: no adjustment has been made.

Despite Darden's significant revenue and unit growth, margins have not improved

- Because Darden is a restaurant conglomerate, one would expect greater economies of scale in SG&A.
- Since 2001, Darden approximately doubled both its total revenue and unit count, but SG&A as a % of sales has gotten worse.





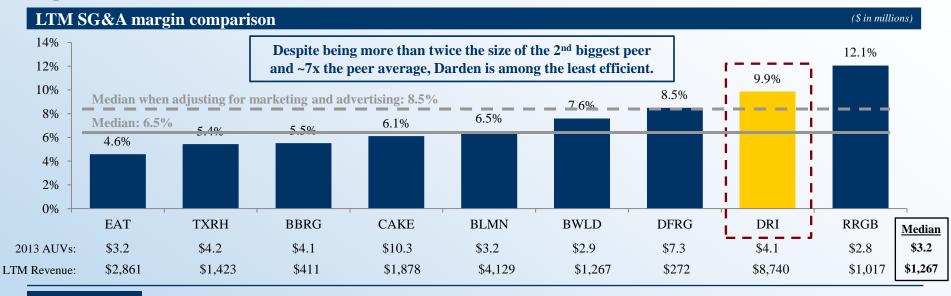


Total units increased 83% since 2001 and Darden's SG&A margin increased 15bps while EBITDA margin improved by only 15bps

Revenue and unit growth have not provided the leverage Darden promised.

Despite having a significantly larger revenue base than peers, Darden's SG&A as a % of sales is far worse

Although Darden has the most scale in the casual dining industry, it has failed to capitalize on margin expansion to drive shareholder value.





Source: Capital IQ.

- Excess layers of management: At almost all levels of corporate, Darden employs an exceptionally high number of executives, with more people for each function and more layers between senior management and the restaurant.
 - This not only adds costs, but also hinders focused execution and reinforces the belief among restaurantlevel employees that top management is out of touch with the day-to-day operations.
- **Unfocused advertising spend:** Darden's advertising strategy has focused mostly on expensive and ineffective national TV campaigns.
 - Management has not been nimble enough to react to consumer's interests and new digital/social methods of advertising.
 - How is it that Darden still hasn't created an iPhone app for its largest chains?

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Despite having a significantly larger revenue base than peers, Darden's SG&A as a % of sales is far worse (cont'd)

■ Lucrative perks

- Company cars: Darden issues company cars to employees, while competitors' employees use their own cars and get reimbursed for gas and mileage.
- Private aircraft: Management utilizes private aircraft for most travel needs, even when it is more cost efficient and reasonably convenient to fly commercial (such as the Orlando to New York route).
- \$152 million⁽¹⁾ headquarters: Extraordinarily luxurious headquarters opened in 2009 in Orlando.



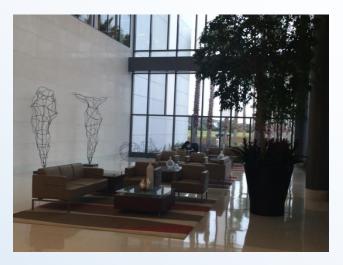
In the proposed Red Lobster Separation, New Red Lobster is actually moving out of this headquarters thereby creating more excess space at this location and more costs at New Red Lobster.

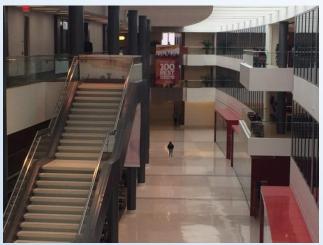


Starboard's trip to Darden's impressive headquarters









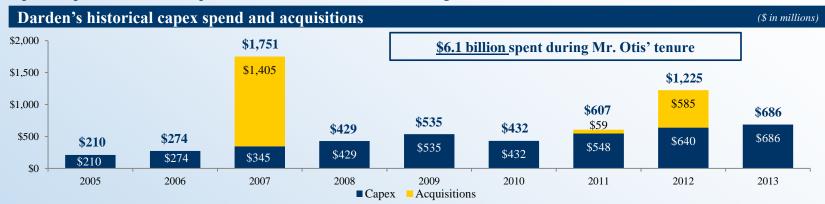
Darden's facilities are very impressive, but can management justify this excessive G&A spend?

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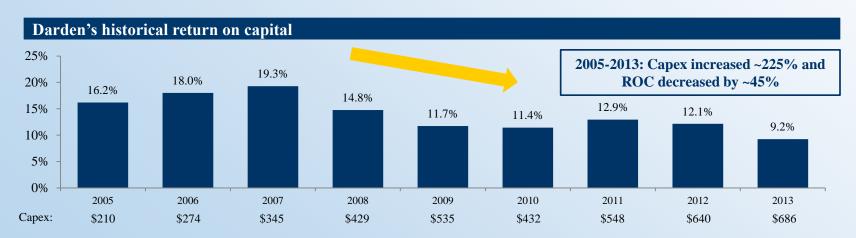
B. Poor capital allocation

Significant spending on acquisitions and capex have led to questionable returns

• Since Mr. Otis became CEO in 2004, Darden has spent over \$6.1 billion – or \$46.50 per current Darden share – on capital expenditures and acquisitions to fund revenue and EPS growth.



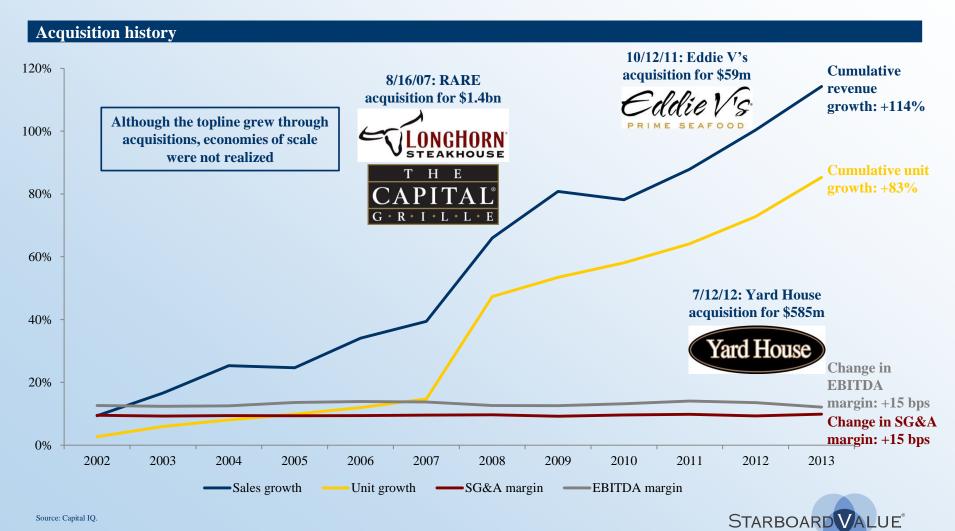
 Darden continued to increase growth spending year after year to increase revenue and EPS, even though returns on capital were declining dramatically.



Acquisitions have not provided operating leverage

Despite numerous large acquisitions, Darden has failed to achieve synergies or margin growth.

• We question the rationale and discipline behind previous M&A deals.



Track record of destroying value

Darden has a history of acquiring brands at inflated prices and disposing of brands at severely discounted prices.

Yard House acquisition

- Acquired for \$585 million on 7/12/2012
- Paid more than 20x EBITDA despite decelerating growth prospects⁽¹⁾



"Yard House is yet to re-establish momentum since the acquisition."

- Credit Suisse, March 21, 2014

"None of these solutions ultimately solve the business issue...This fundamental issue has been compounded by what in retrospect were ill timed acquisitions of new brands (e.g. Yard House)..."

- Morgan Stanley, October 29, 2013

Smokey Bones sale

- Sold to Sun Capital Partners for \$80 million announced on 12/04/2007
- Invested over \$400 million since 2002 (when Mr. Otis was named President) to open new stores and sold in 2007 for only \$80 million⁽²⁾



Closed over 50 underperforming stores and sold the remaining 73 to Sun Capital Partners⁽²⁾

"...sell its struggling Smokey Bones Barbeque & Grill unit to an affiliate of the private-equity firm Sun Capital Partners for about \$80 million... for the 2007 fiscal year, which ended in May, Smokey Bones posted annual sales of \$222 million."

- Orlando Sentinel, December 5, 2007

<u>Acquired</u> Yard House for <u>2.2x</u> 2011 sales and <u>sold</u> Smokey Bones for <u>0.4x</u> of FY 2007 sales.

Now management is looking to jettison Red Lobster.

Source: Company filings and Capital IQ.



⁽¹⁾ Transaction multiple based on the latest twelve month historical period, per CapitalIQ. For calendar year 2011. At the time of the announcement, management claimed that the "pro forma" 2013 acquisition multiple, including tax benefits, would be approximately 12.5x, but it is not clear that Yard House ever achieved the results assumed in this projection.

⁽²⁾ Company filings. Disclosed amount invested per store of \$3.49m, \$3.45m, and \$3.66m for 2004, 2005, and 2006, respectively. Assumed \$3.0m invested per store for stores opened from 2002-2003.

⁽³⁾ Orlando Sentinel.

C. History of questionable governance practices

We believe the current management team and Board have a long history of self-interested behavior and disregard for shareholders' interests

Darden maintains shareholder-unfriendly corporate governance provisions:

- Action by written consent strictly prohibited.
- Darden requires at least 50% of the voting power for shareholders to call a special meeting, the highest threshold permitted under Florida law. The default Florida provision requires only 10%.
- Directors may be removed only for cause and then only by the vote of 66 2/3% of the votes entitled to be cast in the election of directors generally.
- Vacancies on the Board may only be filled by the Board.
- The number of directors is set exclusively by the Board.
- Supermajority vote requirement (66 2/3%) to amend certain Charter provisions.
- Poison pill currently in place with an "acquiring person" threshold of 15% of the outstanding common stock of Darden.

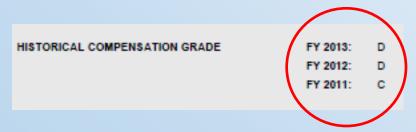
We believe the current management team and Board have a long history of self-interested behavior and disregard for shareholders' interests (cont'd)

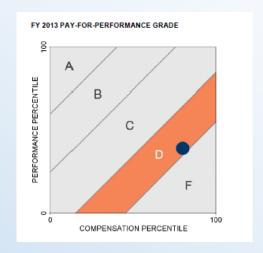
ISS has given Darden a governance Quickscore of 10, indicating the HIGHEST POSSIBLE GOVERNANCE RISK

- The roles of Chairman and CEO have not been separated.
- 45.45% of the non-executive directors on the board have lengthy tenure.
- The Company does not have a majority vote standard in the election of directors.

Glass Lewis has given Darden a grade of "D" in executive compensation

- In its 2013 Proxy Paper, Glass Lewis notes:
 - "The Company has been deficient in linking executive pay to corporate performance...[and] Shareholders should be concerned with this disconnect"
 - A properly structured pay program should motivate executives to drive corporate performance, thus aligning executive and long-term shareholder interests. In this case, as indicated by the poor grade, the Company has not implemented such a program"
 - Overall, the Company paid more than its peers, but performed moderately worse than its peers"







Darden's new Bylaw amendments are a step in the wrong direction

Despite significant criticism from leading governance firms and shareholders regarding Darden's poor governance practices, the Company has actually taken steps to further disenfranchise shareholders.

Darden's new Bylaw amendments serve to exacerbate Darden's already alarming corporate governance concerns:

- Gives Board broad discretion to unilaterally delay the Annual Meeting beyond October.
- More stringent nomination notice and business proposal requirements.
- Sets Orange County, FL as exclusive forum for shareholders to bring derivative suits and other claims.
- Removes ability of shareholders to fill existing vacancies at next Annual or Special Meeting.

Rather than look out for the best interests of shareholders, it appears that members of Darden's Board is looking to take steps to further entrench themselves.

Darden's recent Bylaw amendments underscore what we believe to be the Company's blatant disregard for shareholder interests.



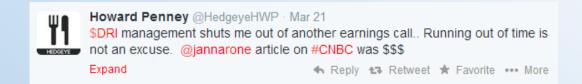
Darden has shown a blatant disregard for shareholder concerns and a propensity to silence critics

We are troubled by the Company's continued attempts to avoid open discussion on what we believe to be the most important and difficult issues facing the Company.

• We believe Darden has avoided addressing shareholder concerns to-date regarding the Red Lobster Separation.

Recent tactics:

- On March 3rd, during Darden's call to explain its rationale for the Red Lobster spin, management took questions from just four analysts and declined to provide details on several important questions.
- Darden canceled its analyst and investor meeting, scheduled for March 28, 2014, only to hold a private lunch for sell-side research analysts.
- On March 21, 2014, management shortened the Q3 2014 earnings call to 45 minutes and shut out critical analysts from asking questions.



Since the Company has little interest in letting shareholders have their say regarding the Red Lobster Separation, the Special Meeting will provide an alternative forum for shareholders to show the Board that Darden's shareholders will not stand to be silenced on this critical issue.



Time and again Darden has shown a blatant disregard for shareholder concerns and a propensity to silence critics

Darden has a long history of silencing critics and trying to avoid an active dialogue on the key issues facing the Company.

- A recent *CNBC* article titled "Darden Uses Lobster Claws On Critical Analysts" chronicles tactics used by Darden to put a muzzle on analysts who provide critical analysis.
 - The article discusses how analysts from leading sell-side research firms have had access limited to varying degrees following their publication of analysis that did not reflect positively on management, and notes that this practice has been going on for more than a decade and continues to this day. The article highlights that:

"In 2002, *The New York Times* published an article about Matthew DiFrisco, an analyst who downgraded Darden's stock to 'neutral' from 'outperform.' Following the downgrade, Darden's investor relations officer Matthew Stroud canceled a marketing trip with DiFrisco's clients, <u>telling him that he needed to have an 'outperform' rating to enjoy such a privilege</u>."

This is highly alarming – shareholders need to trust that management will provide equal access to sell-side analysts and that sell-side analysts will be unbiased.



Time and again Darden has shown a blatant disregard for shareholder concerns and a propensity to silence critics (cont'd)

Darden has a long history of silencing critics and trying to avoid an active dialogue on the key issues facing the Company.

Further, on March 19, 2014, the *New York Post* published an article titled "Darden Accused of Icing out Critics of Red Lobster Spinoff", which states:

"Some investors are protesting that Darden's idea of 'direct engagement' amounts to returning the phone calls of analysts and investors who agree with its strategy while ignoring calls from dissenters. 'They've got a history of only engaging with investors and analysts who are supportive of their views,' said one Darden shareholder, who declined to give his name for fear of retribution from the company. 'If the board is so convinced [a Red Lobster spinoff] is such a great idea, then put it to a vote.'"

V. Starboard and its advisors will present a comprehensive value creation plan

Prior to the Special Meeting, Starboard and its advisors will present a detailed turnaround plan for Darden

- The plan will include a full analysis of each of the value creation opportunities we have outlined and realistic supporting assumptions for each of our recommendations.
 - 1. A substantial Company-wide (not just Red Lobster-specific) operational improvement plan designed to reduce costs meaningfully and put restaurant performance on par with Darden's better-performing peers.
 - 2. An evaluation of all options for the Company's real estate holdings, including a tax-efficient sale or REIT spin-off of the owned properties. See our presentation titled <u>A Primer on Darden's Real Estate</u>, which can be found at http://tinyurl.com/Primer-On-Darden-Real-Estate.
 - 3. An evaluation of the most logical and efficient combination of restaurant concepts to be spun out or otherwise separated from Darden.
 - 4. An evaluation of other value creation initiatives, such as franchising certain concepts to take advantage of international growth opportunities, as well as domestic opportunities in certain markets, and re-franchising certain existing stores in markets where Darden has operational deficiencies.
- Along with our advisors, Brad Blum, Craig Miller, Bob Mock, and Chuck Sonsteby, we have engaged one of the world's leading operationally-focused consulting firms to assist us in developing a comprehensive operational plan to successfully transform Darden.
 - We believe the perspective of leading restaurant operating executives will be invaluable to shareholders,
 particularly in light of the notable lack of meaningful restaurant operating experience among Darden's Board and senior management.
 - With over 100 years of experience in the casual dining industry, our team of advisors have overseen some of the most successful casual dining concepts, including some of Darden's.
- Our plan will address an operational turnaround at both Olive Garden and Red Lobster, substantial cost savings opportunities, a potential spin-out of SRG, and franchising opportunities.

We will present a comprehensive plan designed to ensure long-term value creation.



VI. Conclusion

We have serious concerns about the proposed Red Lobster Separation

Management's plan to spin off Red Lobster is the wrong spin-off, at the wrong time, for the wrong reasons.

• We, as shareholders, have serious concerns about Darden's proposed plan to separate Red Lobster and believe it could be both sub-optimal and value destructive.

Operational concerns

- Traffic, same-store-sales trends, and margins are the worst in years.
- Management's announced initiatives to turn around Red Lobster are unimpressive and vague. Further, Red Lobster does not need to be a standalone company to effect change.

Timing concerns

 After decades running the brand, the Company is now attempting to rush through a separation during its worst period of performance.

Valuation concerns

- Based on Red Lobster's poor performance, we believe it will trade at a substantial discount to peers.
- If New Darden's multiple does not expand following a spin-off, we believe more than \$800 million of shareholder value could be lost.

Real estate concerns

 By separating Red Lobster with its real estate, approximately \$850 million of value could be destroyed, as shown on slide 52.

We have serious concerns as to management's true motives behind the Red Lobster Separation and we <u>question whether its interests are aligned with shareholders.</u>

A Red Lobster Separation is <u>irreversible</u> and value could be <u>permanently</u> impaired – a shareholder discussion must occur <u>before</u> any sale or spin-off of Red Lobster.



We believe that Darden's real estate is highly valuable, and that the Red Lobster Separation, as conceived by management, could permanently impair that value

- Our extensive research has indicated that:
 - 1. Darden's real estate is worth approximately \$4 billion, and possibly far more.
 - 2. Separating the real estate could create an additional \$1-2 billion of shareholder value.
 - 3. A real estate separation can be structured with minimal debt breakage costs and management's comments regarding debt breakage costs are highly misleading (See A Primer on Darden's Real Estate, Section V).
 - 4. In a real estate separation, Darden shareholders can maintain their current dividend on a combined basis, while the combined companies will have lower payout ratios (See A Primer on Darden's Real Estate, Section VI).
 - 5. Both Darden as an operating company and a Darden REIT can maintain investment grade ratings, if desired (See A Primer on Darden's Real Estate, Section VI).
- A substantial portion of Darden's real estate value comes from Red Lobster's owned real estate.
- There are multiple potential solutions and strong transaction precedents where similarly situated companies have been able to realize substantial value for shareholders by separating their real estate from their operating assets in a tax-efficient manner.
- In our accompanying presentation titled <u>A Primer on Darden's Real Estate</u> which can be found at http://tinyurl.com/Primer-On-Darden-Real-Estate, we outline a number of highly attractive alternatives that we believe can create significant value for shareholders.
- To supplement our own research, <u>we have retained Green Street Advisors ("Green Street")</u>, the leading independent research firm specializing in real estate and REITs.

We believe that Darden's owned real estate is conservatively worth approximately \$4 billion, and possibly far more, and that separating the real estate could create \$1-2 billion in shareholder value.

This opportunity could be impaired by the proposed Red Lobster Separation.

Improving Darden's operations would create substantial shareholder value

Stripping out Darden's real estate "subsidy" reveals another large opportunity – an operational turnaround.

- The fully-leased EBITDA analysis reveals a <u>300 basis point margin gap</u> between Darden and peers.
 - There is no structural reason for this underperformance.
 - This is despite higher AUVs and greater scale than peers, both of which should enable Darden to achieve higher than average margins.
- This is the opportunity that first attracted us to Darden, and we will address it in detail prior to the Special Meeting.
 - We believe that this is the opportunity that Darden hired Alvarez & Marsal to analyze.
 - We have been working on a plan to address this opportunity for more than a year.
 - We have spoken to dozens of leading restaurant executives who have guided peers through similar turnaround opportunities and who have identified areas for improvement at Darden.
 - We have retained a highly qualified group of advisors, with expertise directly relevant to Darden's current situation, to assist us in refining our operating plan.
 - We have retained a leading operationally-focused consulting firm to identify additional areas for improvement.
- If Darden can address this opportunity, it can realize value for its real estate and still maintain margins similar to the current reported margin.

If Darden can execute on the operational opportunities that we will discuss prior to the Special Meeting, the potential for value creation is even greater than the value creation available through a real estate separation alone.

Importantly, we believe these operational changes should be made in addition to a real estate transaction, not instead of one.

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We think management should evaluate ALL strategic alternatives

Management should not rush to close a transaction without first evaluating all available options and strategies to enhance shareholder value to the fullest.

- We believe the plan presented by management on December 19, 2013 and reiterated on March 3, 2014 is unacceptable.
- We think management should first determine the optimal combination of Darden's brands and then develop a comprehensive plan to create value for all shareholders that includes:
 - 1. Substantial operating improvements (keenly focused on turning around the Red Lobster and Olive Garden concepts and fixing Darden's bloated cost structure).
 - 2. A logical separation of all brands.
 - 2. A value enhancing strategy for the Company's real estate.
 - 3. Value creation and enhanced returns on capital through franchising.

INSTEAD, management proposed what appears to be a hurried, reactive attempt, in the face of shareholder pressure, to cast off the weight of the struggling Red Lobster business.



A Special Meeting is absolutely necessary to protect shareholder interests

At the Special Meeting, we will seek shareholder approval for the following non-binding proposal:

to approve a non-binding resolution urging the Board not to approve any agreement or proposed transaction involving a separation or spin-off of the Company's Red Lobster business prior to the 2014 Annual Meeting unless such agreement or transaction would require shareholder approval.

- Why is the Special Meeting necessary?
 - 1. A Red Lobster transaction is **irreversible.**
 - **2.** <u>Value could be destroyed</u> or a sub-optimal outcome could result through the Red Lobster Separation.
 - 3. The Red Lobster Separation is being <u>rushed</u> at what may be <u>the worst possible time</u>.
 - 4. Shareholders and analysts clearly have concerns.
 - 5. Management's **interests may be misaligned** with those of shareholders.
 - 6. Management's and the Board's **poor track record** have not given shareholders reason to trust their decision making.
 - 7. <u>Corporate governance is unacceptable</u> and was recently made worse.
 - 8. Management has an alarming record of strong-arm investor relations tactics.
 - 9. There are **better alternatives** to create value.
 - 10. A Special Meeting will provide shareholders with a forum to express a clear opinion, which the Board should honor.



The Special Meeting is an opportunity to send a loud and clear message to the board

The Special Meeting will be an opportunity to send a loud and clear message to the Board that shareholders deserve a say on this vital decision.

- If we are successful in calling a Special Meeting, we do not believe that the Board would proceed with the Red Lobster Separation prior to the Special Meeting.
- Further, if shareholders support our resolution at the Special Meeting, we are hopeful that the Board will not proceed with the Red Lobster Separation prior to the 2014 Annual Meeting without shareholder approval.
 - It is important to understand that Darden's entire Board is up for election just a few months after the expected date
 of the Special Meeting.
- We do not believe that the Board would sanction what we would view as an egregious violation of good corporate governance, like proceeding with the Red Lobster Separation in direct opposition to a clear shareholder directive, especially just months before a potential election contest.

The Special Meeting will provide an alternative forum for shareholders to show the Board that <u>Darden's shareholders will not stand to be silenced on this critical issue.</u>

Given their poor track record, management and the Board should not be trusted to rush this critical decision.

Please Consent to the calling of the Special Meeting on Starboard's White Request Card as soon as possible.

THIS PRESENTATION IS FOR DISCUSSION AND GENERAL INFORMATIONAL PURPOSES ONLY. IT DOES NOT HAVE REGARD TO THE SPECIFIC INVESTMENT OBJECTIVE, FINANCIAL SITUATION, SUITABILITY, OR THE PARTICULAR NEED OF ANY SPECIFIC PERSON WHO MAY RECEIVE THIS PRESENTATION, AND SHOULD NOT BE TAKEN AS ADVICE ON THE MERITS OF ANY INVESTMENT DECISION. THE VIEWS EXPRESSED HEREIN REPRESENT THE OPINIONS OF STARBOARD VALUE LP ("STARBOARD VALUE"), AND ARE BASED ON PUBLICLY AVAILABLE INFORMATION WITH RESPECT TO DARDEN RESTAURANTS, INC. (THE "ISSUER"). CERTAIN FINANCIAL INFORMATION AND DATA USED HEREIN HAVE BEEN DERIVED OR OBTAINED FROM PUBLIC FILINGS, INCLUDING FILINGS MADE BY THE ISSUER WITH THE SECURITIES AND EXCHANGE COMMISSION ("SEC"), AND OTHER SOURCES.

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Darden Restaurants Inc. A Primer on Darden's Real Estate March 31, 2014

Includes Proprietary Analysis by Green Street Advisors

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- II. Overview of Darden's real estate
- III. Valuation analysis
- IV. Management's objections are not compelling
- V. Bond covenants analysis
- VI. Transaction scenarios
- VII. Conclusion

Appendix

A. List of Darden Locations

I. Summary

Extensive real estate portfolio

Darden Restaurants, Inc. ("Darden", or the "Company") has the largest real estate portfolio in the casual dining industry, owning both the land and buildings on over 1,000 stores and the buildings on another 850.

- Our extensive research indicates that:
 - 1. Darden's real estate is worth approximately \$4 billion, and possibly far more.
 - 2. Separating the real estate could create an additional \$1-2 billion of shareholder value.
 - 3. A real estate separation can be structured with minimal debt breakage costs and management's comments regarding debt breakage costs are highly misleading.
 - 4. In a real estate separation, Darden shareholders can maintain their current dividend on a combined basis, while the combined companies will have lower payout ratios.
 - 5. Both Darden as an operating company and a Darden REIT can maintain investment grade ratings, if desired.
- To supplement our own research, we have retained Green Street Advisors ("Green Street"), the leading independent research firm specializing in real estate and REITs.
- Based on this analysis, we believe that Darden's real estate is worth \$4 billion or more, with the substantial majority of that value coming from Darden's fully-owned properties.
 - This is substantially more than the implied value that Darden receives by owning those properties from the "rent subsidy" that it effectively receives.
 - Net of the value that the properties are worth inside of Darden, we believe that a real estate separation could create
 \$1-2 billion in shareholder value.

We believe that Darden's owned real estate is worth approximately \$4 billion based on conservative assumptions, and could be potentially worth far more.

Realistic value creation potential

We demonstrate in detail how this value could be realized for the benefit of Darden shareholders.

- We believe there are a number of feasible alternatives for the Company to create substantial value for shareholders through real estate transactions.
 - We also believe that separating the real estate in a thoughtful manner would not result in meaningful friction costs.
- In the pages that follow, we lay out:
 - The basis for our real estate valuation
 - Several transaction options that we believe could benefit shareholders
 - Our response to the arguments that management has raised against pursing a real estate transaction

We do not believe that there are significant obstacles to a value creating real estate transaction.

The simple truth is that a dollar of real estate income, if owned by a real estate investor, is worth more than a dollar of restaurant operating income.



Substantial value creation opportunity

The real estate is worth more separated from Darden.

- Along with Green Street, we have looked at a variety of valuation scenarios, including:
 - A location-by-location analysis of appropriate rent and cap rates (the "Base Case")
 - Supportable Rent
 - Precedent Transactions
 - A Public REIT multiple-based valuation

F	Real Estate Va	alue Creation Sumn	nary		
		Cap Rate-based Va	aluations		
	Base	Supportable	Precedent	Public	REIT
	Case	Rent	Transactions	Low	High
Total Real Estate Value	\$3,878	\$4,595	\$4,265	\$3,636	\$4,617
Less: Value of Properties Inside Darden	(\$2,672)	(\$3,150)	(\$2,906)	(\$2,633)	(\$2,962)
Potential Value Creation	\$1,207	\$1,445	\$1,359	\$1,002	\$1,655
Real Estate Value Creation per Share (1)	\$9.19	\$11.01	\$10.35	<i>\$7.64</i>	\$12.61

Debt Breakage Costs⁽²⁾

We believe it is possible to structure a scenario with minimal debt breakage

The basis for each of these valuation methodologies is described in detail in the pages that follow.

The potential value creation is calculated as the value of the real estate less the value that we believe Darden currently recognizes from its effective "rent subsidy"

Darden's properties are worth more separated from Darden than the rent "subsidy" is worth inside of Darden.



⁽¹⁾ Does not include substantial operational value creation opportunities. We will issue a separate presentation on these opportunities prior to the Special Meeting

⁽²⁾ See debt breakage analysis in Section V

Numerous feasible structures

We believe that there are a number of highly attractive alternatives to realize value from Darden's real estate.

- 1 An outright sale of the properties, either in whole or in part
- 2 A spin-off of all of Darden's real estate or just the fully owned ("Fee Simple") properties as a publicly traded REIT
- 3 A tax-efficient sale or merger with another REIT
- For each of these business alternatives, there are a variety of specific transaction structures that could be used.
- We will demonstrate illustrative structures that will allow Darden to:
 - Maintain its current dividend while reducing the payout ratio of the operating company
 - Maintain the company's investment grade rating, as well an investment grade rating for the REIT, if desired
 - Minimize breakage costs

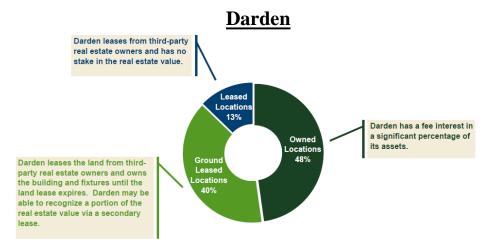
Darden can create significant value for shareholders through any of the alternatives above.

II. Overview of Darden's real estate

Overview of Darden's real estate

Darden owns significantly more real estate than its peers.

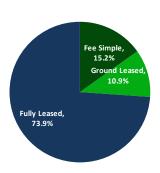
- 1,058 locations with fully owned land and buildings (the "Fee Simple" properties).
- 857 locations where Darden owns a building on leased land (the "Ground Leased" properties).
- 275 locations are fully leased, representing just 13% of Darden's portfolio.



Note: % breakdown by store count. Source: Company disclosure.

Source: Green Street Advisors

Peers



Source: Company filings.

Peer group includes BBRG, TXRH, RT, RRGB, EAT, CAKE, BLMN, and BWLD; BWLD leases the land and building for all sites or utilizes ground leases, but does not specify the number of ground leases.

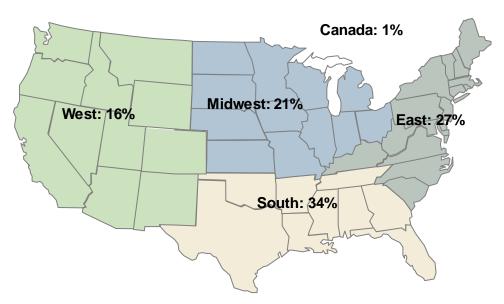
The majority of Darden's stores are either Fee Simple or Ground Leased.

Darden's peers have all decided that they are in the <u>restaurant</u> business – why does Darden insist it needs to be in the <u>real estate</u> business as well?

Overview of Darden's real estate – geographies

Darden's geographic footprint extends to nearly every significant market in the United States and Canada.

■ The overall portfolio is weighted toward the Southern and Eastern U.S., with significant concentrations in Texas and Florida.



Brand	Top Thre	e States (% o	of Stores)
Olive Garden	TX (10%)	FL (9%)	CA (9%)
Red Lobster	FL (9%)	TX (8%)	CA (6%)
Longhorn Steakhouse	GA (13%)	FL (12%)	PA (6%)
Capital Grille	FL (17%)	TX (9%)	NY (8%)
Bahama Breeze	FL (35%)	NJ (14%)	NY (8%)
Yard House	CA (39%)	FL (12%)	GA (8%)
Eddie V's	TX (50%)	CA (16%)	FL (16%)
Seasons 52	FL (24%)	CA (14%)	TX (9%)

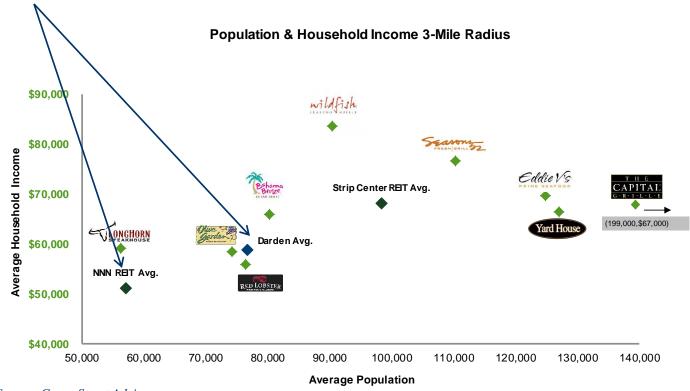
Source: Green Street Advisors

Geographic diversity across 8 brands.

Overview of Darden's real estate – markets

By studying income and population density within a three-mile radius of each property, Green Street's valuation estimates reflect trade area demographics.

• On average, the Company's restaurants are located in markets with notably superior demographics relative to the average triple-net lease REIT.



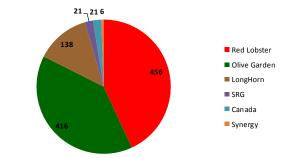
Source: Green Street Advisors

Darden has strong locations.

Overview of Darden's real estate – Fee Simple properties

The biggest portion of Darden's real estate portfolio is the Fee Simple properties.

- Fee Simple is the highest ownership interest possible in real property.
 - For these properties, Darden fully owns the land and buildings.
 - The word "fee" is derived from fief, meaning a feudal landholding.
- Red Lobster and Olive Garden are the biggest holders of Fee Simple properties.



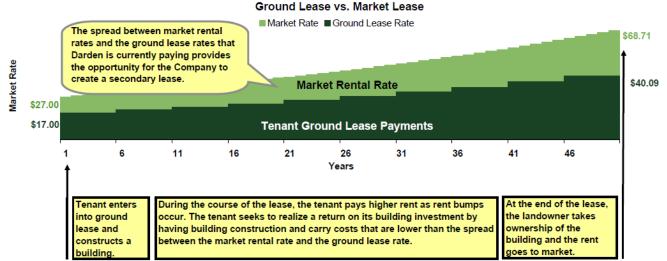
Source: Company filings

• Green Street valued the Fee Simple properties based on an estimated cap rate and rent per square foot.

Overview of Darden's real estate – Ground Leased properties

Under a typical ground lease, the tenant (i.e., restaurant operator) pays to construct a building on leased land, and pays rent to the land owner.

- The rent paid by the tenant is lower than the full market rent paid on a fully leased property, since the tenant is only leasing the land.
 - The difference between the rent paid by the tenant on the ground lease and the market rent for a fully leased property is income that an owner of only the building could in theory earn by renting it out via a "Second Lease."
 - Green Street assumed a higher cap rate on the income from Second Leases than on Fee Simple properties.
- Ground leases are typically structured to be long term (often longer than the depreciable life of the building) so that the lessee, who is typically responsible for constructing and maintaining a building on the site, can recoup its investment.
 - Ground leases are typically structured to have a lengthy initial lease term, followed by multiple lease extension options with fixed rental rate increases.
 - The land owner is typically not responsible for (1) property taxes, (2) utility expenses, or (3) capital expenditures.

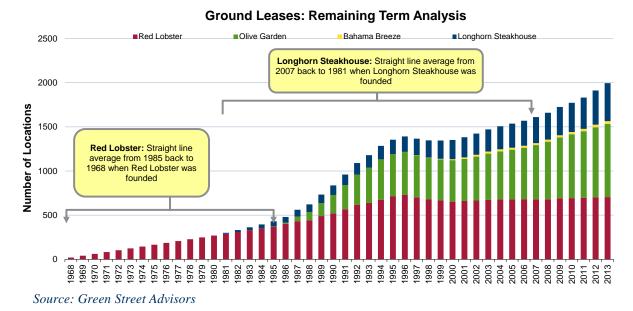


STARBOARDVALUE

Overview of Darden's real estate – Ground Leased properties (cont'd)

The term remaining on Darden's Ground Leased properties is a critical input in determining the potential embedded value of a Second Lease position.

- Darden's March 3, 2014 investor presentation states that the majority of its ground leases expire in less than 15 years.
 - While the Company offered no information on extension options, it is likely that Darden can control its leases for a longer period of time than 15 years (through options to extend the lease or options to purchase the underlying land).
 - Assuming the average Ground Lease has two or three 5-year options remaining, Green Street estimates that the Company can control these sites for 25-30 years on average.



We believe Green Street's ground lease assumptions are conservative, but it is worth noting that even if the average length of time that Darden can control these sites is substantially shorter, significant value could still be created through a transaction for the Fee Simple properties alone.

STARBOARD VALUE

III. Valuation Analysis

Valuation analysis: Base Case – methodology

Green Street used a thorough, independent methodology to value the real estate.

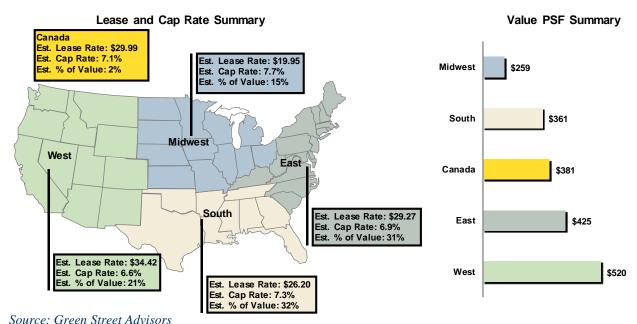
- Using publicly available information, Green Street obtained a list of Darden restaurants (as shown in Appendix A).
 - Brand designation, address, and other information were captured for each location.
 - Store count, square footage, and ownership data were updated to reflect Darden's March 3, 2014 investor presentation.
- MSA (metropolitan statistical area) and demographic data were layered onto the locational data to provide a platform from which relative valuation adjustments could be made.
- A large sample of triple net lease transaction data were assembled and refined to extract a set of casual dining sales comparables for both Fee Simple and Ground Leased assets.
 - From this subset of information, preliminary conclusions regarding average building and ground lease rate characteristics were drawn.
- Green Street contacted market participants to validate and refine valuation assumptions.
- Upon finalizing baseline rent, income growth, cap rate, and other assumptions, Green Street utilized the above mentioned geographic data to derive property level valuation inputs, which were rolled up to estimate total real estate value for Darden's "casual dining" brands.
 - Darden's percentage of owned stores was applied to the estimated total real estate value to estimate the value of Darden's ownership.
- To value Ground Leased real estate, Green Street estimated a ground lease rate for each asset and subtracted that from estimated market rent to derive estimated net operating income ("NOI").
 - These values were rolled up to estimate the value of Darden's ground lease position.

Green Street's methodology is transparent and market-focused.

Valuation analysis: Base Case – lease and cap rates

Using comparable transactions and Green Street's proprietary retail lease and cap rate databases, localized valuation inputs were developed.

- For the Fee Simple properties, cap rate estimates range from mid-5% to low-8%. Lease rate estimates range from approximately \$15 to \$42 per square foot per year.
- Green Street assumed that the breakdown of Darden's owned and Ground Leased assets are in markets that are consistent with the Company's overall geographic exposure.
- Values per square foot in the lowest valued region, the Midwest, are roughly half the value of the highest value region, the West.



Green Street valued stores in each market using the appropriate metrics.

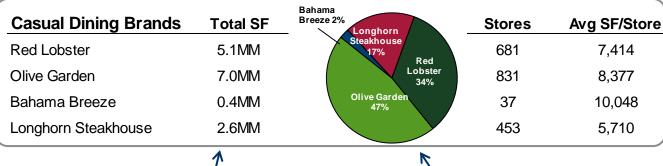
Valuation analysis: Base Case – key assumptions

Conservative assumptions support realistic valuation.

- Green Street assumed that all 161 premium brand locations (Capital Grille, Eddie V's, Wildfish Seafood Grille, Yardhouse, and Season's 52)¹ are fully leased or Ground Leased (if any of these are owned, the value would be higher).
 - All of the owned locations are assumed to be Red Lobster, Olive Garden, LongHorn, or Bahama Breeze, which we believe is conservative, since those brands have lower AUVs than the premium brands and therefore lower perstore values.
- Green Street assumed that the breakdown of Darden's owned and Ground Leased assets are in markets that are consistent with the Company's overall geographic exposure.

Own vs. Lease	%
Owned sites	48%
Ground Leased Sites	40%
Leased sites	13%

Source: Green Street Advisors





Green Street used square footage information for each brand to inform their valuation.

Valuation analysis: Base Case – key assumptions (cont'd)

Conservative assumptions support realistic valuation.

- For Fee Simple stores, value is based on a cap rate and rent per square foot.
- For Ground Leased stores, rental income is based on a "Second Lease" position, which reflects the rent that would be paid on a fully-owned store less the rent paid on the ground itself.

Owned Real Estate		Ground Leased Real Estate		Lea	se and Cap Rate Summary
Average Lease Rate	\$27.10	Average Market Rent	\$29.59		
Average Cap Rate	7.1%	Average Market Cap Rate	7.1%		Average Lease RateAverage Cap Rate
Average Value PSF	\$383	Average Ground Lease Rent	\$18.95	\$27.10	8.8%
Est. Year-1 NOI (\$mil)	\$219	Average Ground Lease Cap Rate	6.0%		
		Second Lease Position			\$18.95
		Implied Cap Rate on Second Lease Position	8.8%	7.1%	
		Cap-ex as a % of NOI	0.8%		\$10.65
		Annualized NOI Growth	1.9%		6.0%
		Average Remaining Lease Term	27 Yrs		
		Discount Rate	10.3%	 Owned	Ground Lease Second Lease

Source: Green Street Advisors

	Fee Simple	Second Lease
Rent / sq. ft.	\$27.10	\$10.65
Cap Rate	7.1%	8.8%

Valuation analysis: Base Case – Fee Simple real estate

Applying the Company's ownership information to Green Street's valuation model implies a value of approximately \$3.1 billion just for Darden's Fee Simple real estate, not including the value of Ground Leased real estate.

- Of the owned locations, 1,037 are Red Lobster, Olive Garden, and Longhorn.
 - Conservatively assumes all of the remaining 21 owned locations attributed to SRG are Bahama Breeze.

Locations Owned			
Premium Brand Locations	161	7%	
Casual Dining Brand Locations	2,029	93%_	
Total Darden Locations	2,190	100%	
Percentage of Locations Owned		48%	
Number of Stores Owned		1,058	
% of Casual Dining Brand Location	ns Owned	51%	

Source: Green Street Advisor	rs
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Owned Real Estate Valuation Summ	nary
Total Square Footage of All Locations	16.9
Square Footage of Casual Dining Brands	15.7
% of Casual Dining Brand SF Owned	51%
Owned Square Footage	8.1
Average Market Lease Rate (NNN) PSF	\$27.10
Average Cap Rate	7.1%
Total Year-1 NOI	\$219
Owned Real Estate Value (\$MM)	\$3,095
Owned Value PSF	\$383

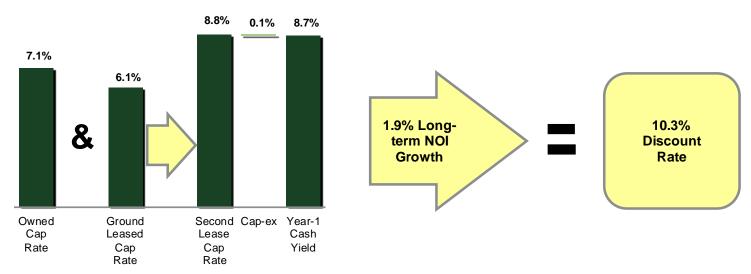
In a base case, the Fee Simple properties are worth approximately \$3.1 billion.

Valuation analysis: Base Case – Ground Leased real estate

Green Street used assumptions for the cap rate and growth rate of ground leases to derive a "discount rate" for valuing the "Second Lease" position on a ground lease.

- Owners are estimated to require a 7.1% cap rate to own both the land and the building. Given that Ground Lease cap rates are 6.1%, the required cap rate on Second Leases must be sufficiently high so that when combined with a Ground Lease they blend to a 7.1% cap rate.
- Given Green Street's owned asset and Ground Leased cap rates of 7.1% and 6.1%, respectively, a cap rate on secondary leases of 8.8% was implied. Applying minimal cap-ex, an 8.7% year-1 yield was derived.
- Assuming 1.9% NOI growth over time¹, a discount rate of 10.3% on secondary lease cash flows was determined.

Secondary Lease Cap Rate Analysis



Green Street's valuation fully reflects the secondary ownership position of a ground lease holder.



Assumes 10% rent bumps every five years. Source: Green Street Advisors.

Valuation analysis: Base Case – Ground Leased real estate

Applying the Company's ground lease information to Green Street's valuation model implies a value of approximately \$783 million for Darden's Ground Leased real estate.

While owned locations offer the benefit of a potentially infinite cash flow stream, buildings on ground leases revert back to the landlord upon expiration of the lease. This is why ground leases tend to be very long-term and have relatively low contracted rental rate increases.

Locations Ground Leased				
Premium Brand Locations	161	7%		
Casual Dining Brand Locations	2,029	93%		
Total Darden Locations	2,190	100%		
Percentage of Locations Ground L	_eased	40%		
Number of Stores Ground Leased	857			
% of Casual Dining Brand Location	ns			
Ground Leased		41%		
% of Premium Brand Locations				
Ground Leased		19%		

Source: 0	Green	Street	Advisors
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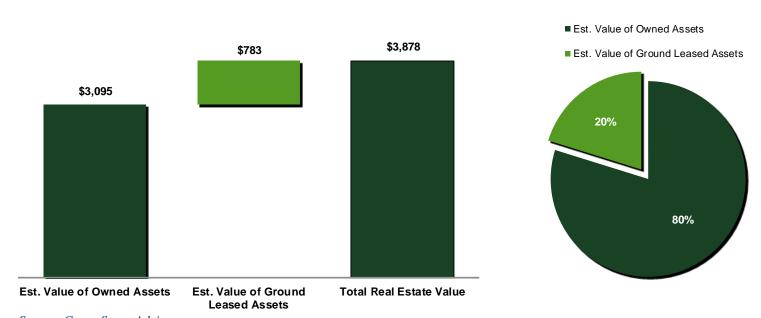
Summary of Secondary Lease Va	alue
Total Square Footage of All Locations	16.9
% of SF Ground Leased Locations	37%
Total Ground Leased SF	6.3
Average Market Lease Rate (NNN) PSF	\$29.59
Average Ground Lease Rate	\$18.95
Implied Secondary Lease Rate	\$10.65
Implied Cap Rate on Secondary Lease	8.8%
Cap-ex as a % of NOI	0.8%
Annualized NOI Growth Rate	1.9%
Discount Rate	10.3%
Year-1 NOI	\$74
Average Lease Term Remaining	25-30 Yrs
Secondary Lease Value	\$783

Ground leases are highly valuable as well, though valuing and monetizing ground leases does have additional complications.

Valuation analysis: Base Case – Summary

In a base case, Green Street values the Fee Simple properties at approximately \$3.1 billion and the Ground Leased properties at approximately \$0.8 billon.

Darden Real Estate Value Summary



Source: Green Street Advisors

Green Street's base case valuation for the real estate is \$3.9 billion.

Valuation analysis: Supportable Rent

In order to validate the Base Case, we analyzed the expected rent coverage in the Base Case and the maximum supportable rent.

- According to Green Street, EBITDAR / rent coverage of 2.25x to 2.50x is often deemed adequate by net lease investors.
 - This coverage range implies that the Darden operating company ("OpCo") would have the ability to pay between \$30 and \$37 / sq. ft. based on FY 2015 consensus EBITDA.
 - If our margin improvement initiatives¹ are successful, this could raise the supportable-rent range to \$35-45/sq. ft.

Current Lease Expense	
Operating Leases	\$197
Capital Leases	\$6
Total Lease Expense	\$203
Less: Change in Deferred Rent	(\$32)
Current Cash Rent Expense	\$171
Plus: Rent on Fee Simple Properties	\$219
Plus: Rent on Ground Leased Properties	\$74
Total Pro Forma Cash Rent	\$464

It is important to note that these cost reductions are illustrative – we will publish our full operating plan for Darden, which will include substantial cost reductions, among other operational improvements, prior to the Special Meeting

			_	•
Rent Coverage - Before	Cost Reduc	ctions		More than adequate
2015E Consensus EBITDA			\$1,048	Wrote than adequate
Plus: Current Cash Rent		_	\$171	coverage
EBITDAR			\$1,219	
Pro Forma Rent		_	\$464	
EBITDAR / Rent			2.63x	
Supportable Rent				Generally acceptable
Coverage Ratio	2.50x		2.25x	range
Supportable Rent	\$488	_	\$542	14.1180
Less: Current Cash Rent	(\$171)		(\$171)	
Less: Ground Lease Rent	(\$74)		(\$74)	This compares
Supportable Fee Simple Rent	\$243	_	\$297	
Fee Simple Square Footage (000s)	8,079		8,079	to the Base
Rent / sq. ft.	\$30.02	\$33.37	\$36.73	Case of \$219
				and \$27.10
Rent Coverage - Pro Forma	for Cost Re	ductions		απα ψ27.10
2015E Consensus EBITDAR	\$1,219	\$1,219	\$1,219	
Plus: Illustrative Cost Reductions	\$100	\$200	\$300	
Pro Forma EBITDAR	\$1,319	\$1,419	\$1,519	
Pro Forma Rent	\$464	\$464	\$464	
EBITDAR / Rent	2.84x	3.06x	3.27x	
Supportable Rent @ 2.50x				
Supportable Rent	\$528	\$568	\$608	
Less: Current Cash Rent	(\$171)	(\$171)	(\$171)	
Less: Ground Lease Rent	(\$74)	(\$74)	(\$74)	
Supportable Fee Simple Rent	\$283	\$323	\$363	
Fee Simple Square Footage (000s)	8,079	8,079	8,079	
Rent / sq. ft.	\$34.97	\$39.92	\$44.87	

Source: Bloomberg, Green Street, Starboard Value estimates

Valuation analysis: Supportable Rent

A valuation based on supportable rent yields a substantial premium to the base case.

- The valuation below uses the midpoint of the rent / sq. ft. range that we believe Darden can support **before cost** reductions, per the prior slide, for the Fee Simple properties, and the base case valuation for the Ground Leased properties.
 - It uses the cap rate from the base case.

Base Case	
Rent / sq. ft.	\$27.10
Fee Simple Square Footage (000s)	8,079
Total Rent	\$219
Cap Rate	7.1%
Value	\$3,095
Implied EBITDA Multiple	14.1x
Plus: Ground Lease Value (base case) ⁽¹⁾	\$783
Implied EBITDA Multiple	10.6x
Total Real Estate Value	\$3.878



Supportable Rent Valuation	
Rent / sq. ft.	\$33.37
Fee Simple Square Footage (000s)	8,079
Total Rent	\$270
Cap Rate	7.1%
Value	\$3,812
Implied EBITDA Multiple	14.1x
Plus: Ground Lease Value (base case) ⁽¹⁾	\$783
Implied EBITDA Multiple	10.6x
Total Real Estate Value	\$4,595

Again, it is important to note that we believe that with cost reductions Darden could support rent substantially in excess of even the highest end of the rents we have assumed in any of our valuations; however, the maximum supportable rent may be higher than market rent in some instances.

The supportable rent valuation yields a total real estate value of approximately \$4.6 billion.



Valuation analysis: Precedent Transactions

Green Street analyzed a set of precedent transactions for properties comparable to Darden's.

Posted On	Property Name	State	Cap Rate	Price	Price PSF	Rent PSF	
12/9/13	Carrabbas Italian Grill	AL	7.0%	\$1,335,715	\$209	\$14.60	
12/7/13	Buffalo Wild Wings	NM	7.5%	\$3,320,000	\$414	\$31.06	
11/26/13	Buffalo Wild Wings	СТ	7.5%	\$4,216,000	\$703	\$52.70	
11/20/13	Black Angus	CA	6.5%	\$5,320,000	\$517	\$33.60	
11/20/13	Black Angus	CA	6.5%	\$5,240,000	\$509	\$33.07	
11/20/13	Black Angus	CA	6.3%	\$3,660,000	\$358	\$22.41	
11/20/13	Black Angus	CA	6.3%	\$5,875,000	\$576	\$36.02	
11/20/13	Black Angus	CA	6.3%	\$3,190,000	\$329	\$20.57	
11/19/13	Hooters	MO	7.3%	\$1,931,034	\$471	\$34.18	
11/15/13	Applebee's	GA	6.7%	\$3,150,000	\$576	\$38.54	
11/12/13	Hooters	TX	7.0%	\$2,640,000	\$432	\$30.21	
11/12/13	Hooters	TX	7.0%	\$2,450,000	\$337	\$23.62	
11/12/13	Hooters	TX	7.0%	\$2,075,000	\$292	\$20.40	
11/12/13	Hooters	TX	7.0%	\$2,695,000	\$588	\$41.20	
11/12/13	Hooters	TX	7.0%	\$3,425,000	\$614	\$42.97	
11/5/13	Johnny Carinos	LA	9.5%	\$1,828,000	\$280	\$26.58	
10/28/13	Buffalo Wild Wings	co	6.4%	\$3,100,000	\$563	\$36.15	
10/7/13	Macaroni Grill	MI	7.0%	\$2,365,000	\$318	\$22.25	
9/2/13	Denny's	AZ	6.0%	\$1,416,666	\$414	\$24.82	
8/27/13	Applebee's	GA	6.7%	\$3,150,000	\$576	\$38.54	
8/23/13	Applebee's	MI	6.9%	\$2,950,000	\$660	\$45.69	
6/14/13	Red Lobster	CA	5.1%	\$3,200,000	\$513	\$25.99	
6/3/13	Denny's	IN	7.3%	\$1,594,000	\$245	\$17.77	
5/8/13	Denny's	co	6.3%	\$2,000,000	\$465	\$29.30	
3/27/13	Carino's Italian Grill	TX	6.8%	\$3,157,358	\$512	\$34.58	
3/27/13	Carino's Italian Grill	TX	6.8%	\$3,545,941	\$574	\$38.74	This compares to
2/4/13	Buffalo Wild Wings	ND	6.8%	\$4,444,500	\$741	\$50.00	the base case of
1/31/13	Ruby Tuesday	MI	6.5%	\$1,700,000	\$266	\$17.23	
1/28/13	Romano's Macaroni Grill	IL.	7.5%	\$2,310,000	\$273	\$20.51	7.1%
11/7/12	Golden Corral	KY	8.4%	\$3,690,475	\$338	\$28.38	
11/7/12	Golden Corral	KY	8.4%	\$3,896,075	\$363	\$20.32	
11/7/12	Golden Corral	KY	8.4%	\$3,690,475	\$344	\$28.92	
3/12/12	Denny's	AZ	8.5%	\$976,658	\$212	\$18.05	
3/12/12	Applebee's	GA	7.5%	\$2,936,360	\$582	\$43.68	
11/18/11	LongHorn Steakhouse	GA	6.2%	\$1,500,000	\$267	\$16.61	This compares
Restaurants	. 5		7.0%	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	\$441	\$30.55	-
rage Middle 90%			7.0%		\$438	\$30.17	the base case of

Source: Green Street Advisors

Although 1 store may not be indicative, a Red Lobster recently sold at a

5.1% cap rate

The average rent per square foot on precedent transactions was approximately \$30. STARBOARD VALUE

Valuation analysis: Precedent Transactions

We looked at a valuation based on the precedent transactions.

■ The valuation below uses the average rent / sq. ft. and cap rate for the middle 90% of transactions identified by Green Street for the Fee Simple properties, and the base case valuation for the Ground Leased properties.



Base Case	
Rent / sq. ft.	\$27.10
Fee Simple Square Footage (000s)	8,079
Total Rent	\$219
Cap Rate	7.1%
Value	\$3,095
Implied EBITDA Multiple	14.1x
Plus: Ground Lease Value (base case) ⁽¹⁾	\$783
Implied EBITDA Multiple	10.6x
Total Real Estate Value	\$3,878

Supportable Rent Valuation	
Rent / sq. ft.	\$33.37
Fee Simple Square Footage (000s)	8,079
Total Rent	\$270
Cap Rate	7.1%
Value	\$3,812
Implied EBITDA Multiple	14.1x
Plus: Ground Lease Value (base case) ⁽¹⁾	\$783
Implied EBITDA Multiple	10.6x
Total Real Estate Value	\$4,595

Precedent Transactions Valuation	า
Rent / sq. ft.	\$30.17
Fee Simple Square Footage (000s)	8,079
Total Rent	\$244
Cap Rate	7.0%
Value	\$3,482
Implied EBITDA Multiple	14.3x
Plus: Ground Lease Value (base case) ⁽¹⁾	\$783
Implied EBITDA Multiple	10.6x
Total Real Estate Value	\$4,265

- We believe the 7.0% cap rate used is highly conservative, given that all of the units Darden would be selling are companyowned, rather than franchised.
 - According to Marcus & Millichap's First Half 2014 Net-Leased Outlook, "Corporate-owned properties can change hands in the low-6 percent range, while franchisee-occupied restaurants will trade at first-year returns approximately 150 basis points higher."
 - The precedent transactions used were a mix of both corporate-owned and franchised stores.

The precedent transactions valuation yields a total real estate value of approximately \$4.3 billion.



Valuation analysis: Public REIT

We also looked at the trading multiples of the triple-net lease REIT peers identified by Green Street as the closest peers to a potential Darden REIT.

	L	ТМ
Company	FFO Yield	EV / EBITDA
Agree Realty Corp.	7.3%	17.3x
American Realty Capital Properties, Inc.	7.7%	n.a. ⁽¹⁾
Chambers Street Properties	8.7%	20.3x
EPR Properties	7.9%	14.8x
Getty Realty Corp.	6.9%	15.5x
Gladstone Commercial Corp.	7.2%	14.7x
Lexington Realty Trust	7.6%	14.8x
National Retail Properties, Inc.	6.0%	18.5x
Realty Income Corporation	6.2%	19.9x
Select Income REIT	8.5%	14.5x
Spirit Realty Capital, Inc.	7.7%	22.9x
W. P. Carey Inc.	5.9%	27.2x
Mean	7.3%	18.2x
Median	7.5%	17.3x

Source: Capital IQ, Stifel, Nicolaus & Company Research

- It is important to note that REIT investors will also look at funds from operations (FFO) and dividend-based valuations.
 - Since those valuations depend on the exact capital structure chosen, we have valued the public REIT based on EBITDA; in Section VI, when we discuss hypothetical capital structures, we will also show an illustrative FFO yield.

Public REIT peers trade at significantly higher valuations than we have assumed in the Base Case.

⁽¹⁾ Excludes ARCP LTM multiple of 98.4x, adjusted for Cole Real Estate Investments merger

Valuation analysis: Public REIT

A valuation of a public REIT spin-off based on the average trading comparables yields a premium to the Base Case.

- The valuation uses a conservative multiple range that is a discount of approximately 15-25% to the LTM multiples of the triple-net REIT peer group, to account for possible concerns about tenant concentration.
 - In the event that only the fee-simple real estate is spun off, we believe the REIT would trade at a slightly higher multiple than we have assumed in the full REIT valuation, but obviously with fewer properties.

	Low	High
Median Peer Multiple	18.2x	18.2x
Assumed Discount	25.0%	15.0%
Public REIT Valuation Multiple	13.7x	15.5x

* *	
Base Case	
Rent / sq. ft.	\$27.10
Fee Simple Square Footage (000s)	8,079
Total Rent	\$219
Cap Rate	7.1%
Value	\$3,095
Implied EBITDA Multiple	14.1x
Plus: Ground Lease Value (base case) ⁽¹⁾	\$783
Implied EBITDA Multiple	10.6x
Total Real Estate Value	\$3,878

Supportable Rent Valuation	
Rent / sq. ft.	\$33.37
Fee Simple Square Footage (000s)	8,079
Total Rent	\$270
Cap Rate	7.1%
Value	\$3,812
Implied EBITDA Multiple	14.1x
Plus: Ground Lease Value (base case) ⁽¹⁾	\$783
Implied EBITDA Multiple	10.6x
Total Real Estate Value	\$4 595

Precedent Transactions Valuation	on
Rent / sq. ft.	\$30.17
Fee Simple Square Footage (000s)	8,079
Total Rent	\$244
Cap Rate	7.0%
Value	\$3,482
Implied EBITDA Multiple	14.3x
Plus: Ground Lease Value (base case) ⁽¹⁾	\$783
Implied EBITDA Multiple	10.6x
Total Real Estate Value	\$4,265



Public REIT Valuation						
	Low	High				
Rental Income						
Fee Simple ⁽²⁾	\$219	\$244				
Ground Leased	\$70	\$80				
Total Rental Income	\$289	\$324				
Less: SG&A ⁽³⁾	(\$23)	(\$26)				
EBITDA	\$266	\$298				
EBITDA Multiple	13.7x	15.5x				
Enterprise Value	\$3,636	\$4,617				

The Public REIT valuation yields a total real estate value of approximately \$3.6-4.6 billion.

- (1) Base case used for the three cap rate-based valuations
- $(2) \ Low\ based\ on\ Base\ Case\ and\ High\ based\ on\ Precedent\ Transactions.\ \ If\ Supportable\ Rent\ were\ used,\ the\ High\ would\ increase\ to\ approx.\ \$5bn$



Valuation analysis: summary

Various methodologies support real estate value.

- Along with Green Street, we have looked at a variety of valuation scenarios, including a location-by-location analysis of appropriate rent and cap rates (Base Case), Supportable Rent, Precedent Transactions, and Public REIT analyses.
- Based on these analyses, we believe the real estate is worth approximately \$4 billion, and possibly far more.

		Real Esta	te Valuation			
_	Сар	Rate-based Valua	itions			
_	Base	Supportable	Precedent			
	Case	Rent	Transactions		Public REIT	
Rent / sq. ft.	\$27.10	\$33.37	\$30.17			
Fee Simple Square Footage (000s)	8,079	8,079	8,079			
Total Rent	\$219	\$270	\$244		Low	High
Cap Rate	7.1%	7.1%	7.0%	Rental Income		
Value	\$3,095	\$3,812	\$3,482	Fee Simple	\$219	\$244
Implied EBITDA Multiple	14.1x	14.1x	14.3x	Ground Leased	\$70	\$80
·				Total Rental Income	\$289	\$324
Plus: Ground Lease Value (base case)	\$783	\$783	\$783	Less: SG&A ⁽¹⁾	(\$23)	(\$26)
Implied EBITDA Multiple	10.6x	10.6x	10.6x	EBITDA	\$266	\$298
				EBITDA Multiple	13.7x	15.5x
Total Real Estate Value	\$3,878	\$4,595	\$4,265	Enterprise Value	\$3,636	\$4,617

Source: Green Street Advisors, Starboard Value Estimates

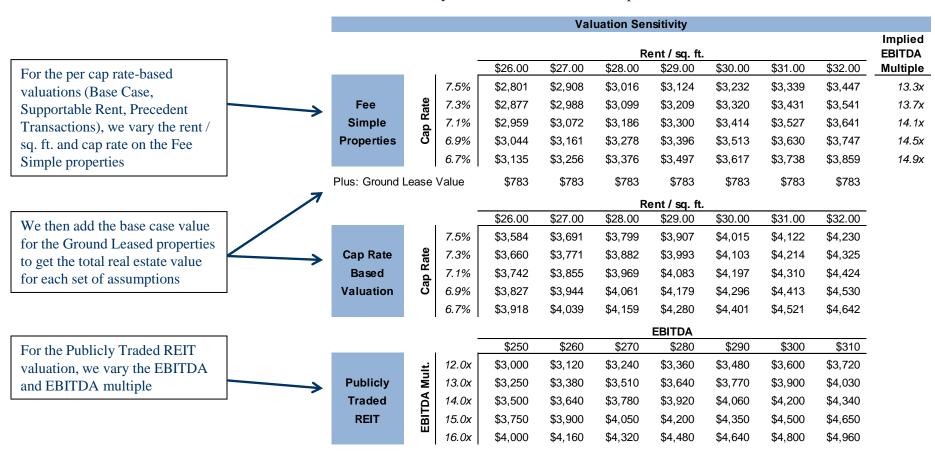
Our valuation methodologies demonstrate a value of \$3.6-4.6 billion for Darden's real estate.

⁽¹⁾ Estimated as 8% of Rental Income, on par with similarly-sized REITs that have a large retail mix and an active M&A focus, such as NNN, O, and SRC; note that Green Street's NOI number is net of all property expenses, so there should be no additional operating expenses aside from SG&A

Valuation analysis: sensitivity

We sensitized our valuation over a wide range of assumptions.

The tables below show how our valuation would vary based on different assumptions.



Even at the lowest end of the range, the real estate has substantial value.

Valuation analysis: value creation

Under a variety of valuation methodologies, the real estate is worth more separated from Darden.

When looking at a real estate separation, it is not only the absolute value of the real estate that is important, but the difference between the real estate value and what the effective "rent subsidy" is worth inside the Company.

			Cap Rate-based Va	aluations			
		Base	Supportable	Supportable Precedent		REIT	
		Case	Rent	Transactions	Low	High	Gross value from each
efore ost	Total Real Estate Value	\$3,878	\$4,595	\$4,265	\$3,636	\$4,617	valuation case
ductions	Additional Rent Paid by Darden	\$293	\$344	\$318	\$289	\$324	
	Less: Reduced Real Estate costs	(\$10)	(\$10)	(\$10)	(\$10)	(\$10)	Value of "rent subsidy"
3	Darden EBITDA Reduction	\$283	\$334	\$308	\$279	\$314	Darden
	Darden EBITDA Multiple	9.4x	9.4x	9.4x	9.4x	9.4x	
	Lower Value on OpCo	\$2,672	\$3,150	\$2,906	\$2,633	\$2,962	The difference between
	Potential Value Creation	\$1,207	\$1,445	\$1,359	\$1,002	\$1,655	gross real estate value a
	Value Creation per Darden Share	\$9.19	\$11.01	\$10.35	<i>\$7.64</i>	\$12.61	the value of the "rent
	The potential value creation al						subsidy" is the potential value creation

- - In Section VI, we discuss several transaction scenarios that we believe could effectuate the above value; in each of those scenarios, we account for estimated tax leakage, if applicable.
 - As discussed in detail in Sections V and VI, we believe that each of our transaction scenarios could be completed with minimal-to-no debt breakage costs, and we suggest structuring options for each transaction scenario that could minimize breakage costs.
 - In the most likely scenarios, we believe debt breakage costs would be in the \$0-20 million range, net of taxes. We do not believe there are any realistic scenarios where debt breakage would prevent a real estate transaction from creating value, as we discuss in Section V.

There is a substantial value creation opportunity, because the rent on Darden's properties is worth substantially more to a real estate owner than inside of Darden. STARBOARD VALUE

Valuation analysis: value creation sensitivity

We looked at the potential for value creation under a variety of scenarios.

- Management has argued that a real estate transaction does not make sense because a Darden REIT may not achieve the same valuation multiple as other publicly traded triple-net REITs.
 - We believe our analysis, based on <u>extensive research by Green Street</u> and other real estate experts, <u>demonstrates</u>
 that a real estate separation would create meaningful value.
 - As the sensitivity table shows, even at a significant discount to our already-discounted valuation, a real estate separation still creates meaningful value for Darden shareholders.
- Potentially trading at a discount to peers is not an argument against separating the real estate.
 - The question is where the REIT would trade relative to Darden's current multiple or New Red Lobster's expected multiple.
 - Management is arguing the wrong point.
- Although management has refused to share the assumptions used in their own real estate analysis, we believe it is clear that <u>over any range of</u> <u>reasonable assumptions a real estate separation</u> <u>creates substantial value</u>.

valuation Greation Sensitivity									
		Rent / sq. ft.							
			\$26.00	\$27.00	\$28.00	\$29.00	\$30.00	\$31.00	\$32.00
		7.5%	\$1,695	\$1,727	\$1,758	\$1,789	\$1,821	\$1,852	\$1,884
Cap Rate	Rate	7.3%	\$1,772	\$1,806	\$1,841	\$1,875	\$1,909	\$1,944	\$1,978
Based	g R	7.1%	\$1,853	\$1,890	\$1,928	\$1,965	\$2,003	\$2,040	\$2,078
Valuation	Cap	6.9%	\$1,939	\$1,979	\$2,020	\$2,061	\$2,102	\$2,143	\$2,184
		6.7%	\$2,030	\$2,074	\$2,118	\$2,162	\$2,207	\$2,251	\$2,295
	EBITDA								

Valuation Creation Sensitivity(1)

						EBITDA			
		•	\$250	\$260	\$270	\$280	\$290	\$300	\$310
	Mult.	12.0x	\$734	\$760	\$785	\$811	\$837	\$862	\$888
Publicly		13.0x	\$984	\$1,020	\$1,055	\$1,091	\$1,127	\$1,162	\$1,198
Traded	ТД	14.0x	\$1,234	\$1,280	\$1,325	\$1,371	\$1,417	\$1,462	\$1,508
REIT	EB	15.0x	\$1,484	\$1,540	\$1,595	\$1,651	\$1,707	\$1,762	\$1,818
		16.0x	\$1,734	\$1,800	\$1,865	\$1,931	\$1,997	\$2,062	\$2,128

⁽¹⁾ Value Creation equals value from the prior slide less the value of that same income inside of Darden at 9.4x EBITDA, and is therefore net of the "rent subsidy" that Darden currently enjoys

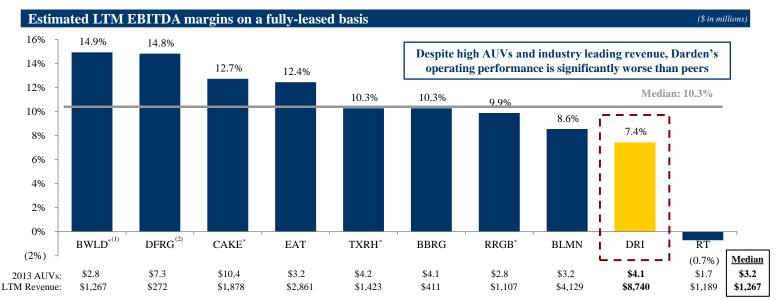
If so much value could be created through a real estate separation, why is management fighting it so hard...

STARBOARD VALU

Management's incentives with regard to the real estate appear to conflict with shareholders'

Management gets a perceived benefit from owning real estate.

- Since Darden owns substantially more real estate than peers, Darden's reported operating expenses are meaningfully understated compared to peers, and Darden's margins are therefore overstated.
- Excluding the rent "subsidy" that Darden currently gets from owning its properties, Darden's operating performance is **substantially below peers**.
 - We believe fully-leased EBITDA is the best metric by which to judge Darden's operating performance, as opposed
 to the earnings generated through site selection and capital investment in real estate.
 - To calculate fully-leased EBITDA, we adjusted Darden and each of its peers' EBITDA assuming that they pay full market rent on every location that is owned or Ground Leased.



...is management addicted to the "subsidy" of free rent?



Note: Assumes \$27.10/rent per square foot for owned properties and \$10.65/rent per square foot for ground leased properties.



If adjusted for franchised stores, assuming a 40% margin on franchised revenue, the median EBITDA margin equals 10.3% and the average equals 9.9%.

* Denotes at leased 20% franchised properties.

⁽¹⁾ BWLD leases the land and building for all sites or utilizes ground leases, but does not specify the number of ground leases: no adjustment has been made. (2) Assumes \$65.00/rent per sq. for single owned property.

The biggest opportunity is an operational turnaround

Stripping out Darden's real estate "subsidy" reveals another large opportunity – an operational turnaround.

- The fully-leased EBITDA analysis reveals a <u>300 basis point margin gap</u> between Darden and peers.
 - There is no structural reason for this underperformance.
 - This is despite higher AUVs and greater scale than peers, both of which should enable Darden to achieve higher than average margins.
- This is the opportunity that first attracted us to Darden, and we will address it in detail prior to the Special Meeting.
 - We believe that this is the opportunity that Darden hired Alvarez & Marsal to analyze.
 - We have been working on a plan to address this opportunity for more than a year.
 - We have spoken to dozens of leading restaurant executives who have guided peers through similar turnaround opportunities and who have identified areas for improvement at Darden.
 - We have retained a highly qualified group of advisors, with expertise directly relevant to Darden's current situation, to assist us in refining our operating plan.
 - We have retained a leading operationally-focused consulting firm to identify additional areas for improvement.
- If Darden can address this opportunity, it can realize value for its real estate and still maintain margins similar to the current reported margin.

If Darden can execute on the operational opportunities that we will discuss prior to the Special Meeting, the potential for value creation is even greater than the value creation available through a real estate separation alone.

Importantly, we believe these operational changes should be made in addition to a real estate transaction, not instead of one.

STARBOARDVALUE

IV. Management's objections are not compelling

Management's objections are not compelling

Although management has objected to spinning off or selling real estate, we believe their arguments are misguided, and that Darden is in fact an ideal candidate to create value through a real estate transaction.

Management's Statement

<u>Our view</u>

Loss of control

- "Significant loss of control"
- Darden can approve the structure of the leases, since they will be de novo
- "Darden and the landlord may have diverging objectives"
- Triple-net leases afford flexibility in regard to remodels, rebranding, etc.
- Peers have no trouble with "control" of leased locations (peers lease the vast majority of locations)

Potential lease liabilities

- "Inhibits ability to easily close or relocate underperforming units"
- Likelihood of needing to close a large number of locations is low
- Cost of potentially paying out lease on a small number of locations at some indefinite point in the future is immaterial compared to value created through a separation, and would in fact merely represent a return of a small portion of the value that shareholders had already received for those properties
- Locations that would lose a substantial amount of money if they had
 to pay market rent should be closed now, and the properties should be sold outright
- Questionable locations could be held back or structured as shorter leases with an option, giving the location time to attempt a turnaround before a decision must be made

If a significant numbers of locations fall into this bucket, that could actually represent upside to our valuation, as it would imply that the rest of the locations are more profitable than we are assuming

The standard arguments against separating the real estate are not compelling.

Management's objections are not compelling (cont'd)

	Management's Statement	<u>Our view</u>
	"Rent burden hurts margins and inhibits flexibility"	■ We view revealing Darden's true operational inefficiencies as an opportunity to begin a turnaround (the first step is admitting there is a problem)
Lower	"Diminished capacity to return	■ Pro forma for our cost savings plan, Darden should be able to achieve margins similar to its current reported margins
margins	capital to shareholders" "No longer insulated from rising	■ Darden needs to look at the total cash flow profile of the real estate and the OpCo, which will be substantially higher given the REIT tax savings
	rent environment"	■ Darden could sign long-term leases with predictable escalators
	■ "Significant friction costs"	■ Significant debt breakage costs are unlikely, as shown by independent experts and demonstrated in section V
	"Likely loss of investment grade rating"	 Ratings downgrade only likely if transaction is poorly structured with the OpCo assuming most/all of the debt
Debt		 In the case of a REIT spin-off, more after-tax cash flow and a debt- friendly structure mean more debt capacity and lower rates
related costs		 In the case of a sale, cash could be used to pay down debt if management desired
	"Reduced access to credit markets"	 Peers lease all or most of their real estate, yet can issue debt at similar yields
	"Sale / leaseback is effectively an expensive form of secured debt financing"	■ While that may be a nice sound-bite, it is simply not true. Management spent <i>shareholders</i> 'money to acquire properties, and leases are not a debt substitute, they are a debt <i>and equity</i> substitute – it is not about increasing leverage, it is about putting the assets in the hands of those who value them the most

None of management's concerns show why a real estate separation is not in the best interests of shareholders.

STARBOARD VALUE

V. Bond covenant analysis

Management has misled shareholders regarding potential debt breakage costs

Management has not supported its claims that a real estate transaction would involve substantial debt breakage costs.

- Management has said that Darden would have to pay \$300-400 million in Make-Whole Payments¹, because a real estate transaction would necessitate refinancing Darden's approximately \$2.5 billion in debt.
 - Management has suggested that these Make-Whole Payments would be required under any potential strategy to realize value for Darden's real estate.

WE DISAGREE

Management has misled shareholders regarding potential debt breakage costs (cont'd)

Management has claimed that a real estate transaction would entail substantial debt breakage costs, but has declined to provide details as to why.

- Management has declined to provide details on why it believes a real estate transaction would necessitate costly Make-Whole Payments on all of Darden's debt.
 - It appears to us that management is looking only at the worst case scenario for a poorly-structured sale or spin-off of all of Darden's real estate under which neither the operating company nor the real estate company would have the optimal capital structure.

<u>Greg Hessler, Bank of America:</u> "Can you highlight just sort of what, <u>specifically</u>, you're seeing in your bond or your debt covenants that would require you to make whole the capital structure?"

Brad Richmond: "We think it's fairly clear in there that <u>to the degree that we would need to pay off</u> <u>those bonds</u>, there are certain provisions that those costs that we would have to incur. So we're fairly certain that those are there, and those are obligations that we would need to fulfill."

- Q3 Earnings Call, March 21, 2013
- But does Darden <u>need</u> to pay off all of the bonds?
 - We don't think so.

Shareholders and analysts alike have been frustrated by management's unsupported claims.

Management has misled shareholders regarding potential debt breakage costs (cont'd)

The Company's statements seem to contradict the findings of leading covenant experts who have examined Darden's bond agreements in detail, as well as the Company's prior statements to bondholders.

• For example, Covenant Review, the leading independent authority on bond and loan covenants, issued a research report dated February 28, 2014 that very clearly states that management's claims may not be accurate.

"Although in some scenarios it is possible that some bonds might have to be redeemed depending on what transaction occurs, we think the Company and even agitating shareholders might be overestimating the likelihood of that occurring."

- Covenant Review, February 28, 2014

- Therefore, for the benefit of shareholders and the Board, we have put together a brief overview of Darden's key bond covenants, as well as explanations of what the potential implications are for various transaction scenarios.
- We have also laid out some of the arguments as to why management's statements regarding Make-Whole Payments are misleading.

Darden's statements regarding debt breakage costs are highly misleading.

An overview of Darden's debt instruments

Darden has approximately \$2.5 billion of long term debt.

• The table below lays out Darden's bonds and the covenants that could impact a real estate transaction.

		Debt Instrument Overview	
Debt Instrument	Principal Amount	Key Covenants	Other Notable Terms
Public Bonds due at various maturities between 2016 and 2037	\$1,900	Sale / LeasebackMergersChange of Control	 No Asset Sales covenant No Transactions with Affiliates covenant No Restricted Payments basket No restriction on unsecured borrowing No Financial covenants
Private Bonds due 2019 and 2024	\$300	Asset SalesTransactions with AffiliatesMergersDebt / CapChange of Control	- No Sale / Leaseback covenant

Source: Company filings

■ The key instruments to focus on are the public bonds, which include 6 separate issues that have substantially the same covenant package.

Most of the <u>theoretical</u> breakage costs would be associated with the public bonds.

An overview of Darden's debt instruments (cont'd)

Darden's debt instruments trade at a wide range of prices and have a variety of Make-Whole prices.

• The table below lays out the key statistics for each of Darden's bonds.

		Debt Ins	trument Ove	rview					
			Principal	Market	Ма	ke-Whole			These costs
Debt Instrument	Maturity	Coupon	Amount	Price	Rate ⁽¹⁾	Price ⁽²⁾	Cost ⁽³⁾		appear high, but the
Public Bonds Senior Unsecured	2/1/2016 10/15/2017 10/15/2021 11/1/2022 8/15/2035 10/15/2037	7.125% 6.200% 4.500% 3.350% 6.000% 6.800%	\$100 \$500 \$400 \$450 \$150 \$300	111.3 113.8 100.5 89.0 101.6 110.8	T + 25bp T + 40bp T + 30bp T + 35bp	111.6 116.1 112.0 104.7 133.3 146.5	\$11.6 \$80.6 \$47.8 \$21.2 \$49.9 \$139.5		likelihood of having to pay them is low
Private Bonds Senior Unsecured Senior Unsecured	8/1/2019 8/1/2024	3.790% 4.520%	\$80 \$220	100.1 95.2	T + 50bp T + 50bp	106.9 111.6	\$5.5 \$25.6	_	These payments are more likely

Source: Bloomberg, Company Filings

the Make-Whole Rate, if the bonds were repaid today, per Bloomberg

- The table above shows the approximate maximum potential payment required to repay each of Darden's bonds, before offsetting tax savings
 - It is important to note that since this is based on a present value calculation, the Make-Whole cost should decline over time and with every coupon payment; further, it would decline significantly if long-term treasury rates rise modestly

Despite management's claims, we believe it is unlikely that Darden would need to pay the Make-Whole Payments for the public bonds in the table above.

STARBOARD VALUE

⁽¹⁾ T = the appropriate Treasury rate for the maturity of each bond

⁽²⁾ Calculated as the present value of the principal and interest payments on \$100 of face value discounted at

⁽³⁾ Calculated as the premium to face value if the entire issue is repaid today at the Make-Whole Price

An overview of Darden's key covenants – private bonds

The covenants on the private bonds are more restrictive, but the Make-Whole Payments are modest.

	Private Bonds - Key Covenant Overview					
Covenant	Triggering Event	Implications	Our View			
Asset Sales	Disposition of >30% of Consolidated Total Assets in any 1 <i>fiscal</i>	Event of Default, most easily cured through repayment of the bonds at a Make-Whole Amount	- May be difficult to avoid in a outright sale of the entire real estate portfolio to 1 party in 1 transaction			
	year in a transaction that does not also		- Borderline if only the fee simple properties are sold			
	trigger the Mergers covenant		 Unlikely to be triggered if the real estate is sold over time in multiple transactions, or if a sale to a single party can be split into 2 transactions that occur in different fiscal years 			
			- Would not be triggered in a REIT spin-off that triggered the Mergers covenant			
			- In a worst case, the total Make-Whole Payments on the private bonds would only be ~\$30 million, before offsetting tax savings			
Mergers	Transfer of Darden's assets "substantially as	Debt becomes an obligation of the entity to which assets were	- There are numerous ways to avoid triggering this covenant			
	an entirety"	transferred	- Even if triggered, the consequences are not necessarily adverse			
Change of Control	50% Ownership and Continuing Directors	Bonds are puttable at 101% of par	- Not relevant to any of the real estate scenarios			
	tests		- Even if it were triggered, cost is immaterial			
Transactions with Affiliates	Transactions with affiliates not in the	Event of Default, most easily cured through repayment of the bonds at a	- Difficult to avoid in a certain REIT spin-off scenarios			
	ordinary course	Make-Whole Amount	- Questionable in a sale, depending on timing / structure			
Debt / Cap	Maximum Debt / Cap ratio of 85%	Event of Default, cured through compliance or repayment of the bonds	- Unlikely to be triggered if the appropriate amount of debt is left with the OpCo			

Source: Company filings

In a worst case, Darden would be require to make approximately \$30 million of Make-Whole

Payments on the private bonds.

STARBOARD VALUE®

Private bonds

The private bonds are not an obstacle to value creation.

- In the worst case, it would cost only approximately \$30 million to Make-Whole the private bonds.
 - This cost would be tax-deductible, so the net cost is closer to \$20 million.
- We don't believe the private bonds will need to be repaid in every scenario...
- ...But, for the sake of argument, let us assume the private bonds need to be repaid. Is this a reason not to pursue a real estate transaction?

Value Creation Even if Private Bonds are Made Whole						
Low						
Potential Real Estate Value Creation (discussed earlier)	\$1.00 bn	-	\$1.60 bn			
Less: Worst case cost to Make-Whole private bonds (1)	(\$0.02 bn)		(\$0.02 bn)			
Net Value Creation	\$0.98 bn	-	\$1.58 bn			

(1) Net of offsetting tax savings

Clearly, the private bonds are not an issue.

Now let's focus on the public bonds.

An overview of Darden's key covenants – public bonds

The covenants on the public bonds have only limited restrictions, and we believe they would not prevent a real estate transaction.

■ The table below lays out the key covenants for Darden's public bonds.

	Public Bonds - Key Covenant Overview					
Covenant	Triggering Event	Implications	Our View			
Mergers	Transfer of Darden's assets "substantially as an entirety"	Debt becomes an obligation of the entity to which assets were transferred	- There are numerous ways to avoid triggering this covenant - Even if triggered, the consequences may not be adverse, as the real estate could support substantial debt and both equity holders and bondholders may be better off if some or all of the bonds "travel" with the real estate			
Change of Control	Transfer of Darden's assets "substantially as an entirety" together with a "below investment grade rating event"	Bonds are puttable at 101% of par	- We believe our plan would improve Darden's credit profile, so a rating event is unlikely			
Sale / Leaseback	Sale / leasebacks greater than 10% of Consolidated Net Tangible Assets, or approx. \$462m	Proceeds above this amount must be used to repay long-term debt generally; if the public bonds are repaid in this scenario, the price would be a Make-Whole Amount that could be substantially above par	 There are several ways to avoid triggering the Sale / Leaseback covenant, even in a complete real estate separation, as discussed in the pages that follow Darden would have discretion in choosing which long-term debt instruments to repay first, given that the make-whole prices vary substantially between bonds, and new long-term debt that Darden issues may not have Make-Whole Payments (e.g., the \$500 million outstanding on the '17s would cost \$81 million to Make-Whole, but the \$450 million outstanding on the '22s would cost just \$21 million' 			

Source: Company filings

Public bonds: "substantially as an entirety" – Mergers Covenant

Management appears to be citing the wrong covenants when discussing breakage costs.

- Management has repeatedly told shareholders that any real estate transaction would necessitate costly Make-Whole Payments on Darden's debt because the real estate constitutes "all or substantially all" of Darden's assets.
 - First, a full REIT spin might not in fact constitute a transfer of Darden's assets "substantially as an entirety," which is the technical test.
 - Second, and more importantly, a transfer of assets "substantially as an entirety" does not trigger Make-Whole
 Payments.
 - <u>Instead, it triggers the "Mergers" covenant, which stipulates that the debt will become an obligation of the spin-off, rather than the parent company.</u>
 - This simply means that the public bonds would "travel" with the real estate, which is not necessarily an adverse consequence, as the real estate is capable of supporting substantial debt.
 - As shown in detail in Section VI, at the average leverage ratio of triple-net lease peers, a Darden REIT could support virtually all of the public bonds.

REIT Debt Capacity			
Darden REIT EBITDA ⁽¹⁾	\$281		Compares to \$1.9bn
REIT Peer Average Leverage	6.4x		outstanding public bond
Debt Capacity	\$1,798	4	
(1) Midpoint of our estimated range			

Management is either confused regarding Darden's covenants or is misleading shareholders.

Public bonds: "substantially as an entirety" – Mergers Covenant

The independent Covenant Review report provides convincing support for our position on the Mergers covenant.

- Even if management argues that the Company's real estate does in fact constitute Darden's assets "substantially as an entirety", a real estate separation would not necessarily cause a violation of the Mergers covenant.
 - For example, rather than spinning off the REIT, the OpCo could be spun off instead.
 - Alternatively, "the Company could create a REIT spin-off that holds most but not all of the real estate assets."
- Again, it is important to note that the consequences of triggering the Mergers covenant is <u>not</u> a Make-Whole Payment, but merely that the debt will travel with the spin-off assets that constitute "substantially as an entirety."

We do not believe that the Mergers covenant in either the public or private bonds is a material concern for shareholders.

Public bonds: "substantially as an entirety" – Mergers Covenant

The Mergers and Change of Control covenants are not obstacles to value creation.

- As demonstrated earlier, if the Mergers covenant is triggered, the cost is minimal.
 - There are no Make-Wholes in this scenario.
 - The REIT could support all of the public bonds.

Value Creation Even if Private Bonds Made Whole and Me	ergers Triggere	d on Pu	blic Bonds
	Low		High
Potential Real Estate Value Creation (discussed earlier)	\$1.00 bn	-	\$1.60 bn
Less: Worst case cost to Make-Whole private bonds (1)	(\$0.02 bn)		(\$0.02 bn)
Less: Cost if debt "travels" with spin per Mergers covenant	\$0.00 bn		\$0.00 bn
Net Value Creation	\$0.98 bn	-	\$1.58 bn

(1) Net of offsetting tax savings

Clearly the Mergers covenant is not an issue.

Now let's focus on the Change of Control covenant.

Public bonds: "substantially as an entirety" - Change of Control

Management appears to be citing the wrong covenants when discussing breakage costs (cont'd).

- Further, management has also supposedly told certain shareholders and analysts that a real estate transaction would trigger "change of control payments."
 - This argument again assumes that a full REIT spin would be a transfer of "all or substantially all of the properties
 or assets of the Company."
 - It also assumes that a "below investment grade rating event" would happen, which we also do not believe would happen in a well-structured transaction.
 - And a "Change of Control Triggering Event", if it were to occur, <u>would not trigger Make-Whole Payments</u>, but would instead require Darden to offer to redeem the notes at 101% of par, <u>which would cost only approximately \$19 million</u> above face value if all of the bonds were put.
 - Since many of the bonds currently trade above 101%, it is unlikely that all of them would put at 101%.
- Even if they did, this is not necessarily an adverse consequence, as we believe that, post-separation, both the REIT and the OpCo could refinance at attractive rates.
 - For example, in Section VI we outline several potential capital structures for the REIT and OpCo and demonstrate that in conservative cases Darden could save tens of millions of dollars annually in interest expense, easily repaying the \$19 million in Change of Control costs in year 1.

	Illustra	tive Cost of Debt		
	Current	Re	eal Estate Separatio	n
	Darden ⁽¹⁾	OpCo ⁽²⁾	REIT ⁽²⁾	Blended
Debt	\$2,551	\$1,262	\$1,288	\$2,551
Weighted Avg. Int. Rate	5.2%	3.1%	4.3%	3.7%
Interest Payments	\$133	\$39	\$55	\$95

Annual Interest Savings	\$38
Interest Rate Reduction	150bp

Source: Bloomberg, CapitalIQ, Company Filings

- (1) Based on LTM reported numbers
- (2) In order to be conservative, interest rates are assumed to be 20% higher than Brinker and NNN, respectively

Management is either confused regarding Darden's covenants or is misleading shareholders.



Public bonds: "substantially as an entirety" – Change of Control

The Mergers and Change of Control covenants are not obstacles to value creation.

- As a reminder, a Change of Control put requires <u>both</u> a transfer of Darden's assets "substantially as an entirety" <u>and</u> a "below investment grade rating event" we don't think <u>either</u> of these is likely...
- ...But, for the sake of argument, let us assume a Change of Control event is triggered. Is this a reason not to pursue a real estate transaction?
- Worst case the bonds are put at 101%, but:
 - We don't believe all of the bonds would put at 101%, since many of them trade above 101% and with the right capital structure would continue to do so.
 - Even if it is an issue, the cost is just \$19 million, before offsetting tax savings.
 - We would view puts at 101% as an opportunity to refinance both the REIT and the OpCo at attractive rates.

Value Creation Even if Private Bonds are Made Whole <i>and</i> Public Bonds are put at 101%					
	Low		High		
Potential Real Estate Value Creation (discussed earlier)	\$1.00 bn	-	\$1.60 bn		
Less: Worst case cost to Make-Whole private bonds (1)	(\$0.02 bn)		(\$0.02 bn)		
Less: Worst case cost to repay public bonds @ 101% (1)	(\$0.01 bn)		(\$0.01 bn)		
Net Value Creation	\$0.97 bn	-	\$1.57 bn		

⁽¹⁾ Net of offsetting tax savings

Clearly the "substantially as an entirety test" for either the Mergers or the Change of Control covenants is not an issue.

Now let's focus on the Sale / Leaseback covenant.



Public bonds – Sale / Leaseback covenant

Management's current stance contradicts their prior written statements to bondholders.

- Management is on record as stating that its bond covenants do not apply to subsidiaries that are not structured as corporations such as trusts and therefore according to Darden itself any real estate that is in Darden's existing internal REIT or a new REIT subsidiary created by Darden "would not be subject to any of the restrictive covenants."
 - Management expressed this view as recently as October 2012 in the Company's final prospectus supplement for its Senior Notes due 2022 (public bonds).

"These covenants apply to Darden and to certain of its subsidiaries but do not apply to Darden's subsidiaries that are not corporations."

- Final Prospectus Supplement to Darden Restaurants, Inc. 3.350% Senior Notes due 2022, October 1, 2012
- We believe that a substantial portion of Darden's real estate is already in subsidiaries that are structured as trusts.
- Further, the definition of an Unrestricted Subsidiary includes any subsidiary "the principal business of which consists of the owning, leasing, dealing in or development of real property."

Covenant Review found that "there is <u>no apparent</u> <u>limit on contributing assets to a subsidiary that</u> would be an Unrestricted Subsidiary."

"Accordingly, Darden can contribute its real estate assets to a new subsidiary and designate that subsidiary as an Unrestricted Subsidiary. That Unrestricted Subsidiary could then sell and lease back its real estate portfolio, without having to repay debt."

- Covenant Review, February 28, 2014

Darden could easily avoid the Sale / Leaseback covenant.

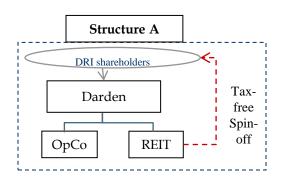
Management has either forgotten about its prior written statements or is misleading shareholders.

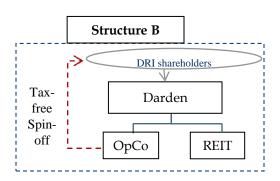


Public bonds – Sale / Leaseback covenant

The are multiple avenues to avoid the Sale / Leaseback covenant.

- First, as discussed earlier, according to management's own written interpretation, the covenants **do not apply** to subsidiaries that are structured as trusts (and trusts currently hold real estate or real estate could be contributed to trusts).
- Second, they **do not apply** to subsidiaries "the principal business of which consists of the owning, leasing, dealing in or development of real property," one would think a REIT fits this definition.
- Third, even if the covenants are deemed to apply to all of Darden's subsidiaries, **Darden could also avoid the Sale / Leaseback covenant by converting the parent company into a REIT and spinning the OpCo** off to shareholders.





- This should avoid triggering the covenant, because Darden as the REIT "will not have sold or transferred any of their properties, and **there is no restriction on leasing those properties.**"
- In addition, even if the REIT is spun off rather than the OpCo and the covenants are deemed to apply to the subsidiaries that hold real estate, this may not constitute a sale-leaseback, as there may be no "sale" transaction.

There are multiple avenues to avoid triggering Make-Whole Payments.

Public bonds – Sale / Leaseback covenant

We do not believe the Sale / Leaseback covenant is an obstacle to value creation.

- In a worst case, the headline cost to Make-Whole all of the public bonds is approximately \$350.
 - Net of offsetting tax savings, the cost would really be approximately \$230 million.
- As discussed above, we do not believe it is likely that the Sale / Leaseback covenant would be triggered...
- ...But, for the sake of argument, let us assume it is triggered. Is this a reason not to pursue a real estate transaction?
 - First, as discussed on slide 47, Darden can do approximately \$460 million of sale / leasebacks before the requirement to repay debt even kicks in, and even then Darden has significant flexibility in choosing what debt instruments to repay, including, potentially, new long-term debt that does not have expensive Make-Wholes.
 - Therefore it is really only in the case of a near-term sale of virtually the entire portfolio that one might expect Darden to Make-Whole all of the public bonds.
 - Second, as discussed earlier, refinancing all of the bonds would be an opportunity for Darden to save tens of millions of dollars in annual interest expense, potentially more than offsetting the Make-Whole costs on a present value basis.

Value Creation Even if Private Bonds and Public Bonds are Made Whole						
	Low		High			
Potential Real Estate Value Creation (discussed earlier)	\$1.00 bn	-	\$1.60 bn			
Less: Worst case cost to Make-Whole private bonds (1)	(\$0.02 bn)		(\$0.02 bn)			
Less: Worst case cost to Make-Whole public bonds (1)	(\$0.23 bn)		(\$0.23 bn)			
Net Value Creation	\$0.75 bn	-	\$1.35 bn			

(1) Net of offsetting tax savings

Even in a worst case, we believe a real estate separation still makes sense...

...But, we believe the worst case can easily be avoided. STARBOARD VALUE



Refinancing Costs

We do not believe that a real estate separation would negatively impact Darden's cost of debt.

- Apart from the question of Make-Whole payments, management has tried to argue against a real estate separation by telling shareholders that Darden would face a higher pro forma cost of debt following a REIT spin-off.
- We believe this is unlikely, if properly structured.
 - Management appears to be assuming that the REIT is spun off and capitalized entirely with equity, while the OpCo is left to shoulder the entire debt burden we have not proposed this structure, nor, to our knowledge, has anyone else.
 - In fact, most REITs support substantial leverage and pay lower rates than similarly-capitalized operating companies.
 - Between the additional cash flow available through the REIT structure and the ability of REITs to support
 meaningful leverage, we believe that following a well-structured spin-off there is no reason the OpCo could not
 remain investment grade and that the blended cost of debt of the two companies would be lower than Darden's
 current cost of debt.

	Illust	rative Cost of Debt			
	Current	R	eal Estate Separatio	n	
	Darden ⁽¹⁾	OpCo ⁽²⁾	REIT ⁽²⁾	Blended	
Debt	\$2,551	\$1,262	\$1,288	\$2,551	
Weighted Avg. Int. Rate	5.2%	3.1%	4.3%	3.7%	
Interest Payments	\$133	\$39	\$55	\$95	
Annual Interest Savings		\$38		See de	etailed structuring
nterest Rate Reduction		150bp		analys	is in Section VI for
Source: Bloomberg, CapitalIQ, Company Filings (1) Based on LTM reported numbers					lanation of each of assumptions.

• On a present value basis, this lower cost of debt could more than offset the cost of Make-Whole Payments in the unlikely event that they were required; certainly, the cost of Make-Wholes on the private bonds could be recouped in year 1.

Conclusion

While there are several options to structure a value enhancing real estate transaction with minimal debt breakage costs, we believe that intelligent alternatives are available to provide both bondholders and equity holders with mutually beneficial options.

■ These alternatives should result in the Company accomplishing its business objectives with minimal cost, while also improving the credit profile of bondholders' investments.

We believe a real estate transaction could benefit both equity holders and bondholders.

VI. Transaction scenarios

Value creation scenarios

We believe there are a number of highly attractive alternatives to realize value from Darden's real estate.

1 Outright Sale

- The real estate could be sold in one transaction, or spread over time to ensure the best buyer is found for each property.
- This option is simple and could be executed quickly, but it could generate significant tax leakage (however, if
 there are buyers that would pay a premium price for the portfolio or certain properties, this could still create
 substantial value, net of taxes).
- **2 REIT Spin-off** (could be structured as a REIT or an OpCo spin-off)
 - This would be more complicated than a sale, but it would be tax-free, so even if the REIT trades at a discount to other public triple-net REITs, it would still create substantial value for Darden shareholders.
 - A REIT could include all of Darden's owned real estate, only the Fee Simple properties, or some combination.

3 Tax-efficient Sale or Merger

- Darden could merge its real estate with a publicly-traded or private REIT, with the interest ultimately spun off to shareholders.
- There are a number of ways to accomplish this on a tax-free basis.
- We believe there are REITs interested in discussing such a transaction with Darden.
- Darden shareholders would get immediate diversification and an established REIT management team.
- In each of these scenarios, we believe there are ways to structure a transaction with minimal-to-no debt breakage costs, as explained in Section V.
 - In order to further clarify this point for shareholders, we have included sample transaction structures for each business scenario.

Scenario 1: Outright Sale

The simplest option for Darden would be an outright sale of the entire real estate portfolio, either to one buyer or many.

- The real estate could be sold in one transaction, or spread over time to ensure the best buyer is found for each property.
 - Certain buyers will pay a premium for premium locations, while others are primarily focused on "fixer-uppers" in need of repositioning / redevelopment that a premium buyer may not want.
 - Certain publicly traded REITs will not be interested in the Ground Leased portion of the portfolio, but there are
 other buyers for those assets.
 - Many properties could be sold for higher prices, over time, in the 1031 "like kind" exchange market.
 - Darden could reduce the present value of tax payments by focusing first on properties with a higher tax basis.
- This strategy could generate sizable tax leakage; however, it should be fully explored, along with other alternatives, as there may be buyers willing to pay a premium price for the entire portfolio.
 - There will almost certainly be buyers willing to pay a premium for certain pieces.
 - It should be relatively easy to execute, given that the markets for \$2-4 million properties and for portfolios of up to several hundred million dollars are both very liquid.

An outright sale is simple and creates value, but may not yield the highest ultimate value for shareholders.

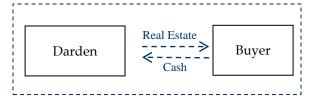
However, sales of certain properties combined with another option for the bulk of the portfolio could maximize value.

Scenario 1: Outright Sale (cont'd)

There are several ways to structure outright sales to minimize friction costs.

Outright Sale to 1 Party

 Darden sells the real estate to 1 buyer in 1 transaction for cash

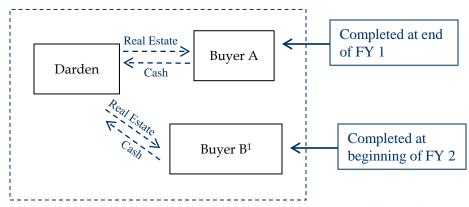


- Likely to trip Asset Sales covenant on the private bonds if ALL of the real estate is included
- Borderline if only the Fee Simple real estate is included
- Potential Make-Whole Payments on the private bonds are \$30 million
- Numerous avenues to avoid Sale / Leaseback covenant

Expected Make-Wholes: \$30 million

Multiple Sale Transactions

■ Darden sells the real estate in multiple transactions over time



- Would not trip Asset Sales covenant if sales occur in different fiscal years
- Could trip Transactions with Affiliates covenant if leases are signed before properties are transferred (\$30 million potential Make-Whole)

Expected Make-Wholes: \$0-30 million

There is significant flexibility in structuring asset sales to avoid tripping covenants.



Scenario 2: REIT Spin-off

Substantial value could be created by spinning off Darden's properties into a new REIT.

- There are recent examples of highly successful REIT spin-offs, such as Penn Gaming (tax-free) and Sabra Health Care (taxable spin-off of OpCo).
- The historical example of AMC Entertainment's spin of a substantial portion of its owned properties to Entertainment Properties Trust provides a clear roadmap.
 - Now called EPR Properties, one of the comparable publicly traded REITs identified by both Green Street and Darden¹, Entertainment Properties Trust began trading in 1997 with AMC accounting for 100% of rental income.
 - EPR initially traded at approximately 13.5x EBITDA, which was approximately in-line with REIT peers at the time.²
- Although the transaction structure was different, Spirit Realty's acquisition of ShopKo's real estate and subsequent IPO provides another strong example.
 - Spirit actually acquired ShopKo and then spun the OpCo off to a private equity group.
- While we recognize that there are currently no public REITs exactly like a Darden REIT, and it may trade at a discount to other triple-net lease REITs (we very conservatively have assumed a 15-25% discount), it would still likely trade at a substantial premium to where Darden currently trades.
- As demonstrated in Section III, with almost any reasonable range of valuation assumptions, a REIT spin-off creates value for Darden shareholders.

A REIT spin-off is an attractive alternative.



Based on conversations with REIT investors and sell-side analysts, we believe a Darden REIT would have a number of attractive characteristics.

- It would already be at scale at the time of the spin-off.
- Despite initially having just one "corporate" tenant (or two, if SRG is spun off), it would have excellent geographic diversity, with more than a thousand stores under three primary concepts.
 - Tenant diversity is an important valuation consideration primarily because of its implications for the risk associated with a REIT's cash flow stream although a Darden REIT may be less diverse, its cash flows would arguably be less risky than most publicly traded REITs.
 - If properly structured, Darden should remain an investment grade tenant; a triple-net lease REIT with 100% investment grade tenants would compare very favorably to the peer group average of 43%.
- Since new leases could be signed prior to the spin-off, the average lease life would likely be better than most publicly traded triple-net lease REITs.

With a strong management team, a Darden REIT could develop a credible plan to grow and diversify over time through acquisitions and development agreements to become a premier retail and restaurant focused REIT.

Governance and Asset Value Premiums (1)

- It could be structured according to governance best practices, which is an important valuation consideration for REIT investors.
 - A positive governance score from Green Street could have a direct impact on valuation.

-3% **mit** So

Source: Green Street Advisors

-2.8%

Below Avg

Score

We believe a Darden REIT would have numerous positive factors that should limit the discount at which it might trade.

Above Avg

A spin-off could be accomplished in a number of ways.

- Darden could spin off either the full real estate portfolio or only the Fee Simple properties; or, conversely, Darden could **(A)** spin off the OpCo and convert Darden itself into a REIT.
 - A REIT consisting only of the Fee Simple properties would be smaller, but would likely trade at a higher valuation and would be easier to diversify over time since acquisitions would be larger relative to the starting portfolio.
 - Ground Leased properties could be sold separately, or kept, increasing the earnings of the OpCo.
 - Ideally, Ground Leased properties should be segmented into those with long remaining lease terms, which would be appropriate to include in a REIT, and those close to expiration, which should be held back.
 - Most likely, the vast majority of the Ground Lease value is in the portion of properties where Darden has the ability to control the property for more than 20 years.
- The REIT could be spun off directly to shareholders, or Darden could initially IPO up to 20% of the REIT and spin its B ownership to shareholders at a later stage.
 - The IPO would be an offering of primary shares, with all of the capital going into the REIT, and thus would not be taxable.
 - The IPO could help build a shareholder base for the new REIT, and the new capital could be used to accelerate the REIT's M&A program and ensure both companies are properly capitalized.
 - It is worth noting that REIT IPOs are generally done at a discount to NAV.
 - Darden would need to distribute its ownership to shareholders before they can realize the full tax benefits of the REIT structure.
- An experienced REIT management team could act as an anchor investor, putting in their own capital in exchange for a minority interest in the REIT and agreeing to manage it on either an internal or external basis.
 - This would bring both capital that could be used to grow and diversify and a team with a successful track record.

Either a full or partial real estate spin-off could create substantial value.

The valuation uses a multiple range that is a discount of 15-25% to the LTM multiples of the triple-net REIT peer group in the case of a full REIT spin-off, and a slightly smaller discount in the case of a fee-simple only REIT, given that the income would be of somewhat higher quality and the path to diversification would be shorter.

Full REIT Spin-o	ut		
	Low	High	
Total Rental Income	\$289	\$324	- 1557F
Less: SG&A	(\$23)	(\$26)	Expected REIT market
EBITDA	\$266	\$298	value
EBITDA Multiple	13.7x	15.5x	
Enterprise Value	\$3,636	\$4,617	
ess: Value of Properties Inside Darden ⁽¹⁾	(\$2,633)	(\$2,962)	Value of "rent subsidy" to
ess: Debt Breakage Costs ⁽²⁾	(\$20)	\$0	Darden
ess: Estimated Transaction Costs ⁽³⁾	(\$49)	(\$81)	
let Value Creation	\$934	\$1,574	The difference between the
Value Creation per Darden Share	\$7.12	\$11.99	
			enterprise value of the
Fee-simple Only F	REIT		REIT and the value of the
	Low	High	"rent subsidy" is the
Fee Simple Rental Income	\$219	\$244	notential value creation
Less: SG&A	(\$18)	(\$19)	potential varue election
BITDA	\$201	\$224	
EBITDA Multiple	15.0x	16.0x	
•	15.0x \$3,021	16.0x \$3,588	In the low case, a Fee
interprise Value	\$3,021	\$3,588	Cimple DEIT anatos as
ess: Value of Properties Inside Darden ⁽³⁾	\$3,021 (\$1,972)	\$3,588 (\$2,207)	Simple REIT creates as
ess: Value of Properties Inside Darden ⁽³⁾ ess: Debt Breakage Costs ⁽²⁾	\$3,021 (\$1,972) (\$20)	\$3,588 (\$2,207) \$0	Simple REIT creates as much value as a full REIT
EBITDA Multiple Enterprise Value Less: Value of Properties Inside Darden ⁽³⁾ Less: Debt Breakage Costs ⁽²⁾ Less: Estimated Transaction Costs ⁽²⁾ Net Value Creation	\$3,021 (\$1,972)	\$3,588 (\$2,207)	Cimple DEIT anatos as

⁽¹⁾ See valuation on slide 32

⁽³⁾ Low case assumes Make-Whole Payments on the private bonds, net of taxes

⁽³⁾ Based on management's March 3rd Investor Presentation, net of taxes

^{(4) 9.4}x Fee Simple Rental Income less \$10 million in real estate costs at Darden

The pro forma capital structure of the REIT and OpCo are important considerations.

Most triple-net lease REITs support substantial leverage and generally pay relatively low interest rates.

	Debt /	Debt /	Credit	Repre	esentativ Debt Instrument
Company	LTM EBITDA	Сар	Rating	Yield ⁽¹⁾	Debt Instrument ⁽²⁾
Agree Realty Corp.	4.5x	35%	N/A	L + 165	Term Loan due 2020
American Realty Capital Properties, Inc.	n.m.	67%	BBB-	3.0%	Sr. Unsecured Notes due 2019
Chambers Street Properties	9.1x	49%	BBB-	L + 165	Term Loan due 2019
EPR Properties	5.1x	47%	BB	4.4%	Sr. Unsecured Notes due 2020
Getty Realty Corp.	3.2x	28%	N/A	6.0%	Term Loan due 2021
Gladstone Commercial Corp.	9.5x	73%	N/A	L + 165	Revolver
Lexington Realty Trust	6.5x	57%	BB+	4.5%	Sr. Unsecured Notes due 2023
National Retail Properties, Inc.	4.6x	36%	BBB	3.6%	Sr. Unsecured Notes due 2021
Realty Income Corporation	6.1x	43%	BBB+	2.9%	Sr. Unsecured Notes due 2019
Select Income REIT	4.1x	32%	N/A	L + 155	Term Loan due 2017
Spirit Realty Capital, Inc.	10.9x	55%	BB-	N/A	N / A
W. P. Carey Inc.	6.6x	49%	BBB	4.6%	Sr. Unsecured Notes due 2024
Mean	6.4x	48%		4.1%	
Median	6.1x	48%		4.4%	

Source: CapitalIQ; Bloomberg

At the average leverage ratio of the triple-net REIT peer group (6.4x), a Darden REIT could support approximately \$1.8 billion of debt, or nearly all of the principal outstanding on all of Darden's public bonds.

REIT Debt Capacity				
Darden REIT EBITDA ⁽¹⁾	\$281			
REIT Peer Average Leverage	6.4x			
Debt Capacity	\$1,798			

⁽¹⁾ Midpoint of our estimated range

Just as a dollar of real estate income, in a real estate ownership structure, is more valuable than a dollar of restaurant operating income, a dollar of real estate income, in a real estate ownership structure, is easier to finance than a dollar of restaurant operating income.

⁽¹⁾ Average only for instruments with a fixed rate, not premiums to LIBOR

⁽²⁾ If available a senior unsecured note with approximately 5 years remaining was used; if not, the next closest instrument was used

The pro forma capital structure of the REIT and OpCo are important considerations (cont'd).

If, for example, the REIT assumed all of the public bonds, the OpCo would only need to support approximately \$750 million in debt, or a very conservative 1.0x EBITDA, *before any of our recommend cost savings*.

Illustrative OpCo Debt	
Current Darden Net Debt	\$2,551
Less: REIT Debt Capacity	(\$1,799)
OpCo Debt	\$752
OpCo EBITDA before Cost savings ⁽¹⁾	\$742
Opco Net Debt / EBITDA	1.0x

- This leverage ratio would compare favorably to OpCo competitors such as Brinker and Bloomin', who are levered more than 2x and do not own substantial real estate, yet are still able to issue debt at relatively attractive yields.

	Debt /	Debt /	S&P	Repre	sentative Debt Instrument
Company	LTM EBITDA	Сар	Rating	Yield	Debt Instrument ⁽¹⁾
Brinker International, Inc.	2.0x	87%	BBB-	2.6%	Sr. Unsecured Notes due 2018
Bloomin' Brands, Inc. Illustrative Darden OpCo ⁽²⁾	3.5x 1.0-1.5x	74%	BB-	L + 250	Term Loan due 2019
Source: CapitalIQ; Bloomberg					

⁽¹⁾ If available a senior unsecured note with approximately 5 years remaining was used; if not, the next closest instrument was used (2) See slide 70 for the assumptions behind this illustrative capital structure

• With just 1x leverage, or likely much lower after costs savings, there is no reason the OpCo could not maintain an investment grade rating.

Between the additional cash flows available through the tax-advantaged REIT structure and the REIT's ability to support debt, we see no reason why the OpCo could not retain its investment grade rating.



The pro forma capital structure of the REIT and OpCo are important considerations (cont'd).

• After cost savings, we believe the OpCo could easily support more than \$750 million in debt, and that there are various combinations that would capitalize both the OpCo and the REIT conservatively.

Illustrative Op	Co Debt Ca	pacity			
2015E Consensus EBITDA	\$1,048	\$1,048	\$1,048	\$1,048	
Plus: Illustrative Cost Reductions	\$100	\$100	\$200	\$300	
EBITDA After Cost Reductions	\$1,148	\$1,148	\$1,248	\$1,348	
Less: Additional Rent Paid to REIT	(\$306)	(\$306)	(\$306)	(\$306)	
Pro Forma OpCo EBITDA	\$842	\$842	\$942	\$1,042	
Target Leverage Ratio	1.0x	1.5x	1.5x	1.5x	Realistic case for bo
OpCo Debt Capacity	\$842	/ \$1,262 \	\$1,412	\$1,562	companies, even wi
Required Debt on REIT REIT Leverage Ratio	\$1,709 <i>6.1x</i>	\$1,288 4.6x	\$1,138 4.0x	\$988 3.5x	limited cost savings

- As an example, at the low end of the illustrative cost savings range, Darden could capitalize the OpCo with 1.5x leverage (better than Brinker or Bloomin', at 2.0x and 3.5x, respectively) and the REIT at 4.6x (less than peer average of 6.4x).
 - As a reference, leverage of 4.6x EBITDA matches the capital structure of National Retail Properties ("NNN"), who is probably the closest comparable to a Darden REIT given their similar size and retail focus.
 - NNN is BBB rated and a representative NNN bond with 7 years remaining currently yields just 3.6%.

There are a variety of capital structures that could work well for both the REIT and the OpCo.

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The pro forma capital structure of the REIT and OpCo are important considerations (cont'd).

- Under a hypothetical capital structure based on NNN's, Darden should actually be able to lower its total cost of debt meaningfully and maintain an investment grade credit rating for both the OpCo and the REIT, if desired.
 - In order to be conservative, interest rates are assumed to be 20% higher than Brinker and NNN, respectively.

Illustrative Cost of Debt				
	Current	Re	eal Estate Separatio	n
	Darden ⁽¹⁾	OpCo ⁽²⁾	REIT ⁽²⁾	Blended
Debt	\$2,551	\$1,262	\$1,288	\$2,551
Weighted Avg. Int. Rate	5.2%	3.1%	4.3%	3.7%
Interest Payments	\$133	\$39	\$55	\$95

Annual Interest Savings	\$38
Interest Rate Reduction	150bp

Source: Bloomberg, CapitalIQ, Company Filings

- With this capital structure, Darden could save approximately \$40 million in annual interest costs.
- Again, although we do not believe a transaction would require Darden to pay Make-Whole Payments on its public bonds, even if Darden were to refinance its entire capital structure and pay Make-Whole Payments on all of its bonds, \$40 million in *annual* savings from a better capital structure should more than offset \$300-400 million in *one-time* Make-Whole Payments when looked at on a present value basis¹.

We believe properly capitalizing both the REIT and the OpCo could yield substantial savings.



⁽¹⁾ Based on LTM reported numbers

⁽²⁾ In order to be conservative, interest rates are assumed to be 20% higher than Brinker and NNN, respectively. Both the REIT and the OpCo would be expected to issue a variety of debt instruments at different maturities and with different rates, but we think our methodology provides a conservative estimate of the average rate

A REIT spin-off should enhance Darden's ability to support its dividend.

- Since REITs generally pay substantial dividends, it is critical to look at the combined dividend payouts of the REIT and the OpCo following a spin-off.
- Because REITs have tax advantages, the combined cash flows of the REIT and the OpCo will in almost any conceivable case be higher than the cash flows of Darden as it is structured now.
- In our illustrative case, even with no cost savings, the combined companies could pay the same total dividends while reducing the OpCo's payout ratio from 91% to 59%.
- To the extent we are able to implement cost reductions at the OpCo, the dividend could be increased substantially.
 - For every \$100 million of cost reductions, the dividend could be increased by 15-20%¹ or the payout ratio could be reduced by a similar amount.

Illustrative Dividend Payments				
	Current	Real Estate S	Separation (before	cost cuts)
	Darden ⁽¹⁾	ОрСо	REIT	Total
EBITDA	\$1,048	\$742	\$282	\$1,023
Less: D&A ⁽²⁾	(\$444)	(\$368)	(\$77)	(\$444)
Less: Interest	(\$125)	(\$39)	(\$55)	(\$95)
Pre-tax Income	\$479	\$334	\$150	\$484
Income Taxes ⁽³⁾	(\$103)	(\$84)	<u>n.m.</u>	(\$84)
Net Income	\$376	\$251	\$150	\$401
Plus: D&A	\$444	\$368	\$77	\$444
Less: Capex ⁽⁴⁾	(\$504)	(\$474)	n.m	(\$474)
Cash Flow	\$317	\$145	\$226	\$371
Dividend Payout Ratio (5)	91%	59%	90%	78%
Dividend Payments	\$290	\$86	\$204	\$290

- (1) FY '15 Consensus figures, per Bloomberg; assumes no change in working capital
- (2) Assumes REIT D&A is 25% of rental income, consistent with NNN, and remaining D&A is for the OpCo's equipment, improvements and field/corporate level assets (e.g., the headquarters, planes, etc.)
- (3) Implied Consensus tax rate is 21%; 25% used for OpCo, to be conservative and account for loss of state tax shields
- (4) Assumed to be slightly lower, since Darden will not purchase the land & buildings for new stores
- (5) When management talks about a target payout ratio for Red Lobster, it is not clear whether they are referring to a % of cash flow or of net income, but we believe cash flow is the more relevant metric
- If a less conservative capital structure is chosen for the OpCo, the combined cash flow available for dividend payments would be even higher, since a higher percentage of the combined interest expense would be tax deductible.

The dividend argument works in favor of a REIT spin-off.



A REIT with our hypothetic capital structure should be a very attractive investment for real estate investors when measured on an FFO yield or dividend basis.

The table below illustrates the FFO yield and dividend yield that an investor in a Darden REIT would receive, assuming the REIT trades with the enterprise value used in our valuation range and using the hypothetic capital structure discussed on the prior pages.

Illustrativ	re FFO Yield		
Enterprise Value	Low \$3,636	<u>High</u> \$4,617	
Less: Debt	(\$1,288 <u>)</u>	(\$1,288)	
Market Cap	\$2,348	\$3,329	
REIT EBITDA	\$266	\$298	
Less: Interest Expense	(\$55)	(\$55)	Compares to the peer grou
FFO	\$210	\$243	average of 7.3%
FFO Yield	9.0%	7.3%	
Potential Dividend Payout ⁽¹⁾	\$204	\$204	
Dividend Yield	8.7%	6.1%	

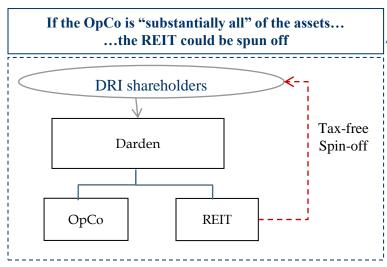
- (1) This dividend yield assumes limited capex is spent on growth -- a more likely scenario would involve a modest amount of growth spending, in which case the dividend would be lower, but the required yield would also be lower, since FFO would be growing from both new properties and rent increases
- We believe that this yield, along with a roadmap to growth and diversification over time and the possibility of participating in REIT consolidation, would make a Darden REIT highly attractive to REIT investors.

A Darden REIT should attract strong investor interest.

Either structure could include all the real estate or just the Fee Simple properties

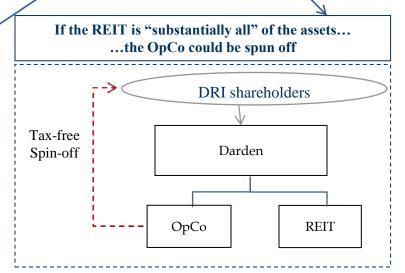
There are several ways to structure a REIT spin-off to minimize friction costs,

As explained earlier, the Mergers and Change of Control covenants are not obstacles to a REIT spin-off, because Darden has the option to spin off either the REIT or the OpCo, while retaining whichever is deemed to contain Darden's assets "substantially as an entirety;" an OpCo spin-off could also help avoid the Sale / Leaseback covenant, if necessary.



- If REIT is >30% of assets but less than "substantially as an entirety", could trip Asset Sales covenant on the private bonds (\$30 million)
- Likely to trip the Transactions with Affiliates covenant in the private bonds (\$30 million)
- Would only trip the Sale / Leaseback covenants in the public bonds if it is interpreted broadly and in direct conflict with management's statements in the prospectus supplement

Expected Make-Wholes: \$0-30 million



- If OpCo is more than 30% of assets but less than "substantially as an entirety", could trip Asset Sales covenant on the private bonds (\$30 million)
- Likely to trip the Transactions with Affiliates covenant in the private bonds (\$30 million)
- Should not trip Sale / Leasebacks covenant in the public bonds

Expected Make-Wholes: \$0-30 million

Scenario 3: Tax-efficient Sale or Merger

There are several options for Darden to monetize its real estate in a tax-efficient manner.

- Perhaps the most intriguing method of realizing value from Darden's real estate is through a merger with a private or publicly-traded REIT.
 - A triple-net lease REIT that is roughly the same size as Darden's real estate would be a candidate for a Reverse Morris Trust, whereby the REIT subsidiary is spun off and merged with another entity on a tax-free basis.
 - In order to qualify, Darden shareholders *may* need to end up with more than 50% ownership in the merged company.¹
 - If ownership is close to the threshold, this can usually be ensured by allowing the acquiring company to pay a special cash dividend to its shareholders in order to lower its market value.
 - We have had discussions with REITs that are of the appropriate scale for such a transaction, and that we believe are interested in pursing a transaction with Darden, if given the opportunity.
 - If Darden can show that it intends to separate the real estate *regardless of the merger*, such as through the public announcement of its intention to spin off a REIT or the OpCo prior to entering substantial merger negotiations, then a spin-merger could qualify as tax-free even if Darden shareholders end up owning less than 50% of the pro forma REIT.¹

This type of transaction could be ideal for Darden shareholders, who get immediate diversification and an established REIT management team.

(1) To the extent that the merger partner and Darden have partially overlapping shareholders bases, the threshold could be lower than 50%, since holders who own both companies may not count against the threshold. Further, if the transaction cannot pass the 50% test, there are a number of safe harbors that Darden could potentially employ:

- If (i) there was no Agreement or substantial negotiations concerning the acquisition or a similar acquisition during the eighteen-month period beginning one year before the spin-off and ending six months following the spin-off (the "Eighteen-Month Period"), and (ii) the spin-off was motivated in whole or substantial part by a corporate business purpose other than a business purpose to facilitate an acquisition of the acquired corporation (a "non-acquisition business purpose").
- II. If (i) there was no Agreement or substantial negotiations concerning the acquisition or a similar acquisition during the Eighteen-Month Period, (ii) the spin-off was not motivated by a corporate business purpose to facilitate the acquisition or a similar acquisition; and (iii) no more than 25% of the stock of the acquired corporation was either acquired or the subject of an Agreement or substantial negations during the Eighteen-Month Period.
- III. If there was (i) no Agreement concerning the acquisition or a similar acquisition at the time of the spin-off; and (ii) no Agreement or substantial negotiations concerning the acquisition or a similar acquisition within one year after the distribution.

Finally, even if none of the safe harbors apply, Darden could still demonstrate that the merger was not part of a plan; one of the key tests for this is whether the spin-off would have occurred regardless of the merger and for a valid business purpose. If for example, Darden announced that it would spin off the REIT or the OpCo for the business purpose of highlighting the value of its real estate assets, this would count as a "non-acquisition business purpose." See, for example, Internal Revenue Bulletin 2005-41, Rev. Rul. 2005-65, October 11, 2005 (http://www.irs.gov/irb/2005-41_IRB/ar08.html).

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Scenario 3: Tax-efficient Sale or Merger (cont'd)

There are several options for Darden to monetize its real estate in a tax-efficient manner (cont'd).

- If the foregoing transactions are not feasible, another option would be for Darden to merge its real estate assets with a public or private REIT and distribute that ownership interest to shareholders.
 - This could be accomplished even if Darden ended up owning only a small percentage of the merged REIT.
 - If Darden ends up owning 80% or more of the REIT, the REIT shares could be distributed directly to Darden shareholders on a tax-free basis.
 - If Darden owns less than 80% of the merged REIT, it would need to create a holding company above its REIT,
 merge the REIT with the partner company, and then distribute shares in that holding company to shareholders.¹
 - In this scenario, Darden shareholders would not receive shares in the merged REIT directly, but would instead receive shares in a holding company whose primary asset was an ownership interest in the REIT.
 - This structure could later be collapsed in a tax-free transaction, giving shareholders direct ownership in the REIT.

Even if a Reverse Morris Trust is not used, there are options to distribute ownership of a merged REIT to Darden shareholders on tax free basis.

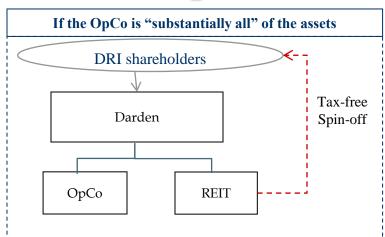


Scenario 3: Tax-efficient Sale or Merger (cont'd)

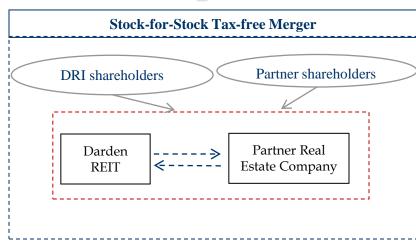
There are several ways to structure a REIT spin-off to minimize friction costs.

- In the simplest scenario, the real estate and OpCo are separated according to either of the structures laid out in the previous section, and then the REIT is merged with another entity.
 - After completion, Darden shareholders would own shares in both the OpCo and a publicly traded REIT with a
 partially-diversified asset base and a proven management team.









As discussed on the prior slide, there are also structures whereby another company could merge with a holding company that owns Darden's real estate, and Darden's interest in that holding company would then be spun to shareholders.

There are established structures for a tax-free merger with a subsidiary.

VII. Conclusion

Separating Darden's real estate would create substantial value

Across a wide range of assumptions and in a variety of scenarios, separating Darden's real estate creates substantial value for shareholders.

- 1. Darden's real estate is worth approximately \$4 billion, and possibly far more.
- 2. Separating the real estate could create an additional \$1-2 billion of shareholder value.
- 3. A real estate separation can be structured with minimal debt breakage costs and management's comments regarding debt breakage costs are highly misleading.
- 4. In a real estate separation, Darden shareholders can maintain their current dividend on a combined basis, while the combined companies will have lower payout ratios.
- 5. Both Darden as an operating company and a Darden REIT can maintain investment grade ratings, if desired.

We believe a real estate separation would create substantial value for shareholders, and that objections raised by management do not provide any true obstacles to value creation.

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Appendix

A. List of Darden Locations

March Marc	Banner	<u>Brand</u>	Restaurant ID	Address Line 1 Ad	Idress Line 2	City	<u>State</u>	<u>Zip</u>	<u>Phone</u>	<u>Latitude</u>	<u>Longitude</u>	Market
Series 1966	Bahama Breeze		3049	500 Center Blvd		Newark	DE	19702	302-266-7923	39.675463	-75.650238	Philadelphia
Common												
March Marc												
Series S												
Scheel 1966 2075												
School S												
September 190 Montrack for 190 Montrack for 190												
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Section 193												
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March Marc												
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Section Sect					' 0							
Section Sect					Ü		NJ					
Security Security												
Security Security	Bahama Breeze		3042	520 Woodbridge Center Drive			NJ	07095	732-726-8951	40.557243	-74.304567	New York
Section Sect												
Process Proc	Bahama Breeze		3034	3900 Orange Place		Beachwood	ОН	44122	216-896-9081	41.455548	-81.489664	Cleveland
Section Sect												
Balane Basins 201 274 frame Wild Colley 100 2710 725 741 28 6524 77 7510 100				2830 N Germantown Pkwy								Memphis
Button Bases 1906 1906 Buttoners Pay 1906 Buttoners 1906 Buttone												
Copyright Past Note							WA					Seattle
Copylors Desirable Copylor Desirable Desirab						Alabaster						
Complement 1967 1970 1			5370				AL	35601			-86.971599	
Cognition Residence												
	LongHorn Steakhouse		5313	3810 Gulf Shores Parkway		Gulf Shores	AL	36542	251-967-3480	30.303199	-87.682415	Other - Southeast
Compriss 1969 1972 197												
Comprison Desirations	LongHorn Steakhouse		5318	2732 Carl T Jones Rd SE		Huntsville	AL	35802	256-882-2611	34.676893	-86.545768	Other - Southeast
Complete Complete												
Completin Desirations	LongHorn Steakhouse		5225	2601 Gateway Dr		Opelika	AL	36801	334-705-8800	32.620099	-85.403297	Other - Southeast
Cognition Section Se												
Corgition Disablections	LongHorn Steakhouse		5338	1800 McFarland Blvd East Suite 412		Tuscaloosa	AL	35404	205-345-8244	33.194825	-87.52715	Other - Southeast
Long-lenn Blankhouse												
Long-from Disabelhouse	LongHorn Steakhouse		5394	2626 Stadium Blvd		Jonesboro	AR	72401	870-932-2572	35.811721	-90.66855	Other - Southeast
Long-from Riseabstroame												
Long-time Risearbounes	LongHorn Steakhouse		5455	980 N 54th Street		Chandler	AZ	85226	480-403-7101	33.319428	-111.969011	Phoenix
Long-from Stankhouse												
Long-from Standardouse)							
Long-lenn Steathnume												
Long-from Steakhouse												
Long/sent Substitutions												
Europficon Steakhouse												
Long-from Steakhouse												
Long-from Seashhouse												
Longhom Seakhouse				4502 14th Street West					941-758-8571			
Longhton Steakhouse												
Long/tion Siteathrouse	LongHorn Steakhouse		5114	2504 W International Speedway Blvd		Daytona Beach	FL	32114	386-258-3313	29.180024	-81.081174	East Central Coast, FL
Longitimn Statistiouse												
Longhorn Stasshouse 545	LongHorn Steakhouse		5085	6225 N Andrews Ave York Co S	Shopping Center	Fort Lauderdale	FL	33309	954-267-0702	26.205004	-80.149184	Ft. Lauderdale/Miami
Longhem Steakhouse												
Longhron Steakhouse	LongHorn Steakhouse		5250	544 Mary Esther Cut Off NW		Fort Walton Beach	FL	32548	850-315-1020	30.421239	-86.65186	Other - Southeast
Long-from Steakhouse												
Long-Horn Steakhouse	LongHorn Steakhouse		5352	2531 NE 8th Street		Homestead	FL	33033	305-245-1588	25.478302	-80.441729	Ft. Lauderdale/Miami
Long-from Steakhouse					ark							
Long-Horn Steakhouse	LongHorn Steakhouse			6015 Argyle Forest Blvd.								
LongHorn Steakhouse												
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LongHorn Steakhouse												
LongHom Steakhouse 5327 690 North Hwy 27/441 Lady Lake FL 32159 352-391-5505 28.93312 -81.935379 Orlando LongHom Steakhouse 5044 3700 Lake Emma Road Lake Mary FL 32746 407-444-9011 28.752968 -81.589272 Orlando LongHom Steakhouse 5047 3392 US Highway 98 N Lakeland FL 33810 863-869-7817 28.085161 -81.972129 Tampa-St. Petersburg LongHom Steakhouse 5271 3737 Lakeside Village Ct Lakeland FL 33801 863-869-7817 28.085161 -81.972129 Tampa-St. Petersburg LongHom Steakhouse 5271 3737 Lakeside Village Ct Lakeland FL 33801 863-869-7817 28.085161 -81.972129 Tampa-St. Petersburg LongHom Steakhouse 5090 5375 East Bay Drive Largo FL 33764 727-539-1536 27.915821 -82.731207 Tampa-St. Petersburg LongHom Steakhouse 5078 770 E. Merritt Island Causeway Merritt Island FL 32940 321-632-9990												
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LongHorn Steakhouse 5064 15135 North Kendall Drive Miami FL 33196 305-383-9955 25.685067 -80.439629 Fl. Lauderdale/Miami LongHorn Steakhouse 5066 1630 NW 87th Ave Miami FL 33172 305-477-4122 25.788275 -80.337132 Fl. Lauderdale/Miami LongHorn Steakhouse 5110 8010 Trail Bivd Naples FL 34108 239-952-9484 26.248618 -81.00198 Fort Myers/Cape Coral/Naples LongHorn Steakhouse 5034 307 S E 17th Street Ocala FL 34471 352-368-9600 29.17204 -82.13227 Other - Southeast LongHorn Steakhouse 5188 1605 County Road 220 Orange Park FL 32003 904-278-6320 30.101691 -81.1714804 Jacksonville LongHorn Steakhouse 5383 38389 Vineland Ave Orlando FL 32821 407-828-9876 28.38304 -81.4999 Orlando LongHorn Steakhouse 5129 12901 S Orange Blossom Trail Orlando FL 32819 407-236-5400 28.378235	LongHorn Steakhouse		5232	6691 Lake Andrew Dr		Melbourne	FL	32940	321-632-9990	28.241036	-80.729115	East Central Coast, FL
LongHorn Steakhouse 5066 1630 NW 87th Ave Miami FL 33172 305-477-4122 25.788275 -80.337132 Ft. Lauderdale/Miami LongHorn Steakhouse 510 8010 Trail Blvd Naples FL 34108 239-592-9487 26.246818 -81.800198 Fort Myers/Cape Coral/Naples LongHorn Steakhouse 5034 307 S E 17th Street Ocala FL 34471 352-368-9600 29.17214 -82.13227 Other - Southeast LongHorn Steakhouse 5188 1605 County Road 220 Orange Park FL 32003 904-278-68320 30.101691 -81.714804 Jacksonville LongHorn Steakhouse 533 8398 Vineland Ave Orlando FL 32819 4078-288-8976 28.38304 -81.4909 Orlando LongHorn Steakhouse 5502 8181 International Drive Orlando FL 32819 4078-288-3931 28.486479 -81.47046 Orlando LongHorn Steakhouse 5129 12901 S Orange Bilossom Trail Orlando FL 32812 4078-438-2082 28.458332												
LongHorn Steakhouse 5034 307 S E 17th Street Ocala FL 34471 352-368-9600 29.17204 -82.13227 Other - Southeast LongHorn Steakhouse 5188 1605 County Road 220 Orange Park FL 32003 904-278-6320 30.101691 -81.714804 Jacksonville LongHorn Steakhouse 5383 8389 Vineland Ave Orlando FL 32821 407-828-8976 28.38304 -81.4999 Orlando LongHorn Steakhouse 5502 8181 International Drive Orlando FL 32819 407-226-3381 28.44679 -81.47046 Orlando LongHorn Steakhouse 5129 12901 S Orange Blossom Trail Orlando FL 32817 407-854-5400 28.378235 -81.403658 Orlando LongHorn Steakhouse 5359 5446 Gateway Village Circle Orlando FL 32812 407-438-2082 28.45832 -81.30333 Orlando LongHorn Steakhouse 5133 309 North Alafaya Trail Orlando FL 33828 407-482-2010 28.551865 -81.203701<	LongHorn Steakhouse		5066	1630 NW 87th Ave		Miami	FL	33172	305-477-4122	25.788275	-80.337132	Ft. Lauderdale/Miami
LongHorn Steakhouse 518 b 1605 County Road 220 Orange Park PL Sug03 9.04 27R-6820 30.101691 -81.714804 Jacksonville LongHorn Steakhouse 533 8398 Vineland Ave Orlando FL 32819 4078-28-8976 28.83304 -81.4909 Orlando LongHorn Steakhouse 5502 8181 International Drive Orlando FL 32819 4078-228-3381 28.44679 -81.47046 Orlando LongHorn Steakhouse 5129 12901 S Orange Blossom Trail Orlando FL 32817 4078-58-5400 28.378235 -81.403858 Orlando LongHorn Steakhouse 5359 5449 Gateway Village Circle Orlando FL 32812 4074-438-2082 28.458332 -81.310933 Orlando LongHorn Steakhouse 5133 309 North Allafaya Trail Orlando FL 32828 4074-482-2100 28.551865 -81.203701 Orlando LongHorn Steakhouse 5212 35645 US Hwy 19 Palm Harbor FL 34684 727-781-9300 28.096059 42.73893 Tampa-St. Petersbu												
LongHorn Steakhouse 5502 8181 International Drive Orlando FL 32819 407-226-3381 28.44679 -81.47046 Orlando LongHorn Steakhouse 5129 12901 S Orange Biossom Trail Orlando FL 32812 407-845-6400 28.378235 -81.403858 Orlando LongHorn Steakhouse 5595 5446 Gateway Village Circle Orlando FL 32812 407-438-2002 28.458332 -81.310933 Orlando LongHorn Steakhouse 5133 309 North Alafaya Trail Orlando FL 32828 407-482-2100 28.551865 -81.203701 Orlando LongHorn Steakhouse 5212 35645 US Hwy 19 Palm Harbor FL 34684 727-781-9300 28.096059 -82.73893 Tampa-St. Petersburg LongHorn Steakhouse 5295 15721 Panama City Beach Pkwy Panama City Beach FL 32413 850-233-4890 30.222844 -85.870764 Other - Southeast LongHorn Steakhouse 5109 11900 Pines Blvd Pembroke Pines FL 33026 954-437-1055 26	LongHorn Steakhouse		5188	1605 County Road 220		Orange Park	FL	32003	904-278-6320	30.101691	-81.714804	Jacksonville
LongHorn Steakhouse 5129 12901 S Orange Blossom Trail Orlando FL 32837 407-854-5400 28.378235 -81.403858 Orlando LongHorn Steakhouse 5359 5449 Gateway Village Circle Orlando FL 32812 407-438-2082 28.458332 -81.30933 Orlando LongHorn Steakhouse 5133 309 North Alfafaya Trail Orlando FL 32828 407-482-2100 28.551865 -81.203701 Orlando LongHorn Steakhouse 5212 35645 US Hwy 19 Palm Harbor FL 34684 727-781-9300 28.096059 -82.73893 Tampa-St. Petersburg LongHorn Steakhouse 5295 15721 Panama City Beach Pkwy Panama City Beach FL 32413 850-233-4980 30.222844 -85.870764 Other - Southeast LongHorn Steakhouse 5109 11900 Pines Bivd Pembroke Pines FL 33026 954-437-1055 26.007232 -80.308229 Fl. Lauderdale/Miami												
LongHorn Steakhouse 5133 309 North Alafaya Trail Orlando FL 32828 407-482-2100 28.551865 -81.203701 Orlando LongHorn Steakhouse 5212 35645 US Hwy 19 Palm Harbor FL 34684 727-781-9300 28.096059 -82.73893 Tampa-St. Petersburg LongHorn Steakhouse 5295 15721 Panama City Beach Pkwy Panama City Beach FL 32413 850-233-4890 30.222844 -85.870764 Other - Southeast LongHorn Steakhouse 5109 11900 Pines Blvd Pembroke Pines FL 33026 954-437-1085 26.007232 -80.308229 FL. Lauderdaie/Miami	LongHorn Steakhouse		5129	12901 S Orange Blossom Trail		Orlando	FL	32837	407-854-5400	28.378235	-81.403858	Orlando
LongHorn Steakhouse 5212 35645 US Hwy 19 Palm Harbor FL 34684 727-781-9300 28.096059 -82.73893 Tampa-St. Petersburg LongHorn Steakhouse 5295 15721 Panama City Beach Pkwy Panama City Beach Pkwy FL 332413 850-233-4980 30.222844 -85.870764 Other - Southeast LongHorn Steakhouse 5109 11900 Pines Blvd Pembroke Pines FL 33026 954-437-1085 26.007232 -80.08229 FL Lauderdale/Miami												
LongHorn Steakhouse 5109 11900 Pines Blvd Pembroke Pines FL 33026 954-437-1085 26.007232 -80.308229 Ft. Lauderdale/Miami	LongHorn Steakhouse		5212	35645 US Hwy 19		Palm Harbor	FL	34684	727-781-9300	28.096059	-82.73893	Tampa-St. Petersburg
				9524 US 19 North		Port Richey		34668		28.295544	-82.707444	Tampa-St. Petersburg

<u>Banner</u>	Brand Restaurant ID	Address Line 1	Address Line 2	City	State	<u>Zip</u>	Phone	Latitude	<u>Longitude</u>	Market
LongHorn Steakhouse	5305	10201 SW Meeting Street		Port Saint Lucie	FL	34987	772-345-3591	27.265559	-80.427989	East Central Coast, FL
LongHorn Steakhouse LongHorn Steakhouse	5098 5485	166 State Road 312 4695 St Johns Parkway		Saint Augustine Sanford	FL FL	32086 32771	904-826-4181 407-322-6614	29.867407 28.805421	-81.321783 -81.334504	Jacksonville Orlando
LongHorn Steakhouse	5137	2020 Gulf Gate Drive		Sarasota	FL	34231	941-926-0344	27.258468	-82.519988	Tampa-St. Petersburg
LongHorn Steakhouse LongHorn Steakhouse	5080 5029	5440 Fruitville Road 2400 North Monroe Street		Sarasota Tallahassee	FL FL	34232 32303	941-377-4343 850-385-4028	27.337215 30.471686	-82.460278 -84.291793	Tampa-St. Petersburg Other - Southeast
LongHorn Steakhouse	5124	8212 Citrus Park Drive 1820 N West Shore Blvd		Tampa	FL	33625	813-926-7803	28.065625	-82.573723	Tampa-St. Petersburg
LongHorn Steakhouse LongHorn Steakhouse	5517 5240	2110 East Fowler Ave	Mill Creek Mall	Tampa Tampa	FL FL	33607 33612	813-288-0672 813-971-5300	27.95848 28.055108	-82.52446 -82.436321	Tampa-St. Petersburg Tampa-St. Petersburg
LongHorn Steakhouse LongHorn Steakhouse	5410 5182	255 Palm Bay Rd 6841 Okeechobee Blvd		West Melbourne West Palm Beach	FL FL	32904 33411	321-723-5200 561-688-1700	28.036081 26.708643	-80.662825 -80.148847	East Central Coast, FL West Palm Beach
LongHorn Steakhouse	5326	3118 Daniels Rd		Winter Garden	FL	34787	407-654-0272	28.524143	-80.148847 -81.5866	Orlando
LongHorn Steakhouse LongHorn Steakhouse	5194 5265	875 1st Street SW 3366 Cobb Parkway NW		Winter Haven Acworth	FL GA	33880 30101	863-295-7740 770-975-8703	28.013483	-81.727135 -84.684202	Other - Southeast Atlanta
LongHorn Steakhouse	5089	2733 Dawson Road		Albany	GA	31707	229-889-1866	34.036775 31.621541	-84.226703	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5413 5470	2170 W Broad Street 2955 Cobb Parkway	Suite 810	Athens Atlanta	GA GA	30606 30339	706-548-0054 770-952-1112	33.9504 33.881082	-83.40775 -84.460272	Other - Southeast Atlanta
LongHorn Steakhouse	5246	2430 Piedmont Rd		Atlanta	GA	30324	404-816-6338	33.821699	-84.367931	Atlanta
LongHorn Steakhouse LongHorn Steakhouse	5063 5033	2892 North Druid Hills Road 3241 Washington Road	i	Atlanta Augusta	GA GA	30329 30907	404-636-3817 706-650-6600	33.817185 33.515911	-84.310964 -82.066251	Atlanta Other - Southeast
LongHorn Steakhouse	5043	1355 East-West Connector	Suite B-1	Austell	GA	30106	770-941-4816	33.855832	-84.597222	Atlanta
LongHorn Steakhouse LongHorn Steakhouse	5532 5311	420 Exchange Blvd 1000 Glynn Isles		Bethlehem Brunswick	GA GA	30620 31525	770-307-1004 912-261-4702	33.94295 31.201549	-83.74444 -81.482806	Atlanta Other - Southeast
LongHorn Steakhouse	5120 5302	1800 Mall Of Georgia Blvd		Buford Calhoun	GA GA	30519 30701	678-482-7750	34.062079	-83.99022	Atlanta
LongHorn Steakhouse LongHorn Steakhouse	5112	1301 Lovers Lane Rd 1375 Riverstone Pkwy		Canton	GA	30114	706-624-4250 770-345-4511	34.468805 34.249098	-84.914723 -84.478154	Other - Southeast Atlanta
LongHorn Steakhouse LongHorn Steakhouse	5247 5093	1155 Bankhead Hwy 463 East Main Street		Carrollton Cartersville	GA GA	30117 30120	770-838-5886 770-607-0280	33.594705 34.168057	-85.037971 -84.785498	Atlanta Atlanta
LongHorn Steakhouse	5420	5435 Whittlesey Blvd		Columbus	GA	31909	706-576-2141	32.54302	-84.94895	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5024 5259	3201 Macon Road 30769 Hwy 441 South		Columbus Commerce	GA GA	31906 30529	706-563-2221 706-336-6632	32.483402 34.25248	-84.94113 -83.461217	Other - Southeast Other - Southeast
LongHorn Steakhouse	5362	1294 SW Iris Drive		Conyers	GA	30094	770-483-1165	33.66412	-84.030773	Atlanta
LongHorn Steakhouse LongHorn Steakhouse	5346 5244	278 Carpenters Cove Lane 6112 Pavilion Way NW		Cornelia Covington	GA GA	30531 30014	706-894-1576 678-625-4320	34.542135 33.605857	-83.539518 -83.872549	Atlanta Atlanta
LongHorn Steakhouse	5106	925 Market Place Blvd		Cumming	GA	30041	678-947-4228	34.181615	-84.132506	Atlanta
LongHorn Steakhouse LongHorn Steakhouse	5130 5224	1315 West Walnut Ave 795 Hwy 400 South		Dalton Dawsonville	GA GA	30720 30534	706-281-1568 706-265-2007	34.759295 34.357242	-84.992941 -84.044048	Other - Southeast Atlanta
LongHorn Steakhouse	5011	8471 Hospital Drive		Douglasville	GA	30134	770-942-7795	33.750547	-84.732074	Atlanta
LongHorn Steakhouse LongHorn Steakhouse	5324 5261	106 Travel Center Blvd 30 Highland Xing South		Dublin East Ellijay	GA GA	31021 30540	478-275-2101 706-515-0050	32.487603 34.656117	-82.939 -84.4924	Other - Southeast Other - Southeast
LongHorn Steakhouse	5186	3480 Camp Creek Pkwy		East Point	GA	30344	404-346-4110	33.655914	-84.502863	Atlanta
LongHorn Steakhouse LongHorn Steakhouse	5409 5054	1320 Highway 85 N 1709 Browns Bridge Road		Fayetteville Gainesville	GA GA	30214 30501	678-610-3323 770-538-0400	33.47586 34.284233	-84.44063 -83.845468	Atlanta Atlanta
LongHorn Steakhouse	5379	1653 N Expressway		Griffin	GA	30224	770-227-4093	33.277515	-84.29216	Atlanta
LongHorn Steakhouse LongHorn Steakhouse	5170 5103	4800 Jimmy Lee Smith Pkw 10845 Medlock Bridge Rd	y	Hiram Johns Creek	GA GA	30141 30097	770-222-2298 770-622-7087	33.888715 34.046183	-84.748231 -84.177871	Atlanta Atlanta
LongHorn Steakhouse	5010	2700 Town Center Drive	Suite 7	Kennesaw	GA	30144	770-421-1101	34.014349	-84.564053	Atlanta
LongHorn Steakhouse LongHorn Steakhouse	5391 5297	121 Crown Pointe 1518 Lafayette Pkwy		Kingsland LaGrange	GA GA	31548 30241	912-576-2811 706-242-4911	30.787167 33.041592	-81.650518 -84.97753	Jacksonville Other - Southeast
LongHorn Steakhouse	5077	800 Lawrenceville-Suwanee	e Rd	Lawrenceville	GA	30043	770-338-0646	33.969657	-84.021959	Atlanta Other Southeast
LongHorn Steakhouse LongHorn Steakhouse	5027 5101	3072 Riverside Drive 2636 Dallas Hwy. SW		Macon Marietta	GA GA	31210 30064	478-471-7844 770-514-0245	32.889265 33.947079	-83.676442 -84.628677	Other - Southeast Atlanta
LongHorn Steakhouse LongHorn Steakhouse	5002 5177	4721 Lower Roswell Rd 1856 Jonesboro Rd		Marietta McDonough	GA GA	30068 30253	770-977-3045 678-583-6970	33.966186 33.465287	-84.414113 -84.217378	Atlanta Atlanta
LongHorn Steakhouse	5449	2470 North Columbia St.	Suite A35	Milledgeville	GA	31061	478-414-7700	33.111042	-83.257436	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5329 5097	185 Martin Luther King Jr. E 2256 Mount Zion Parkway	Blvd	Monroe Morrow	GA GA	30655 30260	770-266-5620 770-210-3200	33.793217 33.561825	-83.743434 -84.316883	Atlanta Atlanta
LongHorn Steakhouse	5116	1112 Bullsboro Dr		Newnan	GA	30264	770-252-5300	33.397716	-84.742549	Atlanta
LongHorn Steakhouse LongHorn Steakhouse	5056 5288	2633 Floy Farr Parkway 100 Hampton Court		Peachtree City Perry	GA GA	30269 31069	770-486-8791 478-988-1500	33.397482 32.469617	-84.592571 -83.74347	Atlanta Other - Southeast
LongHorn Steakhouse	5274	300 Pooler Pkwy		Pooler	GA	31322	912-330-8560	32.139967	-81.251992	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5025 5007	144 Shorter Avenue 900 Mansell Road		Rome Roswell	GA GA	30165 30076	706-235-4232 770-642-8588	34.263604 34.043187	-85.186406 -84.337983	Other - Southeast Atlanta
LongHorn Steakhouse	5005	6390 Roswell Road	Suite 1100	Sandy Springs	GA	30328	404-843-1215	33.929635	-84.379611	Atlanta
LongHorn Steakhouse LongHorn Steakhouse	5028 5022	7825 Abercorn Expressway 2120 Killian Hill Road		Savannah Snellville	GA GA	31406 30039	912-352-4784 770-972-4188	32.004516 33.839676	-81.119569 -84.069582	Other - Southeast Atlanta
LongHorn Steakhouse	5301	1350 Scenic Hwy 296 Northside Drive East	Building 700	Snellville	GA GA	30078 30458	770-972-6552	33.898068 32.437463	-84.004571	Atlanta Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5084 5365	21 Constitution Avenue		Statesboro Thomasville	GA	31757	912-489-5369 229-228-6744	30.839841	-81.76037 -83.94327	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5179 5008	1314 Highway 82 W 4315 Hugh Howell Road		Tifton Tucker	GA GA	31794 30084	229-386-8870 770-939-9842	31.448373 33.851243	-83.53521 -84.210848	Other - Southeast Atlanta
LongHorn Steakhouse	5071	1110 N St Augustine Rd		Valdosta	GA	31601	229-333-0100	30.840045	-83.321819	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5111 5119	2901 Watson Blvd 1420 Towne Lake Pkwy		Warner Robins Woodstock	GA GA	31093 30189	478-971-1203 770-924-5494	32.617745 34.104448	-83.683149 -84.539457	Other - Southeast Atlanta
LongHorn Steakhouse	5483	2671 James Street		Coralville	IA	52241	319-338-2011	41.687653	-91.608659	Other - Midwest
LongHorn Steakhouse LongHorn Steakhouse	5397 5374	3727 Denmark Drive 1425 E San Marnan Drive		Council Bluffs Waterloo	IA IA	51501 50702	712-366-8085 319-235-4336	41.22202 42.464574	-95.83552 -92.326664	Other - Midwest Other - Midwest
LongHorn Steakhouse	5340	708 Janes Ave		Bolingbrook	IL	60440	630-783-0684	41.718943	-88.037585	Chicago
LongHorn Steakhouse LongHorn Steakhouse	5404 5315	2101 N Prospect Ave 1470 East Touhy Avenue		Champaign Des Plaines	IL IL	61822 60016	217-352-9189 847-391-9860	40.141394 42.009974	-88.258592 -87.886914	Other - Midwest Chicago
LongHorn Steakhouse	5104	6115 N Illinois St.		Fairview Heights	IL	62208	618-394-8540	38.589152	-89.985478	St. Louis
LongHorn Steakhouse LongHorn Steakhouse	5254 5291	7070 Forrest Preserve Ave 9530 S Pulaski Rd		Norridge Oak Lawn	IL IL	60706 60453	708-457-2280 708-636-6800	41.955506 41.719351	-87.804609 -87.721688	Chicago Chicago
LongHorn Steakhouse LongHorn Steakhouse	5328	15531 S La Grange Rr		Orland Park	IL	60462	708-403-2206	41.607929	-87.852561	Chicago
LongHorn Steakhouse	5266 5512	7401 North Grand Praire Dr 6655 E. State St		Peoria Rockford	IL IL	61615 61108	309-693-5750 815-397-4685	40.777671 42.267731	-89.677106 -88.9873	Other - Midwest Other - Midwest
LongHorn Steakhouse	5434	1901 E Golf Rd		Schaumburg	IL	60173	847-995-0107	42.050091	-88.034563	Chicago
LongHorn Steakhouse LongHorn Steakhouse	5241 5157	2451 Wabash Ave 10107 E US Highway 36		Springfield Avon	IL IN	62704 46123	217-726-5130 317-271-5200	39.764569 39.76312	-89.70319 -86.344199	Other - Midwest Other - Midwest
LongHorn Steakhouse LongHorn Steakhouse	5270 5392	721 South College Mall Rd 5910 East 82nd St.		Bloomington Castleton	IN IN	47401 46250	812-334-1600 317-595-0094	39.159525 39.90594	-86.497068 -86.06613	Other - Midwest Other - Midwest
LongHorn Steakhouse	5281	1210 Veterans Pkwy		Clarksville	IN	47129	812-284-5800	38.327307	-85.761249	Other - Midwest
LongHorn Steakhouse LongHorn Steakhouse	5221 5229	320 N Green River Rd 5840 W 86th Street		Evansville Indianapolis	IN IN	47715 46278	812-473-2400 317-704-0024	37.98073 39.911305	-87.493233 -86.264258	Other - Midwest Other - Midwest
LongHorn Steakhouse	5159	4820 East Southport Rd		Indianapolis	IN	46237	317-783-7600	39.666475	-86.086245	Other - Midwest
LongHorn Steakhouse LongHorn Steakhouse	5236 5263	10240 East Washington St 2345 E 80th Street		Indianapolis Merrillville	IN IN	46229 46410	317-890-0300 219-736-9340	39.775657 41.471733	-85.984361 -87.308318	Other - Midwest Chicago
LongHorn Steakhouse	5279	1650 Olmstead Dr		Portage	IN	46368	219-762-5911	41.604217	-87.172322	Chicago
LongHorn Steakhouse LongHorn Steakhouse	5210 5206	1708 Village West Pkwy 3050 Iowa Street		Kansas City Lawrence	KS KS	66111 66046	913-788-4400 785-843-7000	39.123724 38.929462	-94.82712 -95.260074	Kansas City Other - Midwest
LongHorn Steakhouse	5143	4500 West 119th Street	Suite A 100	Leawood	KS	66209	913-661-0373	38.913405	-94.638529	Kansas City
LongHorn Steakhouse LongHorn Steakhouse	5386 5314	505 Tuttle Creek Blvd 16689 W 119th Street		Manhattan Olathe	KS KS	66502 66061	785-532-9061 913-764-7444	39.18424 38.912435	-96.55934 -94.779084	Other - Midwest Kansas City
LongHorn Steakhouse	5430	2590 South 9th Street		Salina	KS	67401	785-823-2201	38.793291	-97.613436	Other - Midwest
LongHorn Steakhouse LongHorn Steakhouse	5211 5418	1915 SW Wanamaker Rd 2720 N Maize Road		Topeka Wichita	KS KS	66604 67205	785-228-9900 316-722-3313	39.032267 37.73223	-95.762654 -97.46218	Other - Midwest Other - Midwest
LongHorn Steakhouse	5452	440 S Towne East Mall Driv	re	Wichita	KS	67207	316-618-8681	37.680124	-97.249519	Other - Midwest
LongHorn Steakhouse LongHorn Steakhouse	5135 5198	2635 Scottsville Rd 200 Crossroads Blvd		Bowling Green Cold Spring	KY KY	42104 41076	270-746-0055 859-441-4820	36.948196 39.003967	-86.424819 -84.423188	Other - Southeast Cincinnati
LongHorn Steakhouse	5437	1614 N Dixie Hwy.		Elizabethtown	KY	42701	270-737-5550	37.730523	-85.886084	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5046 5220	7501 Foltz Drive 101 Westridge Dr	Suite A	Florence Frankfort	KY KY	41042 40601	859-282-9100 502-875-1500	39.016837 38.164085	-84.636741 -84.89536	Cincinnati Other - Southeast
LongHorn Steakhouse	5187	2217 Harrodsburg Rd		Lexington	KY	40504	859-313-5420	38.024221	-84.540473	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5429 5171	4813 Outer Loop 2535 Hurstbourne Gem Lar	ie	Louisville Louisville	KY KY	40219 40220	502-969-9790 502-671-5350	38.139704 38.214324	-85.67277 -85.593132	Other - Midwest Other - Midwest
LongHorn Steakhouse	5287	9700 Von Allmen Courtt		Louisville	KY	40241	502-326-7500	38.311489	-85.573435	Other - Midwest

<u>Banner</u>	Brand Res	staurant ID	Address Line 1	Address Line 2	City	State	<u>Zip</u>	Phone	<u>Latitude</u>	<u>Longitude</u>	<u>Market</u>
LongHorn Steakhouse		5289	69368 Highway 21		Covington	LA	70433	985-875-1100	30.443996 30.453389	-90.141487	New Orleans
LongHorn Steakhouse LongHorn Steakhouse		5339 5363	249 Range 12 Blvd 4248 Ambassador Caffery P	arkway	Denham Springs Lafayette	LA LA	70726 70508	225-664-5736 337-981-8549	30.453389	-90.958956 -92.053	New Orleans New Orleans
LongHorn Steakhouse		5353	4461 Pecanland Mall Dr		Monroe	LA	71203	318-387-1221	32.4975	-92.06625	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse		5341 5515	7231 Youree Dr 196 Town Center Parkway		Shreveport Slidell	LA LA	71105 70458	318-797-0679 985-649-9390	32.439769 30.269094	-93.715677 -89.75686	Other - Southeast New Orleans
LongHorn Steakhouse LongHorn Steakhouse		5148 5140	401 Park Drive 250 Franklin Village Dr		Boston Franklin	MA MA	02215 02038	617-247-9199 508-528-2670	42.344421 42.088388	-71.101769 -71.424454	Boston Providence
LongHorn Steakhouse		5181	59 Plaistow Rd		Haverhill	MA	01830	978-556-9720	42.812635	-71.101813	Other - New England
LongHorn Steakhouse LongHorn Steakhouse		5145 5296	227 N Main Street 390 West Street	Unit U	Leominister Mansfield	MA MA	01453 02048	978-534-6429 508-261-8810	42.53976 42.022189	-71.759438 -71.231052	Other - New England Providence
LongHorn Steakhouse		5156	191 Boston Post Rd W		Marlborough	MA	01752	508-481-4100	42.340802	-71.588706	Other - New England
LongHorn Steakhouse LongHorn Steakhouse		5226 5158	70 Worcester Providence Dr 1250 S Washington St	Suite 635 Fashion Crossing Mall	Millbury North Attleboro	MA MA	01527 02760	508-865-2202 508-643-9622	42.196518 41.940367	-71.776087 -71.347261	Other - New England Providence
LongHorn Steakhouse		5310	125 Church Street	radinon crodding maii	Pembroke	MA	02359	781-826-4833	42.106485	-70.772825	Boston
LongHorn Steakhouse LongHorn Steakhouse		5233 5325	800 Route 44 39 Walker'S Brook Drive		Raynham Reading	MA MA	02767 01867	508-821-9246 781-942-4801	41.906634 42.518953	-71.036191 -71.094455	Other - New England Boston
LongHorn Steakhouse		5284	1910 Andover St		Tewksbury	MA	01876	978-640-5813	42.643191	-71.228991	Boston
LongHorn Steakhouse LongHorn Steakhouse		5323 5196	2421 Cranberry Highway 1105 Riverdale St		Wareham West Springfield	MA MA	02571 01089	508-291-6355 413-747-8500	41.776619 42.133945	-70.74347 -72.62383	Other - New England Other - New England
LongHorn Steakhouse		5174	4100 Town Center Blvd		Bowie	MD	20716	301-352-9406	38.945558	-76.733663	DC
LongHorn Steakhouse LongHorn Steakhouse		5446 5183	23054 Three Notch Road 8650 Snowden River Pkwy		California Columbia	MD MD	20619 21045	240-895-0160 410-953-8180	38.301177 39.19668	-76.514029 -76.809377	Other - Middle Atlantic Baltimore
LongHorn Steakhouse		5213	5744 Buckeystown Pike		Frederick	MD	21704	301-682-6751	39.392222	-77.410491	DC
LongHorn Steakhouse LongHorn Steakhouse		5167 5217	20017 Century Blvd 1000 Prime Outlets Blvd		Germantown Hagerstown	MD MD	20874 21740	240-686-2060 301-393-8119	39.18336 39.609263	-77.258779 -77.730738	DC Other - Middle Atlantic
LongHorn Steakhouse		5358	7059 Arundel Mills Circle		Hanover	MD	21076	410-796-1427	39.154319	-76.728962	Baltimore
LongHorn Steakhouse LongHorn Steakhouse		5494 5255	1100 Capital Centre Blvd 13600 Baltimore Ave	Suite 500	Largo Laurel	MD MD	20774 20707	301-324-0854 301-617-3500	38.90464 39.077038	-76.84619 -76.868287	DC DC
LongHorn Steakhouse		5282	8655 Pulaski Hwy		Rosedale	MD	21237	410-238-6500	39.334855	-76.483699	Baltimore
LongHorn Steakhouse LongHorn Steakhouse		5411 5178	2312 N Salisbury Blvd 3315 Crain Highway		Salisbury Waldorf	MD MD	21801 20603	443-260-4680 301-632-6300	38.40053 38.621537	-75.56943 -76.916758	Other - Middle Atlantic DC
LongHorn Steakhouse		5267	649 Turner Street	Suite 400	Auburn	ME	04210	207-784-1807	44.120065	-70.231682	Other - New England
LongHorn Steakhouse LongHorn Steakhouse		5208 5343	12 Stephen King Dr 605 Hogan Road	Suite 1	Augusta Bangor	ME ME	04330 04401	207-622-5700 207-945-3455	44.345461 44.83526	-69.788472 -68.740978	Other - New England Other - New England
LongHorn Steakhouse		5283	510 Mariner Way		Biddeford	ME	04005	207-294-4316	43.475315	-70.51154	Other - New England
LongHorn Steakhouse LongHorn Steakhouse		5184 5262	300 Maine Mall Rd 3190 Fairlane Blvd	Ste. 800	South Portland Allen Park	ME MI	04106 48101	207-780-0800 313-441-9260	43.63606 42.282414	-70.335773 -83.205833	Other - New England Detroit
LongHorn Steakhouse		5264	15340 Hall Rd		Clinton Township	MI	48038	586-412-9230	42.626671	-82.971684	Detroit
LongHorn Steakhouse LongHorn Steakhouse		5269 5209	5088 28th Street SE 4965 S Baldwin Rd		Grand Rapids Lake Orion	MI MI	49512 48359	616-940-8180 248-393-2500	42.912065 42.706309	-85.541656 -83.310169	Other - Midwest Detroit
LongHorn Steakhouse		5524	5796 W Saginaw Hwy		Lansing	MI	48917	517-703-9041	42.741535	-84.63163	Other - Midwest
LongHorn Steakhouse LongHorn Steakhouse		5230 5190	35400 Warren Rd 1212 North Ave		Westland Belton	MI MO	48185 64012	734-466-4300 816-318-8300	42.33926 38.814133	-83.392377 -94.514925	Detroit Kansas City
LongHorn Steakhouse		5134	17100 Chesterfield Airport R	d	Chesterfield	MO	63005	636-728-0347	38.667916	-90.591086	St. Louis
LongHorn Steakhouse LongHorn Steakhouse		5205 5100	31 Conley Road 2317 N Highway 67		Columbia Florissant	MO MO	65201 63033	573-874-3000 314-838-6221	38.949267 38.803701	-92.294485 -90.310183	Other - Southeast St. Louis
LongHorn Steakhouse		5228	5552 Saint Louis Mills Blvd		Hazelwood	MO	63042	314-291-3940	38.784927	-90.41739	St. Louis
LongHorn Steakhouse		5142 5219	17800 39th Street		Independence	MO MO	64055 65109	816-373-0716 573-636-9100	39.048884 38.58167	-94.370055 -92.249774	Kansas City Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse		5463	3545 Missouri Blvd 1930 Range Line Road		Jefferson City Joplin	MO	64804	417-781-2672	37.069568	-94.4783	Other - Southeast
LongHorn Steakhouse		5154 5164	9400 Northeast Barry Rd		Kansas City Lee's Summit	MO MO	64157 64081	816-781-4667 816-525-4444	39.245358 38.926714	-94.462955 -94.408373	Kansas City Kansas City
LongHorn Steakhouse LongHorn Steakhouse		5104	1696 NW Chipman 2102 Highway K		O Fallon	MO	63366	636-379-8620	38.779752	-94.408373 -90.699249	St. Louis
LongHorn Steakhouse		5218	3979 Veterans Memorial Pky	vy	Saint Peters	MO	63376	636-922-2900	38.794267	-90.568893	St. Louis
LongHorn Steakhouse LongHorn Steakhouse		5403 5108	3121 S Glenstone Avenue 3642 S Lindbergh Blvd		Springfield Sunset Hills	MO MO	65804 63127	417-883-5025 314-821-7797	37.15673 38.553731	-93.26497 -90.406393	Other - Southeast St. Louis
LongHorn Steakhouse		5476	2023 Highway 45 N		Columbus Flowood	MS MS	39705	662-244-8485	33.52322	-88.43617	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse		5419 5330	114 Laurel Park Cove 15270 Crossroad Parkway		Gulfport	MS	39232 39503	601-936-5759 228-539-5053	32.338056 30.437631	-90.071185 -89.092722	Other - Southeast Other - Southeast
LongHorn Steakhouse		5258 5298	4503 Hardy St 294 Goodman Rd West		Hattiesburg	MS MS	39403 38671	601-296-9279	31.325085	-89.357175	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse		5398	3574 North Gloster Street		Southaven Tupelo	MS	38804	662-349-6903 662-620-6301	34.963205 34.303995	-89.995046 -88.706814	Memphis Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse		5277 5242	1411 Beaver Creek Common 3 Restaurant Court	ns Dr	Apex Asheville	NC NC	27502 28805	919-303-4889 828-225-2838	35.746895 35.591676	-78.88381 -82.531851	Raleigh-Durham Other - Southeast
LongHorn Steakhouse		5096	153 Huffman Mill Road		Burlington	NC	27215	336-586-0082	36.079659	-79.484499	Greensboro
LongHorn Steakhouse LongHorn Steakhouse		5136 5102	8115 Old Mallard Creek Rd 351 Copperfield Blvd		Charlotte Concord	NC NC	28262 28025	704-921-5971 704-795-1030	35.317532 35.446843	-80.778333 -80.599185	Charlotte Charlotte
LongHorn Steakhouse		5497	405 Cox Road		Gastonia	NC	28054	704-868-0046	35.261887	-81.134135	Charlotte
LongHorn Steakhouse LongHorn Steakhouse		5440 5115	609 N Berkeley Blvd 6012 Landmark Center Blvd	Suite A	Goldsboro Greensboro	NC NC	27534 27407	919-778-3331 336-855-5300	35.376155 36.054125	-77.942715 -79.89667	Other - Southeast Greensboro
LongHorn Steakhouse		5062	2925 Battleground Ave	Suite A	Greensboro	NC	27408	336-545-3200	36.113014	-79.833918	Greensboro
LongHorn Steakhouse LongHorn Steakhouse		5231 5122	520 Greenville Blvd SE 1332 Highway 70 SE		Greenville Hickory	NC NC	27858 28602	252-830-6100 828-322-2944	35.582855 35.70906	-77.372781 -81.312826	Other - Southeast Other - Southeast
LongHorn Steakhouse		5061	1540 North Main Street		High Point	NC	27262	336-883-7373	35.975009	-80.017986	Greensboro
LongHorn Steakhouse LongHorn Steakhouse		5092 5478	16641 Statesville Rd 3510 Western Blvd		Huntersville Jacksonville	NC NC	28078 28546	704-895-3488 910-219-3961	35.441476 34.79659	-80.866133 -77.41024	Charlotte Other - Southeast
LongHorn Steakhouse		5520	9950 Independence Blvd		Matthews	NC	28105	704-844-8922	35.131528	-80.71149	Charlotte
LongHorn Steakhouse LongHorn Steakhouse		5426 5462	2117 W Roosevelt Blvd 5120 Hwy 70		Monroe Morehead City	NC NC	28110 28557	704-225-0060 252-222-0396	35.00585 34.737872	-80.55896 -76.803253	Charlotte Other - Southeast
LongHorn Steakhouse		5099	10605 Centrum Parkway		Pineville	NC	28134	704-543-0484	35.088634	-80.877034	Charlotte
LongHorn Steakhouse LongHorn Steakhouse		5251 5349	8121 Brier Creek Pkwy 1371 Klumac Road		Raleigh Salisbury	NC NC	27617 28147	919-484-7669 704-636-2857	35.909359 35.637437	-78.783928 -80.487943	Raleigh-Durham Other - Southeast
LongHorn Steakhouse		5493	194 Brucewood Road		Southern Pines	NC	28387	910-246-1679	35.1705	-79.4231	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse		5216 5168	925 International Dr 955 Hanes Mall Rd		Wilmington Winston-Salem	NC NC	28405 27103	910-509-1550 336-760-1700	34.243381 36.06485	-77.82833 -80.314915	Other - Southeast Greensboro
LongHorn Steakhouse		5432	4410 13th Ave South		Fargo	ND	58103	701-282-8039	46.861434	-96.859957	Other - Midwest
LongHorn Steakhouse LongHorn Steakhouse		5500 5401	1707 22nd Avenue SW 3040 S 143 Plaza		Minot Omaha	ND NE	58701 68144	701-858-1707 402-330-1880	48.208969 41.230828	-101.317894 -96.137631	Other - Midwest Other - Midwest
LongHorn Steakhouse		5422	7425 Dodge Street	Suite # 103	Omaha	NE	68114	402-391-2667	41.259341	-96.028401	Other - Midwest
LongHorn Steakhouse LongHorn Steakhouse		5278 5131	124 State Route 101a 217 Loudon Rd		Amherst Concord	NH NH	03031 03301	603-579-6975 603-228-0655	42.806963 43.221242	-71.565916 -71.49702	Other - New England Other - New England
LongHorn Steakhouse		5253	8 Ashbrooke Rd	Unit A	Keene	NH	03431	603-352-5088	42.925273	-72.306496	Other - New England
LongHorn Steakhouse LongHorn Steakhouse		5141 5173	1580 South Willow St 5 Harold Drive		Manchester Nashua	NH NH	03103 03060	603-647-4901 603-888-6900	42.95202 42.709	-71.435118 -71.44306	Other - New England Other - New England
LongHorn Steakhouse		5214	41 Gosling Rd		Newington	NH	03801	603-334-6533	43.092142	-70.800663	Other - New England
LongHorn Steakhouse LongHorn Steakhouse		5303 5351	2108 Atlantic Ave 907 Bayonne Crossing Way		Atlantic City Bayonne	NJ NJ	08401 07002	609-344-2050 201-858-0976	39.358218 40.661224	-74.437114 -74.108022	Atlantic City New York
LongHorn Steakhouse		5385	2301 Route 38		Cherry Hill	NJ	08002	856-482-2393	39.939528	-75.013109	Philadelphia
LongHorn Steakhouse LongHorn Steakhouse		5424 5192	1440 Almonesson Road 50-J International Dr South		Deptford Flanders	NJ NJ	08096 07836	856-251-6991 973-448-4988	39.829553 40.885845	-75.101081 -74.708089	Philadelphia New York
LongHorn Steakhouse		5331	150 Route 31 North		Flemington	NJ	08822	908-788-9490	40.525233	-74.85415	New York
LongHorn Steakhouse LongHorn Steakhouse		5312 5256	300 West Main Street 185 Market Place Blvd		Freehold Hamilton	NJ NJ	07728 08650	732-863-9100 609-585-0015	40.244186 40.193874	-74.297783 -74.643028	Other - Middle Atlantic Trenton
LongHorn Steakhouse		5203	4801 US Highway 9		Howell	NJ	07731	732-730-2875	40.133146	-74.223111	Other - Middle Atlantic
LongHorn Steakhouse LongHorn Steakhouse		5322 5484	1895 Route 70 4417 Black Horse Pike		Lakewood Mays Landing	NJ NJ	08701 08330	732-451-9300 609-383-8539	40.056067 39.4515	-74.16304 -74.64171	Other - Middle Atlantic Atlantic City
LongHorn Steakhouse		5272	110 Bluebird Lane		Millville	NJ	08332	856-293-1500	39.425507	-75.040591	Philadelphia
LongHorn Steakhouse LongHorn Steakhouse		5191 5162	2251 Route 1 690 Route 46		North Brunswick Parsippany	NJ NJ	08902 07054	732-821-4200 973-257-9230	40.445993 40.862389	-74.49983 -74.371828	New York New York
LongHorn Steakhouse		5185	1368 Cententennial Ave		Piscataway	NJ	08854	732-981-8200	40.551649	-74.43555	New York
LongHorn Steakhouse LongHorn Steakhouse		5146 5223	160 Route 17 North 366 US Hwy Route 9		Rochelle Park Woodbridge	NJ NJ	07662 07095	201-587-0673 732-750-1006	40.902325 40.536718	-74.071773 -74.294994	New York New York
LongHorn Steakhouse		5464	2015 Walden Avenue		Cheektowaga	NY	14225	716-681-2351	42.907687	-78.761392	Buffalo
LongHorn Steakhouse LongHorn Steakhouse		5387 5355	1837 West Ridge Road 680 Jefferson Road	Bldg. 7	Greece Henrietta	NY NY	14615 14623	585-227-6930 585-272-9695	43.206419 43.08759	-77.67783 -77.62407	Rochester Rochester

<u>Banner</u>	Brand Restaurant II	Address Line 1	Address Line 2	City	<u>State</u>	Zip	Phone	Latitude	<u>Longitude</u>	<u>Market</u>
LongHorn Steakhouse	5317	1286 Route 300 NE		Newburgh	NY	12550	845-567-0212	41.505921	-74.068055	Other - Middle Atlantic
LongHorn Steakhouse LongHorn Steakhouse	5450 5357	3494 Amelia Dr 7720 State Route 96		Orchard Park Victor	NY NY	14127 14564	716-825-1378 585-924-9901	42.789847 43.02484	-78.783277 -77.43772	Buffalo Rochester
LongHorn Steakhouse	5107	2710 Towne Dr.		Beaver Creek	ОН	45431	937-431-8344	39.766658	-84.051575	Dayton
LongHorn Steakhouse LongHorn Steakhouse	5151 5380	953 Boardman-Poland Rd 1077 North Bridge Street		Boardman Chillicothe	OH OH	44512 45601	330-729-9730 740-775-7100	41.023456 39.358607	-80.635493 -82.975719	Other - Midwest Other - Midwest
LongHorn Steakhouse	5189	6620 Harrison Ave		Cincinnati	OH	45247	513-574-6100	39.19607	-84.661128	Cincinnati Cincinnati
LongHorn Steakhouse LongHorn Steakhouse	5490 5041	9681 Colerain Ave 2692 Madison Road	Suite L	Cincinnati Cincinnati	OH OH	45251 45208	513-245-1524 513-351-4040	39.24631 39.146255	-84.59639 -84.443138	Cincinnati
LongHorn Steakhouse	5117	853 Eastgate North Dr		Cincinnati	OH OH	45245	513-947-8882	39.097009	-84.26836	Cincinnati
LongHorn Steakhouse LongHorn Steakhouse	5257 5058	45 Montrose West Avenue 443 Howe Avenue		Copley Cuyahoga Falls	OH	44321 44221	330-670-9059 330-922-3391	41.134631 41.119545	-81.653634 -81.478515	Cleveland Cleveland
LongHorn Steakhouse LongHorn Steakhouse	5091 5237	6035 Blazer Memorial Pkwy 4950 N Hamilton Rd		Dublin Gahanna	OH OH	43017 43230	614-760-5560 614-855-0200	40.078409 40.057845	-83.131947 -82.862738	Columbus Columbus
LongHorn Steakhouse	5238	1742 Stringtown Rd		Grove City	ОН	43123	614-801-1980	39.879221	-83.041826	Columbus
LongHorn Steakhouse LongHorn Steakhouse	5417 5169	71 Central Parkway 4171 Rockside Rd		Heath Independence	OH OH	43056 44131	740-522-1035 216-642-8700	40.027889 41.400369	-82.447867 -81.662677	Other - Midwest Cleveland
LongHorn Steakhouse	5166	459 West Dussel Drive		Maumee	ОН	43537	419-891-5100	41.581286	-83.677626	Other - Midwest
LongHorn Steakhouse LongHorn Steakhouse	5138 5072	4907 Grande Blvd 9557 Mentor Avenue		Medina Mentor	OH OH	44256 44060	330-721-4585 440-639-5103	41.16505 41.682285	-81.862751 -81.297546	Cleveland Cleveland
LongHorn Steakhouse	5195	1921 W Dorothy Lane		Moraine	ОН	45439	937-293-2700	39.709794	-84.204513	Dayton
LongHorn Steakhouse LongHorn Steakhouse	5083 5121	6626 Strip Avenue 1740 Hill Rd North		North Canton Pickerington	OH OH	44720 43147	330-305-1984 614-367-0322	40.87715 39.925608	-81.4327 -82.785229	Other - Midwest Columbus
LongHorn Steakhouse LongHorn Steakhouse	5048 5126	20999 Center Ridge Road 68040 Mall Ring Rd		Rocky River Saint Clairsville	OH OH	44116 43950	440-356-5433 740-699-4722	41.461467 40.071112	-81.852093 -80.866997	Cleveland Other - Midwest
LongHorn Steakhouse	5482	5219 Milan Road		Sandusky	ОН	44870	419-626-2700	41.404798	-82.661279	Other - Midwest
LongHorn Steakhouse LongHorn Steakhouse	5057 5073	6015 Enterprise Parkway 17211 Southpark Center		Solon Strongsville	OH OH	44139 44136	440-498-9553 440-238-7917	41.395827 41.312358	-81.463249 -81.820692	Cleveland Cleveland
LongHorn Steakhouse	5393	4155 Talmadge Rd		Toledo	ОН	43623	419-474-6087	41.69457	-83.64542	Other - Midwest
LongHorn Steakhouse LongHorn Steakhouse	5215 5153	7711 Voice Of America Cer 4049 Burbank Rd	tre Dr	West Chester Wooster	OH OH	45069 44691	513-779-6690 330-262-0502	39.35303 40.849089	-84.362534 -81.945351	Cincinnati Cleveland
LongHorn Steakhouse	5457	3557 Maple Ave		Zanesville	ОН	43701	740-452-5594	39.987995	-82.023177	Other - Midwest
LongHorn Steakhouse LongHorn Steakhouse	5344 5345	2521 W. Memorial Road 9111 E. 71st Street		Oklahoma City Tulsa	OK OK	73134 74133	405-936-0742 918-294-0244	35.610304 36.0614	-97.559764 -95.874818	Other - Southwest Other - Southwest
LongHorn Steakhouse	5402	333 W Plank Rd		Altoona	PA	16602	814-942-7881	40.473785	-78.405318	Other - Middle Atlantic
LongHorn Steakhouse LongHorn Steakhouse	5286 5160	300 Crossroads Mall 100 Rockhill Drive	Rural Route 611	Bartonsville Bensalem	PA PA	18321 19020	570-424-1700 215-396-8161	41.00009 40.136064	-75.267375 -74.957481	Other - Middle Atlantic Philadelphia
LongHorn Steakhouse	5447	980 Norland Avenue		Chambersburg	PA	17201	717-261-9701	39.93947	-77.62816	Other - Middle Atlantic
LongHorn Steakhouse LongHorn Steakhouse	5285 5441	1679 State Road 228 3784 Dryland Way		Cranberry Township Easton	PA PA	16066 18045	724-776-1500 610-258-3058	40.686035 40.713298	-80.078962 -75.284594	Pittsburgh Other - Middle Atlantic
LongHorn Steakhouse	5139	6750 Peach Street		Erie	PA	16509	814-866-7003	42.05679	-80.090588	Other - Middle Atlantic
LongHorn Steakhouse LongHorn Steakhouse	5172 5371	100 Bartlett Ave 5296 Route 30		Exton Greensburg	PA PA	19341 15601	610-524-0700 724-837-8182	40.02238 40.30255	-75.62558 -79.51137	Philadelphia Pittsburgh
LongHorn Steakhouse	5405	20 Wilson Avenue		Hanover	PA	17331	717-630-2001	39.82905	-76.99888	Other - Middle Atlantic
LongHorn Steakhouse LongHorn Steakhouse	5489 5234	4590 Jonestown Road 993 Plaza Blvd	The Mall In Columbia	Harrisburg Lancaster	PA PA	17109 17601	717-541-4280 717-291-2100	40.301125 40.065371	-76.816105 -76.342432	Harrisburg Other - Middle Atlantic
LongHorn Steakhouse	5505	2125 Cumberland Street	0 :: 400	Lebanon	PA	17042	717-279-8370	40.33926	-76.449	Harrisburg
LongHorn Steakhouse LongHorn Steakhouse	5294 5292	6416 Carlisle Pike 8011 Shoppes Blvd	Suite 100	Mechanicsburg Moosic	PA PA	17050 18507	717-796-9095 570-969-9200	40.247112 41.362432	-77.010115 -75.67798	Harrisburg Other - Middle Atlantic
LongHorn Steakhouse	5180 5235	690 S Trooper Rd		Norristown	PA PA	19403 19148	610-650-9200	40.127513	-75.404056	Philadelphia Philadelphia
LongHorn Steakhouse LongHorn Steakhouse	5227	2120 South Columbus Blvd 9769 Roosevelt Blvd	Suite #1152	Philadelphia Philadelphia	PA	19114	215-218-9600 215-464-1273	39.919413 40.084419	-75.14118 -75.024082	Philadelphia Philadelphia
LongHorn Steakhouse LongHorn Steakhouse	5293 5249	200 Robinson Center Dr 1110 Town Square Rd		Pittsburgh Pottstown	PA PA	15205 19465	412-788-2050 610-718-9505	40.451409 40.227318	-80.161764 -75.660148	Pittsburgh Other - Middle Atlantic
LongHorn Steakhouse	5467	1085 Woodland Road		Reading	PA	19610	610-375-2580	40.344099	-75.971389	Other - Middle Atlantic
LongHorn Steakhouse LongHorn Steakhouse	5369 5252	44 Nina Dr 1000 Pittsburgh Mills Blvd		Selinsgrove Tarentum	PA PA	17870 15084	570-743-7601 724-275-2126	40.838658 40.570168	-76.832363 -79.797284	Other - Middle Atlantic Pittsburgh
LongHorn Steakhouse	5260	240 Easton Rd		Warrington	PA	18976	215-918-2500	40.219566	-75.140554	Philadelphia
LongHorn Steakhouse LongHorn Steakhouse	5245 5372	410 West Waterfront Dr 1035 Grape Street		West Homestead Whitehall	PA PA	15120 18052	412-476-8195 610-231-8829	40.404236 40.634497	-79.918868 -75.479295	Pittsburgh Other - Middle Atlantic
LongHorn Steakhouse	5436	25 Bear Creek Blvd		Wilkes Barre	PA	18702	570-822-1878	41.246917	-75.840575	Other - Middle Atlantic
LongHorn Steakhouse LongHorn Steakhouse	5319 5144	2901 Concord Rd 400 Bald Hill Road	Suite 451	York Warwick	PA RI	17402 02886	717-600-1700 401-737-6943	39.983154 41.724935	-76.667951 -71.47874	Other - Middle Atlantic Providence
LongHorn Steakhouse	5495	2480 Whiskey Road		Aiken	SC	29803	803-648-5070	33.507911	-81.710682	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5207 5377	3730 Clemson Blvd 1262 Fording Island Rd	Tanger I Outlet Center	Anderson Bluffton	SC SC	29621 29910	864-224-2100 843-705-7001	34.554495 32.24646	-82.681226 -80.83155	Other - Southeast Other - Southeast
LongHorn Steakhouse	5094	171 Harbison Road	, and the second	Columbia	SC	29212	803-732-2482	34.069443	-81.164593	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5076 5095	902-A Gervais Street 2760 Decker Blvd.		Columbia Columbia	SC SC	29201 29206	803-254-5100 803-736-7464	33.999633 34.064556	-81.038183 -80.955471	Other - Southeast Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5458	180 Rolling Hills Circle		Easley	SC SC	29640	864-855-4441	34.826964	-82.545971	Other - Southeast
LongHorn Steakhouse	5276 5307	3021 West Radio Dr 1125 Woodruff Rd	Suite 1500	Florence Greenville	SC	29501 29607	843-665-9120 864-676-1590	34.189447 34.828248	-79.838417 -82.300225	Other - Southeast Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5152 5239	1845 N Hwy 17 1180 Oak Forrest Lane		Mount Plesant Myrtle Beach	SC SC	29464 29577	843-881-7231 843-839-3310	32.830105 33.706551	-79.832316 -78.919538	Charleston Other - Southeast
LongHorn Steakhouse	5202	7250 Rivers Ave.	Unit 400	North Charleston	SC	29406	843-863-0310	32.934098	-80.037134	Charleston
LongHorn Steakhouse LongHorn Steakhouse	5459 5125	4723 Highway 17 South 2255 Cross Pointe Dr		North Myrtle Beach Rock Hill	SC SC	29582 29730	843-272-0013 803-980-6255	33.797636 34.939514	-78.741308 -80.966591	Other - Southeast Charlotte
LongHorn Steakhouse	5390	1504 W O Ezell Blvd		Spartanburg	SC	29301	864-595-2817	34.93767	-81.988293	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5406 5337	1510 Eglin St. 8324 Hwy. 64		Rapid City Bartlett	SD TN	57701 38133	605-342-2321 901-388-5053	44.099424 35.204949	-103.185835 -89.785436	Other - Midwest Memphis
LongHorn Steakhouse	5248	774 Old Hickory Blvd		Brentwood	TN	37027	615-376-5555	36.041625	-86.777948	Nashville
LongHorn Steakhouse LongHorn Steakhouse	5015 5127	5771 Brainerd Road 2788 Wilma Rudolph Blvd		Chattanooga Clarksville	TN TN	37411 37040	423-490-0573 931-551-3800	35.013242 36.586707	-85.212575 -87.295411	Other - Southeast Other - Southeast
LongHorn Steakhouse	5491	4305 Holiday Inn Express V	/ay NW	Cleveland	TN	37312	423-472-3430	35.212348	-84.864756	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5336 5306	3581 Houston Levee Rd 1000 Jefferson Ave South		Collierville Cookeville	TN TN	38017 38501	901-861-9529 931-520-8620	35.050998 36.137856	-89.733252 -85.501106	Memphis Other - Southeast
LongHorn Steakhouse	5460	11644 Parkside Drive	Suite 810	Farragut	TN	37934	865-966-6954	35.894378	-84.170849	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5299 5268	1003 Nashville Pike 5583 Highway 153		Gallatin Hixson	TN TN	37066 37343	615-206-9063 423-870-2722	36.376105 35.146565	-86.471106 -85.24991	Nashville Other - Southeast
LongHorn Steakhouse	5378	631 Vann Drive		Jackson	TN	38305	731-512-0662	35.667128	-88.846342	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5427 5416	2280 N Roan Street 1750 E Stone Dr		Johnson City Kingsport	TN TN	37601 37660	423-232-6021 423-245-0049	36.345874 36.546923	-82.376715 -82.514755	Other - Southeast Other - Southeast
LongHorn Steakhouse	5023	2021 North Gallatin Road #		Madison	TN	37115	615-859-2202	36.301097	-86.693225	Nashville
LongHorn Steakhouse LongHorn Steakhouse	5435 5308	355 Pleasant Grove Road 2821 Medical Center Pkwy	Suite 115	Mount Juliet Murfreesboro	TN TN	37122 37129	615-773-5221 615-890-4187	36.17628 35.863147	-86.51353 -86.445916	Nashville Nashville
LongHorn Steakhouse LongHorn Steakhouse	5020 5348	1175 Murfreesboro Rd 1706 Parkway		Nashville Saviandilla	TN TN	37217 37862	615-361-0457 865-428-0961	36.122062 35.831353	-86.705825 -83.573901	Nashville Other - Southeast
LongHorn Steakhouse	5444	975 Industrial Blvd		Sevierville Smyrna	TN	37167	615-220-6262	35.978369	-86.566905	Nashville
LongHorn Steakhouse	5396	9900 S Interstate 35	Bldg U	Austin	TX	78748	512-292-1889	30.15578	-97.791853	Austin
LongHorn Steakhouse LongHorn Steakhouse	5421 5454	1469 East Whitestone Blvd 5488 S Padre Island Dr		Cedar Park Corpus Christi	TX TX	78613 78411	512-260-1681 361-906-0422	30.527858 27.710864	-97.808531 -97.373617	Austin Other - Southwest
LongHorn Steakhouse LongHorn Steakhouse	5425 5465	1005 W University Ave 106 Bass Pro Dr		Georgetown Harlingen	TX TX	78628 78552	512-863-0684 956-412-0622	30.632818 26.189321	-97.693867 -97.721578	Austin Other - Southwest
LongHorn Steakhouse	5471	9401-A Katy Freeway		Houston	TX	77024	713-463-3734	29.783465	-95.524318	Houston
LongHorn Steakhouse LongHorn Steakhouse	5439 5487	6201 E Sam Houston Pkwy 20127 Hwy 59 N	N	Houston Humble	TX TX	77049 77338	281-436-1405 281-446-2261	29.814419 30.00705	-95.165028 -95.26803	Houston Houston
LongHorn Steakhouse	5481	20636 Katy Freeway		Katy	TX	77449	281-398-4331	29.785992	-95.7296	Houston
LongHorn Steakhouse LongHorn Steakhouse	5472 5431	4805 S Loop 289 7401 N 10th Street	Bldg 500	Lubbock McAllen	TX TX	79424 78504	806-783-0015 956-664-8315	33.532139 26.270064	-101.915879 -98.219132	Other - Southwest Other - Southwest
LongHorn Steakhouse	5395	3600 Expressway 83		McAllen	TX	78501	956-630-6426	26.195506	-98.262199	Other - Southwest
LongHorn Steakhouse LongHorn Steakhouse	5384 5442	2963 Cold Spring Drive 2809 Business Center Drive		New Braunfels Pearland	TX TX	78130 77584	830-629-9360 713-340-0104	29.727962 29.557522	-98.078062 -95.389594	San Antonio Houston
LongHorn Steakhouse	5414	2702 Parker Rd	Ste C	Round Rock	TX	78681	512-246-7474	30.480879	-97.681098	Austin
LongHorn Steakhouse LongHorn Steakhouse	5364 5360	5706 W Loop 1604 N 5803 N Loop 1604 W		San Antonio San Antonio	TX TX	78251 78256	210-688-3789 210-696-4025	29.48941 29.591821	-98.70604 -98.601147	San Antonio San Antonio
LongHorn Steakhouse	5388	22503 N US Hwy 281	Bldg 2	San Antonio	TX	78258	210-481-7643	29.64976	-98.45179	San Antonio

Banner	Brand Restaurant ID	Address Line 1	Address Line 2	City	State	Zip	Phone	Latitude	Longitude	<u>Market</u>
LongHorn Steakhouse	5381	7439 San Pedro Ave		San Antonio	TX	78216	210-348-5724	29.518327	-98.499808	San Antonio
LongHorn Steakhouse LongHorn Steakhouse	5367 5443	7833 Interstate 35 S 26805 I-45 N		San Antonio Spring	TX TX	78224 77380	210-924-2487 281-292-3522	29.35095 30.150809	-98.53533 -95.449397	San Antonio Houston
LongHorn Steakhouse	5428	16746 Southwest Freeway		Sugar Land	TX	77479	281-240-1018	29.590479	-95.6347	Houston
LongHorn Steakhouse LongHorn Steakhouse	5423 5376	4809 W Hwy 290 3912 Saint Michael Drive		Sunset Valley Texarkana	TX TX	78735 75503	512-899-2933 903-831-2309	30.23223 33.455878	-97.816463 -94.090374	Austin Other - Southwest
LongHorn Steakhouse	5534	4300 Franklin Ave		Waco	TX	76710	254-399-6903	31.523562	-97.166607	Other - Southwest
LongHorn Steakhouse LongHorn Steakhouse	5488 5496	19019 Gulf Freeway 701 E Expressway 83		Webster Weslaco	TX TX	77598 78596	281-332-0840 956-973-1526	29.545123 26.17359	-95.14512 -97.98519	Houston Other - Southwest
LongHorn Steakhouse	5469	963 E. Fort Union Blvd		Midvale	UT UT	84047	801-566-3235	40.622985	-111.863875	Salt Lake City
LongHorn Steakhouse LongHorn Steakhouse	5468 5466	3647 Wall Avenue 11346 River Heights Drive		Ogden South Jordan	UT	84401 84095	801-621-4061 801-727-8408	41.196835 40.545382	-111.979975 -111.982319	Salt Lake City Salt Lake City
LongHorn Steakhouse LongHorn Steakhouse	5222 5342	14056 Thunderbolt Place 14500 Hancock Village Stree	×4	Chantilly Chesterfield	VA VA	20151 23832	703-481-5544 804-639-1571	38.895888 37.403292	-77.433572 -77.671367	DC Richmond
LongHorn Steakhouse	5161	21075 Dulles Town Circle	5L	Dulles	VA	20166	571-434-8501	39.028577	-77.423163	DC
LongHorn Steakhouse LongHorn Steakhouse	5273 5309	10012 Southpoint Pkwy 11311 West Broad St.	Suite A	Fredericksburg Glen Allen	VA VA	22407 23060	540-710-1600 804-364-3800	38.235632 37.649625	-77.505422 -77.605656	DC Richmond
LongHorn Steakhouse	5473	108 Marketplace Drive	oute A	Hampton	VA	23666	757-896-1100	37.038029	-76.402288	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5333 5480	9695 Liberia Ave 12581 Jefferson Avenue		Manassas Newport News	VA VA	20111 23602	703-361-5440 757-890-4503	38.746684 37.13199	-77.449538 -76.51563	DC Other - Southeast
LongHorn Steakhouse	5350	4409 S. Laburnum Ave		Richmond	VA	23231	804-222-0084	37.530199	-77.35838	Richmond
LongHorn Steakhouse LongHorn Steakhouse	5399 5335	4845 Valley View Blvd. NW 3400 Princess Anne Rd	Lynnhaven Mall	Roanoke Virginia Beach	VA VA	24012 23456	540-265-4790 757-368-2706	37.30595 36.775429	-79.96548 -76.089589	Other - Southeast Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5366 5280	505 Fletcher Drive 4970-13 Monticello Ave	Northrock Shopping Center	Warrenton Williamsburg	VA VA	20186 23188	540-341-0392 757-229-7700	38.727738 37.273112	-77.793309 -76.754006	DC Other - Southeast
LongHorn Steakhouse	5408	2173 S Pleasant Valley Rd		Winchester	VA	22601	540-545-7047	39.16175	-78.169452	Other - Southeast
LongHorn Steakhouse LongHorn Steakhouse	5204 5354	1405 Maple Tree Place 2475 S. Oneida St.		Williston Green Bay	VT WI	05495 54304	802-288-9858 920-405-0467	44.443855 44.483622	-73.112077 -88.068579	Other - New England Other - Midwest
LongHorn Steakhouse	5474	5220 S 76th St		Greendale	WI	53129	414-423-0677	42.950493	-88.007378	Other - Midwest
LongHorn Steakhouse LongHorn Steakhouse	5361 5128	418 S Gammon Rd 91 Rhl Blvd		Madison Charleston	WI WV	53719 25309	608-836-1830 304-744-4112	43.059456 38.331173	-89.503256 -81.712133	Other - Midwest Other - Middle Atlantic
LongHorn Steakhouse	5275	1201 University Town Cente		Morgantown	WV	26505	304-599-2100	39.654272	-80.00437	Other - Middle Atlantic
Olive Garden Olive Garden	4413 4412	800 E Dimond Blvd 1186 N Muldoon Rd	Suite # 160	Anchorage Anchorage	AK AK	99515 99504	907-349-1999 907-333-1300	61.143691 61.230673	-149.871392 -149.747469	Other - West Other - West
Olive Garden	1740	20 S Colonial Dr #8		Alabaster	AL	35007	205-663-0945	33.228238	-86.804777	Other - Southeast
Olive Garden Olive Garden	1123 1879	7701 Crestwood Blvd 3555 Roosevelt Blvd		Birmingham Birmingham	AL AL	35210 35235	205-591-0731 205-655-4313	33.530184 33.606394	-86.720658 -86.635974	Other - Southeast Other - Southeast
Olive Garden	4409	1102 Beltline Rd		Decatur	AL	35601	256-306-1880	34.562605	-86.976156	Other - Southeast
Olive Garden Olive Garden	1695 1688	3360 Ross Clark Circle 375 Cox Creek Parkway		Dothan Florence	AL AL	36303 35630	334-792-8777 256-718-3337	31.240692 34.840019	-85.430043 -87.637538	Other - Southeast Other - Southeast
Olive Garden	1050	3450 Galleria Circle		Hoover	AL	35244	205-985-4696	33.379133	-86.805655	Other - Southeast
Olive Garden Olive Garden	1021 1055	3730 University Dr NW 3701 Airport Blvd	Greenwood Mall Festival Center	Huntsville Mobile	AL AL	35816 36608	256-539-1955 251-343-0467	34.73557 30.675539	-86.6201 -88.135487	Other - Southeast Other - Southeast
Olive Garden	1221	2700 Eastern Boulevard		Montgomery	AL	36117	334-260-9220	32.34539	-86.224394	Other - Southeast
Olive Garden Olive Garden	1701 1717	2254 Tiger Town Parkway 401 Oxford Exchange Blvd		Opelika Oxford	AL AL	36801 36203	334-749-1255 256-831-4911	32.619455 33.610406	-85.408044 -85.78399	Other - Southeast Other - Southeast
Olive Garden	1763	2767 Legends Parkway		Prattville	AL	36066	334-285-1170	32.459247	-86.396615	Other - Southeast
Olive Garden Olive Garden	1656 1465	30500-D State Highway 181 2100 McFarland Blvd E		Spanish Fort Tuscaloosa	AL AL	36527 35404	251-625-1490 205-750-0321	30.669327 33.190993	-87.851588 -87.527095	Other - Southeast Other - Southeast
Olive Garden Olive Garden	1590 1506	3616 North Mall Ave		Fayetteville	AR AR	72703 72903	479-443-4438	36.117059	-94.149575	Other - Southeast Other - Southeast
Olive Garden	1680	7515 Rogers Ave. 4108 Central Ave		Fort Smith Hot Springs	AR	71913	479-478-7008 501-525-1070	35.352374 34.453995	-94.349203 -93.066956	Other - Southeast
Olive Garden Olive Garden	1824 1321	1918 Stadium Blvd 10715 N Rodney Parham Ro		Jonesboro Little Rock	AR AR	72401 72212	870-972-0282 501-225-7673	35.821632 34.768825	-90.668207 -92.392213	Other - Southeast Other - Southeast
Olive Garden	1189	2943 Lakewood Village Drive		North Little Rock	AR	72116	501-758-4603	34.79399	-92.231721	Other - Southeast
Olive Garden Olive Garden	1726 1756	1716 South 46th Street 717 N. Promenade Parkway		Rogers Casa Grande	AR AZ	72758 85194	479-631-8480 520-426-0226	36.315698 32.880123	-94.183583 -111.679844	Other - Southeast Other - West
Olive Garden	1561	3430 W. Chandler Blvd		Chandler	AZ	85226	480-857-0126	33.306177	-111.900725	Phoenix
Olive Garden Olive Garden	1747 1513	2930 E Germann Rd 2550 S. Beulah Blvd		Chandler Flagstaff	AZ AZ	85286 86001	480-726-5137 928-779-3000	33.280189 35.17596	-111.790213 -111.662511	Phoenix Other - West
Olive Garden	1773	15411 W. McDowell Road		Goodyear	AZ	85395	623-536-2035	33.46412	-112.390554	Phoenix
Olive Garden Olive Garden	1661 1375	1261 Southern Ave 6201 E. Southern Ave.		Mesa Mesa	AZ AZ	85202 85206	480-964-5166 480-807-0207	33.392567 33.39355	-111.859038 -111.697259	Phoenix Phoenix
Olive Garden	1754	11905 North Oracle Rd		Oro Valley	AZ	85755	520-544-3690	32.422556	-110.939979	Tucson
Olive Garden Olive Garden	1491 1718	7889 W Bell Rd. 2626 N. 75th Avenue		Peoria Phoenix	AZ AZ	85382 85035	623-412-4955 623-845-0477	33.637698 33.477551	-112.227924 -112.221182	Phoenix Phoenix
Olive Garden	4410	2710 W. North Lane		Phoenix	AZ	85021	602-943-1502	33.581555	-112.118149	Phoenix
Olive Garden Olive Garden	1715 1645	2501 W. Happy Valley Road 3060 Highway 69	Bldg F	Phoenix Prescott	AZ AZ	85085 86301	623-434-4664 928-541-9194	33.712064 34.552079	-112.11398 -112.408223	Phoenix Other - West
Olive Garden	1863	21422 S Ellsworth Loop Roa		Queen Creek	AZ	85142	480-677-8345	33.253754	-111.638442	Phoenix
Olive Garden Olive Garden	1234 1454	4868 E Cactus Road 3380 North Scottsdale Rd.	Suite 48-1550	Scottsdale Scottsdale	AZ AZ	85254 85251	602-494-4327 480-874-0212	33.598044 33.487341	-111.9764 -111.927066	Phoenix Phoenix
Olive Garden Olive Garden	1871 1627	380 N Hwy 90 13379 West Grand Ave		Sierra Vista Surprise	AZ AZ	85635 85374	520-459-8960 623-975-6774	31.559119 33.638072	-110.258203 -112.350454	Other - West Phoenix
Olive Garden	1488	1010 W. Elliott Rd.		Tempe	AZ	85284	480-777-0032	33.349662	-111.955053	Phoenix
Olive Garden Olive Garden	1095 1622	300 W Wetmore Road 1213 West Irvington Road		Tucson Tucson	AZ AZ	85705 85714	520-292-1077 520-434-0789	32.286895 32.162582	-110.976961 -110.991074	Tucson Tucson
Olive Garden	1219	5410 E Broadway Blvd	Suite E-5	Tucson	AZ	85711	520-790-5787	32.221232	-110.876798	Tucson
Olive Garden Olive Garden	1671 1255	1720 E. 16th Street 430 E Huntington Drive	Suite #420	Yuma Arcadia	AZ CA	85366 91006	928-329-8180 626-821-0636	32.69904 34.139707	-114.60269 -118.021871	Other - West Los Angeles
Olive Garden	1068	1701 New Stine Road	Outo # 120	Bakersfield	CA	93309	661-832-1278	35.339199	-119.06168	Other - West
Olive Garden Olive Garden	1103 4463	270 Brea Mall Way 8386 La Palma Ave		Brea Buena Park	CA CA	92821 90620	714-255-1332 714-220-3943	33.916838 33.846361	-117.88318 -117.988104	Los Angeles Los Angeles
Olive Garden	1570	1741 N. Victory Place	Bldg. R6	Burbank	CA	91504	818-559-3640	34.190638	-118.32901	Los Angeles
Olive Garden Olive Garden	1120 4431	1884 Marron Rd 20532 Avalon Blvd	Bldg L Suite 230	Carlsbad Carson	CA CA	92008 90746	760-434-1016 310-217-0409	33.176752 33.84521	-117.337479 -118.263361	San Diego Los Angeles
Olive Garden	1071	11171 183rd Street		Cerritos	CA	90703	562-860-8855	33.866134	-118.096436	Los Angeles
Olive Garden Olive Garden	1079 1402	19724 Nordhoff Place 2020 Business Lane		Chatsworth Chico	CA CA	91311 95928	818-772-6090 530-898-8075	34.234811 39.725523	-118.563319 -121.806634	Los Angeles Other - West
Olive Garden	1249	5526 Philadelphia Street		Chino	CA	91710	909-464-9332	34.03397	-117.684285	Inland Empire
Olive Garden Olive Garden	1205 1246	585 I Street 5445 Sunrise Boulevard		Chula Vista Citrus Heights	CA CA	91910 95610	619-498-1717 916-965-9537	32.628204 38.66611	-117.087333 -121.27261	San Diego Sacramento
Olive Garden	1016	17585 Castleton St		City Of Industry	CA	91748	626-965-4710	33.994729	-117.920261	Los Angeles
Olive Garden Olive Garden	1256 4433	389 Shaw Avenue 6000 Sepulveda Blvd	Suite # 1220	Clovis Culver City	CA CA	93612 90230	559-323-7297 310-313-9185	36.80879 33.985312	-119.704848 -118.39487	Other - West Los Angeles
Olive Garden Olive Garden	1220 1303	6874 Katella Avenue 9253 Firestone Blvd		Cypress Downey	CA CA	90630 90241	714-894-1330 562-923-9773	33.802515 33.933124	-118.012579 -118.118263	Los Angeles
Olive Garden	4450	504 E Danenberg Drive		El Centro	CA	92243	760-337-1952	32.767417	-115.53431	Los Angeles Other - West
Olive Garden	1357	1107 W. Valley Parkway	Cnoss 107	Escondido	CA	92025	760-737-9285	33.115535	-117.097665	San Diego
Olive Garden Olive Garden	1713 1143	2485 Iron Point Road 39145 Farwell Dr	Space 187	Folsom Fremont	CA CA	95630 94538	916-984-7036 510-796-7500	38.645928 37.531354	-121.118647 -121.999346	Sacramento The Bay Area
Olive Garden Olive Garden	1322 1382	101 N Brand Boulevard 24688 Hesperian Blvd		Glendale Hayward	CA CA	91203 94545	818-240-7119 510-782-6385	34.147269 37.647824	-118.255608 -122.10656	Los Angeles The Bay Area
Olive Garden	1653	16811 Beach Blvd		Hayward Huntington Beach	CA	92647	714-847-8874	33.718059	-122.10656 -117.989633	Los Angeles
Olive Garden Olive Garden	1267 1301	3755 Alton Pkwy 5500 Grossmont Center Driv	Suite #420	Irvine La Mesa	CA CA	92606 91942	949-263-8692 619-460-7221	33.682594 32.777022	-117.814017 -117.013572	Los Angeles San Diego
Olive Garden	1299	24256 El Toro Road #1		Laguna Hills	CA	92653	949-583-1020	33.611068	-117.722478	Los Angeles
Olive Garden Olive Garden	1723 1858	2610 N. Sepulveda Blvd. 1350 Great Mall Drive	Suite # 1220	Manhattan Beach Milpitas	CA CA	90266 95035	310-545-0423 408-935-8176	33.894989 37.412977	-118.395108 -121.895828	Los Angeles The Bay Area
Olive Garden	1294	2200 Plaza Parkway		Modesto	CA	95350	209-544-8057	37.671056	-121.037688	Other - West
Olive Garden Olive Garden	1089 1266	9251 Monte Vista 22880 Centerpoint Drive	Space A-219	Montclair Moreno Valley	CA CA	91763 92553	909-621-0636 951-656-3531	34.08572 33.939693	-117.697841 -117.263509	Inland Empire Inland Empire
Olive Garden	1579	4403 E. Mills Circle		Ontario	CA	91764	909-481-7676	34.076853	-117.557638	Inland Empire
Olive Garden Olive Garden	1389 1340	2330 N. Tustin St. 1891 Ventura Boulevard		Orange Oxnard	CA CA	92865 93036	714-998-9092 805-983-6656	33.829059 34.224284	-117.836674 -119.152391	Los Angeles Los Angeles
Olive Garden	1313	72225 Highway 111		Palm Desert	CA	92260	760-773-2776	33.72986	-116.4043	Inland Empire

Dilive Garden 1360 2515 El Camino Real Palo Alto CA 94306 650-326-5673 37.424704 122.144333 To the Garden 1341 4195 Century Blvd Pittsburg CA 94565 925-778-6208 38.006996 -121.842182 To the Garden 1359 1025 Dana Drive Redding CA 94503 530-221-0158 40.585243 -122.351735 CO live Garden 1359 1025 Dana Drive Redding CA 92503 951-351-9798 33.909459 -117.459838 In 1925 6430 Redwood Drive Rohnert Park CA 94268 707-586-3607 33.94789 -127.45868 CO live Garden 4453 1866 Montebello Town Center Rosemead CA 91770 323-721-1320 34.037364 -118.082314 L. Olive Garden 1574 1160 Galleria Blvd. Bldg E Roseville CA 95678 916-783-6005 38.770871 -121.265153 SO live Garden 1241 1780 Challenge Way Suite 1065 Sacramento CA 95678 916-804-9305 38.597351 -121.42558 SO live Garden 1335 1580 North Main Street Salinas CA 93906 831-449-6158 36.711973 -121.65388 CO live Garden 1369 11555 Carmel Mountain Rd San Diego CA 92108 838-485-9873 32.978522 -117.02437 SO live Garden 1369 11555 Carmel Mountain Rd San Diego CA 92110 619-226-2124 32.752364 -117.207418 San Diego CA 94132 415-661-6770 37.727253 -122.476354 TO live Garden 1295 3251 20th Avenue Space 187 San Francisco CA 94132 415-661-6770 37.727253 -122.476354 TO live Garden 1440 468 2226 Eastridge Loop Suite 101 San Jose CA 94132 415-661-6770 37.727253 -122.476354 TO live Garden 1488 11966 Loo Sos Valley Road San Lius Obispo CA 94132 415-661-6770 37.727253 -122.476354 TO live Garden 1488 11966 Loo Sos Valley Road San Lius Obispo CA 94132 415-661-6770 37.727253 -122.476354 TO live Garden 1494 410 S. Bradley Rd. San Lius Obispo CA 94132 415-661-6770 37.727253 -122.476354 TO live Garden 1581 9400 Mission Gorge Rd San Lius Obispo CA 94132 408-256-1420 37.248967 -121.864534	Other - West The Bay Area The Bay Area Other - West Inland Empire Other - West Los Angeles Sacramento Sacramento Other - West Inland Empire Other - West Inland Empire San Diego San Diego San Diego San Diego The Bay Area The Bay Area The Bay Area Other - West Los Angeles Los Angeles Other - West Inland Empire San Diego Other - West Los Angeles Other - West Inland Empire Los Angeles Other - West Inland Empire Los Angeles Los Angeles Los Angeles Cother - West Under - West Under - West Other - West
Dilive Garden 1341	The Bay Area Other - West Inland Empire Other - West Los Angeles Sacramento Sacramento Sacramento Other - West Inland Empire San Diego San Diego San Diego San Diego Other - West Inland Empire San Diego Other - West Inland Empire San Diego Other - West Inland Empire Los Angeles Other - West Los Angeles Other - West Inland Empire Los Angeles Other - West Inland Empire Los Angeles Other - West Inland Empire Los Angeles Other - West Other - West Inland Empire Los Angeles Other - West Other - West Other - West Inland Empire Los Angeles Other - West
Dilive Garden 1359 1025 Dana Dirive Redding CA 96003 530-221-0158 40.585243 -122.351735 CO	Other - West Inland Empire Other - West Los Angeles Sacramento Sacramento Sacramento Sacramento Sacramento San Diego San Diego Los Angeles The Bay Area The Bay Area The Bay Area Other - West Los Angeles Los Angeles Other - West Inland Empire Los Angeles Other - West Inland Empire Los Angeles Los Angeles Other - West Inland Empire Los Angeles Other - West Inland Empire Los Angeles Other - West
Dilive Garden 1325 6430 Redwood Drive Rohnert Park CA 94928 707-586-3607 38.34789 -122.715468 CO	Other - West Los Angeles Sacramento Sacramento Other - West Inland Empire San Diego San Diego Los Angeles The Bay Area The Bay Area The Bay Area Other - West Los Angeles Los Angeles Los Angeles Los Angeles Los Angeles Los Angeles Cother - West Inland Empire Los Angeles Los Angeles Other - West Inland Empire Los Angeles Los Angeles Cother - West Inland Empire Los Angeles Los Angeles Los Angeles Los Angeles Los Angeles Cother - West
Dilive Garden	Los Angeles Sacramento Sacramento Other - West Inland Empire San Diego San Diego San Diego San Diego Los Angeles The Bay Area The Bay Area The Bay Area Other - West Los Angeles Cother - West San Diego Other - West Inland Empire Los Angeles Cothangeles Other - West Inland Empire Los Angeles Cother Other - West Inland Empire Los Angeles Cother - West Other - West Inland Empire Los Angeles Cother - West Other - West Other - West Other - West
Dilive Garden	Sacramento Other - West Inland Empire San Diego San Diego Los Angeles The Bay Area The Bay Area The Bay Area The Bay Area Cher - West Los Angeles Los Angeles Cother - West San Diego Other - West Inland Empire Los Angeles Los Angeles Other - West
Dilive Garden 1335 1580 North Main Street Salinas CA 93906 831-449-6158 36,71973 -121,65388 CO	Other - West Inland Empire San Diego San Diego Los Angeles The Bay Area The Bay Area The Bay Area Other - West Los Angeles Cher - West Los Angeles Other - West Inland Empire Los Angeles Cother - West Inland Empire Los Angeles Cother - West Inland Empire Los Angeles Cother - West Cos Angeles Other - West Other - West Other - West
Dilive Garden 1369 11555 Carmel Mountain Rd San Diego CA 92128 858-485-9873 32.9785.22 -117.082437 San Dilive Garden 1358 3215 Sports Arena Blvd San Dilego CA 92110 619-226-2124 32.752.364 -117.207218 San Dilive Garden 4407 582 N Lone Hill Ave San Dilmas CA 97173 909-599-5650 34.112718 -117.828202 LO Dilive Garden 1295 3251 20th Avenue Space 187 San Francisco CA 94132 415-661-6770 37.727253 -122.476354 TO Dilive Garden 1184 940 Blossom Hill Road San Jose CA 94132 415-661-6770 37.27253 -122.476354 TO Dilive Garden 4468 2226 Eastridge Loop Suite 101 San Jose CA 95123 408-274-2447 37.32555 -121.864534 TO Dilive Garden 4468 2226 Eastridge Loop Suite 101 San Jose CA 95122 408-274-2447 37.32555 -121.864534 TO Dilive Garden 1888 11966 Los Osos Valley Road San Luis Obispo CA 93401 805-785-0306 35.225517 -120.686983 CA 93401 805-785-0306 35.225517 -120.6869	San Diego San Diego Los Angeles The Bay Area The Bay Area The Bay Area Cher - West Los Angeles Los Angeles Cother - West San Diego Chter - West Los Angeles Cher - West Cher - West Chan Diego Cher - West Cother - West
Olive Garden 1358 3215 Sports Arena Blvd San Diego CA 92110 619-226-2124 32.752364 -117.207218 S Olive Garden 4407 582 N Lone Hill Ave San Dimas CA 91773 909-599-5650 34.112718 -117.828202 T Olive Garden 1295 3251 20th Avenue Space 187 San Francisco CA 94132 415-661-6770 37.27253 -122.476354 T Olive Garden 1184 940 Blossom Hill Road San Jose CA 95123 408-225-1420 37.249867 -121.864534 T Olive Garden 4468 2226 Eastridge Loop Suite 101 San Jose CA 95123 408-225-1420 37.249867 -121.864534 T Olive Garden 4468 2226 Eastridge Loop Suite 101 San Jose CA 95123 408-225-1420 37.249867 -121.864534 T Olive Garden 188 11966 Los Joss Valley Road San Luis Obispo CA 991401 805-778-7044 37.25255 -121.81072 <td>San Diego Los Angeles The Bay Area The Bay Area The Bay Area The Bay Area Other - West Los Angeles Los Angeles Other - West San Diego Other - West Inland Empire Los Angeles Los Angeles Cother - West Other - West Other - West Other - West</td>	San Diego Los Angeles The Bay Area The Bay Area The Bay Area The Bay Area Other - West Los Angeles Los Angeles Other - West San Diego Other - West Inland Empire Los Angeles Los Angeles Cother - West Other - West Other - West Other - West
Dilive Garden 1295 3251 20th Avenue Space 187 San Francisco CA 94132 415-661-6770 37,727253 -122,476354 TO To Garden 1184 940 Bilossom Hill Road San Jose CA 95123 408-225-1420 37,249867 -121,864534 TO Dilive Garden 4468 2226 Eastridge Loop Suite 101 San Jose CA 95122 408-274-2447 37,32565 -121,864534 TO Dilive Garden 1888 11966 Los Osos Valley Road San Luis Obispo CA 93401 805-785-0306 35,225517 -120,686983 CO CO CO CO CO CO CO C	The Bay Area The Bay Area The Bay Area Other - West Los Angeles Los Angeles Los Angeles Cother - West San Diego Other - West Los Angeles Los Angeles Los Angeles Los Angeles Los Angeles
Olive Garden 1184 940 Blossom Hill Road San Jose CA 95123 408-225-1420 37.249867 -121.864534 T Olive Garden 4468 2226 Eastridge Loop Suite 101 San Jose CA 95123 408-225-1420 37.249867 -121.864534 T Olive Garden 1888 11966 Los Joss Valley Road San Luis Obispo CA 99401 805-785-0306 35.252517 -120.868983 CO Olive Garden 1290 2800 N Main Street Suite # 2802 Santa Ana CA 92705 714-541-8323 33.77559 -117.86928 LI Olive Garden 1563 27003 McBean Pkwy Santa Clarita CA 91355 661-799-8161 34.420729 -118.69274 LI Olive Garden 1404 1210 S. Bradley Rd. Santa Maria CA 93454 805-922-8809 34.93899 -120.41873 C Olive Garden 1581 9800 Mission Gorge Rd Santee CA 92071 619-562-1622 32.839097 -116.983027 S	The Bay Area The Bay Area Other - West Los Angeles Los Angeles Other - West San Diego Other - West Inland Empire Los Angeles Los Angeles Other - West Other - West
Olive Garden 1888 11966 Los Osos Valley Road San Luis Obispo CA 93401 805-785-0306 32.52517 -120.686983 CO Olive Garden 1290 2800 N Main Street Suite # 2802 Santa Ana CA 92705 714-541-8323 33.77559 -117.66928 L Olive Garden 1563 27003 McBean Pkwy Santa Clarita CA 91355 661-799-8161 34.420729 -118.563274 L Olive Garden 1404 1210 S. Bradley Rd. Santa Maria CA 93454 805-922-8809 34.93899 -120.418733 C Olive Garden 1581 9800 Mission Gorge Rd Santee CA 99071 619-62-1622 32.839907 -118.93027 S Olive Garden 1779 2671 W March Lane Stockton CA 95207 209-954-9018 37.985451 -121.342565 C Olive Garden 1678 29025 Overland Drive Temecula CA 92589 951-506-1975 33.519537 -117.152685 Ir Oliv	Other - West Los Angeles Los Angeles Other - West San Diego Other - West Inland Empire Los Angeles Los Angeles Other - West
Olive Garden 1290 2800 N Main Street Suite # 2802 Santa Ana CA 92705 714-541-8323 33.77559 -117.86928 L Olive Garden 1563 27003 McBean Pkwy Santa Clarita CA 91355 661-799-8161 34.420729 -118.563274 L Olive Garden 1404 1210 S. Bradley Rd. Santa Maria CA 93454 805-922-8809 34.93899 -120.418733 CO Olive Garden 1581 9800 Mission Gorge Rd Santee CA 92071 619-562-1622 32.839097 -116.983027 S Olive Garden 1779 2671 W March Lane Stockton CA 95207 209-954-9018 37.985451 -121.342565 C Olive Garden 1678 29025 Overland Drive Temecula CA 92589 951-506-1975 33.519377 -117.152685 Ir Olive Garden 4402 158 W Hillcrest Drive Thousand Oaks CA 91360 805-777-1744 34.18202 -118.8835 L	Los Angeles Los Angeles Other - West San Diego Other - West Inland Empire Los Angeles Cother - West Other - West
Olive Garden 1404 1210 S. Bradley Rd. Santa Maria CA 93454 805-922-8809 34.93899 -120.418733 CO Olive Garden 1581 9800 Mission Gorge Rd Santee CA 92071 619-562-1662 32.839097 -116.983027 S Olive Garden 1779 2671 W March Lane Stockton CA 95207 209-954-9018 37.985541 -121.342565 C Olive Garden 1678 29025 Overland Drive Temecula CA 92589 951-506-1975 33.519537 -117.152685 LI Olive Garden 4402 158 W Hillcrest Drive Thousand Oaks CA 91360 805-777-1744 34.18202 -118.8835 L	Other - West San Diego Other - West Inland Empire Los Angeles Other - West
Olive Garden 1581 9800 Mission Gorge Rd Santee CA 92071 619-562-1622 32.839097 -116.983027 S Olive Garden 1779 2671 W March Lane Stockton CA 95207 209-954-9018 37.985451 -121.342565 C Olive Garden 1678 29202 Overland Drive Temecula CA 92589 951-506-1975 33.519537 -117.152685 Ir Olive Garden 4402 158 W Hillcrest Drive Thousand Oaks CA 91360 805-777-1744 34.18202 -118.8835 L	San Diego Other - West Inland Empire Los Angeles Los Angeles Other - West
Olive Garden 1678 29025 Overland Drive Temecula CA 92589 951-506-1975 33.519537 -117.152685 Ir Olive Garden 4402 158 W Hillcrest Drive Thousand Oaks CA 91360 805-777-1744 34.18202 -118.8835 L	Inland Empire Los Angeles Los Angeles Other - West
Olive Garden 4402 158 W Hillcrest Drive Thousand Oaks CA 91360 805-777-1744 34.18202 -118.8835 L	Los Angeles Los Angeles Other - West
Olive Garden 1018 23442 Hawthorne Rivel Torrance CA 00505 210 272 0205 22 012627 440 240000 10	Other - West
Olive Garden 4430 2749 Countryside Drive Turlock CA 95380 209-632-2694 37.51703 -120.87966 CI	
	Sacramento The Bay Area
Olive Garden 1194 12330 Amargosa Rd Victorville CA 92392 760-245-8100 34.47468 -117.343697 CI	Other - West
	Other - West Los Angeles
Olive Garden 1250 2390 S Havana Street Aurora CO 80014 303-745-9945 39.673331 -104.865089 D	Denver
	Denver Denver
Olive Garden 1247 513 Academy Boulevard Colorado Springs CO 80909 719-591-1210 38.841583 -104.756653 CO	Other - West
	Other - West Denver
Olive Garden 1376 3905 S. College Ave. Fort Collins CO 80525 970-225-3803 40.532979 -105.077546 CO	Other - West
	Other - West Other - West
Olive Garden 1329 2520 E Co Line Road Highlands Ranch CO 80126 303-843-9822 39.565255 -104.959749 D	Denver
	Denver Denver
Olive Garden 1242 5380 S Wadsworth Blvd Littleton CO 80123 303-978-0444 39.619784 -105.090511 D	Denver
	Other - West Denver
Olive Garden 1417 5551 W 88th Ave Westminster CO 80031 303-650-0889 39.856983 -105.057612 D	Denver
	Hartford Hartford
Olive Garden 1429 1550 Pleasant Valley Rd Manchester CT 06040 860-644-7095 41.806635 -72.555766 H	Hartford
	Fairfield County Fairfield County
Olive Garden 1706 495 Union Street Waterbury CT 06706 203-597-0775 41.54939 -73.025713 H	Hartford
	Other - New England Hartford
Olive Garden 1668 1279 New Churchman's Rd Christiana DE 19713 302-731-5430 39.690367 -75.662007 P	Philadelphia
	Other - Middle Atlantic Philadelphia
Olive Garden 1702 300 West 436 Altamonte Springs FL 32714 407-772-0409 28.661216 -81.394788 C	Orlando
	Ft. Lauderdale/Miami Ft. Lauderdale/Miami
	West Palm Beach Tampa-St. Petersburg
	Tampa-St. Petersburg Tampa-St. Petersburg
	Fort Myers/Cape Coral/Naples
	Tampa-St. Petersburg Orlando
	Ft. Lauderdale/Miami Ft. Lauderdale/Miami
	East Central Coast, FL
	Other - Southeast Fort Myers/Cape Coral/Naples
Olive Garden 1061 5550 N Federal Hwy Fort Lauderdale FL 33308 954-776-3341 26.195387 -80.111453 F	Ft. Lauderdale/Miami
	Fort Myers/Cape Coral/Naples Fort Myers/Cape Coral/Naples
Olive Garden 1274 216 Miracle Strip Pkwy Fort Walton Beach FL 32548 850-244-1667 30.40517 -86.627337 C	Other - Southeast
	Other - Southeast West Palm Beach
Olive Garden 1884 1350 W 49th St. Bldg. 1 Hialeah FL 33012 305-819-1541 25.866242 -80.309914 F	Ft. Lauderdale/Miami
	Ft. Lauderdale/Miami Other - Southeast
Olive Garden 1191 6050 Youngerman Circle Orange Park Jacksonville FL 32244 904-777-9827 30.193465 -81.740831 Ji	Jacksonville
	Jacksonville Jacksonville
Olive Garden 1272 10144 Phillips Hwy Jacksonville FL 32256 904-292-4845 30.181755 -81.556061 Ji	Jacksonville
	East Central Coast, FL Orlando
	Orlando
	Orlando Other - Southeast
	Tampa-St. Petersburg
	Tampa-St. Petersburg Tampa-St. Petersburg
Olive Garden 1171 10026 US Highway 441 Leesburg FL 34788 352-365-0085 28.823494 -81.789909 C	Orlando East Central Coast, FL
	Ft. Lauderdale/Miami
	Fort Myers/Cape Coral/Naples Other - Southeast
Olive Garden 1228 2530 Enterprise Road Orange City FL 32763 386-775-1511 28.91634 -81.295306 C	Orlando
	Orlando Orlando
Olive Garden 1547 8984 International Dr Orlando FL 32819 407-264-0420 28.437118 -81.473252 C	Orlando
	Orlando Orlando
Olive Garden 1002 3675 E Colonial Drive Orlando FL 32803 407-896-0498 28.553763 -81.338766 C	Orlando
	Orlando East Central Coast, FL
Olive Garden 5802 5294 E Highway 100 Palm Coast FL 32164 386-586-2924 29.47621 -81.21301 E	East Central Coast, FL
	Other - Southeast Other - Southeast
Olive Garden 1409 11425 Pines Blvd Pembroke Pines FL 33026 954-432-5529 26.008376 -80.300862 F	Ft. Lauderdale/Miami
	Other - Southeast Tampa-St. Petersburg
	Ft. Lauderdale/Miami

<u>Banner</u>	<u>Brand</u>	Restaurant ID	Address Line 1	Address Line 2	City	State	<u>Zip</u>	Phone	Latitude	Longitude	<u>Market</u>
Olive Garden		1197	1341 Tamiami Trail		Port Charlotte	FL	33948	941-625-8807	27.012	-82.145898	Fort Myers/Cape Coral/Naples
Olive Garden Olive Garden		1814 1149	5447 S Williamson Blvd. 9690 US Hwv 19		Port Orange Port Richey	FL FL	32129 34668	386-788-9825 727-845-4510	29.106816 28.298343	-81.032032 -82.705641	East Central Coast, FL Tampa-St. Petersburg
Olive Garden		1757	10221 SW Meeting St		Port Saint Lucie	FL	34987	772-345-3691	27.265701	-80.428613	East Central Coast, FL
Olive Garden Olive Garden		1526 1114	10 Towne Center Circle 4900 S Tamiami Trail		Sanford Sarasota	FL FL	32771 34231	407-322-5655 941-923-3136	28.806101 27.283042	-81.335552 -82.531256	Orlando Tampa-St. Petersburg
Olive Garden		1741	1696 US Hwy 27 North		Sebring	FL	33870	863-314-0350	27.497268	-81.48719	Other - Southeast
Olive Garden Olive Garden		1236 1541	1103 Apalachee Parkway 8306 Citrus Park Dr.		Tallahassee Tampa	FL FL	32301 33625	850-878-2949 813-920-7475	30.437334 28.065604	-84.266123 -82.574651	Other - Southeast Tampa-St. Petersburg
Olive Garden		4480		Suite B228	Tampa	FL	33607	813-286-6564	27.958006	-82.524487	Tampa-St. Petersburg
Olive Garden		1025	2801 E Busch Blvd		Tampa	FL	33612 33647	813-933-9194	28.032227	-82.428099	Tampa-St. Petersburg
Olive Garden Olive Garden		1548 1790	17011 Palm Pointe Dr 3680 Wedgewood Lane		Tampa The Villages	FL FL	32162	813-866-5253 352-259-0304	28.117506 28.927864	-82.381106 -82.019766	Tampa-St. Petersburg Other - Southeast
Olive Garden		1737	5945 20th Street		Vero Beach	FL	32966	772-567-3223	27.63826	-80.45011	East Central Coast, FL
Olive Garden Olive Garden		1576 1283	10280 Forest Hill Blvd V 2508 W New Haven Avenue	Wellington Design Center	Wellington West Melbourne	FL FL	33414 32904	561-798-7979 321-722-2204	26.650446 28.079351	-80.209188 -80.662647	West Palm Beach East Central Coast, FL
Olive Garden		1169	405 Cypress Garden Blvd SE		Winter Haven	FL	33880	863-294-6641	28.004516	-81.721627	Other - Southeast
Olive Garden Olive Garden		1275 4437	665 N Orlando Avenue 2701 Dawson Road		Winter Park Albany	FL GA	32789 31707	407-740-7117 229-883-8282	28.60301 31.618452	-81.365429 -84.222262	Orlando Other - Southeast
Olive Garden		1625	3666 Atlanta Highway		Athens	GA	30606	706-227-2225	33.939821	-83.459015	Other - Southeast
Olive Garden Olive Garden		1102 5808	2736 Washington Rd 600 Glynn Isles		Augusta Brunswick	GA GA	30909 31525	706-738-0405 912-267-9896	33.508778 31.202708	-82.026421 -81.482303	Other - Southeast Other - Southeast
Olive Garden		1532	3220 Buford Dr		Buford	GA	30519	678-546-1778	34.064249	-83.990628	Atlanta
Olive Garden Olive Garden		1798 4436	2040 Cumming Highway 1379 South Park Street		Canton Carrollton	GA GA	30115 30117	770-704-6665 770-832-8885	34.236505 33.55589	-84.454392 -85.07411	Atlanta Atlanta
Olive Garden		1605	5555 G Whittlesey Blvd		Columbus	GA	31909	706-660-0881	32.544987	-84.947156	Other - Southeast
Olive Garden Olive Garden		1531 1070	6710 Douglas Blvd 3565 Mall Blvd		Douglasville Duluth	GA GA	30135 30096	770-577-5858 770-497-0594	33.728895 33.957986	-84.750014 -84.132402	Atlanta Atlanta
Olive Garden		1633	4749 Ashford Dunwoody Road	d	Dunwoody	GA	30338	678-441-0270	33.933203	-84.33696	Atlanta
Olive Garden Olive Garden		4404	1380 Highway 85 N		Fayetteville	GA	30214	678-817-4144 770-534-3530	33.47764	-84.4388	Atlanta
Olive Garden Olive Garden		1881 1152	1175 Dawsonville Hwy NW 429 Barrett Pkwy		Gainesville Kennesaw	GA GA	30501 30144	770-424-3668	34.302293 34.012239	-83.859308 -84.563004	Atlanta Atlanta
Olive Garden		1594	3011 Turner Hill Road		Lithonia	GA	30038	770-482-4600	33.6935	-84.089466	Atlanta
Olive Garden Olive Garden		1112 1744	3709 Bloomfield Rd 1961 Jonesboro Road		Macon McDonough	GA GA	31206 30253	478-477-0394 770-898-2018	32.821056 33.463879	-83.696732 -84.219527	Other - Southeast Atlanta
Olive Garden		1045	1176 Mount Zion Road		Morrow	GA	30260	770-968-4800	33.572025	-84.351777	Atlanta
Olive Garden Olive Garden		1658 4472	212 Newnan Crossing By-pas 280 Pooler Pkway	S	Newnan Pooler	GA GA	30263 31322	770-253-9470 912-748-1223	33.391996 32.1406	-84.762655 -81.25092	Atlanta Other - Southeast
Olive Garden		1729	789 Turner McCall Blvd., NE		Rome	GA	30161	706-235-5757	34.261246	-85.170036	Other - Southeast
Olive Garden Olive Garden		1338 1529	905 Holcomb Bridge Rd 11333 Abercorn St		Roswell Savannah	GA GA	30076 31419	770-642-0395 912-961-9009	34.027415 31.980543	-84.335354	Atlanta Other - Southeast
Olive Garden		1136	2467 Cobb Parkway SE		Smyrna	GA	30080	770-933-8971	33.892057	-81.147307 -84.476451	Atlanta
Olive Garden		1886		Building 700	Snellville	GA	30078	678-344-9195	33.887275	-84.010504	Atlanta
Olive Garden Olive Garden		1837 5811	201 Henry Blvd 254 Liberty Street		Statesboro Thomasville	GA GA	30458 31757	912-764-6688 229-225-2112	32.42819 30.838698	-81.75874 -83.943322	Other - Southeast Other - Southeast
Olive Garden		4459	1208 Highway 82 West		Tifton	GA	31794	229-387-8990	31.44927	-83.53313	Other - Southeast
Olive Garden Olive Garden		1887 1769	1315 N St. Augustine Rd. 3020 Watson Blvd		Valdosta Warner Robins	GA GA	31601 31093	229-244-9990 478-953-5006	30.844347 32.617475	-83.328975 -83.693125	Other - Southeast Other - Southeast
Olive Garden		5814	2497 Memorial Drive		Waycross	GA	31503	912-287-9192	31.194922	-82.319949	Other - Southeast
Olive Garden Olive Garden		1832 1475	770 SE Oralabor Rd 367 Collins Rd.		Ankeny Cedar Rapids	IA IA	50021 52402	515-964-0511 319-378-6401	41.703102 42.027541	-93.586346 -91.635568	Other - Midwest Other - Midwest
Olive Garden		1559	930 25th Avenue		Coralville	IA	52241	319-339-9100	41.686883	-91.603996	Other - Midwest
Olive Garden Olive Garden		1856 1144	3707 Denmark Drive 330 W Kimberly Road		Council Bluffs Davenport	IA IA	51501 52806	712-366-0688 563-386-0504	41.22251 41.560556	-95.83605 -90.576154	Other - Midwest Other - Midwest
Olive Garden		1516		Suite 1	Dubuque	IA	52003	563-556-4121	42.491579	-90.715271	Other - Midwest
Olive Garden		1711	4930 Sergeant Road		Sioux City	IA.	51106	712-266-0766	42.444687	-96.342501	Other - Midwest
Olive Garden Olive Garden		1489 1146	1315 E. San Marnan Dr 3600 Westown Parkway		Waterloo West Des Moines	IA IA	50702 50266	319-235-6494 515-224-0824	42.460466 41.59404	-92.33015 -93.754986	Other - Midwest Other - Midwest
Olive Garden		1251	320 N Milwaukee Street		Boise	ID	83704	208-322-3327	43.607988	-116.282805	Other - West
Olive Garden Olive Garden		1540 1705	525 W. Canfield Ave 1305 West Broadway St		Coeur D'Alene Idaho Falls	ID ID	83815 83405	208-762-9300 208-227-0545	47.734268 43.495381	-116.793693 -112.052846	Other - West Other - West
Olive Garden		1731	16401 North Marketplace Blvd	t	Nampa	ID	83687	208-442-8129	43.610824	-116.591053	Other - West
Olive Garden Olive Garden		1154 1099	630 East Rand Road 332 W Army Trail Road		Arlington Heights Bloomingdale	IL IL	60004 60108	847-818-8821 630-307-7080	42.109301 41.938523	-87.974342 -88.10734	Chicago Chicago
Olive Garden		1414	1701 E. Empire St.		Bloomington	IL ::	61704	309-663-7375	40.486559	-88.951769	Other - Midwest
Olive Garden Olive Garden		1549 4421	215 S. Weber Road 2048 N State Route 50		Bolingbrook Bourbonnais	IL IL	60490 60914	630-759-5191 815-802-0204	41.692744 41.18747	-88.123981 -87.85035	Chicago Other - Midwest
Olive Garden		1179	4801 W 77th		Burbank	IL	60459	708-636-9555	41.753822	-87.742059	Chicago
Olive Garden Olive Garden		1176 1709	30 East Anthony Drive 3795 US Route 51 North		Champaign Decatur	IL IL	61820 62526	217-351-6339 217-877-7470	40.135857 39.890959	-88.241166 -88.955997	Other - Midwest Other - Midwest
Olive Garden		1096	1211 Butterfield Road		Downers Grove	IL	60515	630-852-4224	41.833744	-88.017885	Chicago
Olive Garden Olive Garden		1075 1536	25 Ludwig Dr 5590 Northridge Dr		Fairview Heights Gurnee	IL IL	62208 60031	618-397-8727 847-336-3628	38.601573 42.37817	-89.987933 -87.940639	St. Louis Chicago
Olive Garden		1098	16601 N Torrence Ave		Lansing	IL	60438	708-895-6110	41.593093	-87.558049	Chicago
Olive Garden Olive Garden		1291 1142	3303 W Touhy Road 5220 W 211th St		Lincolnwood Matteson	IL IL	60712 60443	847-679-4498 708-481-0045	42.011046 41.506698	-87.711988 -87.737941	Chicago Chicago
Olive Garden		1784	3451 Shoppers Drive		McHenry	IL.	60050	815-344-6228	42.367176	-88.267031	Chicago
Olive Garden Olive Garden		4470 1135	1315 W North Ave 620 State Road 59		Melrose Park Naperville	IL IL	60160 60566	708-681-6172	41.908535	-87.847019 -88.205282	Chicago
Olive Garden		1180	7513 W Cermak Road		North Riverside	IL	60546	630-355-2818 708-447-0666	41.761312 41.849883	-87.809002	Chicago Chicago
Olive Garden Olive Garden		1564 1758	15215 South Lagrange Road 2620 Route 34		Orland Park Oswego	IL IL	60462 60543	708-364-9641 630-551-3219	41.613621	-87.852726 -88.309399	Chicago
Olive Garden		1434	3915 W War Memorial Dr		Peoria	IL	61615	309-691-5975	41.702654 40.771252	-89.654353	Chicago Other - Midwest
Olive Garden		4424	5223 US Hwy 251		Peru	IL	61354	815-220-0903	41.369444	-89.125015	Other - Midwest
Olive Garden Olive Garden		1233 1457	6367 E State Street 3785 E. Main St.		Rockford Saint Charles	IL IL	61108 60174	815-399-3176 630-443-1122	42.26706 41.920664	-88.99204 -88.269518	Other - Midwest Chicago
Olive Garden		1551	1925 East Golf Road		Schaumburg	IL ::	60173	847-619-9095	42.050183	-88.032964	Chicago
Olive Garden Olive Garden		1178 1101	2991 Veterans Parkway 701 N Milwaukee Avenue		Springfield Vernon Hills	IL IL	62704 60061	217-793-0318 847-816-0293	39.765126 42.23948	-89.707193 -87.943823	Other - Midwest Chicago
Olive Garden		1156	800 North 8th St		West Dundee	IL	60118	847-428-1981	42.102606	-88.289891	Chicago
Olive Garden Olive Garden		1510 1556	4118 Scatterfield Rd. 10243 E US Highway 36		Anderson Avon	IN IN	46013 46123	765-642-9980 317-273-0889	40.072786 39.763198	-85.652194 -86.341444	Other - Midwest Other - Midwest
Olive Garden		1587	320 North Jacobs Dr		Bloomington	IN	47404	812-333-1350	39.169212	-86.572971	Other - Midwest
Olive Garden		4455	10206 N Michigan Road		Clarkeville	IN IN	46032	317-471-8618	39.933767	-86.23417	Other - Midwest Other - Midwest
Olive Garden Olive Garden		1697 1317	1230 Veterans Parkway 3003 Brittany Court		Clarksville Elkhart	IN	47129 46514	812-218-8304 574-266-1994	38.327881 41.728224	-85.760071 -85.972557	Other - Midwest
Olive Garden		1022	1100 N Green River Road		Evansville	IN	47715	812-473-2903	37.986326	-87.493146	Other - Midwest
Olive Garden Olive Garden		1186 1007	315 Coliseum Blvd, W 1274 US Highway 31		Fort Wayne Greenwood	IN IN	46805 46142	260-482-7804 317-887-3030	41.117483 39.633357	-85.144103 -86.126058	Other - Midwest Other - Midwest
Olive Garden		1008	6130 E 82nd Street		Indianapolis	IN	46250	317-842-6321	39.905849	-86.061229	Other - Midwest
Olive Garden Olive Garden		1043 1493	8155 E Washington 4015 S. Lafountain		Indianapolis Kokomo	IN IN	46219 46902	317-895-0800 765-455-2038	39.772719 40.438363	-86.023786 -86.128027	Other - Midwest Other - Midwest
Olive Garden		1384	4151 South Street		Lafayette	IN	47905	765-447-0074	40.416944	-86.828425	Other - Midwest
Olive Garden Olive Garden		1106 1810	1900 Southlake Mall Drive 4441 S. Franklin St		Merrillville Michigan City	IN IN	46410 46360	219-769-2479 219-879-6830	41.470687 41.67027	-87.311611 -86.895016	Chicago Chicago
Olive Garden		1023	6410 Grape Road		Mishawaka	IN	46545	574-277-6503	41.719001	-86.187116	Other - Midwest
Olive Garden Olive Garden		1401 1805	304 W. McGalliard Rd. 13285 Tegler Drive	Suite 3004	Muncie Noblesville	IN IN	47303 46060	765-287-0450 317-770-6091	40.219497 39.994745	-85.389397 -85.928734	Other - Midwest Other - Midwest
Olive Garden Olive Garden		1805 4403	4111 National Road East	June Juu4	Richmond	IN IN	46060 47374	765-962-4300	39.994745 39.830522	-85.928734 -84.846133	Cleveland
Olive Garden		1229	3820 South US Hwy 41		Terre Haute	IN	47802	812-235-5177	39.42061	-87.414732	Other - Midwest
Olive Garden Olive Garden		4406 4461	1718 N Rock Road 1700 E 17th Ave		Derby Hutchinson	KS KS	67037 67501	316-788-1501 620-728-0556	37.56475 38.072758	-97.2437 -97.896945	Other - Midwest Other - Midwest
Olive Garden		1795	10760 Parallel Parkway		Kansas City	KS	66109	913-788-9320	39.12895	-94.82643	Kansas City
Olive Garden Olive Garden		1843 1535	715 Tuttle Creek Blvd 15090 West 119th Street		Manhattan Olathe	KS KS	66502 66062	785-537-2445 913-768-4372	39.18618 38.913335	-96.55965 -94.76028	Other - Midwest Kansas City
Olive Garden		1111	6750 W 95th Street		Overland Park	KS	66212	913-381-8645	38.95709	-94.663425	Kansas City

<u>Banner</u>	Brand	Restaurant ID	Address Line 1	Address Line 2	City	<u>State</u>	<u>Zip</u>	Phone	<u>Latitude</u>	<u>Longitude</u>	<u>Market</u>
Olive Garden Olive Garden			2820 S 9th Street 1925 SW Wanamaker Rd		Salina	KS	67401	785-827-4266	38.787537	-97.613682	Other - Midwest
Olive Garden Olive Garden			2641 N. Maize Rd		Topeka West Wichita	KS KS	66604 67205	785-271-7526 316-722-0991	39.031317 37.731137	-95.762801 -97.463281	Other - Midwest Other - Midwest
Olive Garden			323 N Rock Road		Wichita	KS	67206	316-684-6757	37.691381	-97.2452	Other - Midwest
Olive Garden Olive Garden			3220 Scottsville Road 7844 Mall Road		Bowling Green Florence	KY KY	42104 41042	270-782-6050 859-282-1116	36.93984 38.99291	-86.41986 -84.651491	Other - Southeast Cincinnati
Olive Garden Olive Garden			3385 Nicholasville Road 4811 R Outer Loop		Lexington Louisville	KY KY	40503 40219	859-272-8334 502-968-2978	37.989161 38.139414	-84.525402 -85.672978	Other - Southeast Other - Midwest
Olive Garden		1327	1320 Hurstbourne Lane		Louisville	KY	40222	502-339-7190	38.226547	-85.578325	Other - Midwest
Olive Garden Olive Garden			9730 Von Allmen Ct 5204 Frederica Street		Louisville Owensboro	KY KY	40241 42301	502-425-3607 270-683-4848	38.311128 37.717232	-85.571772 -87.126074	Other - Midwest Other - Midwest
Olive Garden		1426	5150 Hinkleville Rd		Paducah	KY	42001	270-442-4190	37.074867	-88.689652	Other - Southeast
Olive Garden Olive Garden			2168 Lantern Ridge Drive 6911 Siegen Lane		Richmond Baton Rouge	KY LA	40475 70809	859-625-5087 225-368-1630	37.73806 30.386418	-84.32524 -91.062711	Other - Southeast New Orleans
Olive Garden Olive Garden			2935 Meadow Creek Drive 5001 Pinnacle Parkway		Bossier City Covington	LA LA	71111 70433	318-752-4038 985-809-1615	32.561627 30.445266	-93.709815 -90.131336	Other - Southeast New Orleans
Olive Garden		4438	1981 Hammond Square Driv	e	Hammond	LA	70433	985-543-6011	30.480506	-90.457567	New Orleans
Olive Garden Olive Garden		1646 1403	1757 Martin Luther King Driv 1315 W. Esplanade Ave.	е	Houma Kenner	LA LA	70360 70065	985-872-6990 504-464-4612	29.613903 30.020009	-90.756943 -90.249387	New Orleans New Orleans
Olive Garden		1319	5743 Johnston Street	LaSalle Plaza	Lafayette	LA	70503	337-988-1596	30.172884	-92.078546	New Orleans
Olive Garden Olive Garden		1635 1423	1725 West Prien Lake Rd 4781 Pecanland Mall Dr		Lake Charles Monroe	LA LA	70601 71203	337-474-7380 318-322-8450	30.197235 32.495916	-93.246497 -92.059445	Other - Southeast Other - Southeast
Olive Garden Olive Garden		1585 1637	7150 Youree Drive 168 Northshore Blvd		Shreveport Slidell	LA LA	71105 70460	318-797-8303 985-781-5920	32.4402 30.310078	-93.717467 -89.824917	Other - Southeast New Orleans
Olive Garden		1874	153 Andover St		Danvers	MA	01923	978-750-8324	42.557628	-70.968609	Boston
Olive Garden Olive Garden		1674 1808	11 B Allstate Rd 392 Patriot Place South	Ts Building	Dorchester Foxboro	MA MA	02125 02035	617-989-1371 508-543-3967	42.326073 42.086009	-71.063025 -71.271386	Boston Providence
Olive Garden		1511	1 Worcester Rd	Gps-56 Exchange Terrace	Framingham	MA	01701	508-879-7285	42.299314	-71.394586	Boston
Olive Garden Olive Garden			1095 Iyannough Rd 3 Orchard Hill Park Drive		Hyannis Leominster	MA MA	02601 01453	508-775-9896 978-534-5856	41.672635 42.523413	-70.305667 -71.71335	Other - New England Other - New England
Olive Garden Olive Garden			728 Donald Lynch Blvd 90 Pleasant Valley Ave		Marlborough Methuen	MA MA	01752 01844	508-303-6558 978-687-0205	42.352509 42.742653	-71.615874 -71.155642	Other - New England Other - New England
Olive Garden		1419	80 North Dartmouth Mall		North Dartmouth	MA	02747	508-994-3289	41.640618	-70.99408	Providence
Olive Garden Olive Garden		1730 1436	102 Colony Place Rd 1240 Newport Ave.	Fashion Crossing Mall	Plymouth South Attleboro	MA MA	02360 02703	508-746-5043 508-399-8434	41.954475 41.900251	-70.714303 -71.354262	Other - New England Providence
Olive Garden		1460	1380 Boston Rd.	-	Springfield	MA	01119	413-783-9003	42.14151	-72.497517	Other - New England
Olive Garden Olive Garden		1659 1644	401 Technology Center Drive 1013 County Street	Building 300	Stoughton Taunton	MA MA	02072 02780	781-297-5110 508-884-9922	42.155251 41.876031	-71.066563 -71.060997	Boston Other - New England
Olive Garden		1639	422 Middlesex Road		Tyngsboro	MA	01879	978-649-6727	42.695789	-71.438396	Other - New England
Olive Garden Olive Garden			919 Riverdale Street 7 Tobias Boland Way	Suite 635	West Springfield Worcester	MA MA	01089 01607	413-750-5390 508-755-5268	42.12891 42.232036	-72.62474 -71.788735	Other - New England Other - New England
Olive Garden Olive Garden			8245 Perry Hall Blvd 4101 Towne Center Blvd		Baltimore Bowie	MD MD	21236 20716	410-931-3316 301-262-4769	39.377803 38.945683	-76.471096 -76.734749	Baltimore DC
Olive Garden		1797	45265 Abell House Lane		California	MD	20619	301-862-3890	38.29976	-76.51161	Other - Middle Atlantic
Olive Garden Olive Garden			8315 Benson Drive 9017 Ocean Gateway		Columbia Easton	MD MD	21045 21601	410-290-0040 410-763-9018	39.186026 38.796698	-76.79949 -76.059219	Baltimore Other - Middle Atlantic
Olive Garden		1892	304 E Pulaski Hwy		Elkton	MD	21921	410-392-8701	39.597646	-75.819615	Other - Middle Atlantic
Olive Garden Olive Garden			5609 Spectrum Dr. 17410 Valley Mall Road		Frederick Hagerstown	MD MD	21703 21740	301-663-1801 301-582-0408	39.384781 39.626414	-77.403254 -77.767338	DC Other - Middle Atlantic
Olive Garden Olive Garden			7061 Arundel Mills Circle		Hanover	MD MD	21076 20782	410-796-2750	39.154704	-76.728987	Baltimore DC
Olive Garden		1364	3480 East West Highway 14650 Baltimore Ave.		Hyattsville Laurel	MD	20707	301-853-0289 301-498-0881	38.967252 39.091449	-76.958532 -76.858493	DC
Olive Garden Olive Garden			6 Restaurant Park Dr 2316 N. Salisbury Blvd.		Owings Mills Salisbury	MD MD	21117 21801	410-581-6891 410-548-3070	39.404513 38.399339	-76.793469 -75.569955	Baltimore Other - Middle Atlantic
Olive Garden		1469	3620 Crain Hwy		Waldorf	MD	20603	301-374-9311	38.612743	-76.923409	DC
Olive Garden Olive Garden			500 Gorsuch Rd 205 Civic Center Dr	Suite 1	Westminster Augusta	MD ME	21157 04330	410-871-0841 207-621-9930	39.568687 44.34445	-76.979477 -69.792343	Baltimore Other - New England
Olive Garden		1430	741 Hogan Rd		Bangor	ME	04401	207-942-6209	44.839735	-68.742454	Other - New England
Olive Garden Olive Garden		1687 1296	150 Shops Way 200 Gorham Road	Ste. 800	Biddeford South Portland	ME ME	04005 04106	207-282-0044 207-874-9005	43.475648 43.633159	-70.509138 -70.325831	Other - New England Other - New England
Olive Garden Olive Garden			445 E Eisenhower Pkwy 700 Brown Rd	Concord Center	Ann Arbor Auburn Hills	MI MI	48108 48326	734-663-6875 248-393-1812	42.244552 42.705167	-83.741676 -83.290223	Detroit Detroit
Olive Garden		1712	6870 Whitmore Lake Rd		Brighton	MI	48116	810-225-8284	42.502538	-83.758919	Detroit
Olive Garden Olive Garden		1427 1252	16151 Ford Rd. 24845 Gratiot Avenue		Dearborn Eastpointe	MI MI	48126 48021	313-240-6100 586-778-6670	42.328626 42.478423	-83.201201 -82.949658	Detroit Detroit
Olive Garden		1105	3699 Miller Rd		Flint	MI	48507	810-732-4260	42.983131	-83.751893	Other - Midwest
Olive Garden Olive Garden		1610 1431	4210 24th Avenue 3030 Alpine Ave NW		Fort Gratiot Grand Rapids	MI MI	48059 49544	810-385-5694 616-785-0087	43.031164 43.018133	-82.455253 -85.687482	Other - Midwest Other - Midwest
Olive Garden Olive Garden		1088 1577	3883 28th St SE 4499 Potomac Ave		Grand Rapids Grandville	MI MI	49512 49418	616-940-1632 616-406-0852	42.913014 42.883093	-85.571683 -85.7535	Other - Midwest Other - Midwest
Olive Garden		1484	3500 O'Neill Dr.		Jackson	MI	49202	517-787-2388	42.268293	-84.455501	Other - Midwest
Olive Garden Olive Garden		1109 4434	14000 Middlebelt Rd 6803 Eastman Ave		Livonia Midland	MI MI	48154 48642	734-458-5100 989-832-8128	42.385239 43.661459	-83.332907 -84.247779	Detroit Other - Midwest
Olive Garden			4070 E Bluegrass Rd		Mount Pleasant	MI	48858	989-772-0007	43.574685	-84.761551	Other - Midwest
Olive Garden Olive Garden		1330	1651 Sternberg Road 43300 Crescent Blvd		Muskegon Novi	MI MI	49444 48375	231-798-2333 248-348-4279	43.152938 42.485166	-86.204353 -83.474085	Other - Midwest Detroit
Olive Garden Olive Garden			5015 Marsh Road 6700 Westnedge Ave S		Okemos Portage	MI MI	48864 49002	517-349-0330 269-327-5001	42.726304 42.220239	-84.415772 -85.590103	Other - Midwest Other - Midwest
Olive Garden		1182	2615 Rochester Road S		Rochester Hills	MI	48307	248-853-6960	42.641467	-83.131149	Detroit
Olive Garden Olive Garden		1115 1172	3630 Bay Road 15355 Eureka Road		Saginaw Southgate	MI MI	48603 48195	989-790-2288 734-282-7838	43.460317 42.198447	-83.974976 -83.209866	Other - Midwest Detroit
Olive Garden Olive Garden		1083 1670	13835 Lakeside Circle 2800 N. US Hwy. 31 S.		Sterling Heights Traverse City	MI MI	48313 49684	586-247-8880 231-941-1859	42.626262 44.728437	-82.990663 -85.645134	Detroit Other - Midwest
Olive Garden		1062	30600 Van Dyke Road		Warren	MI	48093	586-574-2616	42.518563	-83.028063	Detroit
Olive Garden Olive Garden			7399 Garrison Road 4701 American Blvd W		Baxter Bloomington	MN MN	56425 55437	218-825-1048 952-831-4044	46.344964 44.857409	-94.245471 -93.340087	Other - Midwest Minneapolis
Olive Garden		1268	1451 County Road 42 W		Burnsville	MN	55306	952-898-4200	44.745799	-93.298758	Minneapolis
Olive Garden Olive Garden		1459 1618	150 Coon Rapids Blvd. 901 Mall Dr		Coon Rapids Duluth	MN MN	55433 55811	763-786-1089 218-727-2623	45.136484 46.801857	-93.272053 -92.149932	Minneapolis Other - Midwest
Olive Garden Olive Garden		1704 1534	1880 Adams Street 12520 Elm Creek Blvd N	The Pines Mall	Mankato Maple Grove	MN MN	56001 55369	507-345-7585 763-420-9699	44.17109 45.094777	-93.949897 -93.439347	Other - Midwest Minneapolis
Olive Garden		1200	1749 Beam Avenue		Maplewood	MN	55109	651-773-0200	45.028693	-93.026315	Minneapolis
Olive Garden Olive Garden			8367 3rd Street N. 380 17th Ave. NW		Oakdale Rochester	MN MN	55128 55901	651-264-1447 507-288-8722	44.950216 44.027563	-92.934967 -92.486799	Minneapolis Other - Midwest
Olive Garden		1245	1525 County Road C		Roseville	MN	55113	651-638-9557	45.021466	-93.16515	Minneapolis
Olive Garden Olive Garden		1424 1543	5235 Wayzata Blvd 12 Division St		Saint Louis Park Waite Park	MN MN	55416 56387	952-544-4423 320-656-1320	44.969594 45.552925	-93.345665 -94.214381	Minneapolis Other - Midwest
Olive Garden		1174	5529 S. Lindbergh		Affton	MO MO	63123	314-849-2553	38.523688	-90.356811	St. Louis
Olive Garden Olive Garden			801 NE Coronado 3790 W 76 Country Blvd		Blue Springs Branson	MO	64014 65616	816-224-3093 417-337-5811	39.026778 36.650591	-94.252236 -93.290179	Kansas City Other - Southeast
Olive Garden Olive Garden			3552 Pennridge Drive 3259 William Street		Bridgeton Cape Girardeau	MO MO	63044 63703	314-739-1274 573-651-4276	38.758137 37.302017	-90.435237 -89.576571	St. Louis Other - Southeast
Olive Garden		1546	17198 Chesterfield/airport Re	d	Chesterfield	MO	63005	636-728-1638	38.667987	-90.594385	St. Louis
Olive Garden Olive Garden		1215 1786	1300 Interstate 70 Dr S.W. 140 Gravois Bluffs Circle		Columbia Fenton	MO MO	65203 63026	573-443-2082 636-326-4969	38.963818 38.505053	-92.357903 -90.444379	Other - Southeast St. Louis
Olive Garden		1056	13910 E 40 Hwy		Independence	MO	64055	816-373-0411	39.036131	-94.416488	Kansas City
Olive Garden Olive Garden		1170	3031 E Hammonds Blvd 500 N.W. Barry Rd		Joplin Kansas City	MO MO	64804 64155	417-782-7295 816-468-7540	37.049616 39.24691	-94.477687 -94.586687	Other - Southeast Kansas City
Olive Garden Olive Garden		1849 1753	650 NW Blue Parkway 105 North Blue Jay Drive		Lee's Summit Liberty	MO MO	64063 64068	816-347-9778 816-407-7719	38.926299 39.244991	-94.401191 -94.448509	Kansas City Kansas City
Olive Garden		1666	2351 Maplewood Commons	Drive	Maplewood	MO	63143	314-781-1511	38.618425	-90.333183	St. Louis
Olive Garden Olive Garden			5312 N Belt Highway 5815 Suemandy Drive		Saint Joseph Saint Peters	MO MO	64506 63376	816-901-9211 636-279-2822	39.814942 38.79617	-94.815975 -90.622876	Other - Southeast St. Louis
Olive Garden		1145	3105 Glenstone Avenue		Springfield	MO	65804	417-886-3188	37.157354	-93.263407	Other - Southeast
Olive Garden Olive Garden		1841 1818	1280 W. Pearce Blvd. 3882 Promenade Parkway		Wentzville D'Iberville	MO MS	63385 39540	636-332-2250 228-392-8068	38.81072 30.45558	-90.87816 -88.90265	St. Louis Other - Southeast

<u>Banner</u>	Brand	Restaurant ID	Address Line 1	Address Line 2	City	<u>State</u>	<u>Zip</u>	Phone	Latitude	Longitude	<u>Market</u>
Olive Garden		1693	4505 Hardy Street		Hattiesburg	MS	39401	601-264-2234	31.324995	-89.358059	Other - Southeast
Olive Garden Olive Garden		1508 1759	6347 I-55 North 107 South Frontage Road		Jackson Meridian	MS MS	39213 39301	601-978-3407 601-693-3075	32.396645 32.36609	-90.14673 -88.671415	Other - Southeast Other - Southeast
Olive Garden		1667	6615 Airways Blvd		Southaven	MS	38671	662-536-3350	34.95717	-89.990734	Memphis
Olive Garden Olive Garden		1650 1412	3242 North Gloster Street 2201 Grant Rd		Tupelo Billings	MS MT	38804 59102	662-840-8450 406-652-1395	34.300325 45.754485	-88.706796 -108.57068	Other - Southeast Other - Midwest
Olive Garden		4451	1553 N 19th Avenue		Bozeman	MT	59718	406-522-9962	45.69519	-111.063061	Other - Midwest
Olive Garden Olive Garden		4417 1467	400 Airport Rd 121 Tunnel Rd		Arden Asheville	NC NC	28704 28805	828-654-9921 828-255-9887	35.446138 35.592668	-82.533402 -82.531594	Other - Southeast Other - Southeast
Olive Garden		1734	1770 Glidewell Drive	Alamance Crossing	Burlington	NC NC	27215	336-584-1171	36.06794	-79.518157	Greensboro
Olive Garden		1314	1809 Walnut Street	Suite C110	Cary	NC	27511	919-233-9714	35.760581	-78.742763	Raleigh-Durham
Olive Garden Olive Garden		1682 1539	8225 Northlake Commons E 8010 Concord Mills Blvd	ilvd	Charlotte Concord	NC NC	28216 28027	704-494-4473 704-979-1130	35.348419 35.370482	-80.854616 -80.715301	Charlotte Charlotte
Olive Garden		1201	234 N Mc Pherson Church F	Rd	Fayetteville	NC	28303	910-864-0119	35.07148	-78.951246	Other - Southeast
Olive Garden Olive Garden		1683 1882	432 Cox Road 803 N Berkeley Blvd		Gastonia Goldsboro	NC NC	28054 27534	704-864-1709 919-778-4140	35.263736 35.377655	-81.1329 -77.939584	Charlotte Other - Southeast
Olive Garden		1177	3000 High Point Road		Greensboro	NC	27403	336-854-7094	36.049119	-79.835923	Greensboro
Olive Garden Olive Garden		1643 1407	540 S.E. Greenville Blvd 2261 Highway 70		Greenville Hickory	NC NC	27858 28602	252-321-7498 828-345-1015	35.583213 35.703271	-77.372111 -81.295353	Other - Southeast Other - Southeast
Olive Garden		4415	4006 Brian Jordan Place		High Point	NC	27265	336-841-5066	36.032653	-79.958862	Greensboro
Olive Garden		4441	107 Grand Hill Place		Holly Springs	NC	27540	919-552-2237	35.658355	-78.849204	Raleigh-Durham
Olive Garden Olive Garden		1733 1861	1415 Western Blvd 2983 Monroe Way		Jacksonville Monroe	NC NC	28546 28110	910-346-1887 704-282-9900	34.788403 35.022505	-77.404331 -80.579832	Other - Southeast Charlotte
Olive Garden		1848	5152 Highway 70		Morehead City	NC	28557	252-240-0250	34.738202	-76.805797	Other - Southeast
Olive Garden Olive Garden		1312 1378	9421 Pineville Matthews Ro 4805 Capital Blvd	ad	Pineville Raleigh	NC NC	28134 27616	704-544-2334 919-954-8557	35.086424 35.850984	-80.877416 -78.581461	Charlotte Raleigh-Durham
Olive Garden		1789	1140 N. Wesleyan Blvd		Rocky Mount	NC	27804	252-442-1329	35.97271	-77.805899	Other - Southeast
Olive Garden Olive Garden		1792 1811	1425 Klumac Road 10572 S. US 15/501		Salisbury Southern Pines	NC NC	28147 28387	704-633-6198 910-246-5201	35.636978 35.169224	-80.488764 -79.425026	Other - Southeast Other - Southeast
Olive Garden		1831	12600 Capital Blvd		Wake Forest	NC	27587	919-556-1007	35.988384	-78.531528	Raleigh-Durham
Olive Garden		5817	1852 US Highway 421		Wilkesboro	NC	28697	336-838-0337	36.149579	-81.219911	Other - Southeast
Olive Garden Olive Garden		1641 1855	5307 Market Street 3401 Raleigh Road Parkway	Blda. 7	Wilmington Wilson	NC NC	28405 27893	910-791-1587 252-206-1399	34.245999 35.74294	-77.874163 -77.963501	Other - Southeast Other - Southeast
Olive Garden		1270	170 Hanes Mall Circle		Winston-Salem	NC	27103	336-765-9008	36.06738	-80.303761	Greensboro
Olive Garden Olive Garden		1787 1188	3400 North 14th Street 4339 13th Avenue, SW		Bismarck Fargo	ND ND	58503 58103	701-223-1106 701-277-1241	46.843355 46.862368	-100.771574 -96.857412	Other - Midwest Other - Midwest
Olive Garden		4401	3160 32nd Ave South		Grand Forks	ND	58201	701-746-2038	47.890252	-97.072756	Other - Midwest
Olive Garden		1889	1030 24th Ave SW		Minot	ND	58701	701-858-7311	48.208575	-101.311798	Other - Midwest
Olive Garden Olive Garden		4416 1432	1010 Allen Drive 90 Gateway		Grand Island Lincoln	NE NE	68803 68505	308-384-1277 402-464-1910	40.928468 40.814464	-98.382586 -96.638406	Other - Midwest Other - Midwest
Olive Garden		1586	16929 Lakeside Hills Plaza		Omaha	NE	68130	402-333-4002	41.234637	-96.178594	Other - Midwest
Olive Garden Olive Garden		1302 1444	7505 Dodge Street 223 Loudon Rd.	Suite # 103	Omaha Concord	NE NH	68114 03301	402-393-8404 603-228-6886	41.259243 43.221839	-96.028888 -71.495864	Other - Midwest Other - New England
Olive Garden		1657	2 Ashbrook Road		Keene	NH	03431	603-352-5337	42.924342	-72.306593	Other - New England
Olive Garden		1554	1888 South Willow St		Manchester	NH	03103	603-668-8871	42.94918	-71.433386	Other - New England
Olive Garden Olive Garden		1435 1807	2048 Woodbury Ave. 762 US Route 202 S	Ledgewood Mall	Newington Bridgewater	NH NJ	03801 08807	603-436-8400 908-203-3758	43.096194 40.575124	-70.798259 -74.663868	Other - New England New York
Olive Garden		1533	2314 SR 38	· ·	Cherry Hill	NJ	08002	856-414-0003	39.940427	-75.012575	Philadelphia
Olive Garden Olive Garden		1271 1214	1500 N Almonesson Rd 777 Route 18		Deptford East Brunswick	NJ NJ	08096 08816	856-232-6332 732-651-8940	39.824506 40.421383	-75.100269 -74.377688	Philadelphia New York
Olive Garden		1304	230 Route 35		Eatontown	NJ	07724	732-389-4585	40.284535	-74.050803	New York
Olive Garden Olive Garden		1834 1183	290 W Main Street 3345 Brunswick Pike-Rt 1		Freehold Lawrenceville	NJ NJ	07728 08648	732-780-3164 609-987-9207	40.244577 40.295437	-74.297049 -74.68254	Other - Middle Atlantic Trenton
Olive Garden		1468	277 Eisenhower Pkwy		Livingston	NJ	07039	973-992-0044	40.797138	-74.342439	New York
Olive Garden		1872	234 Stafford Park Blvd.		Manahawkin	NJ	08050	609-978-1202	39.71086	-74.28696	Other - Middle Atlantic
Olive Garden Olive Garden		1482 4414	4403 Blackhorse Pike 1620 Bergen Town Center		Mays Landing Paramus	NJ NJ	08330 07652	609-641-8585 201-368-1090	39.452968 40.91665	-74.647046 -74.05808	Atlantic City New York
Olive Garden		1809	1317 Centennial Ave		Piscataway	NJ	08854	732-562-0142	40.5529	-74.4407	New York
Olive Garden Olive Garden		1642 1638	66 Route 17 North 323 Mt Hope Ave		Ramsey Rockaway	NJ NJ	07446 07866	201-934-2953 973-659-3312	41.044788 40.908748	-74.11504 -74.547869	New York New York
Olive Garden		1640	500 Route 3 West		Secaucus	NJ	07094	201-867-3543	40.790792	-74.051985	New York
Olive Garden Olive Garden		1199 1483	275 Route 22 East 1277 Hooper Ave.	Suite # 160	Springfield Toms River	NJ NJ	07081 08753	973-376-2667 732-240-9399	40.684811 39.985099	-74.323052 -74.178486	New York Other - Middle Atlantic
Olive Garden		1477	202 Laurel Oak Rd		Voorhees	NJ	08043	856-784-6600	39.847519	-74.988177	Philadelphia
Olive Garden Olive Garden		1724 1745	83 Route 23 South		Wayne Woodbridge	NJ NJ	07470 07095	973-785-4713	40.891994	-74.253237 -74.305904	New York
Olive Garden		1602	510 Woodbridge Center Driv 10500 Coors Blvd By-pass N		Albuquerque	NM	87114	732-726-3191 505-922-6422	40.556687 35.208075	-106.657515	New York Albuquerque
Olive Garden		1118	6301 San Mateo Blvd		Albuquerque	NM	87109	505-881-8425	35.14732	-106.588868	Albuquerque
Olive Garden Olive Garden		1121 1847	601 Juan Tabo Boulevard N 5150 East Main Street	Suite 106-110	Albuquerque Farmington	NM NM	87123 87402	505-275-9948 505-324-0546	35.078767 36.76947	-106.515772 -108.144638	Albuquerque Other - Southwest
Olive Garden		1840	100 N Telshor Blvd		Las Cruces	NM	88011	575-522-0124	32.318892	-106.748418	Other - Southwest
Olive Garden Olive Garden		1609 1878	3781 Cerrillos Rd 4253 S Carson Street		Santa Fe Carson City	NM NV	87505 89701	505-438-7109 775-883-7471	35.644156 39.129308	-106.010433 -119.769789	Albuquerque Reno
Olive Garden		1478	4400 E. Sunset Rd.	Space 3300	Henderson	NV	89014	702-451-5133	36.071437	-115.077245	Las Vegas
Olive Garden Olive Garden		1621	10800 West Charleston Blvd	ı	Las Vegas	NV NV	89135 89102	702-341-8190	36.159642	-115.331432	Las Vegas
Olive Garden		1193 1014	1361 S. Decatur Blvd 1545 Flamingo Road		Las Vegas Las Vegas	NV NV	89102	702-258-3453 702-735-0082	36.154845 36.114062	-115.207349 -115.132238	Las Vegas Las Vegas
Olive Garden		1363	6850 W. Cheyenne Ave.		Las Vegas	NV	89108	702-658-2144	36.218763	-115.244406	Las Vegas
Olive Garden Olive Garden		1440 4462	80 N. Nellis Blvd. 6191 Centennial Center Blvd	i	Las Vegas Las Vegas	NV NV	89110 89149	702-438-0082 702-645-1557	36.160539 36.272871	-115.061705 -115.266652	Las Vegas Las Vegas
Olive Garden		1085	4900 S Virginia		Reno	NV	89502	775-829-1500	39.481956	-119.79101	Reno
Olive Garden Olive Garden		1785 1464	1481 E Lincoln Way 3951 Maple Rd.		Sparks Amherst	NV NY	89434 14226	775-356-9500 716-837-5211	39.53396 42.990435	-119.7193 -78.8163	Reno Buffalo
Olive Garden		1324	3701 McKinley Parkway		Blasdell	NY	14219	716-821-5951	42.787884	-78.810155	Buffalo
Olive Garden Olive Garden		1558 1507	505 Gateway Dr 257 Centereach Mall		Brooklyn Centereach	NY NY	11239 11720	718-348-1071 631-585-4027	40.651493 40.859118	-73.869339 -73.082171	New York New York
Olive Garden		1243	2011 Walden Avenue		Cheektowaga	NY	14225	716-683-4670	42.908121	-78.762525	Buffalo
Olive Garden		1479	4125 Route 31	Suite 1001	Clay	NY	13041	315-652-1950	43.18632	-76.228797	Other - Middle Atlantic
Olive Garden Olive Garden		1869 1504	303 Clifton Park Center Roa 178 Wolf Road	d	Clifton Park Colonie	NY NY	12065 12205	518-383-2391 518-458-8676	42.86101 42.722853	-73.78049 -73.802198	Albany Albany
Olive Garden		1452	3288 Chambers Rd S.		Horseheads	NY	14845	607-796-5228	42.158602	-76.87757	Other - Middle Atlantic
Olive Garden Olive Garden		1830 4445	560 Kings Mall Court 328 E Fairmount Ave		Kingston Lakewood	NY NY	12401 14750	845-336-4867 716-763-0000	41.964952 42.098695	-73.988289 -79.302359	Other - Middle Atlantic Other - Middle Atlantic
Olive Garden		1445	5598 Sunrise Hwy		Massapequa	NY	11758	516-797-1604	40.678232	-73.434661	New York
Olive Garden		1473	200 N. Galleria Dr.		Middletown	NY	10941	845-692-8232	41.462929	-74.371761	Other - Middle Atlantic
Olive Garden Olive Garden		1865 1567	4636 Commercial Dr 696 Avenue Of The America	ıs	New Hartford New York	NY NY	13413 10010	315-736-2005 212-255-1240	43.087663 40.742318	-75.31244 -73.993	Other - Middle Atlantic New York
Olive Garden		1451	2 Times Square		New York	NY	10036	212-333-3254	40.759333	-73.984667	New York
Olive Garden Olive Garden		1875 1410	1532 Military Road 2044 South Road		Niagara Falls Poughkeepsie	NY NY	14304 12601	716-297-3818 845-297-1787	43.093929 41.629176	-78.972506 -73.915143	Buffalo Other - Middle Atlantic
Olive Garden		1428	756 A Glen Street		Queensbury	NY	12804	518-743-9590	43.33051	-73.671978	Albany
Olive Garden		1420	100 Paddy Creek Circle		Rochester	NY	14615	585-865-5610	43.205492	-77.672462	Rochester
Olive Garden Olive Garden		1196 1422	532 Jefferson Road 3147 Erie Blvd East		Rochester Syracuse	NY NY	14623 13214	585-292-0590 315-449-1543	43.088113 43.055334	-77.632347 -76.076354	Rochester Other - Middle Atlantic
Olive Garden		4411	610 W Sunrise Hwy		Valley Stream	NY	11581	516-593-1580	40.665151	-73.722614	New York
Olive Garden Olive Garden		1167 1606	1112 Vestal Pkwy E 204 High Point Drive		Vestal Victor	NY NY	13850 14564	607-748-5840 585-223-2040	42.091195 43.027696	-76.031601 -77.438109	Other - Middle Atlantic Rochester
Olive Garden		1823	20988 Salmon Run Mall Loc		West Watertown	NY	13601	315-786-2934	43.97526	-75.95534	Other - Middle Atlantic
Olive Garden Olive Garden		1455 1866	1246 Old Country Rd 7700 Transit Road	Suite H-001	Westbury Williamsville	NY NY	11590 14221	516-683-3377 716-565-5423	40.745335 42.977466	-73.599744 -78.697621	New York Buffalo
Olive Garden		1087	3924 Medina Road		Akron	ОН	44333	330-666-5313	41.135405	-81.640192	Cleveland
Olive Garden		1791	26000 Harvard Road		Beachwood	OH	44122	216-765-0621	41.449059	-81.497099	Cleveland Other Midwest
Olive Garden Olive Garden		1273 1057	853 Boardman-Poland Rd 4810 Dressler Road		Boardman Canton	OH OH	44512 44718	330-726-8380 330-492-5313	41.023701 40.851381	-80.636436 -81.433541	Other - Midwest Other - Midwest
Olive Garden		1743	1417 N Bridge St		Chillicothe	ОН	45601	740-772-5040	39.364659	-82.975611	Other - Midwest
Olive Garden		1768	3725 Stone Creek Blvd		Cincinnati	ОН	45251	513-245-1820	39.252891	-84.605314	Cincinnati

Banner	Brand Rest	taurant ID	Address Line 1	Address Line 2	City	State	<u>Zip</u>	Phone	Latitude	<u>Longitude</u>	<u>Market</u>
Olive Garden		1323	475 Ohio Pike		Cincinnati	ОН	45255	513-528-4075	39.070966	-84.308743	Cincinnati
Olive Garden Olive Garden		1347 4457	4900 Fields-Ertel Road 5450 Renner Rd		Cincinnati Columbus	OH OH	45249 43228	513-677-5922 614-850-0001	39.293217 39.982	-84.313142 -83.14793	Cincinnati Columbus
Olive Garden		1129	7160 Sawmill Road		Columbus	ОН	43235	614-792-8181	40.110628	-83.089909	Columbus
Olive Garden Olive Garden		1575 1820	1250 Polaris Parkway 4860 N. Hamilton Rd.		Columbus Columbus	OH OH	43240 43230	614-885-0080 614-855-4761	40.142515 40.056571	-82.986232 -82.862857	Columbus Columbus
Olive Garden		1076	480 Howe Road	24	Cuyahoga Falls	OH OH	44221 45459	330-928-2205	41.118624	-81.478315	Cleveland
Olive Garden Olive Garden		1058 1588	2789 Miamisburg Centerville F 6722 Miller Lane	₹₫	Dayton Dayton	OH	45459 45414	937-435-0885 937-898-9363	39.637557 39.844702	-84.220446 -84.190864	Dayton Dayton
Olive Garden		1770	1635 West River Road		Elyria	OH OH	44035	440-324-3002	41.397501	-82.106476	Cleveland
Olive Garden Olive Garden		1470 1093	2865 Centre Dr. 7179 Dixie Hwy		Fairborn Fairfield	OH	45324 45014	937-426-9200 513-874-7393	39.773045 39.310731	-84.050924 -84.488307	Dayton Cincinnati
Olive Garden Olive Garden		1647 1699	15115 US 224 East 0 1514 Stringtown Rd	Concord Center	Findlay Grove City	OH OH	45840 43123	419-420-0052 614-277-4374	41.055658 39.878844	-83.589543 -83.038432	Other - Midwest Columbus
Olive Garden		1481	898 Hebron Rd.		Heath	ОН	43056	740-522-8274	40.027073	-82.443927	Other - Midwest
Olive Garden Olive Garden		1509 1514	2093 Schorrway Dr. 1936 Roschman Ave		Lancaster Lima	OH OH	43130 45804	740-687-4409 419-222-7724	39.734702 40.726264	-82.625549 -84.07461	Columbus Other - Midwest
Olive Garden		1390	558 N Lexington Springmill Ro	i	Mansfield	ОН	44906	419-529-5070	40.766676	-82.589694	Other - Midwest
Olive Garden Olive Garden		1530 1073	7740 Mentor Ave 17500 Bagley Road		Mentor Middleburg Heights	OH OH	44060 44130	440-205-9247 440-234-6845	41.659689 41.372413	-81.364183 -81.822614	Cleveland Cleveland
Olive Garden		1442	6710 Roosevelt Ave		Middletown	OH	45044	513-424-5344	39.492504	-84.331079	Cincinnati
Olive Garden Olive Garden		1416 1133	5740 Youngstown-Warren Rd 25984 Lorain Road		Niles North Olmsted	OH OH	44446 44070	330-652-2014 440-734-0888	41.209124 41.420938	-80.748784 -81.910051	Other - Midwest Cleveland
Olive Garden Olive Garden		1128 1760	8383 Day Drive		Parma	OH OH	44129 43068	440-842-8110	41.380025	-81.742854	Cleveland Columbus
Olive Garden		1654	2439 Taylor Square Drive 5205 Milan Road		Reynoldsburg Sandusky	OH	44870	614-863-0106 419-621-5589	39.935089 41.40524	-82.788539 -82.66183	Other - Midwest
Olive Garden Olive Garden		1750 1026	1630 North Bechtle Ave 1919 S Reynolds Road		Springfield Toledo	OH OH	45504 43614	937-323-4566 419-389-1982	39.946389 41.605199	-83.833108 -83.664072	Dayton Other - Midwest
Olive Garden		1026	5120 Monroe Street		Toledo	OH	43623	419-369-1962	41.699932	-83.646086	Other - Midwest
Olive Garden Olive Garden		1517 1812	907 Howard St. 1301 E Hillside Dr		Zanesville Broken Arrow	OH OK	43701 74012	740-453-4644 918-355-2738	39.94639 36.064343	-82.000294 -95.775177	Other - Midwest Other - Southwest
Olive Garden		1736	4021 NW Cache Road		Lawton	ОК	73505	580-355-1407	34.624146	-98.445119	Other - Southwest
Olive Garden Olive Garden		1480 4444	117 Ed Noble Parkway 6330 SW 3rd St		Norman Oklahoma City	OK OK	73072 73128	405-573-0188 405-440-0345	35.217591 35.461688	-97.488326 -97.625801	Other - Southwest Other - Southwest
Olive Garden		1307	2639 W Memorial		Oklahoma City	OK	73134	405-749-8188	35.610316	-97.56239	Other - Southwest
Olive Garden Olive Garden		1140 1591	2321 W I 240 Service Rd 1844 Northwest Expressway		Oklahoma City Oklahoma City	OK OK	73159 73118	405-685-0781 405-843-2461	35.392184 35.521835	-97.553353 -97.544295	Other - Southwest Other - Southwest
Olive Garden		1778	9072 N 121st East Ave		Owasso	OK	74055	918-272-1436	36.292518	-95.839812	Other - Southwest
Olive Garden Olive Garden		4426 1337	2100 N. Perkins Rd. 1954 Utica Square		Stillwater Tulsa	OK OK	74075 74114	405-624-1225 918-743-8993	36.143293 36.1329	-97.05239 -95.963525	Other - Southwest Other - Southwest
Olive Garden		1054	7019 S Memorial Drive		Tulsa	ОК	74133	918-254-0082	36.062018	-95.885692	Other - Southwest
Olive Garden Olive Garden		1213 1829	11650 SW Canyon Road 63459 Highway 97		Beaverton Bend	OR OR	97005 97701	503-644-0607 541-312-4760	45.489208 44.104879	-122.796677 -121.298618	Portland Other - West
Olive Garden		1158	8700 SE Sunnyside		Clackamas	OR	97015	503-652-1200	45.432885	-122.573856	Portland
Olive Garden Olive Garden		1528 1351	1077 Valley River Dr 2330 SE Burnside Rd		Eugene Gresham	OR OR	97401 97080	541-349-8929 503-669-3600	44.071319 45.497204	-123.104333 -122.409595	Other - West Portland
Olive Garden		1394	6355 SW Meadows Rd.		Lake Oswego	OR	97035	503-684-3160	45.418079	-122.742125	Portland
Olive Garden Olive Garden		1592 1608	3125 Crater Lake Hwy 9830 SE Washington Street F	Portland Mall # 205	Medford Portland	OR OR	97504 97216	541-857-1733 503-258-0763	42.361781 45.518119	-122.85902 -122.561927	Portland Portland
Olive Garden		1311	1302 Lancaster Drive NE		Salem	OR PA	97301	503-364-6885	44.946125	-122.983191	Other - West
Olive Garden Olive Garden		1349 1370	3315 Pleasant Valley Blvd 83 City Line Ave		Altoona Bala Cynwyd	PA PA	16602 19004	814-949-9540 610-664-4720	40.483507 40.003467	-78.400507 -75.224292	Other - Middle Atlantic Philadelphia
Olive Garden Olive Garden		1345 4449	6000 Oxford Drive 52 Plaza Drive		Bethel Park Bloomsburg	PA PA	15102 17815	412-835-6353 570-784-2229	40.347948 41.010227	-80.050186 -76.48789	Pittsburgh Other - Middle Atlantic
Olive Garden		4439	990 Norland Ave & Walker Ro	ad	Chambersburg	PA	17201	717-261-5592	39.93917	-77.62754	Other - Middle Atlantic
Olive Garden Olive Garden		1819 1629	1 Town Center Drive 1716 Route 228		Collegeville Cranberry Township	PA PA	19426 16066	610-831-8814 724-776-2622	40.16492 40.684887	-75.476824 -80.083894	Philadelphia Pittsburgh
Olive Garden		1857	101 Quarry Road		Downingtown	PA	19335	610-518-6323	40.0171	-75.67296	Philadelphia
Olive Garden Olive Garden		1474 1333	50 Kunkle Dr. 5945 Peach Street		Easton Erie	PA PA	18045 16509	610-515-1722 814-866-1105	40.685178 42.064051	-75.253367 -80.092813	Other - Middle Atlantic Other - Middle Atlantic
Olive Garden		1334	5163 Route 30		Greensburg	PA	15601	724-832-9262	40.303008	-79.499273	Pittsburgh
Olive Garden Olive Garden		1885 1310	10 Wilson Ave 5102 Jonestown Road		Hanover Harrisburg	PA PA	17331 17112	717-630-8338 717-540-9904	39.82879 40.3111	-76.99947 -76.802594	Other - Middle Atlantic Harrisburg
Olive Garden		1383	910 Plaza Blvd		Lancaster	PA	17601	717-299-2202	40.066775	-76.344594	Other - Middle Atlantic
Olive Garden Olive Garden		1742 1495	35 S. Willowdale Drive S 2245 E Lincoln Highway	Suite 1001	Lancaster Langhorne	PA PA	17602 19047	717-392-3235 215-943-2112	40.022096 40.177763	-76.193354 -74.880979	Other - Middle Atlantic Philadelphia
Olive Garden		1471		Suite A	Mechanicsburg	PA	17055	717-796-1140	40.246743	-77.027276	Harrisburg
Olive Garden Olive Garden		1148 1269	260 Mall Boulevard 1200 Bethlehem Pike		Monroeville North Wales	PA PA	15146 19454	412-372-5017 215-646-4384	40.434082 40.209905	-79.786913 -75.225527	Pittsburgh Philadelphia
Olive Garden		1578	1346 Chestnut Street		Philadelphia Philadelphia	PA	19107	215-546-7950	39.95072	-75.16363	Philadelphia Philadelphia
Olive Garden Olive Garden		1372 1589	9280 E Roosevelt Blvd 6000 Robinson Center Drive		Philadelphia Pittsburgh	PA PA	19115 15205	215-969-3750 412-788-1090	40.078528 40.450373	-75.031941 -80.161522	Philadelphia Pittsburgh
Olive Garden Olive Garden		1163 1309	971 Greentree Road 40 McIntyre Square Drive		Pittsburgh Pittsburgh	PA PA	15220 15237	412-922-7200 412-369-9686	40.419827 40.553243	-80.045719 -80.0194	Pittsburgh Pittsburgh
Olive Garden		1157	527 Clairton Boulevard		Pleasant Hills	PA	15236	412-653-5897	40.332931	-79.945668	Pittsburgh
Olive Garden Olive Garden		1538 1764	1500 Scranton-Carbondale Hv 1001 Baltimore Pike. #1b	wy	Scranton Springfield	PA PA	18508 19064	570-489-7340 610-544-4196	41.47001 39.913583	-75.637171 -75.342587	Other - Middle Atlantic Philadelphia
Olive Garden		1552	1945 Waddle Road		State College	PA	16803	814-861-1620	40.817085	-77.899109	Other - Middle Atlantic
Olive Garden Olive Garden		1796 1675	600 Shoppes At Stroud 1010 Pittsburgh Mills Blvd		Stroudsburg Tarentum	PA PA	18360 15084	570-476-9324 724-275-7564	40.98789 40.57005	-75.23322 -79.798519	Other - Middle Atlantic Pittsburgh
Olive Garden		4446	517 W Main Street		Uniontown	PA	15401	724-437-9301	39.908183	-79.742791	Pittsburgh
Olive Garden Olive Garden		4447 1425	371 Washington Road 715 Grape St		Washington Whitehall	PA PA	15301 18052	724-225-1723 610-266-6777	40.188266 40.635507	-80.220136 -75.476066	Pittsburgh Other - Middle Atlantic
Olive Garden		1544	561 Arena Hub Plaza		Wilkes Barre	PA	18702	570-825-9125	41.243092	-75.840605	Other - Middle Atlantic
Olive Garden Olive Garden		1519 1159	1825 E Third St 2328 Moreland Road		Williamsport Willow Grove	PA PA	17701 19090	570-321-9250 215-830-0285	41.249751 40.141041	-76.967241 -75.117013	Other - Middle Atlantic Philadelphia
Olive Garden		1525	1700 Crossing Drive		Wyomissing	PA	19610	610-373-1311	40.346952	-75.966861	Other - Middle Atlantic
Olive Garden Olive Garden		1137 1260	1340 Kenneth Road 31 Universal Blvd		York Warwick	PA RI	17404 02886	717-845-2264 401-821-7322	39.97363 41.702919	-76.764642 -71.495814	Other - Middle Atlantic Providence
Olive Garden		1634	200 Station Drive		Anderson	SC	29621	864-222-9060	34.559622	-82.692239	Other - Southeast
Olive Garden Olive Garden		5805 1883	2045 Boundary St 1266 Fording Island Road		Beaufort Bluffton	SC SC	29902 29910	843-379-3322 843-706-3808	32.441791 32.24602	-80.689454 -80.83076	Other - Southeast Other - Southeast
Olive Garden		1231	274 Harbison Blvd		Columbia	SC	29212	803-732-0471	34.072197	-81.158498	Other - Southeast
Olive Garden Olive Garden		1623 1684	10136-112 Two Notch Road 2901 W Radio Rd		Columbia Florence	SC SC	29229 29501	803-788-3131 843-669-8399	34.117491 34.189028	-80.880568 -79.837076	Other - Southeast Other - Southeast
Olive Garden Olive Garden		1859 1700	1633 West Floyd Baker Blvd 3290 N. Pleasantburg Drive		Gaffney Greenville	SC SC	29341 29609	864-489-0781 864-271-7756	35.092917 34.891737	-81.665119 -82.40251	Other - Southeast Other - Southeast
Olive Garden		1207		Suite 1500	Greenville	SC	29609	864-234-0430	34.819808	-82.340172	Other - Southeast
Olive Garden Olive Garden		4452 1326	73 Rodeo Drive 1405 N. Kings Highway		Myrtle Beach Myrtle Beach	SC SC	29579 29577	843-903-3630 843-626-8856	33.749969 33.698372	-78.960966 -78.877431	Other - Southeast Other - Southeast
Olive Garden		1150	2156 North Woods Blvd		North Charleston	SC	29406	843-764-0200	32.942764	-80.041075	Charleston
Olive Garden Olive Garden		1649 1568	4701 Highway 17 N. 519 John Ross Parkway		North Myrtle Beach Rock Hill	SC SC	29582 29730	843-272-7530 803-980-0125	33.79796 34.941637	-78.73994 -80.980184	Other - Southeast Charlotte
Olive Garden		1710	1498 W.o. Ezell Blvd		Spartanburg	SC	29301	864-595-4885	34.937413	-81.986566	Other - Southeast
Olive Garden Olive Garden		1664 1350	160 Disk Dr 3121 West 41st Street		Rapid City Sioux Falls	SD SD	57701 57105	605-348-4640 605-333-0290	44.105245 43.514061	-103.214789 -96.76485	Other - Midwest Other - Midwest
Olive Garden		1844	244 Hamilton Crossing Dr		Alcoa	TN	37701	865-379-0224	35.767371	-83.986739	Other - Southeast
Olive Garden Olive Garden		1225 1104	1131 Bell Road 2200 Hamilton Place Blvd S	Suite A	Antioch Chattanooga	TN TN	37013 37421	615-731-8431 423-899-7707	36.045453 35.036939	-86.664615 -85.156769	Nashville Other - Southeast
Olive Garden		1343	2782 Wilma Rudolph Blvd		Clarksville	TN	37040	931-552-2585	36.585404	-87.295866	Other - Southeast
Olive Garden Olive Garden		1893 1762	4499 Keith St. NW 1300 Interstate Drive		Cleveland Cookeville	TN TN	37312 38501	423-339-3330 931-520-3340	35.20122 36.137563	-84.84632 -85.507299	Other - Southeast Other - Southeast
Olive Garden		1690	5525 Highway 153		Hixson	TN	37343	423-877-7704	35.145584	-85.249899	Other - Southeast
Olive Garden Olive Garden		1652 1289	1067 Vann Drive 1903 N Roan Street		Jackson Johnson City	TN TN	38305 37601	731-664-1330 423-929-0137	35.667683 36.335855	-88.859079 -82.373281	Other - Southeast Other - Southeast
Olive Garden		1836	1919 N Eastman Road		Kingsport	TN	37660	423-245-0344	36.543744	-82.518377	Other - Southeast

Banner	<u>Brand</u>	Restaurant ID	Address Line 1	Address Line 2	City	<u>State</u>	<u>Zip</u>	<u>Phone</u>	<u>Latitude</u>	Longitude	<u>Market</u>
Olive Garden		1597	10923 Parkside Drive		Knoxville	TN	37934	865-966-4392	35.903483	-84.148024	Other - Southeast
Olive Garden Olive Garden		1092 1173	7206 Kingston Pike 1711 Gallatin Road, North		Knoxville Madison	TN TN	37919 37115	865-584-7300 615-868-0790	35.930141 36.295031	-84.027889 -86.700029	Other - Southeast Nashville
Olive Garden Olive Garden			5679 Poplar Ave	Suite 1	Memphis	TN	38119	901-761-5711	35.104207	-89.872587	Memphis
Olive Garden		1553	7778 Winchester Road 8405 US Highway 64		Memphis Memphis	TN TN	38125 38133	901-624-2003 901-377-3437	35.049859 35.203863	-89.804306 -89.782729	Memphis Memphis
Olive Garden Olive Garden			401 South Mt. Juliet Road 1710 Old Fort Parkway	Suite 115	Mount Juliet Murfreesboro	TN TN	37122 37129	615-758-6230 615-848-1438	36.16711 35.847051	-86.513482 -86.41815	Nashville Nashville
Olive Garden		1662	1570 Parkway		Sevierville	TN	37862	865-908-9940	35.835081	-83.572888	Other - Southeast
Olive Garden Olive Garden		1794 1065	1098 Crossings Circle 3210 S Clack St		Spring Hill Abilene	TN TX	37174 79606	931-486-1294 325-691-0388	35.74303 32.411501	-86.93957 -99.774683	Other - Southeast Other - Southwest
Olive Garden		1385	4240 Beltline Rd		Addison	TX	75001	972-239-9096	32.953932	-96.83833	Dallas-Fort Worth
Olive Garden Olive Garden			190 East Stacy Road 162 N Hwy 35 Bypass	Bldg. 3100	Allen Alvin	TX TX	75002 77511	972-678-2515 281-331-0322	33.126486 29.424597	-96.661095 -95.226315	Dallas-Fort Worth Houston
Olive Garden Olive Garden			4121 I-40 West		Amarillo	TX TX	79109 76017	806-355-9973 817-472-9733	35.190743 32.673397	-101.88343 -97.136277	Other - Southwest Dallas-Fort Worth
Olive Garden			4604 S. Cooper Street 210 Lincoln Square		Arlington Arlington	TX	76017	817-275-0722	32.75871	-97.09998	Dallas-Fort Worth
Olive Garden Olive Garden		1537 1046	12827 Ranch Rd 620 N 3940 S Lamar Blvd		Austin Austin	TX TX	78750 78704	512-918-9460 512-440-0131	30.465935 30.23713	-97.802003 -97.792259	Austin Austin
Olive Garden		1044	8833 Burnet Road		Austin	TX	78757	512-459-0701	30.37149	-97.726145	Austin
Olive Garden Olive Garden			6744 Garth Road 585 I-10 North		Baytown Beaumont	TX TX	77521 77706	281-421-1939 409-832-9058	29.79939 30.085797	-94.9804 -94.136913	Houston Other - Southwest
Olive Garden Olive Garden		1616 1655	12870 S. Freeway 510 Earl Rudder Freeway S	outh	Burleson College Station	TX TX	76028 77845	817-295-5721 979-846-4637	32.569667 30.642001	-97.319914 -96.313179	Dallas-Fort Worth Other - Southwest
Olive Garden		1782	3041 I-45 North	outi	Conroe	TX	77304	936-539-5200	30.35298	-95.48509	Houston
Olive Garden Olive Garden			5258 S Padre Island Drive 10280 E. Technology Blvd		Corpus Christi Dallas	TX TX	78411 75220	361-992-4742 214-902-8163	27.711751 32.862548	-97.376106 -96.895867	Other - Southwest Dallas-Fort Worth
Olive Garden		1257	9079 Vantage Point Dr		Dallas	TX	75243	972-234-3292	32.916677	-96.745176	Dallas-Fort Worth
Olive Garden Olive Garden			2809 I-35E South 639 N. Cockrell Hill		Denton Duncanville	TX TX	76210 75116	940-381-2549 972-298-8871	33.18286 32.658609	-97.101702 -96.891957	Dallas-Fort Worth Dallas-Fort Worth
Olive Garden			740 Sunland Park Drive		El Paso	TX	79912	915-585-1097 915-772-9287	31.817353	-106.545573 -106.379256	Other - Southwest
Olive Garden Olive Garden			8401 Gateway Blvd West 1870 Joe Battle Blvd		El Paso El Paso	TX TX	79925 79936	915-772-9287	31.77367 31.757624	-106.379256	Other - Southwest Other - Southwest
Olive Garden Olive Garden			925 Alta Mere Drive 4700 SW Loop 820	Ridgmartown Ctr	Fort Worth Fort Worth	TX TX	76116 76109	817-732-0618 817-377-8091	32.746776 32.682952	-97.436473 -97.39582	Dallas-Fort Worth Dallas-Fort Worth
Olive Garden		1846	9333 Rain Lily Trail		Fort Worth	TX	76177	817-750-0800	32.90816	-97.3161	Dallas-Fort Worth
Olive Garden Olive Garden			1310 W Bay Area Blvd 2886 Preston Road	Suite 110	Friendswood Frisco	TX TX	77546 75034	281-488-1022 469-633-0406	29.539745 33.102396	-95.144444 -96.804774	Houston Dallas-Fort Worth
Olive Garden		1673	4840 North George Bush Hv		Garland	TX	75040	972-530-8102	32.961335	-96.634217	Dallas-Fort Worth
Olive Garden Olive Garden			301 W. State Highway 114 1802 W Lincoln St		Grapevine Harlingen	TX TX	76051 78552	817-251-0222 956-428-7381	32.921438 26.182129	-97.079913 -97.715748	Dallas-Fort Worth Other - Southwest
Olive Garden		1441	2750 Highway 6	West Oaks Mall	Houston	TX	77082	281-531-8829	29.730296	-95.645013	Houston
Olive Garden Olive Garden			7525 Fm 1960 W 9750 Katy Freeway		Houston Houston	TX TX	77070 77055	281-890-0784 713-973-6287	29.964104 29.78622	-95.541595 -95.53574	Houston Houston
Olive Garden			15770 North Freeway		Houston	TX	77090	281-209-2777	29.997409 29.685491	-95.425497 -95.533497	Houston
Olive Garden Olive Garden			9080 SW Freeway 10830 Northwest Freeway		Houston Houston	TX TX	77074 77092	713-774-0198 713-682-1465	29.816206	-95.464062	Houston Houston
Olive Garden Olive Garden			1010 Old Spanish Trail 15525 Wallisville Road		Houston Houston	TX TX	77054 77049	713-665-6373 281-436-1466	29.691589 29.809531	-95.414914 -95.161448	Houston Houston
Olive Garden		1259	12711 Gulf Freeway		Houston	TX	77034	281-922-1523	29.615713	-95.214249	Houston
Olive Garden Olive Garden			9632 Fm 1960 225 Interstate 45 South		Humble Huntsville	TX TX	77338 77340	281-446-1692 936-293-8216	30.00429 30.70963	-95.278068 -95.565319	Houston Other - Southwest
Olive Garden		1119	4001 W Airport Freeway		Irving	TX	75062	972-258-5191	32.837731	-97.004434	Dallas-Fort Worth
Olive Garden Olive Garden			21220 Katy Freeway 2811 E. Central Texas Expv	vy	Katy Killeen	TX TX	77449 76543	281-492-1244 254-699-2709	29.7862 31.08696	-95.739401 -97.709274	Houston Other - Southwest
Olive Garden			5319 San Dario Ave		Laredo	TX	78041	956-796-0480	27.552963	-99.502931	Other - Southwest
Olive Garden Olive Garden			2418 S Stemmons Parkway 104 W Loop 281	'	Lewisville Longview	TX TX	75067 75605	972-315-6202 903-236-0141	33.005885 32.54111	-96.968375 -94.747281	Dallas-Fort Worth Other - Southwest
Olive Garden Olive Garden			5702 Slide Road 3801 S Medford Drive		Lubbock Lufkin	TX TX	79414 75901	806-791-3575 936-699-1700	33.54181 31.313667	-101.923203 -94.71525	Other - Southwest Other - Southwest
Olive Garden		1870	2031 N. US Highway 287		Mansfield	TX	76063	817-473-6001	32.59783	-97.14934	Dallas-Fort Worth
Olive Garden Olive Garden			7812 N. 10th Street 222 Expressway 83		McAllen McAllen	TX TX	78504 78501	956-618-9886 956-618-1188	26.27373 26.189489	-98.217455 -98.226174	Other - Southwest Other - Southwest
Olive Garden		1573	1700 North Central Express	way	McKinney	TX	75070	972-548-0317	33.21434	-96.636009	Dallas-Fort Worth
Olive Garden Olive Garden			3816 Towne Crossing Blvd 2705 W. Loop 250 N.		Mesquite Midland	TX TX	75150 79705	972-270-1582 432-687-4400	32.81703 32.035307	-96.630258 -102.120509	Dallas-Fort Worth Other - Southwest
Olive Garden Olive Garden		1698 1039	1354 lh 35 North 8020 Bedford/euless Road		New Braunfels North Richland Hills	TX TX	78130 76180	830-626-8001 817-581-9511	29.70279 32.833855	-98.090771 -97.207368	San Antonio Dallas-Fort Worth
Olive Garden		4435	4641 E Sam Houston Parkw	vay S	Pasadena	TX	77505	281-991-0004	29.640329	-95.158554	Houston
Olive Garden Olive Garden			2808 Smith Ranch Road 700 N Central Expressway		Pearland Plano	TX TX	77584 75074	713-436-2813 972-578-8576	29.557484 33.009952	-95.386354 -96.706997	Houston Dallas-Fort Worth
Olive Garden		4425	1043 E Ih-30		Rockwall	TX	75087	972-722-0425	32.90594	-96.45181	Dallas-Fort Worth
Olive Garden Olive Garden			24221 Southwest Freeway 100 Sundance Pkwy		Rosenberg Round Rock	TX TX	77471 78681	281-232-7877 512-341-8433	29.5443 30.484256	-95.75044 -97.676388	Houston Austin
Olive Garden Olive Garden			4399 W. Houston Harte Exp 5439 W. Loop 1604 N	ру	San Angelo San Antonio	TX TX	76901 78254	325-949-0427 210-681-2583	31.442129 29.489525	-100.496901 -98.708312	Other - Southwest San Antonio
Olive Garden		1631	15814 Interstate 10 West		San Antonio	TX	78257	210-561-2795	29.592456	-98.600295	San Antonio
Olive Garden Olive Garden			6155 NW Loop 410 22503 N US Hwy 281	Bldg 1	San Antonio San Antonio	TX TX	78238 78258	210-520-7935 210-481-9964	29.471121 29.65067	-98.615258 -98.45125	San Antonio San Antonio
Olive Garden		1162	13730 San Pedro		San Antonio	TX	78232	210-494-3411	29.566008	-98.480574	San Antonio
Olive Garden Olive Garden			7811 S lh 35 7920 N lh 35	Ridgmartown Ctr	San Antonio San Antonio	TX TX	78224 78218	210-921-2100 210-650-5883	29.351373 29.50755	-98.534853 -98.397349	San Antonio San Antonio
Olive Garden			3701 U.S. Hwy 75 North	Bldg. 3100	Sherman	TX	75090	903-892-1794	33.676286	-96.607796	Other - Southwest
Olive Garden Olive Garden		1838	26715 Interstate 45 N. 5005 Sweetwater Blvd.	City Center Three	Spring Sugar Land	TX TX	77380 77479	281-363-1288 281-491-0478	30.150234 29.587741	-95.449284 -95.633994	Houston Houston
Olive Garden Olive Garden			3625 South General Bruce I 3101 Mall Drive	Dr	Temple Texarkana	TX TX	76504 75503	254-774-1266 903-838-7730	31.090335 33.459574	-97.385009 -94.077286	Other - Southwest Other - Southwest
Olive Garden		1398	10212 Emmett F. Lowry Exp	oressway	Texas City	TX	77591	409-986-7471	29.403504	-95.024171	Houston
Olive Garden Olive Garden			5520 S. Broadway Ave. 7609 NE Zac Lentz Parkway	v	Tyler Victoria	TX TX	75703 77904	903-509-3363 361-578-6996	32.288455 28.862212	-95.302836 -96.99849	Other - Southwest Other - Southwest
Olive Garden		1222	5921 W Waco Drive	,	Waco	TX	76710	254-751-1667	31.514612	-97.187346	Other - Southwest
Olive Garden Olive Garden			1302 N. Hwy 77 315 lh-20 East		Waxahachie Weatherford	TX TX	75165 76086	972-937-9496 817-599-4207	32.421482 32.731178	-96.83929 -97.786751	Dallas-Fort Worth Dallas-Fort Worth
Olive Garden			801 East Expressway 83		Weslaco	TX TX	78596	956-968-2170	26.173649	-97.983631	Other - Southwest
Olive Garden Olive Garden			3916 Kemp Boulevard 538 West Main Street		Wichita Falls American Fork	UT	76308 84003	940-692-4714 801-763-7229	33.871846 40.377269	-98.53542 -111.81243	Other - Southwest Salt Lake City
Olive Garden Olive Garden		1206 1632	675 N Ring Rd 1220 North Main Street		Layton Logan	UT UT	84041 84341	801-546-1447 435-752-6120	41.076037 41.754079	-111.976742 -111.833988	Salt Lake City Other - Southwest
Olive Garden		1190	6305 South State St	Fashion Place Mall	Murray	UT	84107	801-269-8138	40.634229	-111.888657	Salt Lake City
Olive Garden Olive Garden			504 W 2230 North 4079 Riverdale Road		Provo Riverdale	UT UT	84604 84405	801-377-0062 801-627-7077	40.263632 41.189843	-111.667206 -111.982927	Salt Lake City Salt Lake City
Olive Garden		1725	1340 East 170 South St.		Saint George	UT	84790	435-656-8940	37.104742	-113.555016	Other - Southwest
Olive Garden Olive Garden			2272 S 1300th East 77 W. 200 South		Salt Lake City Salt Lake City	UT UT	84106 84101	801-486-1773 801-537-6202	40.721522 40.764723	-111.854279 -111.89344	Salt Lake City Salt Lake City
Olive Garden		1565	10540 South State Rd	Fashion Place Mall	Sandy	UT	84070	801-523-6148	40.559949	-111.891252	Salt Lake City
Olive Garden Olive Garden		1801	11364 S River Heights Drive 3515 Constitution Blvd		South Jordan West Valley	UT UT	84095 84119	801-727-7880 801-955-1034	40.544589 40.696259	-111.983546 -111.957429	Salt Lake City Salt Lake City
Olive Garden Olive Garden			3102 Lee Highway 4117 Chesapeake Square E	Blvd	Bristol Chesapeake	VA VA	24202 23321	276-466-0518 757-465-2139	36.632748 36.824676	-82.125374 -76.410278	Other - Southeast Other - Southeast
Olive Garden		1198	1631 Ring Road		Chesapeake	VA	23320	757-424-4758	36.776563	-76.229337	Other - Southeast
Olive Garden Olive Garden			2590 North Franklin Street 600 Southpark Blvd	Unit 106	Christiansburg Colonial Heights	VA VA	24073 23834	540-381-3240 804-520-7250	37.16595 37.244642	-80.423818 -77.391109	Other - Southeast Richmond
Olive Garden		1876	120 Collins Drive		Danville	VA	24540	434-799-3980	36.59581	-79.424124	Other - Southeast
Olive Garden Olive Garden		1462 1262	12980 Fair Lakes Ctr 3548-52 S Jefferson Street		Fairfax Falls Church	VA VA	22033 22041	703-631-4840 703-671-7507	38.858691 38.846973	-77.391189 -77.118949	DC DC
Olive Garden		1542	2811 Plank Road		Fredericksburg	VA	22401	540-548-0812	38.297592	-77.508794	DC

<u>Banner</u>	Brand	Restaurant ID	Address Line 1	Address Line 2	<u>City</u>	<u>State</u>	Zip	Phone	Latitude	Longitude	<u>Market</u>
Olive Garden Olive Garden		1485 1615	1049 W. Mercury Blvd 4038 Wards Road		Hampton Lynchburg	VA	23666 24502	757-825-8874 434-237-4395	37.042329 37.344869	-76.38254 -79.189178	Other - Southeast Other - Southeast
Olive Garden		1367	7501 Broken Branch Lane		Manassas	VA VA	20109	703-369-3635	38.7913	-77.5148	DC
Olive Garden Olive Garden		1601 1161	12560 Jefferson Ave 5920 East Va Beach Blvd	Suite 100	Newport News Norfolk	VA VA	23602 23502	757-833-7503 757-455-5875	37.130938 36.855884	-76.513275 -76.202754	Other - Southeast Other - Southeast
Olive Garden		1896	11829 W Broad St	Cuite 100	Richmond	VA	23233	804-360-9235	37.65311	-77.622	Richmond
Olive Garden Olive Garden		1240 1230	9750 Midlothian Turnpike 7113 West Broad Street		Richmond Richmond	VA VA	23235 23294	804-330-7391 804-672-6220	37.503767 37.61203	-77.575352 -77.520795	Richmond Richmond
Olive Garden		1827	4467 S Laburnum Ave		Richmond	VA	23231	804-226-0973	37.526226	-77.354149	Richmond
Olive Garden Olive Garden		1288 1557	1925 Valley View Blvd NW 45970 Waterview Plaza		Roanoke Sterling	VA VA	24012 20166	540-362-0417 571-434-0713	37.307508 39.033242	-79.964775 -77.410246	Other - Southeast DC
Olive Garden		1361	8133 Leesburg Pike		Vienna	VA	22182	703-893-3175	38.915389	-77.227165	DC
Olive Garden Olive Garden		1185 1515	683 Lynnhaven Parkway 2150 Richmond Rd.		Virginia Beach Williamsburg	VA VA	23452 23185	757-486-8234 757-259-9170	36.822059 37.300063	-76.067606 -76.728446	Other - Southeast Other - Southeast
Olive Garden		1669	2590 S. Pleasant Valley Roa	ad	Winchester	VA	22601	540-662-6160	39.153541	-78.175314	Other - Southeast
Olive Garden Olive Garden		1287 1520	14405 Gideon Drive 1025 Shelburne Rd		Woodbridge South Burlington	VA VT	22192 05403	703-491-3131 802-863-4907	38.638601 44.440644	-77.297028 -73.210515	DC Other - New England
Olive Garden		1487	4276 Guide Meridian		Bellingham	WA	98226	360-733-6286	48.795502	-122.485185	Other - West
Olive Garden Olive Garden		1691 1835	1809 Marketplace Drive 615 Valley Mall Parkway		Burlington East Wenatchee	WA WA	98233 98802	360-757-0480 509-886-0281	48.451471 47.413085	-122.338349 -120.291153	Other - West Other - West
Olive Garden		1258	1321 SE Everett Mall Way		Everett	WA	98208	425-347-9857	47.912909	-122.214832	Seattle
Olive Garden Olive Garden		1449 1555	35030 Enchanted Pkwy 1420 N Louisiana Ave		Federal Way Kennewick	WA WA	98003 99336	253-815-1375 509-374-3500	47.287822 46.226512	-122.31304 -119.23212	Seattle Other - West
Olive Garden Olive Garden		1318 1209	11325 NE 124th Street 4221 196th Street, SW		Kirkland Lynnwood	WA WA	98034 98036	425-820-7740 425-670-2977	47.710892 47.821379	-122.189572 -122.290554	Seattle Seattle
Olive Garden		1448	2400 Capital Mall Dr S.W.		Olympia	WA	98502	360-754-6717	47.040249	-122.932095	Seattle
Olive Garden Olive Garden		1596 1377	3803 9th Street 3204 NW Randall Way		Puyallup Silverdale	WA WA	98373 98383	253-435-7446 360-613-0207	47.156416 47.659694	-122.302932 -122.693792	Seattle Seattle
Olive Garden		1216	221 N Wall Street		Spokane	WA	99201	509-624-1853	47.659936	-117.422265	Other - West
Olive Garden Olive Garden		1851 1138	9780 N Newport Highway 1921 S 72nd Street		Spokane Tacoma	WA WA	99218 98408	509-466-1230 253-475-1772	47.748896 47.193519	-117.401636 -122.461404	Other - West Seattle
Olive Garden		1584	310 Strander Blvd		Tukwila	WA	98188	206-241-4899	47.456272	-122.25764	Seattle
Olive Garden Olive Garden		1867 1780	10326 Quil Ceda Blvd 16405 SE Mill Plain Blvd		Tulalip Vancouver	WA WA	98271 98683	360-653-5322 360-256-4051	48.090033 45.614806	-122.186143 -122.50378	Seattle Portland
Olive Garden		1131	8101 NE Parkway Dr		Vancouver	WA	98662	360-256-8174	45.655577	-122.58922	Portland
Olive Garden Olive Garden		1352 1387	222 Yakima Avenue 1275 N. Casaloma		Yakima Appleton	WA WI	98901 54913	509-457-0485 920-954-8005	46.602587 44.272449	-120.503288 -88.476983	Other - West Other - Midwest
Olive Garden		1237	18180 Blue Mound Road		Brookfield	WI	53045	262-821-0300	43.037437	-88.139047	Other - Midwest
Olive Garden Olive Garden		1476 1346	4920 Golf Rd. 2819 Oneida Street		Eau Claire Green Bay	WI WI	54701 54304	715-838-0707 920-496-7974	44.776142 44.474111	-91.437717 -88.074504	Other - Midwest Other - Midwest
Olive Garden		1226	4760 S 76th Street		Greenfield	WI	53220	414-281-9595	42.957796	-88.007712	Other - Midwest
Olive Garden Olive Garden		1439 1316	2813 Humes Rd. 7017 Mineral Point Road		Janesville Madison	WI WI	53545 53717	608-758-2848 608-829-1158	42.718315 43.060242	-88.986503 -89.504517	Other - Midwest Other - Midwest
Olive Garden		1300	4320 East Town Boulevard		Madison	WI WI	53704	608-249-0340	43.126301	-89.309353	Other - Midwest Other - Midwest
Olive Garden Olive Garden		1443 1492	8531 Brown Deer Rd. 9413 State Rd 16		Milwaukee Onalaska	WI	53224 54650	414-354-4042 608-783-0090	43.177417 43.872244	-88.016888 -91.190911	Other - Midwest
Olive Garden Olive Garden		4423 1845	1190 S Koeller St 10110 77th Street		Oshkosh Pleasant Prairie	WI WI	54902 53158	920-231-4553 262-697-8233	44.008152 42.56641	-88.581244 -87.93094	Other - Midwest Other - Midwest
Olive Garden		1371	6000 Durand Avenue	Suite R01	Racine	WI	53406	262-554-6884	42.697928	-87.853412	Other - Midwest
Olive Garden Olive Garden		1864 1490	3650 Rib Mountain Drive 12 Mall Rd.	Huntington Mall	Wausau Barboursville	WI WV	54401 25504	715-355-5276 304-733-6481	44.923901 38.420217	-89.653697 -82.263352	Other - Midwest Other - Middle Atlantic
Olive Garden		4418	4289 Robert C. Byrd Drive	Transagon wan	Beckley	WV	25801	304-252-7536	37.81479	-81.18671	Other - Middle Atlantic
Olive Garden Olive Garden		1620 4440	111 Cross Terrace Blvd 891 Foxcroft Avenue		Charleston Martinsburg	WV WV	25309 25401	304-746-3944 304-260-1080	38.3175 39.449073	-81.717521 -77.988353	Other - Middle Atlantic Other - Middle Atlantic
Olive Garden		1681	1000 University Town Centre	e Drive	Morgantown	WV	26501	304-599-8611	39.65523	-80.004665	Other - Middle Atlantic
Olive Garden Olive Garden		1254 1755	109 Grand Central Avenue 510 Cabela Drive		Parkersburg Triadelphia	WV WV	26101 26059	304-485-0096 304-547-1394	39.299261 40.055151	-81.548735 -80.60155	Other - Middle Atlantic Other - Midwest
Olive Garden		1828	5070 East 2nd Street		Casper	WY	82609	307-234-6105	42.84802	-106.25469	Other - Midwest
Olive Garden Red Lobster		1716 0539	1536 Dell Range Blvd 1805 Opelika Hwy		Cheyenne Auburn	WY AL	82009 36830	307-632-2411 334-821-4474	41.16066 32.626841	-104.80516 -85.44322	Other - Midwest Other - Southeast
Red Lobster		6376	3525 Roosevelt Blvd		Birmingham	AL	35235	205-661-1899	33.605695	-86.635552	Other - Southeast
Red Lobster Red Lobster		0679 0271	2027 Beltline Road S.W. 3116 Montgomery Highway		Decatur Dothan	AL AL	35601 36303	256-306-0092 334-793-6262	34.577786 31.252124	-87.019778 -85.4271	Other - Southeast Other - Southeast
Red Lobster Red Lobster		0474 0292	243 Cox Creek Parkway 1725 Rainbow Dr.		Florence Gadsden	AL AL	35630 35901	256-764-3766 256-543-2086	34.834093 33.980538	-87.630136 -86.007628	Other - Southeast Other - Southeast
Red Lobster		0159	1818 University Drive N.W.		Huntsville	AL	35801	256-533-2880	34.741256	-86.599212	Other - Southeast
Red Lobster Red Lobster		0040 0387	3941 Airport Blvd. 300 Eastdale Circle	Festival Center	Mobile Montgomery	AL AL	36608 36117	251-342-1660 334-277-0780	30.67551 32.38266	-88.146059 -86.207504	Other - Southeast Other - Southeast
Red Lobster		0559	515 Quintard Drive		Oxford	AL	36203	256-835-2013	33.616743	-85.82708	Other - Southeast
Red Lobster Red Lobster		0298 0046	2620 McFarland Blvd. E 1030 Montgomery Highway-	.c	Tuscaloosa Vestavia Hills	AL AL	35405 35216	205-553-8810 205-822-7240	33.185058 33.438595	-87.526679 -86.789863	Other - Southeast Other - Southeast
Red Lobster		0402	3885 N Shiloh Drive	0.	Fayetteville	AR	72703	479-442-2317	36.122274	-94.145854	Other - Southeast
Red Lobster Red Lobster		6225 0697	7401 Rogers Ave. 4500 Central Avenue		Fort Smith Hot Springs	AR AR	72903 71913	479-452-9243 501-525-7613	35.353101 34.451361	-94.350365 -93.07889	Other - Southeast Other - Southeast
Red Lobster		6371	2642 Stadium Blvd		Jonesboro	AR	72401	870-932-1829	35.81089	-90.66863	Other - Southeast
Red Lobster Red Lobster		0202 0319	8407 W. Markham Street 3707 McCain Blvd		Little Rock North Little Rock	AR AR	72205 72116	501-224-0940 501-753-4000	34.75273 34.792929	-92.367337 -92.230131	Other - Southeast Other - Southeast
Red Lobster		0728	3000 Pines Mall Drive	The Pines Mall	Pine Bluff	AR	71601	870-535-5036	34.208389	-91.970512	Other - Southeast
Red Lobster Red Lobster		6346 6230	1710 S 46th Street 7240 West Ray Rd		Rogers Chandler	AR AZ	72758 85226	479-636-1648 480-783-9060	36.316335 33.320567	-94.183696 -111.967799	Other - Southeast Phoenix
Red Lobster		0845	2500 S. Beulah Blvd.		Flagstaff	AZ	86001	928-556-9604	35.176798	-111.662342	Other - West
Red Lobster Red Lobster		6320 6342	3845 S. Gilbert Road 15311 W McDowell Road		Gilbert Goodyear	AZ AZ	85296 85395	480-726-7199 623-935-9731	33.280252 33.464051	-111.789066 -112.388458	Phoenix Phoenix
Red Lobster		6219	1403 S Alma School Rd		Mesa	AZ	85210	480-610-8701	33.387827	-111.856679	Phoenix
Red Lobster Red Lobster		0667 6350	6149 E Southern Ave 11695 N Oracle Road		Mesa Oro Valley	AZ AZ	85206 85737	480-830-6877 520-544-7887	33.393434 32.41852	-111.698361 -110.938092	Phoenix Tucson
Red Lobster		0867	7921 West Bell Rd.		Peoria	AZ	85382	623-487-1570	33.637705	-112.229497	Phoenix
Red Lobster Red Lobster		6218 6223	2810 North 75th Ave. 10220 N 28th Drive		Phoenix Phoenix	AZ AZ	85035 85051	623-245-3020 602-943-1163	33.47877 33.579064	-112.221368 -112.122275	Phoenix Phoenix
Red Lobster Red Lobster		0623 0354	1821 E State Route 69 4802 E Cactus Road		Prescott Scottsdale	AZ AZ	86301 85254	928-778-2717 602-996-5470	34.54955 33.598267	-112.43523 -111.977492	Other - West Phoenix
Red Lobster		0846	3360 N Scottsdale Road		Scottsdale	AZ	85251	480-675-9733	33.48696	-111.926823	Phoenix
Red Lobster Red Lobster		6288 0369	13709 West Bell Road 5061 North Oracle Road		Surprise Tucson	AZ AZ	85374 85704	623-556-8161 520-293-9174	33.638253 32.298001	-112.35086 -110.979231	Phoenix Tucson
Red Lobster		6354	5315 South Calle Santa Cru	Z	Tucson	AZ	85706	520-889-3536	32.155191	-110.987138	Tucson
Red Lobster Red Lobster		0869 6333	5870 E. Broadway Blvd 1521 S. Yuma Palms Parkw	Suite E-5 - R-161	Tucson Yuma	AZ AZ	85711 85365	520-519-1002 928-329-0104	32.221058 32.699756	-110.867764 -114.601824	Tucson Other - West
Red Lobster		6289	8180 Rosedale Highway	15-101	Bakersfield	CA	93312	661-589-9956	35.383929	-119.093109	Other - West
Red Lobster Red Lobster		0510 0525	250 Brea Mall 22800 Van Owen Ave		Brea Canoga Park	CA CA	92821 91307	714-529-0632 818-713-9297	33.915248 34.193301	-117.883369 -118.623884	Los Angeles Los Angeles
Red Lobster		0671	2010 Business Lane		Chico	CA	95928	530-893-5595	39.726249	-121.806616	Other - West
Red Lobster Red Lobster		6383 0323	598 H Street 6231 Sunrise Blvd		Chula Vista Citrus Heights	CA CA	91910 95610	619-585-1160 916-726-6694	32.63079 38.679538	-117.08902 -121.272031	San Diego Sacramento
Red Lobster		0727	1525 Travis Blvd.		Fairfield	CA	94533	707-421-8292	38.258372	-122.057634	The Bay Area
Red Lobster Red Lobster		0403 0579	39401 Fremont Blvd 1460 E Shaw Avenue		Fremont Fresno	CA CA	94538 93710	510-657-2436 559-221-9495	37.545117 36.809032	-121.982484 -119.761863	The Bay Area Other - West
Red Lobster		0518	12892 Harbor Blvd		Garden Grove	CA	92840	714-638-9500	33.775475	-117.917384	Los Angeles
Red Lobster Red Lobster		6327 0504	3400 W. Century Blvd 8703 Murray Drive		Inglewood La Mesa	CA CA	90303 91942	310-677-8430 619-463-4449	33.945161 32.775793	-118.331162 -117.010937	Los Angeles San Diego
Red Lobster		0513	17601 Castleton Street		La Puente	CA	91748	626-965-5112	33.994531	-117.919565	Los Angeles
Red Lobster Red Lobster		0528 0532	4333 Candlewood 503 E. Calaveras Blvd.		Lakewood Milpitas	CA CA	90712 95035	562-634-3474 408-942-0781	33.854216 37.433359	-118.141176 -121.896273	Los Angeles The Bay Area
Red Lobster		0335	3000 Sisk Rd		Modesto	CA	95350	209-529-3033	37.682415	-121.04939	Other - West
Red Lobster Red Lobster		0651 0529	928 W. Huntington Ave. 9345 Monte Vista		Monrovia Montclair	CA CA	91016 91763	626-301-9225 909-621-4806	34.139667 34.08419	-118.019265 -117.697208	Los Angeles Inland Empire
Red Lobster		6367	2471 Vista Way	El Camino Real	Oceanside	CA	92054	760-722-0527	33.18164	-117.33431	San Diego

Banner	Brand	Restaurant ID	Address Line 1	Address Line 2	City	<u>State</u>	<u>Zip</u>	Phone	Latitude	Longitude	<u>Market</u>
Red Lobster Red Lobster		6270 0596	4413 E. Mills Circle 1740 East Ventura Blvd	Ste # 4130	Ontario Oxnard	CA CA	91764 93036	909-481-5205 805-981-9595	34.076872 34.224638	-117.556613 -119.15473	Inland Empire Los Angeles
Red Lobster Red Lobster		6378 0577	72291 Highway 111 1041 W Avenue P		Palm Desert Palmdale	CA CA	92260 93551	760-674-5890 661-538-9707	33.72897 34.605058	-116.40367 -118.148765	Inland Empire Other - West
Red Lobster		0653	4095 Century Blvd		Pittsburg	CA	94565	925-754-6655	38.007633	-121.844	The Bay Area
Red Lobster Red Lobster		0555 0523	1345 Dana Drive 3700 Park Sierra		Redding Riverside	CA CA	96003 92505	530-222-6191 951-687-2500	40.585187 33.903767	-122.346853 -117.471695	Other - West Inland Empire
Red Lobster Red Lobster		0609 0367	6440 Redwood Drive 1400 Howe Avenue		Rohnert Park Sacramento	CA CA	94928 95825	707-586-3640 916-921-6011	38.347392	-122.715018 -121.414933	Other - West Sacramento
Red Lobster		0617	1720 N Main Street		Salinas	CA	93906	831-443-8724	38.591092 36.716187	-121.654632	Other - West
Red Lobster Red Lobster		0516 0549	195 E. Hospitality Lane 1210 El Camino Real		San Bernardino San Bruno	CA CA	92408 94066	909-888-2288 650-583-3244	34.065548 37.638751	-117.283787 -122.421936	Inland Empire The Bay Area
Red Lobster		0520	8330 Mira Mesa Blvd		San Diego	CA	92126	858-549-3557	32.913153	-117.144679	San Diego
Red Lobster Red Lobster			3780 Sports Arena 2040 Aborn Road		San Diego San Jose	CA CA	92110 95121	619-226-1057 408-274-2400	32.754887 37.311066	-117.216752 -121.807636	San Diego The Bay Area
Red Lobster Red Lobster		0382 0718	5343 Almaden Expressway 1525 S. Bradley Road		San Jose Santa Maria	CA CA	95118 93454	408-266-9275 805-925-5800	37.252411 34.933169	-121.87603 -120.418656	The Bay Area Other - West
Red Lobster		0381	2283 W. March Lane		Stockton	CA	95207	209-473-2420	37.986127	-121.334486	Other - West Inland Empire
Red Lobster Red Lobster			41649 Margarita Rd 156 W Hillcrest Drive		Temecula Thousand Oaks	CA CA	92591 91360	951-491-0933 805-497-7729	33.52035 34.18144	-117.152718 -118.88284	Los Angeles
Red Lobster Red Lobster			21233 Hawthorne Blvd 27524 The Old Road		Torrance Valencia	CA CA	90503 91355	310-316-3133 661-257-8900	33.836159 34.421324	-118.356513 -118.583112	Los Angeles Los Angeles
Red Lobster		0693	1180 Admiral Callaghan Lan	e	Vallejo	CA	94591	707-644-0167	38.13518	-122.214859	The Bay Area
Red Lobster Red Lobster		0608 0710	12180 Amargosa Road 1545 S. Mooney Blvd.		Victorville Visalia	CA CA	92392 93277	760-241-1650 559-738-8527	34.472162 36.316639	-117.346139 -119.314468	Other - West Other - West
Red Lobster Red Lobster		0118 6334	10854 East Alameda Avenue 6139 S. Southlands Parkway		Aurora Aurora	CO	80012 80016	303-343-6161 720-870-4117	39.710608 39.604788	-104.862065 -104.711699	Denver Denver
Red Lobster		0364	4925 N Academy Blvd		Colorado Springs	co	80918	719-594-9494 719-596-9057	38.902714	-104.769649	Other - West
Red Lobster Red Lobster			3510 New Center Point 8268 E Northfield Blvd		Colorado Springs Denver	CO CO	80922 80238	303-307-9955	38.882243 39.779352	-104.71891 -104.892937	Other - West Denver
Red Lobster Red Lobster		0393 0685	3301 S. College Ave. 575 24 1/2 Road		Fort Collins Grand Junction	CO	80525 81505	970-223-3952 970-242-2050	40.541952 39.088316	-105.077665 -108.599584	Other - West Other - West
Red Lobster		0484	2885 23rd Ave		Greeley	co	80631	970-330-6200	40.391199	-104.716584	Other - West
Red Lobster Red Lobster			810 S. Wadsworth Blvd 5656 S. Wadsworth Blvd.		Lakewood Littleton	CO CO	80226 80123	303-936-5882 303-978-1416	39.703335 39.613701	-105.080897 -105.090326	Denver Denver
Red Lobster Red Lobster			9067 East Westview Rd 2177 Ken Pratt Blvd.		Lone Tree Longmont	CO CO	80124 80501	303-858-0885 303-485-9898	39.565506 40.142348	-104.883714 -105.129068	Denver Denver
Red Lobster		0328	1350 West 104th Ave.		Northglenn	co	80234	303-457-9298	39.884511	-105.003169	Denver
Red Lobster Red Lobster			3306 N Elizabeth Street 4455 Wadsworth Blvd		Pueblo Wheat Ridge	CO CO	81008 80033	719-544-1000 303-420-4210	38.304234 39.77769	-104.614067 -105.082058	Other - West Denver
Red Lobster Red Lobster			4485 Main Street 34 Backus Avenue		Bridgeport Danbury	CT CT	06606 06810	203-371-4848 203-730-1104	41.220564 41.374869	-73.217485 -73.486014	Fairfield County Hartford
Red Lobster		6347	320 Universal Drive North		North Haven	CT	06473	203-234-8917	41.353835	-72.872714	Fairfield County
Red Lobster Red Lobster		0636 0552	1324 Silas Deane Highway 271 N Dupont Highway		Wethersfield Dover	CT DE	06109 19901	860-257-1115 302-734-9122	41.684529 39.171021	-72.654072 -75.518289	Hartford Other - Middle Atlantic
Red Lobster Red Lobster		6319 0496	1249 New Churchman's Rd 309 Rocky Run Parkway		Newark Talleyville	DE DE	19713 19803	302-456-1792 302-479-5582	39.690237 39.819559	-75.661123 -75.549476	Philadelphia Philadelphia
Red Lobster		6222	340 West SR 436		Altamonte Springs	FL	32714	407-682-3636	28.661269	-81.395488	Orlando
Red Lobster Red Lobster			700 N Congress Ave 5711 14th Street West		Boynton Beach Bradenton	FL FL	33426 34207	561-752-8025 941-756-1814	26.5322 27.440017	-80.0901 -82.574963	West Palm Beach Tampa-St. Petersburg
Red Lobster Red Lobster			2604 West Brandon Blvd 26320 U.S. 19th North		Brandon Clearwater	FL FL	33511 33761	813-654-0010 727-799-3816	27.940883 28.011788	-82.325425 -82.734928	Tampa-St. Petersburg Tampa-St. Petersburg
Red Lobster		6340	2475 Highway 27 South		Clermont	FL	34711	352-243-4620	28.53723	-81.73667	Orlando
Red Lobster Red Lobster			2000 University Dr 2625 West International Spe	edwav	Coral Springs Daytona	FL FL	33071 32114	954-752-6131 386-255-7596	26.256115 29.17566	-80.252413 -81.081753	Ft. Lauderdale/Miami East Central Coast, FL
Red Lobster		0412	3162 S Atlantic Ave.		Daytona Beach	FL	32118	386-756-1550	29.160712	-80.975178	East Central Coast, FL
Red Lobster Red Lobster		0029 0079	5950 N Federal Hwy 3801 Cleveland Ave		Fort Lauderdale Fort Myers	FL FL	33308 33901	954-491-3030 239-936-8216	26.20169 26.607003	-80.108687 -81.871419	Ft. Lauderdale/Miami Fort Myers/Cape Coral/Naples
Red Lobster Red Lobster			6401 Darter Court 326 Miracle Strip Pkwy S.W.		Fort Pierce Fort Walton Beach	FL FL	34945 32548	772-461-4336 850-664-2700	27.414328 30.405559	-80.390619 -86.634881	East Central Coast, FL Other - Southeast
Red Lobster		0861	6910 W. Newberry Road		Gainesville	FL	32605	352-331-2670	29.660533	-82.416861	Other - Southeast
Red Lobster Red Lobster		0246 6285	1750 West 49th Street 2900 Oakwood Blvd.		Hialeah Hollywood	FL FL	33012 33020	305-557-3088 954-924-1550	25.866103 26.03781	-80.318395 -80.162905	Ft. Lauderdale/Miami Ft. Lauderdale/Miami
Red Lobster Red Lobster		6359 6343	2301 NE 8th Street 13090 City Station Drive		Homestead Jacksonville	FL FL	33033 32218	786-243-9650 904-696-2061	25.478162 30.47528	-80.443664 -81.64402	Ft. Lauderdale/Miami Jacksonville
Red Lobster		6292	416 Commerce Center Drive	Regency	Jacksonville	FL	32225	904-727-7460	30.32982	-81.550976	Jacksonville
Red Lobster Red Lobster		0385 0461	8720 Baymeadows 3544 NW Federal Hwy		Jacksonville Jensen Beach	FL FL	32256 34957	904-731-3600 772-692-3277	30.220267 27.244492	-81.577615 -80.27262	Jacksonville East Central Coast, FL
Red Lobster Red Lobster		6263 0435	7780 W. Irlo Bronson Memorial 5690 Irlo Bronson Memorial		Kissimmee Kissimmee	FL FL	34747 34746	321-677-0191 407-396-6997	28.339203 28.3321	-81.597258 -81.513111	Orlando Orlando
Red Lobster		0083	4010 West Vine Street	,	Kissimmee	FL	34741	407-846-3513	28.303885	-81.443035	Orlando
Red Lobster Red Lobster		0769 0345	2847 W. US Highway 90 6638 Lake Worth Road		Lake City Lake Worth	FL FL	32055 33467	386-758-0044 561-433-1434	30.180347 26.617129	-82.678931 -80.149298	Other - Southeast West Palm Beach
Red Lobster Red Lobster		6208 0454	3706 North Road 98 10500 E Ulmerton Road		Lakeland Largo	FL FL	33809 33771	863-815-0774 727-581-5272	28.089431 27.894048	-81.974458 -82.782462	Tampa-St. Petersburg Tampa-St. Petersburg
Red Lobster		0480	10010 US Highway 441		Leesburg	FL	34788	352-728-2400	28.82365	-81.790658	Orlando
Red Lobster Red Lobster		6205 0075	2355 W. New Haven Ave. 215 E Merritt Island Causew	ay	Melbourne Merritt Island	FL FL	32904 32952	321-676-5111 321-453-3520	28.078153 28.356564	-80.660889 -80.695781	East Central Coast, FL East Central Coast, FL
Red Lobster Red Lobster		6282 6373	1695 NW 87th Ave 11550 SW 88th St		Miami Miami	FL FL	33172 33176	305-392-5552 305-273-0625	25.789398 25.685835	-80.336297 -80.383414	Ft. Lauderdale/Miami Ft. Lauderdale/Miami
Red Lobster		0797	8705 SW 136th Street		Miami	FL	33176	305-233-8994	25.645269	-80.334322	Ft. Lauderdale/Miami
Red Lobster Red Lobster		0444 0464	2355 N US 41 13300 Biscayne Blvd.		Naples North Miami	FL FL	34103 33181	239-434-6116 305-895-6095	26.176493 25.898081	-81.800272 -80.161721	Fort Myers/Cape Coral/Naples Ft. Lauderdale/Miami
Red Lobster Red Lobster		0352 0257	3393 SW College Road 32 Blanding Blvd		Ocala Orange Park	FL FL	34474 32073	352-237-1291 904-272-6357	29.156929 30.187926	-82.178981 -81.740129	Other - Southeast Jacksonville
Red Lobster		0885	7373 W Colonial Drive		Orlando	FL	32818	407-295-2791	28.55267	-81.480361	Orlando
Red Lobster Red Lobster		0452 0108	12557 State Road 535 5936 International Drive	Suite 1000	Orlando Orlando	FL FL	32836 32819	407-827-1045 407-351-9313	28.380935 28.461685	-81.503102 -81.46158	Orlando Orlando
Red Lobster Red Lobster		6303 0838		Unit 400	Orlando Orlando	FL FL	32819 32809	407-363-0399 407-438-6627	28.424529 28.450049	-81.461533 -81.393282	Orlando Orlando
Red Lobster		0899	3552 E. Colonial Drive		Orlando	FL	32803	407-896-3657	28.552975	-81.33997	Orlando
Red Lobster Red Lobster			617 N. Alafaya Trail 5294 E Highway 100		Orlando Palm Coast	FL FL	32828 32164	407-249-4141 386-586-1023	28.554509 29.47621	-81.205624 -81.21301	Orlando East Central Coast, FL
Red Lobster		6315	910 East 23rd Street		Panama City	FL	32405	850-785-5566	30.188812	-85.64546	Other - Southeast
Red Lobster Red Lobster		0424 0039	296 N University Drive 5110 N 9th Ave	Cordova Mall	Pembroke Pines Pensacola	FL FL	33024 32504	954-432-8500 850-477-7667	26.01143 30.475715	-80.248728 -87.210282	Ft. Lauderdale/Miami Other - Southeast
Red Lobster Red Lobster		0447 0479	803 S. University Drive 1331 Tamiami Trail		Plantation Port Charlotte	FL FL	33324 33948	954-424-0406 941-625-7745	26.11321 27.011825	-80.251451 -82.146585	Ft. Lauderdale/Miami Fort Myers/Cape Coral/Naples
Red Lobster		6220	8909 US Highway 19		Port Richey	FL	34668	727-859-9600	28.28686	-82.714174	Tampa-St. Petersburg
Red Lobster Red Lobster		0680 0019	100 State Road 312 W 6151 34th Street		Saint Augustine Saint Petersburg	FL FL	32086 33714	904-823-3375 727-527-7302	29.867367 27.827823	-81.32394 -82.679211	Jacksonville Tampa-St. Petersburg
Red Lobster			20 Towne Center Circle		Sanford	FL FL	32771	407-320-0888 941-924-1297	28.807221	-81.335666	Orlando
Red Lobster Red Lobster		0611	6747 S Tamiami Trail 721 US 27 North		Sarasota Sebring	FL	34231 33870	863-382-2200	27.257417 27.489785	-82.519059 -81.484032	Tampa-St. Petersburg Other - Southeast
Red Lobster Red Lobster		0696 0017	2328 Commercial Way 2583 North Monroe St		Spring Hill Tallahassee	FL FL	34606 32303	352-686-5207 850-385-1136	28.466152 30.476362	-82.621411 -84.296381	Tampa-St. Petersburg Other - Southeast
Red Lobster		0330	11601 N. Dale Mabry		Tampa	FL	33618	813-962-8187	28.054484	-82.503252	Tampa-St. Petersburg
Red Lobster Red Lobster		6249	2625 East Busch Blvd. 17021 Palm Pointe Drive		Tampa Tampa	FL FL	33612 33647	813-933-4093 813-866-0052	28.032137 28.117557	-82.429316 -82.379959	Tampa-St. Petersburg Tampa-St. Petersburg
Red Lobster Red Lobster		6345 0033	3830 Wedgewood Drive 2201 Palm Beach Lakes Blv	d.	The Villages West Palm Beach	FL FL	32162 33409	352-751-1482 561-686-6237	28.927985 26.711779	-82.024132 -80.096772	Other - Southeast West Palm Beach
Red Lobster		6207	230 Cypress Garden Blvd.		Winter Haven	FL	33880	863-294-8844	28.003523	-81.725042	Other - Southeast
Red Lobster Red Lobster		0036	2403 N. Slappey Blvd. 1956 W. Broad Street		Albany Athens	GA GA	31701 30606	229-439-8857 706-549-5376	31.609563 33.951873	-84.17628 -83.403052	Other - Southeast Other - Southeast
Red Lobster Red Lobster		6296 0290	3360 Camp Creek Parkway 2847 Washington Road		Atlanta Augusta	GA GA	30344 30909	404-494-9170 706-737-4314	33.657053 33.511517	-84.499993 -82.035536	Atlanta Other - Southeast
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<u>Banner</u>	Brand	Restaurant ID	Address Line 1	Address Line 2	City	State	<u>Zip</u>	Phone	<u>Latitude</u>	Longitude	<u>Market</u>
Red Lobster Red Lobster		0174 6250	440 Walton Way 1805 East-West Connector S.W.		Augusta Austell	GA GA	30901 30106	706-724-1438 770-745-7111	33.465149 33.853563	-81.961314 -84.605468	Other - Southeast Atlanta
Red Lobster		5809	600 Glynn Isles		Brunswick	GA	31525	912-466-8778	31.202708	-81.482303	Other - Southeast
Red Lobster Red Lobster		6233 6229	3230 Buford Drive 1405 Riverstone Parkway		Buford Canton	GA GA	30519 30114	678-482-1777 770-345-8311	34.065028 34.249962	-83.990079 -84.477093	Atlanta Atlanta
Red Lobster		0889	375 Cherokee Place		Cartersville	GA	30121	770-383-9888	34.172678	-84.782083	Atlanta
Red Lobster Red Lobster		0035 6325	1425 13th Street 5555 Whittlesey Blvd		Columbus Columbus	GA GA	31901 31909	706-324-7101 706-321-0110	32.471537 32.544401	-84.971098 -84.948228	Other - Southeast Other - Southeast
Red Lobster		6238	1560 Dogwood Drive		Conyers	GA	30013	770-922-5111	33.647906	-83.994277	Atlanta
Red Lobster Red Lobster		0782 0049	901 W. Bridge Rd 2522 Candler Rd		Dalton Decatur	GA GA	30720 30032	706-279-3601 404-243-4121	34.759885 33.71644	-85.003491 -84.273561	Other - Southeast Atlanta
Red Lobster			3100 Bill Arp Road		Douglasville	GA GA	30135	770-949-8996	33.720136	-84.76362	Atlanta Other Southeast
Red Lobster Red Lobster		0665 0397	2105 Veterans Blvd 2055 Pleasant Hill Road		Dublin Duluth	GA GA	31021 30096	478-275-9510 770-476-8376	32.542188 33.955505	-82.954424 -84.132797	Other - Southeast Atlanta
Red Lobster Red Lobster		0612 0055	1707 Browns Bridge Road 6550 Tara Blvd		Gainesville Jonesboro	GA GA	30501 30236	770-536-5222 770-968-8910	34.284369 33.575636	-83.844655 -84.371308	Atlanta Atlanta
Red Lobster			2626 George Busbee Pkwy Suit	e 7	Kennesaw	GA	30144	770-966-6910	34.014832	-84.566817	Atlanta
Red Lobster Red Lobster		0048 6302	2077 Riverside Drive 1846 Jonesboro Road		Macon McDonough	GA GA	31204 30253	478-746-3263 770-898-2980	32.857617 33.464913	-83.644794 -84.216381	Other - Southeast Atlanta
Red Lobster		0895	990 Bullsboro Drive		Newnan	GA	30265	770-252-4111	33.397441	-84.745557	Atlanta
Red Lobster Red Lobster		0874 0273	1359 Sam Nunn Blvd. 700 Shorter Ave NW		Perry Rome	GA GA	31069 30165	478-988-8612 706-234-0581	32.46695 34.2662	-83.739833 -85.201539	Other - Southeast Other - Southeast
Red Lobster		0331	1050 Holcomb Bridge Rd		Roswell	GA	30076	770-998-8573	34.02459	-84.329465	Atlanta
Red Lobster Red Lobster		0173 0392	11 W Montgomery Cross Roads 2579 Cobb Parkway		Savannah Smyrna	GA GA	31406 30080	912-927-1450 770-952-5736	31.998179 33.889831	-81.123256 -84.474353	Other - Southeast Atlanta
Red Lobster		0607	4001 Highway 78 W		Snellville	GA	30078	770-985-9336	33.838601	-84.069049	Atlanta
Red Lobster Red Lobster		5812 0739	254 Liberty Street 101 S. Virginia Ave.		Thomasville Tifton	GA GA	31757 31794	229-225-1915 229-386-2011	30.838698 31.456944	-83.943322 -83.52671	Other - Southeast Other - Southeast
Red Lobster		0091	3937 Lavista Road		Tucker	GA	30084	770-934-2645	33.844654	-84.255628	Atlanta
Red Lobster Red Lobster		0595 5815	1179 N Saint Augustine Road 2497 Memorial Drive		Valdosta Waycross	GA GA	31601 31503	229-244-7587 912-285-4744	30.840549 31.194922	-83.320764 -82.319949	Other - Southeast Other - Southeast
Red Lobster		0672	1765 Ala Moana Blvd		Honolulu	HI	96815	808-955-5656	21.285507	-157.839178	Other - West
Red Lobster Red Lobster		0747 0870	1100 Buckeye Ave. 163 Collins Rd NE		Ames Cedar Rapids	IA IA	50010 52402	515-232-2922 319-395-0450	42.013072 42.027264	-93.610906 -91.628711	Other - Midwest Other - Midwest
Red Lobster			2671 2nd Street		Coralville	IA	52241	319-338-6400	41.688758	-91.607429	Other - Midwest
Red Lobster Red Lobster		0779 0133	3040 Dial Drive 3420 East Kimberly Road		Council Bluffs	IA IA	51501 52807	712-366-5911 563-359-7185	41.229767 41.551191	-95.85016 -90.522832	Other - Midwest Other - Midwest
Red Lobster		0547	4290 Sergeant Road		Davenport Sioux City	IA	51106	712-274-1023	42.448851	-96.353714	Other - Midwest
Red Lobster Red Lobster		6267 0796	941 East San Marnan 3838 Westown Parkway		Waterloo West Des Moines	IA IA	50702 50266	319-234-0288 515-226-2150	42.458201 41.594949	-92.337431 -93.756371	Other - Midwest Other - Midwest
Red Lobster Red Lobster		6259	,	e #140	Boise Moines	ID	83704	208-672-1188	41.594949 43.609629	-93.756371 -116.284325	Other - West
Red Lobster		0834	212 Neider Ave.		Coeur D'Alene	ID ID	83815 83501	208-667-3369	47.70679	-116.790828	Other - West
Red Lobster Red Lobster			2115 Thain Grade 4105 Yellowstone Hwy.		Lewiston Pocatello	ID ID	83501 83202	208-746-9096 208-238-7700	46.400071 42.907799	-117.000531 -112.466729	Other - West Other - West
Red Lobster		0380	170 Homer M Adams Parkway		Alton	IL	62002	618-465-6554	38.921113	-90.173422	St. Louis
Red Lobster Red Lobster		6234 0322	1036 N Route 59 391 West Army Trail Road		Aurora Bloomingdale	IL IL	60504 60108	630-898-5782 630-529-0097	41.774124 41.939933	-88.206402 -88.115593	Chicago Chicago
Red Lobster		0130	714 Eldorado Road		Bloomington	IL	61704	309-663-9405	40.471759	-88.951818	Other - Midwest
Red Lobster Red Lobster		6253 0494	209 South Weber Road 1604 N State Road Route 50		Bolingbrook Bradley	IL IL	60490 60915	630-679-9192 815-932-0090	41.693239 41.174248	-88.123269 -87.850639	Chicago Other - Midwest
Red Lobster		6226	1901 N. Prospect Ave.		Champaign	IL	61822	217-355-2577	40.138427	-88.258566	Other - Midwest
Red Lobster Red Lobster		0277 0556	5201 S. Pulaski Road 3217 Vermillion Street		Chicago Danville	IL IL	60632 61832	773-284-7000 217-431-8484	41.798357 40.176383	-87.72264 -87.629445	Chicago Other - Midwest
Red Lobster		0492	3001 Finley Road		Downers Grove	IL	60515	630-515-0565	41.833018	-88.024275	Chicago
Red Lobster Red Lobster		6204 6269	110 Ludwig Drive 997 S. State Route 51		Fairview Heights Forsyth	IL IL	62208 62535	618-397-9251 217-875-3196	38.600522 39.920576	-89.991756 -88.956211	St. Louis Other - Midwest
Red Lobster		6299	902 Commons Drive		Geneva	IL	60134	630-845-0092	41.896477	-88.341379	Chicago
Red Lobster Red Lobster		6212 0578	6230 Grand Ave. 2950 Plainfield Road		Gurnee Joliet	IL IL	60031 60435	847-856-0432 815-439-1339	42.384429 41.578046	-87.956277 -88.160665	Chicago Chicago
Red Lobster		0582	3301 W Touhy Avenue		Lincolnwood	IL	60712	847-674-0238	42.01151	-87.712466	Chicago
Red Lobster Red Lobster		0621 0139	2900 W. Deyoung Street 3915 Westt 211th Street		Marion Matteson	IL IL	62959 60443	618-993-6996 708-481-8510	37.745385 41.50562	-88.975301 -87.711973	Other - Midwest Chicago
Red Lobster		0274	4401 N Cumberland Ave		Norridge	IL	60706	708-456-7966	41.959923	-87.836081	Chicago
Red Lobster Red Lobster		0158 0287	9500 Southwest Highway 14750 S Lagrange Rd		Oak Lawn Orland Park	IL IL	60453 60462	708-636-1019 708-460-3313	41.718982 41.621649	-87.769779 -87.854321	Chicago Chicago
Red Lobster		0473	4625 N Sterling Ave		Peoria	IL	61615	309-686-7716	40.744427	-89.632188	Other - Midwest
Red Lobster Red Lobster		0738 0186	4381 Venture Drive 5827 East State Street		Peru Rockford	IL IL	61354 61108	815-223-8571 815-397-5682	41.362988 42.265778	-89.126268 -89.002919	Other - Midwest Other - Midwest
Red Lobster		6236	800 E Golf Road		Schaumburg	IL	60173	847-843-2743	42.050655	-88.0593	Chicago
Red Lobster Red Lobster		0248 0340	2696 South Dirksen Parkway 701 Spring Hill Ring Road		Springfield West Dundee	IL IL	62703 60118	217-529-6900 847-428-0820	39.766863 42.102205	-89.606593 -88.289608	Other - Midwest Chicago
Red Lobster		0344	5806 Scatterfield Road		Anderson	IN	46013	765-643-7663	40.056878	-85.652047	Other - Midwest
Red Lobster Red Lobster		6260 0878	10189 E. US Highway 36 2617 E 3rd Street Suit	e 120	Avon Bloomington	IN IN	46123 47401	317-271-4906 812-332-9712	39.763144 39.164708	-86.342578 -86.499227	Other - Midwest Other - Midwest
Red Lobster		0619	951 E Lewis And Clark Park Suit		Clarksville	IN	47129	812-285-0444	38.317432	-85.761823	Other - Midwest
Red Lobster Red Lobster		0585 0648	2000 25th Street 3009 Brittany Court		Columbus Elkhart	IN IN	47201 46514	812-375-1733 574-264-4115	39.223426 41.729088	-85.902621 -85.972503	Other - Midwest Other - Midwest
Red Lobster		0058	4605 Bellemeade Ave		Evansville	IN	47714	812-477-9227	37.967293	-87.494396	Other - Midwest
Red Lobster Red Lobster		0076 0897	4825 Coldwater Road 5090 W. 38th Street		Fort Wayne Indianapolis	IN IN	46825 46254	260-483-2181 317-329-9158	41.1235 39.824344	-85.13637 -86.246675	Other - Midwest Other - Midwest
Red Lobster		0082	690 East Thompson Road		Indianapolis	IN	46227	317-786-9201	39.693859	-86.145915	Other - Midwest
Red Lobster Red Lobster		0371 0097	6410 E. 82nd Street 1752 N. Shadeland Ave		Indianapolis Indianapolis	IN IN	46250 46219	317-842-8871 317-352-1679	39.905943 39.791849	-86.0573 -86.046368	Other - Midwest Other - Midwest
Red Lobster		0297	1900 S. U.s. 31 By-pass		Kokomo	IN	46902	765-456-3831	40.464014	-86.107153	Other - Midwest
Red Lobster Red Lobster		6375 0266	120 Creasy Lane South 1450 E 82nd Ave		Lafayette Merrillville	IN IN	47905 46410	765-446-0381 219-769-0500	40.416915 41.470387	-86.840208 -87.318893	Other - Midwest Chicago
Red Lobster		0610	4353 Franklin Street		Michigan City	IN IN	46360	219-879-1328	41.675425	-86.894596	Chicago
Red Lobster Red Lobster		6287 0136	3930 North Main Street 223 West McGalliard Road		Mishawaka Muncie	IN IN	46545 47303	574-255-6306 765-288-6768	41.697467 40.218504	-86.181667 -85.388754	Other - Midwest Other - Midwest
Red Lobster		0184	9311 Calumet Avenue Suit	e 412	Munster	IN IN	46321 47374	219-836-1394	41.544181	-87.508283	Chicago
Red Lobster Red Lobster		0850 0070	5400 National Road East 3407 South U.S. Hwy 41		Richmond Terre Haute	IN IN	47374 47802	765-966-8646 812-234-7727	39.832954 39.426444	-84.828453 -87.417078	Cleveland Other - Midwest
Red Lobster		6364	10700 Parallel Parkway		Kansas City	KS	66109	913-328-0025	39.12897	-94.82745	Kansas City
Red Lobster Red Lobster		6384 6278	14904 West 119th Street 9475 Metcalf Avenue		Olathe Overland Park	KS KS	66062 66212	913-764-1503 913-385-7971	38.913274 38.957165	-94.758922 -94.666951	Kansas City Kansas City
Red Lobster		0704	2925 S. 9th Street		Salina	KS	67401	785-825-0837	38.78509	-97.612134	Other - Midwest
Red Lobster Red Lobster		6209 0361	2011 SW Wanamaker Road 555 South West Street		Topeka Wichita	KS KS	66604 67213	785-271-7302 316-942-0973	39.030356 37.675427	-95.762772 -97.390143	Other - Midwest Other - Midwest
Red Lobster		0421	333 S. Towne East Mall Drive		Wichita	KS	67207	316-687-9247	37.682241	-97.252181	Other - Midwest
Red Lobster Red Lobster		0349 6297	2525 Scottsville Road Gre 2020 North Dixie Highway	enwood Mall	Bowling Green Elizabethtown	KY KY	42104 42701	270-782-9500 270-765-3339	36.951249 37.739008	-86.426203 -85.890235	Other - Southeast Other - Southeast
Red Lobster		0185	7921 Dream Street		Florence	KY	41042	859-371-7151	38.98928	-84.642335	Cincinnati
Red Lobster Red Lobster		0188 6379	2550 Nicholasville Road 1848 Alysheba Way		Lexington Lexington	KY KY	40503 40509	859-276-1422 859-263-0307	37.998457 38.01903	-84.519795 -84.41856	Other - Southeast Other - Southeast
Red Lobster		0563	4639 Outer Loop		Louisville	KY	40219	502-964-9647	38.138421	-85.676982	Other - Midwest
Red Lobster Red Lobster		0347 0485	3410 Frederica Street 5151 Hinkleville Road		Owensboro Paducah	KY KY	42301 42001	270-926-4044 270-443-5804	37.737987 37.075994	-87.11934 -88.691137	Other - Midwest Other - Southeast
Red Lobster		0669	828 Eastern Bypass		Richmond	KY	40475	859-623-3503	37.730813	-84.281514	Other - Southeast
Red Lobster Red Lobster		0894 6368	986 Breckenridge Lane 6051 Bluebonnet Blvd		Saint Matthews Baton Rouge	KY LA	40207 70809	502-899-3334 225-763-9701	38.232368 30.393282	-85.639614 -91.087207	Other - Midwest New Orleans
Red Lobster		0664	2968 E Texas Ave.		Bossier City	LA	71111	318-741-3618	32.52829	-93.703323	Other - Southeast
Red Lobster Red Lobster		0709 0543	3020 N. Causeway Blvd. 4601 Pecanland Mall		Metaire Monroe	LA LA	70002 71203	504-838-1285 318-361-0158	30.007399 32.49685	-90.155611 -92.06355	New Orleans Other - Southeast
Red Lobster		0398	183 Jennifer Road		Annapolis	MD	21401	410-266-5010	38.985139	-76.544336	Baltimore
Red Lobster Red Lobster		0681 0768	615 Bel-Air Road 9011 Snowden Square Drive		Bel-Air Columbia	MD MD	21014 21046	410-893-2925 410-290-1677	39.524712 39.183644	-76.355435 -76.819225	Other - Midwest Baltimore
. YOU LOUSIE!		0100	CO. 1 Griowaen Squale Drive		Columbia	IVID	21040	110 230-10//	55.165044	70.013223	Jaiminote

<u>Banner</u>	Brand	Restaurant ID	Address Line 1	Address Line 2	City	<u>State</u>	<u>Zip</u>	Phone	Latitude	<u>Longitude</u>	<u>Market</u>
Red Lobster Red Lobster		6211 0200	1020 W Patrick Street 15700 Shady Grove Road		Frederick Gaithersburg	MD MD	21703 20877	301-846-9474 301-840-0380	39.416041 39.113517	-77.439821 -77.187318	DC DC
Red Lobster		0625	1681 Wesel Blvd.	Northrock Shopping Center	Hagerstown	MD	21740	301-791-6051	39.630211	-77.76239	Other - Middle Atlantic
Red Lobster Red Lobster			7063 Arundel Mills Circle 8905 Annapolis Rd.	Suite 1201	Hanover Lanham	MD MD	21076 20706	410-796-2390 301-459-4494	39.154308 38.960377	-76.728808 -76.862884	Baltimore DC
Red Lobster		6306	14368 Baltimore Ave		Laurel	MD	20707	301-490-0191	39.085801	-76.861915	DC
Red Lobster Red Lobster			8019 Honeygo Blvd 3 Restaurant Park Drive		Nottingham Owings Mills	MD MD	21236 21117	410-931-6372 410-902-8420	39.371301 39.404666	-76.468875 -76.792754	Baltimore Baltimore
Red Lobster		0615	2314 N Salisbury Blvd		Salisbury	MD	21801	410-546-6454	38.398479	-75.56998	Other - Middle Atlantic
Red Lobster Red Lobster			8533 Georgia Ave 5051 Auth Road		Silver Springs Suitland	MD MD	20910 20746	301-588-3299 301-423-3715	38.996092 38.826331	-77.027158 -76.920892	DC DC
Red Lobster			11035 Mall Circle		Waldorf Adrian	MD MI	20603 49221	301-705-7440	38.616009	-76.922467	DC Other - Midwest
Red Lobster Red Lobster			1420 S. Main Street 2420 Carpenter Road		Ann Arbor	MI	48108	517-263-3811 734-971-4412	41.876083 42.251412	-84.043761 -83.68141	Detroit
Red Lobster Red Lobster			2565 Capitol Ave. S.W. 4109 Wilder Road		Battle Creek Bay City	MI MI	49015 48706	269-968-1448 989-667-9333	42.264555 43.624053	-85.198199 -83.889825	Other - Midwest Other - Midwest
Red Lobster		0124	6850 Telegraph Road		Dearborn Heights	MI	48127	313-562-4605	42.338216	-83.272306	Detroit
Red Lobster Red Lobster			4417 West Pierson Road 4220 24th Avenue		Flint Fort Gratiot	MI MI	48504 48059	810-732-4910 810-385-8773	43.060015 43.032342	-83.768902 -82.455555	Other - Midwest Other - Midwest
Red Lobster		6243	3464 River Towne Point		Grandville	MI	49418	616-406-1190	42.883149	-85.749648	Other - Midwest
Red Lobster Red Lobster			2400 Shirley Drive 3920 28th Street. S.E.		Jackson Kentwood	MI MI	49202 49512	517-787-7820 616-949-9190	42.276904 42.912078	-84.429753 -85.570841	Other - Midwest Other - Midwest
Red Lobster		0201	3130 East Saginaw Street		Lansing	MI	48912	517-351-0610	42.740329	-84.50706	Other - Midwest
Red Lobster Red Lobster			29980 Plymouth Road 101 W.12 Mile Road		Livonia Madison Heights	MI MI	48150 48071	734-427-0537 248-542-1140	42.369666 42.504264	-83.338182 -83.107465	Detroit Detroit
Red Lobster Red Lobster			2923 U.S. 41 West 1553 N. Dixie Hghway		Marquette Monroe	MI MI	49855 48162	906-228-2211 734-289-6242	46.548851 41.928775	-87.453338 -83.353943	Other - Midwest Other - Midwest
Red Lobster		0690	4062 E. Bluegrass Road		Mount Pleasant	MI	48858	989-772-5622	43.574891	-84.766218	Other - Midwest
Red Lobster Red Lobster			1681 Sternberg Road 27760 Novi Road		Muskegon Novi	MI MI	49444 48377	231-798-9586 248-349-8470	43.153432 42.490567	-86.20376 -83.475221	Other - Midwest Detroit
Red Lobster			6535 S Westnedge Avenue		Portage	MI	49081	269-323-1329	42.221557	-85.588786	Other - Midwest
Red Lobster Red Lobster			2825 S Rochester Road 4141 Bay Road		Rochester Hills Saginaw	MI MI	48307 48603	248-299-8090 989-793-5250	42.639144 43.467439	-83.131083 -83.976333	Detroit Other - Midwest
Red Lobster		0470	13999 Eureka Road		Southgate	MI	48195	734-285-0011	42.198862	-83.194304	Detroit
Red Lobster Red Lobster			13800 Hall Road 2691 North U.S. 31 South		Sterling Heights Traverse City	MI MI	48313 49684	586-247-6250 231-933-8741	42.626261 44.727365	-82.98986 -85.646941	Detroit Other - Midwest
Red Lobster		0132	25901 Hoover Road		Warren	MI	48089	586-759-0010	42.484896	-83.007027	Detroit
Red Lobster Red Lobster			479 Telegraph Road 5774 North Wayne Road		Waterford Westland	MI MI	48328 48185	248-682-5146 734-326-7655	42.647459 42.32589	-83.326927 -83.38799	Detroit Detroit
Red Lobster		0224	8500 Hwy. 47		Blaine	MN	55433	763-786-7667	45.125081	-93.26569	Minneapolis
Red Lobster Red Lobster			1951 American Blvd West 1301 County Road 42 West		Bloomington Burnsville	MN MN	55431 55306	952-888-8102 952-435-2552	44.85814 44.745919	-93.304367 -93.297407	Minneapolis Minneapolis
Red Lobster		0630	301 S Lake Avenue		Duluth	MN	55802	218-722-7390	46.783978	-92.096612	Other - Midwest
Red Lobster Red Lobster			8900 Golden Valley Road 1890 E Madison Ave		Golden Valley Mankato	MN MN	55427 56001	763-546-7300 507-386-7007	44.985231 44.167272	-93.393499 -93.950089	Minneapolis Other - Midwest
Red Lobster		6251	12515 Elm Creek Blvd.,n.		Maple Grove	MN	55369	763-494-4646	45.093755	-93.439276	Minneapolis
Red Lobster Red Lobster			2925 White Bear Ave. 8350 3rd Street North		Maplewood Oakdale	MN MN	55109 55128	651-770-8825 651-264-0151	45.028626 44.951029	-93.018882 -92.935467	Minneapolis Minneapolis
Red Lobster			1280 Highway 14 SW		Rochester	MN MN	55902	507-288-0688	44.004839	-92.481315	Other - Midwest
Red Lobster Red Lobster			2330 Prior Avenue 2920 W. Division Street		Roseville Saint Cloud	MN	55113 56301	651-636-9800 320-253-6682	45.011016 45.552754	-93.18154 -94.193994	Minneapolis Other - Midwest
Red Lobster Red Lobster			3559 Shepherd Of The Hills 12235 Saint Charles Rock F		Branson Bridgeton	MO MO	65616 63044	417-337-5988 314-291-8680	36.652172 38.752019	-93.288113 -90.426456	Other - Southeast St. Louis
Red Lobster			3269 William Street	ku .	Cape Girardeau	MO	63703	573-339-0445	37.30214	-89.577996	Other - Southeast
Red Lobster Red Lobster			17204 Chesterfield Airport F 1716 I-70 Drive	Rd	Chesterfield Columbia	MO MO	63005 65203	636-536-0899 573-445-8324	38.667875 38.965399	-90.595644 -92.364981	St. Louis Other - Southeast
Red Lobster		0112	9838 Watson Road		Crestwood	MO	63126	314-822-0433	38.556151	-90.390527	St. Louis
Red Lobster Red Lobster			4328 Noland Rd 3519 Country Club Drive		Independence Jefferson City	MO MO	64055 65109	816-373-0769 573-635-6737	39.041366 38.583473	-94.415896 -92.250102	Kansas City Other - Southeast
Red Lobster		0310	3131 Range Line Rd.		Joplin	MO	64801	417-782-2199	37.055553	-94.477658	Other - Southeast
Red Lobster Red Lobster			450 NW Barry Road 670 NW Blue Parkway		Kansas City Lee's Summit	MO MO	64155 64063	816-468-6116 816-347-0638	39.246818 38.926289	-94.585296 -94.401889	Kansas City Kansas City
Red Lobster		6324	2381 Maplewood Commons	Drive	Maplewood	МО	63143	314-647-5257	38.617927	-90.333067	St. Louis
Red Lobster Red Lobster			4101 Frederick Blvd 5733 S. Lindbergh Blvd.		Saint Joseph Saint Louis	MO MO	64506 63123	816-232-5011 314-487-7744	39.777573 38.522143	-94.795011 -90.349902	Other - Southeast St. Louis
Red Lobster		0181	4101 Veterans Memorial Pk	wy	Saint Peters	MO	63376	636-928-1161	38.795002	-90.572403	St. Louis
Red Lobster Red Lobster			2141 S. Glenstone Ave 3897 Promenade Parkway		Springfield D'Iberville	MO MS	65804 39540	417-883-2245 228-392-1391	37.175128 30.45486	-93.263082 -88.9018	Other - Southeast Other - Southeast
Red Lobster		0858	4670 Hardy Street		Hattiesburg	MS	39402	601-268-9136	31.323238	-89.360791	Other - Southeast
Red Lobster Red Lobster			6357 I-55 North 201 S. Frontage Road		Jackson Meridian	MS MS	39213 39301	601-977-8884 601-483-9194	32.397556 32.364139	-90.14682 -88.674646	Other - Southeast Other - Southeast
Red Lobster Red Lobster			6535 Airways Blvd		Southaven	MS	38671	662-536-1960	34.955989	-89.99082	Memphis
Red Lobster Red Lobster			895 Barnes Crossing Road 2250 King Ave W		Tupelo Billings	MS MT	38804 59102	662-844-5422 406-655-0929	34.315021 45.754629	-88.703845 -108.572193	Other - Southeast Other - Midwest
Red Lobster Red Lobster			139 Tunnel Road 1726 Glidewell Drive	Alamance Crossing	Asheville Burlington	NC NC	28805 27215	828-350-7773 336-584-9969	35.591873 36.06748	-82.531116 -79.51764	Other - Southeast Greensboro
Red Lobster		0598	1805 Walnut Street	Alamance Crossing	Cary	NC	27511	919-851-6806	35.761003	-78.74311	Raleigh-Durham
Red Lobster Red Lobster			8012 Concord Mills Blvd. 4416 Chapel Hill Blvd	Gulf Coast Town Center	Concord Durham	NC NC	28027 27707	704-979-1160 919-493-3566	35.370791 35.964604	-80.715791 -78.972941	Charlotte Raleigh-Durham
Red Lobster		0256	533 N McPherson Church R		Fayetteville	NC	28303	910-864-3113	35.07708	-78.955299	Other - Southeast
Red Lobster Red Lobster			200 N. New Hope Road 4415 W. Wendover Ave.		Gastonia Greensboro	NC NC	28054 27407	704-868-3884 336-292-3527	35.264623 36.054931	-81.150993 -79.897362	Charlotte Greensboro
Red Lobster		0571	3501 S Memorial Drive		Greenville	NC	27834	252-756-4000	35.567276	-77.402456	Other - Southeast
Red Lobster Red Lobster			1846 US-70 Se 304 A Western Blvd.		Hickory Jacksonville	NC NC	28602 28546	828-327-6113 910-353-9454	35.70675 34.759963	-81.307315 -77.381452	Other - Southeast Other - Southeast
Red Lobster		6382	9801 Independence Pointe		Matthews	NC	28105	704-708-4439	35.1335	-80.71356	Charlotte
Red Lobster Red Lobster			9415 Pineville-Matthews Ro 4408 Old Wake Forest Road		Pineville Raleigh	NC NC	28134 27609	704-541-0021 919-872-5608	35.086654 35.841072	-80.876961 -78.610643	Charlotte Raleigh-Durham
Red Lobster			1010 N Wesleyan Blvd		Rocky Mount	NC	27802	252-937-2190	35.970887	-77.810352	Other - Southeast
Red Lobster Red Lobster			1145 Glenway Drive 1852 US Highway 421		Statesville Wilkesboro	NC NC	28625 28697	704-881-0712 336-838-0314	35.809227 36.149579	-80.86896 -81.219911	Other - Southeast Other - Southeast
Red Lobster Red Lobster			1690 Westbrookplaza Drive 1130 E Century Avenue		Winston-Salem Bismarck	NC ND	27103 58503	336-768-3110 701-222-2363	36.068619	-80.306053 -100.77401	Greensboro
Red Lobster			4215 13th Ave S		Fargo	ND ND	58103	701-282-8983	46.838504 46.862328	-96.852838	Other - Midwest Other - Midwest
Red Lobster Red Lobster			2675 32nd Avenue South 3430 W. 13th Street		Grand Forks Grand Island	ND NE	58201 68803	701-772-8770 308-382-8879	47.888936 40.931857	-97.066139 -98.382771	Other - Midwest Other - Midwest
Red Lobster			121 Second Ave. East		Kearney	NE	68847	308-237-5805	40.674328	-99.084596	Other - Midwest
Red Lobster Red Lobster			6540 O Street 2707 S 140th Street		Lincoln Omaha	NE NE	68510 68144	402-466-8397 402-330-0162	40.813992 41.233418	-96.63113 -96.133232	Other - Midwest Other - Midwest
Red Lobster		0115	330 S. 72nd Street		Omaha	NE	68114	402-391-5970	41.256256	-96.024524	Other - Midwest
Red Lobster Red Lobster			1271 U.S. Route 22 2100 Route 38		Bridgewater Cherry Hill	NJ NJ	08807 08002	908-722-4447 856-321-1701	40.578733 39.939728	-74.580425 -75.021399	New York Philadelphia
Red Lobster		0438	3003 Route 130 South		Delran	NJ	08075	856-461-6202	40.01236	-74.962726	Philadelphia
Red Lobster Red Lobster			1500 Almonesson Rd 750 Highway 18 North		Deptford East Brunswick	NJ NJ	08096 08816	856-232-3849 732-238-4810	39.826174 40.425865	-75.100518 -74.380001	Philadelphia New York
Red Lobster		0267	635 Route 1 And Gills Lane		Iselin	NJ	08830	732-636-6230	40.558785	-74.30628	New York
Red Lobster Red Lobster			3255 Brunswick Pike 303 Route 10-Roxbury Town	Ledgewood Mall	Lawrenceville Ledgewood	NJ NJ	08648 07852	609-896-1011 973-927-3713	40.290654 40.873262	-74.688302 -74.649044	Trenton New York
Red Lobster		0575	4411 Black Horse Pike		Mays Landing	NJ	08330	609-646-0946	39.452022	-74.644008	Atlantic City
Red Lobster Red Lobster			2200 Highway 35 211 Route 17 S		Oakhurst Paramus	NJ NJ	07755 07652	732-493-2404 201-967-7838	40.271657 40.935208	-74.043431 -74.071514	New York New York
Red Lobster		6314	700 Plaza Drive		Secaucus	NJ	07094	201-583-1902	40.786373	-74.046041	New York
Red Lobster Red Lobster			7000 Hadley Rd. 1298 Hooper Ave		South Plainfield Toms River	NJ NJ	07080 08753	908-561-6015 732-914-0183	40.554236 39.987027	-74.432368 -74.179343	New York Other - Middle Atlantic
Red Lobster		0442	2520 US Highway Route 22		Union	NJ	07083	908-686-8999	40.689444	-74.302038	New York
Red Lobster		0748	3849 South Delsea Drive		Vineland	NJ	08360	856-825-9600	39.432645	-75.039914	Philadelphia

Banner	<u>Brand</u>	Restaurant ID	Address Line 1	Address Line 2	City	State	<u>Zip</u>	Phone	<u>Latitude</u>	Longitude	Market
Red Lobster Red Lobster		0255 6280	520 Highway 46		Wayne	NJ NM	07470 87114	973-785-3114 505-922-0266	40.8938 35.208521	-74.241968	New York
Red Lobster Red Lobster		0291	10520 Coors By-pass Nw 5555 Montgomery NE		Albuquerque Albuquerque	NM	87114	505-884-4445	35.208521	-106.657566 -106.578676	Albuquerque Albuquerque
Red Lobster Red Lobster		0749 0600	2601 North Prince 3451 E Main Street	Suite 106-110	Clovis Farmington	NM NM	88101 87401	575-762-0355 505-325-5222	34.424547 36.748798	-103.196076 -108.159831	Other - Southwest Other - Southwest
Red Lobster		0574	575 S Telshor Blvd	Cuite 100-110	Las Cruces	NM	88011	575-522-4067	32.31439	-106.742498	Other - Southwest
Red Lobster Red Lobster		0708 0478	2625 N. Main 4450 Rodeo Road		Roswell Santa Fe	NM NM	88201 87507	575-622-4818 505-473-1610	33.426568 35.637911	-104.522537 -106.015778	Other - Southwest Albuquerque
Red Lobster		6257	570 Marks Street		Henderson	NV	89014	702-933-5307	36.062392	-115.036002	Las Vegas
Red Lobster Red Lobster		6239 0339	2325 E Flamingo Road 200 S. Decatur Blvd.		Las Vegas Las Vegas	NV NV	89119 89107	702-892-9055 702-877-0212	36.114299 36.171686	-115.120511 -115.206566	Las Vegas Las Vegas
Red Lobster			5015 Kietzke Lane		Reno	NV	89511	775-827-1203	39.476212 42.991304	-119.795602	Reno
Red Lobster Red Lobster		0307 0228	4010 Maple Rd. 7520 Transit Road		Amherst Amherst	NY NY	14226 14221	716-837-0202 716-634-9195	42.991304 42.97378	-78.814081 -78.697615	Buffalo Buffalo
Red Lobster Red Lobster		0469 6262	2090 Bartow Avenue 455 Gateway Drive		Bronx Brooklyn	NY NY	10475 11207	718-671-4223 718-964-2057	40.869064 40.650956	-73.82713 -73.870081	New York New York
Red Lobster		0426	1000 McKinley Mall		Buffalo	NY	14220	716-823-2901	42.788145	-78.808781	Buffalo
Red Lobster Red Lobster		0264 6228	211-217 Old Country Rd. 170 Wolf Road		Carle Place Colonie	NY NY	11514 12205	516-248-7411 518-459-1040	40.74397 42.722501	-73.613478 -73.802571	New York Albany
Red Lobster		0614	801 Sunrise Highway		Copiague	NY	11726	631-842-3640	40.688852	-73.408386	New York
Red Lobster Red Lobster		6273 0189	88-01 Queens Blvd. 655 West Jefferson Road		Elmhurst Henrietta	NY NY	11373 14623	718-760-3050 585-424-2060	40.735469 43.086424	-73.874387 -77.625194	New York Rochester
Red Lobster Red Lobster		0313 0616	1 Nevada Street 3328 Chambers Road S.		Hicksville Horseheads	NY NY	11801 14845	516-822-8393 607-796-5434	40.777197 42.161034	-73.527669 -76.877909	New York Other - Middle Atlantic
Red Lobster		0692	1 Miron Lane		Kingston	NY	12401	845-336-5021	41.960942	-73.989785	Other - Middle Atlantic
Red Lobster Red Lobster		0745 6323	295 E Fairmount Avenue 3938 State Route 31		Lakewood Liverpool	NY NY	14750 13090	716-763-6992 315-652-3964	42.098966 43.18469	-79.305306 -76.239534	Other - Middle Atlantic Other - Middle Atlantic
Red Lobster		0663	450 Route 211 E		Middletown	NY	10940	845-343-3228	41.454916	-74.382042	Other - Middle Atlantic
Red Lobster Red Lobster		0286 0489	198 West Route 59 4573 Commercial Drive		Nanuet New Hartford	NY NY	10954 13413	845-623-4800 315-768-6156	41.100148 43.086148	-74.020224 -75.316783	New York Other - Middle Atlantic
Red Lobster Red Lobster		6298 6385	5 Times Square, Nyc/5 261 W 125th Street		New York New York	NY NY	10036 10027	212-730-6706 212-280-1930	40.755536 40.810139	-73.987534 -73.950278	New York New York
Red Lobster		0311	2255 Route 9		Poughkeepsie	NY	12601	845-462-4301	41.643329	-73.922106	Other - Middle Atlantic
Red Lobster Red Lobster		0788 0410	750 Upper Glen Street 1515 West Ridge Road	Suite LI02	Queensbury Rochester	NY NY	12804 14615	518-761-0021 585-663-8360	43.329442 43.204948	-73.670063 -77.668067	Albany Rochester
Red Lobster		6311	5010 Expressway Drive Sou	ıth	Ronkonkoma	NY	11779	631-580-2864	40.813086	-73.100644	New York
Red Lobster Red Lobster		0351 0217	999 Central Park Ave 2220 Nesconset Highway		Scarsdale Stony Brook	NY NY	10583 11790	914-472-6373 631-689-9060	40.990321 40.873787	-73.823178 -73.124541	New York New York
Red Lobster		0247	2965 Erie Blvd. E		Syracuse	NY	13224	315-445-1988	43.056019	-76.087219	Other - Middle Atlantic
Red Lobster Red Lobster		0374 0180	606 West Sunrise Hwy. 1200 Vestal Parkway East		Valley Stream Vestal	NY NY	11581 13850	516-825-0277 607-754-3787	40.665135 42.091433	-73.722242 -76.029719	New York Other - Middle Atlantic
Red Lobster Red Lobster		0654 6370	20831 State Route 3 5135 Xavier Drive		Watertown Yonkers	NY NY	13601 10704	315-786-1016	43.974953	-75.956673	Other - Middle Atlantic New York
Red Lobster Red Lobster		0324	3901 Medina Road		Akron	OH	44333	914-965-7190 330-666-0727	40.92709 41.136475	-73.85236 -81.640209	Cleveland
Red Lobster Red Lobster			3013 North Ridge Rd. East 3655 Orange Place		Ashtabula Beachwood	OH OH	44004 44122	440-998-4944 216-464-4057	41.877856 41.459606	-80.757092 -81.487506	Other - Midwest Cleveland
Red Lobster		0698	2803 N. Fairfield Road		Beavercreek	ОН	45431	937-429-1800	39.771407	-84.052805	Dayton
Red Lobster Red Lobster		0121 0705	4600 Belden Village Ave 1079 N. Bridge Street		Canton Chillicothe	OH OH	44718 45601	330-492-0458 740-773-6892	40.856007 39.35906	-81.433871 -82.97572	Other - Midwest Other - Midwest
Red Lobster		0110	3564 Springdale Road		Cincinnati	OH	45251	513-385-8151	39.249728	-84.595917	Cincinnati
Red Lobster Red Lobster		6276 0232	320 Cincinnati Mills Drive 8220 Montgomery Road		Cincinnati Cincinnati	OH OH	45240 45236	513-671-6777 513-984-2740	39.302668 39.205449	-84.522774 -84.366353	Cincinnati Cincinnati
Red Lobster Red Lobster		0288 6271	616 Ohio Pike 1520 Georgesville Road		Cincinnati Columbus	OH OH	45245 43228	513-752-3167 614-870-1409	39.066072 39.920212	-84.294369 -83.125219	Cincinnati Columbus
Red Lobster		6265	1270 Polaris Parkway		Columbus	ОН	43240	614-433-7175	40.14233	-82.985524	Columbus
Red Lobster Red Lobster		0893 0081	1691 Dublin-Granville Rd 2147 S. Hamilton Road		Columbus Columbus	OH OH	43229 43232	614-846-8951 614-864-3160	40.086299 39.930867	-82.972828 -82.880173	Columbus Columbus
Red Lobster		0126	1090 Graham Road		Cuyahoga Falls	ОН	44224	330-929-9129	41.162479	-81.474266	Cleveland
Red Lobster Red Lobster		6286 6351	6500 Miller Lane 6091 Sawmill Road		Dayton Dublin	OH OH	45414 43017	937-264-2811 614-210-0358	39.842562 40.090232	-84.191466 -83.092408	Dayton Columbus
Red Lobster Red Lobster		0632 0580	6935 Midway Mall 2340 Tiffin Avenue		Elyria Findlay	OH OH	44035 45840	440-324-2244 419-425-5832	41.398313 41.055942	-82.114969 -83.596301	Cleveland Other - Midwest
Red Lobster		0548	909 Hebron Road		Heath	OH	43056	740-522-4593	40.026801	-82.447162	Other - Midwest
Red Lobster Red Lobster		0553 0544	1515 River Valley Circle, N. 2150 Harding Hwy	Suite A35	Lancaster Lima	OH OH	43130 45804	740-681-9433 419-229-9073	39.732418 40.730405	-82.624243 -84.065442	Columbus Other - Midwest
Red Lobster		0227	2322 West 4th Street		Mansfield	ОН	44906	419-747-4700	40.774338	-82.59852	Other - Midwest
Red Lobster Red Lobster		0560 0122	1318 Mount Vernon Avenue 1422 Reynolds Road	•	Marion Maumee	OH OH	43302 43537	740-389-1174 419-893-9494	40.581381 41.583511	-83.094223 -83.664173	Other - Midwest Other - Midwest
Red Lobster Red Lobster		0243 0038	7744 Reynolds Rd 8200 Springboro Pike		Mentor Miamisburg	OH OH	44060 45342	440-946-6677 937-433-0940	41.660708 39.631446	-81.378994 -84.225113	Cleveland Dayton
Red Lobster		0564	255 Graff Road, S.E.		New Philadelphia	ОН	44663	330-339-3535	40.479913	-81.444511	Other - Midwest
Red Lobster Red Lobster		0366 6328	5701 Youngstown-Warren F 25615 Brookpark Rd	Rd	Niles North Olmsted	OH OH	44446 44070	330-544-1321 440-801-1409	41.210296 41.418186	-80.749084 -81.904615	Other - Midwest Cleveland
Red Lobster		0116	7607 Day Drive		Parma	ОН	44129	440-888-0990	41.379973	-81.736726	Cleveland
Red Lobster Red Lobster		0706 6201	991 E. Ash Street 50740 Valley Center Blvd	Suite B-1	Piqua Saint Clairsville	OH OH	45356 43950	937-773-9845 740-699-0344	40.150625 40.074039	-84.223446 -80.870624	Dayton Other - Midwest
Red Lobster Red Lobster		0423 0868	4016 Milan Road 1898 W. First Street	Sandusky Mall	Sandusky Springfield	OH OH	44870 45504	419-625-1122 937-323-8051	41.419936 39.941968	-82.674977 -83.839493	Other - Midwest Dayton
Red Lobster		6312	17227 Southpark Center		Strongsville	ОН	44136	440-572-0717	41.31139	-81.821028	Cleveland
Red Lobster Red Lobster		0109 0766	4990 Monroe St 3805 Burbank Road.		Toledo Wooster	OH OH	43623 44691	419-473-3135 330-345-4005	41.698349 40.846116	-83.640917 -81.943466	Other - Midwest Cleveland
Red Lobster		0353	1410 Boardman-Poland Rd		Youngstown	ОН	44514	330-758-0979	41.024789	-80.629043	Other - Midwest
Red Lobster Red Lobster			755 Zane Street 3112 N.W. Cache Road		Zanesville Lawton	OH OK	43701 73505	740-453-2323 580-248-4830	39.948225 34.62311	-82.001703 -98.431554	Other - Midwest Other - Southwest
Red Lobster Red Lobster		0729 0357	225 W. Shawnee 302 N Interstate Drive	Bldg 23	Muskogee Norman	OK OK	74401 73072	918-682-1731 405-364-6724	35.769257 35.221067	-95.361988 -97.486654	Other - Southwest Other - Southwest
Red Lobster		0237	4243 NW Expressway Stree		Oklahoma City	OK	73116	405-842-1453	35.540181	-97.5957	Other - Southwest
Red Lobster Red Lobster		0591 0293	2625 W Memorial Rd 1000 SW 74th Street		Oklahoma City Oklahoma City	OK OK	73134 73139	405-755-1390 405-634-3395	35.6103 35.390619	-97.561909 -97.532094	Other - Southwest Other - Southwest
Red Lobster		0721	435 Shawnee Mall Drive		Shawnee	OK	74804	405-273-6215	35.385141	-96.926927	Other - Southwest
Red Lobster Red Lobster		0828 0191	102 E. Hall Of Fame Ave. 4525 East 51st. Street		Stillwater Tulsa	OK OK	74075 74135	405-372-8970 918-496-3323	36.127239 36.090346	-97.058223 -95.925186	Other - Southwest Other - Southwest
Red Lobster		0436	6728 S Memorial Drive		Tulsa	OK	74133	918-250-5330	36.064873	-95.887024	Other - Southwest
Red Lobster Red Lobster		6366 0573	1085 Valley River Way 240 NW Burnside Road		Eugene Gresham	OR OR	97401 97030	541-343-3811 503-666-1759	44.069808 45.509084	-123.102922 -122.43309	Other - West Portland
Red Lobster Red Lobster		0576 0673	2200 Crater Lake Highway 521 Lancaster Drive N.E.		Medford Salem	OR OR	97504 97301	541-734-2232 503-375-3411	42.348546 44.937196	-122.877797 -122.98355	Portland Other - West
Red Lobster		0457	10330 SW Greenburg Road	Portland Mall # 205	Tigard	OR	97223	503-624-0499	45.445605	-122.775964	Portland
Red Lobster Red Lobster			3341 Pleasant Valley Blvd 3588 Rt. 611	Rural Route 611	Altoona Bartonsville	PA PA	16602 18321	814-942-6288 570-421-2743	40.482648 41.00041	-78.400933 -75.27099	Other - Middle Atlantic Other - Middle Atlantic
Red Lobster		0655	104 Moraine Pointe		Butler	PA	16001	724-285-8220	40.877619	-79.951176	Pittsburgh
Red Lobster Red Lobster		0550 0736	935 Wayne Ave 813 E. Dubois Street		Chambersburg Du Bois	PA PA	17201 15801	717-263-6008 814-371-8242	39.914268 41.124772	-77.653014 -78.738301	Other - Middle Atlantic Other - Middle Atlantic
Red Lobster			2040 Edinboro Road 5080 Rt 30 E	Mill Creek Mall	Erie	PA PA	16509 15601	814-868-7506	42.064749	-80.098519	Other - Middle Atlantic
Red Lobster Red Lobster		0798	407 Eisenhower Drive		Greensburg Hanover	PA	17331	724-834-6692 717-637-2858	40.300833 39.82464	-79.491902 -76.98036	Pittsburgh Other - Middle Atlantic
Red Lobster Red Lobster		0396 0642	4300 Jonestown Road 3370 Shenango Valley Free	wav	Harrisburg Hermitage	PA PA	17109 16148	717-657-1978 724-342-1788	40.299593 41.23071	-76.820234 -80.447522	Harrisburg Other - Middle Atlantic
Red Lobster		0643	525 Galleria Drive		Johnstown	PA	15904	814-266-8825	40.297769	-78.836397	Other - Middle Atlantic
Red Lobster Red Lobster		0778 0240	425 W. Dekalb Pike 2090 Lincoln Highway East		King of Prussia Lancaster	PA PA	19406 17602	610-337-9430 717-291-1147	40.090719 40.030397	-75.373462 -76.235958	Philadelphia Other - Middle Atlantic
Red Lobster		0758	2275 E. Lincoln Highway		Langhorne	PA	19047	215-943-5350	40.178139	-74.880147	Philadelphia
Red Lobster Red Lobster		0443 0554	640 Cowpath Road 16736 Conneaut Lake Road	ı	Lansdale Meadville	PA PA	19446 16335	215-855-5702 814-724-1205	40.24749 41.623555	-75.245061 -80.201386	Philadelphia Other - Middle Atlantic
Red Lobster Red Lobster			4711 Carlisle Pike 3941 William Penn Highway		Mechanicsburg Monroeville	PA PA	17050 15146	717-763-1760 412-372-5591	40.237913 40.43842	-76.963666 -79.775312	Harrisburg Pittsburgh
,100 E000101		0200	22.1. Timani i Gili i lignwa)			174	.01-10	512 3331	.0.70042	. 5.775512	ourg

<u>Banner</u>	<u>Brand</u>	Restaurant ID	Address Line 1	Address Line 2	City	<u>State</u>	Zip	Phone	<u>Latitude</u>	Longitude	<u>Market</u>
Red Lobster Red Lobster			9140 Roosevelt Blvd E. 6150 Robinson Center Drive		Philadelphia Pittsburgh	PA PA	19115 15205	215-673-5750 412-809-0482	40.07605 40.451322	-75.034374 -80.160474	Philadelphia Pittsburgh
Red Lobster			4766 McKnight Road		Pittsburgh	PA	15237	412-367-2998	40.451322	-80.004236	Pittsburgh
Red Lobster Red Lobster			259 Clairton Blvd. 223 Shoemaker Road		Pittsburgh Pottstown	PA PA	15236 19464	412-653-3552 610-323-0415	40.33835 40.25422	-79.951934 -75.660489	Pittsburgh Other - Middle Atlantic
Red Lobster		0218	945 Woodland Road		Reading	PA	19610	610-376-2905	40.346638	-75.967886	Other - Middle Atlantic
Red Lobster Red Lobster		6252 0375	1502 Scranton-Carbondale I 1 Baltimore Pike	Hwy	Scranton Springfield	PA PA	18508 19064	570-383-6686 610-544-0315	41.470287 39.923982	-75.636636 -75.312126	Other - Middle Atlantic Philadelphia
Red Lobster		6221	1670 N Atherton Street		State College	PA	16803	814-867-3867	40.80751	-77.896004	Other - Middle Atlantic
Red Lobster Red Lobster		0569 6290	515 W Main Street 1005 Trinity Circle		Uniontown Washington	PA PA	15401 15301	724-438-2852 724-229-4071	39.907839 40.184853	-79.742062 -80.223556	Pittsburgh Pittsburgh
Red Lobster Red Lobster		0252 0445	800 Lehigh Valley Mall 10 East End Center		Whitehall Wilkes-Barre	PA PA	18052 18702	610-264-5541 570-825-6122	40.633583 41.25015	-75.479362 -75.851307	Other - Middle Atlantic Other - Middle Atlantic
Red Lobster		0644	1951 E. Third Street		Williamsport	PA	17701	570-323-0423	41.248595	-76.961908	Other - Middle Atlantic
Red Lobster Red Lobster		0420 0540	2555 E Market Street 950 Aiken Mall Drive	York Co Shopping Center	York Aiken	PA SC	17402 29803	717-757-6624 803-648-4320	39.975256 33.508069	-76.676288 -81.711865	Other - Middle Atlantic Other - Southeast
Red Lobster		0179	3426 Clemson Blvd	Huntington Mall	Anderson	SC	29621	864-224-8709	34.547995	-82.671334	Other - Southeast
Red Lobster Red Lobster		5806 0172	2045 Boundary St 1270 Knox Abbott Drive		Beaufort Cayce	SC SC	29902 29033	843-379-5533 803-796-1048	32.441791 33.979211	-80.689454 -81.072268	Other - Southeast Other - Southeast
Red Lobster Red Lobster		0399 6301	2080 Sam Rittenburg Blvd 10136 Two Notch Road	Unit 106	Charleston Columbia	SC SC	29407 29229	843-763-7345 803-462-1755	32.792488 34.117178	-80.031469 -80.881544	Charleston Other - Southeast
Red Lobster		0486	2540 David H McLeod Blvd	Offic 100	Florence	SC	29501	843-661-7130	34.188167	-79.830847	Other - Southeast
Red Lobster Red Lobster		0171 0724	1940 Wade Hampton Blvd 1616 72 By-Pass N.E.		Greenville Greenwood	SC SC	29615 29646	864-268-1474 864-942-9885	34.879145 34.216991	-82.35986 -82.158293	Other - Southeast Other - Southeast
Red Lobster		6318	1230 North Retail Court		Myrtle Beach	SC	29577	843-445-9786	33.705935	-78.920439	Other - Southeast
Red Lobster Red Lobster		0725 0259	10000 Hwy. 17 N. 2460 Mall Drive		Myrtle Beach North Charleston	SC SC	29572 29406	843-497-7761 843-554-9621	33.785414 32.876671	-78.778384 -80.014275	Other - Southeast Charleston
Red Lobster Red Lobster		6203 0746	170 E Blackstock Road 1034 Broad Street		Spartanburg Sumter	SC SC	29301 29150	864-576-8418 803-773-6323	34.930791 33.947463	-81.989631 -80.374775	Other - Southeast Other - Southeast
Red Lobster		0460	120 Disk Drive		Rapid City	SD	57701	605-348-9717	44.105279	-103.212828	Other - Midwest
Red Lobster Red Lobster		0305 0365	3901 W 41st Street 5259 Hickory Hollow Pkwy		Sioux Falls Antioch	SD TN	57106 37013	605-361-6952 615-731-0141	43.513939 36.047347	-96.77378 -86.657066	Other - Midwest Nashville
Red Lobster		0285	2131 Northgate Mall Dr		Chattanooga	TN	37415	423-870-2371	35.133107	-85.240675	Other - Southeast
Red Lobster Red Lobster			2200 Bams Drive 2838 Wilma Rudolph Blvd.		Chattanooga Clarksville	TN TN	37421 37040	423-490-3488 931-645-9872	35.038913 36.590376	-85.157513 -87.292841	Other - Southeast Other - Southeast
Red Lobster Red Lobster		0731 0620	1410 Interstate Drive 1718 Galleria Blvd		Cookeville Franklin	TN TN	38501 37067	931-520-8422 615-771-7577	36.137405 35.964494	-85.512161 -86.810277	Other - Southeast Nashville
Red Lobster		0719	123 Stonebrook Place		Jackson	TN	38305	731-664-8655	35.68558	-88.856498	Other - Southeast
Red Lobster Red Lobster		0312 0047	1909 N Roan Street 8040 Kingston Pike		Johnson City Knoxville	TN TN	37601 37919	423-282-4099 865-693-4651	36.337581 35.923975	-82.37413 -84.048593	Other - Southeast Other - Southeast
Red Lobster		0253	305 Merchants Rd		Knoxville	TN	37912	865-689-2410	36.010055	-83.974893	Other - Southeast
Red Lobster Red Lobster		0045 6341	1814 Gallatin Pike N 7750 Winchester Road		Madison Memphis	TN TN	37115 38125	615-859-3434 901-759-9045	36.299433 35.049915	-86.697825 -89.804925	Nashville Memphis
Red Lobster		6216	8161 Highway 64	Ovite 400	Memphis	TN	38133	901-387-0056	35.203966	-89.790301	Memphis
Red Lobster Red Lobster		6348 0604	401 S Mount Juliet Rd 1745 Old Fort Parkway	Suite 120	Mount Juliet Murfreesboro	TN TN	37122 37129	615-758-9910 615-896-9499	36.167818 35.845299	-86.512841 -86.419664	Nashville Nashville
Red Lobster Red Lobster		0702 6275	359 S. Illinois Ave. 1600 Parkway		Oak Ridge Sevierville	TN TN	37830 37862	865-481-3330 865-774-7077	36.006934 35.834237	-84.254361 -83.57329	Other - Southeast Other - Southeast
Red Lobster		0843	1913 N. Jackson Street		Tullahoma	TN	37388	931-393-4030	35.386	-86.234022	Other - Southeast
Red Lobster Red Lobster		0282 0168	1280 S Clack 3311 I-40 West		Abilene Amarillo	TX TX	79605 79109	325-695-1191 806-353-9596	32.436434 35.190947	-99.78785 -101.87528	Other - Southwest Other - Southwest
Red Lobster		0468	4233 S. Cooper Street		Arlington	TX	76015	817-472-5097	32.678135	-97.134377	Dallas-Fort Worth
Red Lobster Red Lobster		0314 0095	3815 S. Lamar Blvd. 109 W. Anderson Lane		Austin Austin	TX TX	78704 78752	512-447-1824 512-451-6406	30.23761 30.34362	-97.789594 -97.706078	Austin Austin
Red Lobster Red Lobster		0404 0161	4717 Highway 10 2820 IH-10 East		Baytown Beaumont	TX TX	77521 77703	281-421-5656 409-892-7821	29.804628 30.096942	-94.98722 -94.132214	Houston Other - Southwest
Red Lobster		0488	1075 Fm 802	West Oaks Mall	Brownsville	TX	78526	956-544-2614	25.949849	-97.503849	Other - Southwest
Red Lobster Red Lobster		6295 6336	1175 N. Burleson Blvd 1200 University Drive		Burleson College Station	TX TX	76028 77840	817-295-7150 979-260-3709	32.569221 30.63598	-97.319836 -96.319741	Dallas-Fort Worth Other - Southwest
Red Lobster		6372	2944 Interstate 45 N		Conroe	TX	77303	936-756-7391	30.34625	-95.48192	Houston
Red Lobster Red Lobster		0163 0884	5825 South Padre Island Dri 10290 E. Technology Blvd.	ive	Corpus Christi Dallas	TX TX	78412 75220	361-991-2160 214-358-9818	27.704874 32.862774	-97.36597 -96.896579	Other - Southwest Dallas-Fort Worth
Red Lobster Red Lobster		0873 6349	9069 Vantage Point Dr. 2801 South I-35 East		Dallas Denton	TX TX	75243 76210	972-889-8124 940-382-6410	32.917084 33.183313	-96.745767 -97.102283	Dallas-Fort Worth Dallas-Fort Worth
Red Lobster		0691	603 N Cockrell Hill Road		Duncanville	TX	75116	972-780-8835	32.657945	-96.891944	Dallas-Fort Worth
Red Lobster Red Lobster		0887 6214	800 Sunland Park Drive 8401 Gateway Blvd. West		El Paso El Paso	TX TX	79912 79925	915-833-5753 915-781-2202	31.81646 31.775424	-106.54699 -106.383453	Other - Southwest Other - Southwest
Red Lobster Red Lobster		6337 0334	1860 Joe Battle Blvd		El Paso Fort Worth	TX	79936 76132	915-849-9844	31.757041	-106.266803	Other - Southwest Dallas-Fort Worth
Red Lobster			4805 S. Hulen Street 3056 Preston Road		Frisco	TX TX	75034	817-292-7293 972-731-5562	32.676643 33.103323	-97.395458 -96.804832	Dallas-Fort Worth
Red Lobster Red Lobster		0732 0864	7601 Wesley Street 2760 S. Highway 6		Greenville Houston	TX TX	75402 77082	903-454-9691 281-597-9015	33.093574 29.729803	-96.109111 -95.644993	Dallas-Fort Worth Houston
Red Lobster		0841	13232 NW Freeway		Houston	TX	77040	713-462-6659	29.847504	-95.501333	Houston
Red Lobster Red Lobster			302 Fm 1960 West 20414 US Highway 59 North	1	Houston Humble	TX TX	77090 77338	281-440-6028 281-964-4400	30.020631 30.011774	-95.433317 -95.263783	Houston Houston
Red Lobster Red Lobster		0877 6256	4205 W. Airport Freeway 25408 Bell Patna		Irving Katy	TX TX	75062 77494	972-659-0104 281-644-6030	32.838441 29.777535	-97.01012 -95.813618	Dallas-Fort Worth Houston
Red Lobster		0538	1001 E Central Texas Expre	ssway	Killeen	TX	76541	254-526-7335	31.095518	-97.731257	Other - Southwest
Red Lobster Red Lobster		0408 6291	104 Highway 332 5315 San Dario Avenue		Lake Jackson Laredo	TX TX	77566 78041	979-297-8580 956-791-5667	29.047859 27.551829	-95.456989 -99.503023	Other - Southwest Other - Southwest
Red Lobster		0882	2497 S Stemmons Freeway		Lewisville	TX	75067	972-315-6271	33.002977	-96.96694	Dallas-Fort Worth Other - Southwest
Red Lobster Red Lobster		0315 0169	3515 McCann Rd. 5034 50th Street	Bldg 500	Longview Lubbock	TX TX	75605 79414	903-757-6939 806-792-4805	32.540416 33.549453	-94.754864 -101.921063	Other - Southwest
Red Lobster Red Lobster		0876 6356	1919 S. First Street 7617 N 10th Street		Lufkin McAllen	TX TX	75901 78504	936-634-1155 956-682-6877	31.310667 26.272383	-94.726532 -98.218706	Other - Southwest Other - Southwest
Red Lobster		0329	701 Expressway 83		McAllen	TX	78503	956-687-7323	26.188323	-98.229587	Other - Southwest
Red Lobster Red Lobster		0416 0545	3906 Towne Crossing Blvd 7800 Bedford-Euless Road		Mesquite North Richland Hills	TX TX	75150 76180	972-613-1444 817-281-7540	32.818547 32.833776	-96.630711 -97.211585	Dallas-Fort Worth Dallas-Fort Worth
Red Lobster		0220	4536 E. University Blvd.		Odessa	TX	79762	432-367-8926	31.87885	-102.330045	Other - Southwest
Red Lobster Red Lobster		0198 6344	4002 Spencer Highway 11104 Broadway Street		Pasadena Pearland	TX TX	77504 77584	713-941-8147 713-340-0290	29.664664 29.555016	-95.183378 -95.391696	Houston Houston
Red Lobster Red Lobster		6308 6242	3501 Central Expressway 2702 Paker Road	Bldg U	Plano Round Rock	TX TX	75023 78681	972-881-4353 512-600-0145	33.044478 30.480765	-96.701789 -97.682375	Dallas-Fort Worth Austin
Red Lobster		0409	3909 Sunset Drive	Diag 0	San Angelo	TX	76904	325-942-6711	31.428124	-100.49565	Other - Southwest
Red Lobster Red Lobster		6310 0386	5815 N. Loop 1604 West 1381 S.W. Loop 410		San Antonio San Antonio	TX TX	78249 78227	210-694-5912 210-675-4550	29.591658 29.420056	-98.601678 -98.650328	San Antonio San Antonio
Red Lobster		6362	4550 NW Loop 410	511.0	San Antonio	TX	78229	210-731-8091	29.488993	-98.573873	San Antonio
Red Lobster Red Lobster		6240 6363	17415 US 281 North 7835 Interstate 35 S	Bldg 2	San Antonio San Antonio	TX TX	78232 78224	210-404-9065 210-921-0192	29.602515 29.35063	-98.471366 -98.53587	San Antonio San Antonio
Red Lobster		0137	8210 I-H 35 North		San Antonio	TX	78239	210-653-9522	29.512806	-98.396164	San Antonio
Red Lobster Red Lobster		0844 6284	100 lh 35 North 18446 Interstate 45 South		San Marcos Shenandoah	TX TX	78666 77384	512-754-7844 936-271-2700	29.868317 30.188233	-97.938233 -95.453878	Austin Houston
Red Lobster Red Lobster		6332 6247	3600 N. US Highway 75 2323 Highway 6		Sherman Sugar Land	TX TX	75090 77478	903-891-1830 281-313-2525	33.677168 29.597559	-96.610274 -95.618379	Other - Southwest Houston
Red Lobster		6304	3002 Saint Michael Drive		Texarkana	TX	75503	903-223-5335	33.461284	-94.078564	Other - Southwest
Red Lobster Red Lobster		0343 0406	1500 W Southwest, Loop 32 7404 Zac Lentz Pkwy		Tyler Victoria	TX TX	75701 77904	903-561-7760 361-572-4051	32.303015 28.864708	-95.318003 -96.995815	Other - Southwest Other - Southwest
Red Lobster		0508	5925 West Waco Drive		Waco	TX	76710	254-741-1766	31.514095	-97.188074	Other - Southwest
Red Lobster Red Lobster		0356 0284	888 W. Bay Area Blvd. 4401 Kemp Blvd.		Webster Wichita Falls	TX TX	77598 76308	281-338-2518 940-691-2531	29.543473 33.863573	-95.137215 -98.535343	Houston Other - Southwest
Red Lobster Red Lobster		0674 0613	979 N Hill Field Road 298 E Winchester Street		Layton Murray	UT UT	84041 84107	801-546-3522 801-288-2940	41.074321 40.632157	-111.974605 -111.882122	Salt Lake City Salt Lake City
Red Lobster		6244	1261 S. 800 East		Orem	UT	84097	801-724-3500	40.273627	-111.675535	Salt Lake City
Red Lobster Red Lobster		0857 0589	263 N Red Cliffs Drive 2294 S 1300 E		Saint George Salt Lake City	UT UT	84790 84106	435-656-2811 801-483-1343	37.112329 40.7205	-113.554446 -111.854071	Other - Southwest Salt Lake City
Red Lobster		0235	555 S. Van Dorn Street		Alexandria	VA	22304	703-370-9422	38.805156	-77.134578	DC

Banner	Brand	Restaurant ID	Address Line 1	Address Line 2	City	<u>State</u>	<u>Zip</u>	Phone	Latitude	Longitude	<u>Market</u>
Red Lobster Red Lobster		6317 6361	3167 Linden Drive 1648 Rio Road E		Bristol Charlottesville	VA VA	24202 22901	276-669-9110 434-973-0315	36.629083 38.080014	-82.126335 -78.473434	Other - Southeast Charlottesville
Red Lobster		0599	4115 Chesapeake Square B	vd	Chesapeake	VA	23321	757-465-0627	36.825436	-76.410098	Other - Southeast
Red Lobster		0853	75 Peppers Ferry Road		Christiansburg	VA	24073	540-381-3760	37.163877	-80.425176	Other - Southeast
Red Lobster Red Lobster		0645 0839	119 Temple Lake Drive 370 Mall Drive		Colonial Heights Danville	VA VA	23834 24540	804-520-6820 434-793-9641	37.25371 36.596068	-77.385759 -79.421121	Richmond Other - Southeast
Red Lobster Red Lobster		0231	10325 Fairfax Blvd		Fairfax	VA VA	22030 22407	703-691-1011	38.859884	-77.30093	DC DC
Red Lobster Red Lobster		0572 0417	3109 Spotsylvania Mall Drive 1046 W Mercury Blvd		Fredericksburg Hampton	VA VA	23666	540-786-1949 757-838-6062	38.292771 37.043148	-77.517694 -76.383699	Other - Southeast
Red Lobster		0686	2121 E Market Street		Harrisonburg	VA	22801	540-564-2719	38.424682	-78.839786	Other - Southeast
Red Lobster Red Lobster		0372 0647	3425 Candlers Mountains Ro 7505 Broken Branch Lane		Lynchburg Manassas	VA VA	24502 20109	434-847-0178 703-335-2553	37.366078 38.791624	-79.174295 -77.51493	Other - Southeast DC
Red Lobster		6283	13236 Rittenhouse Drive		Midlothian	VA	23112	804-744-1607	37.41617	-77.640431	Richmond
Red Lobster Red Lobster		6279 0251	12580 Jefferson Ave 8009 West Broad Street		Newport News Richmond	VA VA	23602 23294	757-989-6423 804-747-9490	37.13159 37.625104	-76.513765 -77.530844	Other - Southeast Richmond
Red Lobster		6339	4415 S. Laburnum Ave		Richmond	VA	23231	804-226-1416	37.52974	-77.357885	Richmond
Red Lobster Red Lobster		0269 0860	3529 Franklin Rd. SW 1477 Greenville Ave		Roanoke Staunton	VA VA	24014 24401	540-343-1549 540-887-7582	37.237687 38.122963	-79.968851 -79.065011	Other - Southeast Charlottesville
Red Lobster		6255	21065 Dulles Town Center		Sterling	VA	20166	571-434-8815	39.028366	-77.424071	DC
Red Lobster Red Lobster		0153 0296		Suite 10 Lynnhaven Mall	Virginia Beach Virginia Beach	VA VA	23455 23452	757-490-1671 757-340-0420	36.863216 36.812965	-76.132886 -76.069832	Other - Southeast Other - Southeast
Red Lobster		0675	2100 Richmond Road	-,	Williamsburg	VA	23185	757-221-8127	37.299739	-76.728454	Other - Southeast
Red Lobster Red Lobster		6321 6231	2400 S. Pleasant Valley Rd 2544 Prince William Parkway	,	Winchester Woodbridge	VA VA	22601 22192	540-722-9490 703-491-4337	39.155331 38.652336	-78.174407 -77.288687	Other - Southeast DC
Red Lobster		0448	2006 S. 320th Street		Federal Way	WA	98003	253-941-6162	47.315612	-122.307667	Seattle
Red Lobster Red Lobster		0700 0640	203 Three Rivers Drive 1120 Columbia Center Blvd.		Kelso Kennewick	WA WA	98626 99336	360-414-8118 509-735-1190	46.143258 46.222701	-122.899945 -119.222581	Other - West Other - West
Red Lobster		0481	4231 196th SW		Lynnwood	WA	98036	425-672-1137	47.821399	-122.291144	Seattle
Red Lobster Red Lobster		0799 0649	4505 Martin Way East 3208 NW Randall Way		Olympia Silverdale	WA WA	98516 98383	360-493-0393 360-613-0105	47.048123 47.66008	-122.825096 -122.693793	Seattle Seattle
Red Lobster		6352	4703 N Division Street		Spokane	WA	99207	509-489-2777	47.700981	-117.411767	Other - West
Red Lobster Red Lobster		0453 0456	1929 S 72nd Street 8219 NE Vancouver Mall Dr		Tacoma Vancouver	WA WA	98408 98662	253-474-1262 360-896-1196	47.192218 45.656485	-122.461048 -122.588275	Seattle Portland
Red Lobster		0597	905 North First Street		Yakima	WA	98901	509-575-3640	46.613854	-120.510962	Other - West
Red Lobster Red Lobster		0587 0155	1200 N Casaloma Drive 1251 Lombardi Access Road		Appleton Ashwaubenon	WI WI	54913 54304	920-749-0644 920-497-1505	44.272432 44.506451	-88.475518 -88.073895	Other - Midwest Other - Midwest
Red Lobster		0370	1019 W. Clairemont Ave.		Eau Claire	WI	54701	715-833-0184	44.792097	-91.514472	Other - Midwest
Red Lobster Red Lobster		0146 0546	4645 South 76th Street 3333 State Road 16		Greenfield La Crosse	WI WI	53220 54601	414-281-4030 608-781-0300	42.960496 43.867184	-88.009003 -91.202706	Other - Midwest Other - Midwest
Red Lobster		0377	4502 East Towne Blvd.		Madison	WI	53704	608-244-3530	43.128002	-89.307206	Other - Midwest
Red Lobster		6381	2800 S Green Bay Rd		Mount Pleasant	WI	53406	262-598-9184	42.698898	-87.854313	Other - Midwest
Red Lobster Red Lobster		0150 6300	2801 North Mayfair Road 101 Cross Terrace Blvd		Wauwatosa Charleston	WI WV	53222 25309	414-771-6320 304-746-0744	43.06927 38.317486	-88.048662 -81.716881	Other - Midwest Other - Middle Atlantic
Red Lobster		0411	200 10th Street		Huntington	WV	25701	304-529-4042	38.423478	-82.442105	Other - Middle Atlantic
Red Lobster Red Lobster		6338 0716	1002 University Towne Center 3705 Murdock Avenue	er Dr.	Morgantown Parkersburg	WV WV	26501 26101	304-598-2201 304-422-1852	39.65536 39.297161	-80.005415 -81.547343	Other - Middle Atlantic Other - Middle Atlantic
Red Lobster		6374	5010 East 2nd Street		Casper	WY	82609	307-266-0070	42.84822	-106.25809	Other - Midwest
Red Lobster Eddie V's	Υ	0639 8510	1923 Dell Range Blvd. 15323 N Scottsdale Rd	# E1-160	Cheyenne Scottsdale	WY AZ	82009 85254	307-778-2724 480-730-4800	41.159778 33.625566	-104.794423 -111.923711	Other - Midwest Phoenix
Eddie V's	Y	8511	1270 Prospect St		La Jolla	CA	92037	858-459-5500	32.849238	-117.271026	San Diego
Eddie V's Eddie V's	Y Y	8514 8513	789 West Harbor Drive 7488 West Sand Lake Road	A-115	San Diego Orlando	CA FL	92101 32819	619-615-0281 407-355-3011	32.71065 28.44937	-117.170162 -81.48363	San Diego Orlando
Eddie V's	Υ	8512	4400 W Boy Scout Blvd		Tampa	FL	33607	813-877-7290	27.960308	-82.518219	Tampa-St. Petersburg
Eddie V's Eddie V's	Y Y	8515 8502	521 N Rush St 9400 B Arboretum Blvd	Suite R01	Chicago Austin	IL TX	60611 78759	312-595-1114 512-342-2642	41.89103 30.389555	-87.62553 -97.753066	Chicago Austin
Eddie V's	Υ	8501	301 East 5th Street		Austin	TX	78701	512-472-1860	30.266216	-97.740617	Austin
Eddie V's Eddie V's	Y Y	8508 8506	4023 Oak Lawn Ave 3100 West 7th Street	Suite 110	Dallas Fort Worth	TX TX	75219 76107	214-890-1500 817-336-8000	32.818003 32.751513	-96.802516 -97.362172	Dallas-Fort Worth Dallas-Fort Worth
Eddie V's	Y	8507	12848 Queensbury Lane	Ste 200	Houston	TX	77024	832-200-2380	29.77898	-95.5609	Houston
Eddie V's Seasons 52	Y Y	8509 4525	2800 Kirby Drive 245 Summit Blvd	Suite A 100	Houston Birmingham	TX AL	77098 35243	713-874-1800 205-968-5152	29.740297 33.449391	-95.419006 -86.729122	Houston Other - Southeast
Seasons 52	Y	4517	2502 E Camelback Rd		Phoenix	AZ	85016	602-840-5252	33.51044	-112.02676	Phoenix
Seasons 52 Seasons 52	Y Y	4513 4528	3333 Bristol St 10250 Santa Monica Blvd	Suite # 2802	Costa Mesa Los Angeles	CA CA	92626 90067	714-437-5252 310-277-5252	33.68998 34.05912	-117.88752 -118.42066	Los Angeles Los Angeles
Seasons 52	Υ	4534	1689 Arden Way	Suite 1065	Sacramento	CA	95815	916-922-5252	38.601208	-121.427497	Sacramento
Seasons 52 Seasons 52	Y Y	4529 4541		Suite C-1 Suite #134	San Diego San Diego	CA CA	92122 92101	858-450-1252 619-702-0052	32.872219 32.71065	-117.209627 -117.170162	San Diego San Diego
Seasons 52	Y	4524	1501 Ocean Ave		Santa Monica	CA	90401	310-451-1152	34.01269	-118.49611	Los Angeles
Seasons 52 Seasons 52	Y Y	4544 4503	8325 Park Meadows Center 463 E. Altamonte Drive	Drive	Lone Tree Altamonte Springs	CO FL	80124 32701	407-767-1252	39.56298 28.66444	-104.872816 -81.37657	Denver Orlando
Seasons 52	Ý	4504	2300 NW Executive Center D	rive	Boca Raton	FL	33431	561-998-9952	26.369585	-80.124663	Ft. Lauderdale/Miami
Seasons 52 Seasons 52	Y Y	4509 4502	321 Miracle Mile 2428 East Sunrise Blvd		Coral Gables Fort Lauderdale	FL FL	33134 33304	305-442-8552 954-537-1052	25.74963 26.137377	-80.2614 -80.113034	Ft. Lauderdale/Miami Ft. Lauderdale/Miami
Seasons 52	Ý	4520	5096 Big Island Dr		Jacksonville	FL	32246	904-645-5252	30.251875	-81.526072	Jacksonville
Seasons 52 Seasons 52	Y Y	4519 4501	8930 Tamiami Trail North 7700 Sand Lake Road		Naples Orlando	FL FL	34108 32819	239-594-8852 407-354-5212	26.251774 28.44819	-81.800459 -81.48801	Fort Myers/Cape Coral/Naples Orlando
Seasons 52	Ϋ́	4505	11611 Ellison Wilson Road		Palm Beach Gardens	FL	33408	561-625-5852	26.84519	-80.06564	West Palm Beach
Seasons 52 Seasons 52	Y Y	4540 4511	170 University Town Center 204 N Westshore Blvd	Drive	Sarasota Tampa	FL FL	34243 33609	813-286-1152	27.386553 27.94636	-82.454281 -82.52483	Tampa-St. Petersburg Tampa-St. Petersburg
Seasons 52	Ý	4506	3050 Peachtree Road NW		Atlanta	GA	30305	404-846-1552	33.838776	-84.380889	Atlanta
Seasons 52 Seasons 52	Y Y	4507 4537	90 Perimeter Center West 55 East Grand Ave	Suite G6	Dunwoody Chicago	GA IL	30346 60611	770-671-0052 312-832-1752	33.926461 41.891535	-84.339813 -87.625573	Atlanta Chicago
Seasons 52	Y	4522	3 Oakbrook Center	Saile 60	Oak Brook	IL	60523	630-571-4752	41.84969	-87.95546	Chicago
Seasons 52 Seasons 52	Y Y	4512 4516	1770 E. Higgins Rd. 8650 Keystone Crossing		Schaumburg Indianapolis	IL IN	60173 46240	847-517-5252 317-846-5252	42.038714 39.91295	-88.036231 -86.11193	Chicago Other - Midwest
Seasons 52	Υ	4530	6 Wayside Road	Unit U	Burlington	MA	01803	781-272-5552	42.485729	-71.192437	Boston
Seasons 52 Seasons 52	Y Y	4538 4543		Blgd. C117 The Mall In Columbia	Chestnut Hill Columbia	MA MD	02467 21044	617-558-1152	42.319485 39.26188	-71.176575 -76.86328	Boston Baltimore
Seasons 52	Y	4514	11414 Rockville Pike	The Mail in Columbia	North Bethesda	MD	20852	301-984-5252	39.042624	-77.111116	DC
Seasons 52	Y Y	4523	340 Ward Pkwy	Onits 4445	Kansas City	MO	64112	816-531-0052	39.040866	-94.591465	Kansas City
Seasons 52 Seasons 52	Ϋ́Υ	4508 4527	2000 Route 38 217 Lafayette Road	Suite 1145	Cherry Hill Edison	NJ NJ	08002 08837	856-665-1052 732-632-1852	39.940239 40.545867	-75.026518 -74.333115	Philadelphia New York
Seasons 52	Y	4532	3535 US Highway 1	0 % 1100	Princeton	NJ	08540	E 4 0 0 4 0 E 0 E 0	40.313971	-74.661788	Trenton
Seasons 52 Seasons 52	Y Y	4521 4535		Suite LI02 Suite L	Garden City Cincinnati	NY OH	11530 45209	516-248-5252 513-631-5252	40.740276 39.14896	-73.615189 -84.44366	New York Cincinnati
Seasons 52	Y	4510	160 N Gulph Road	Suite 101	King of Prussia	PA	19406	610-992-1152	40.085609	-75.394214	Philadelphia
Seasons 52 Seasons 52	Y Y	4533 4526	6085 Poplar Avenue 8687 N Central Expressway	Suite # B307	Memphis Dallas	TN TX	38119 75225	901-682-9952 214-361-5252	35.101277 32.866867	-89.859778 -96.773754	Memphis Dallas-Fort Worth
Seasons 52	Y	4542	842 W Sam Houston Parkwa		Houston	TX	77024	713-464-5252	29.78104	-95.56202	Houston
Seasons 52 Seasons 52	Y Y	4531 4518	4410 Westheimer Road 7300 Lone Star Dr	Suite C100	Houston Plano	TX TX	77027 75024	713-621-5452 972-312-8852	29.741968 33.07847	-95.452082 -96.82268	Houston Dallas-Fort Worth
Seasons 52	Υ	4515	7863L Tysons Corner		McLean	VA	22102	703-288-3852	38.917372	-77.218971	DC
The Capital Grille The Capital Grille	Y Y	8017 8024		Suite 199 # E1-160	Phoenix Scottsdale	AZ AZ	85016 85254	602-952-8900 480-348-1700	33.510226 33.637133	-112.027072 -111.924105	Phoenix Phoenix
The Capital Grille	Y	8044	3333 Bristol St.	Suite 3802	Costa Mesa	CA	92626	714-432-1140	33.69004	-117.88753	Los Angeles
The Capital Grille The Capital Grille	Y Y	8042 8018	8614 Beverly Blvd 1450 Larimer Street	Suite 159	Los Angeles Denver	CA CO	90048 80202	310-358-0650 303-539-2500	34.07612 39.747896	-118.37902 -104.998841	Los Angeles Denver
The Capital Grille	Υ	8055	44 Front Street		Hartford	CT	06103	860-244-0075	41.76288	-72.67038	Hartford
The Capital Grille The Capital Grille	Y Y	8033 8003	230 Tresser Blvd 601 Pennsylvania Ave NW	Suite H-001 Wellington Design Center	Stamford Washington	CT DC	06901 20004	203-967-0000 202-737-6200	41.051329 38.89311	-73.537515 -77.020168	Fairfield County DC
The Capital Grille The Capital Grille	Υ	8037	6000 West Glades Rd.	***Clinigion Design Center	Washington Boca Raton	FL	33431	561-368-1077	26.3663	-77.020168 -80.13281	Ft. Lauderdale/Miami
The Capital Grille	Y Y	8019	2430 E Sunrise Blvd		Fort Lauderdale	FL FL	33304	954-446-2000	26.13736	-80.11253	Ft. Lauderdale/Miami Jacksonville
The Capital Grille The Capital Grille	Y Y	8029 8006	5197 Big Island Drive 444 Brickell Ave		Jacksonville Miami	FL FL	32246 33131	904-997-9233 305-374-4500	30.2526 25.769491	-81.525537 -80.19032	Ft. Lauderdale/Miami
The Capital Grille	Y Y	8034	9005 Mercato Drive	Suito 1000	Naples	FL FL	34108	239-254-0640	26.25313	-81.80076	Fort Myers/Cape Coral/Naples
The Capital Grille	7	8025	9101 International Drive	Suite 1000	Orlando	FL	32819	407-370-4392	28.43093	-81.470105	Orlando

<u>Banner</u>	Brand	Restaurant ID	Address Line 1	Address Line 2	City	State	<u>Zip</u>	Phone	<u>Latitude</u>	Longitude	Market
The Capital Grille The Capital Grille	Y Y	8054 8035	Millenia Mall 11365 Legacy Ave.	4200 Conroy Rd. (#146a) BldgB	Orlando Palm Beach Gardens	FL FL	32839 33410	407-351-2210 561-630-4994	28.487175 26.84422	-81.43264 -80.09071	Orlando West Palm Beach
The Capital Grille	Υ	8022	2223 N Westshore Blvd	Suite B228	Tampa	FL	33607	813-830-9433	27.96593	-82.52117	Tampa-St. Petersburg
The Capital Grille The Capital Grille	Y Y	8016 8050	255 E. Paces Ferry Road 94 Perimeter Center West		Atlanta Dunwoody	GA GA	30305 30346	404-262-1162 770-730-8447	33.838849 33.926538	-84.379187 -84.340372	Atlanta Atlanta
The Capital Grille	Y Y	8008	633 North St. Clair Street	Suite 100	Chicago	IL	60611	312-337-9400 630-627-9800	41.893506	-87.622498	Chicago
The Capital Grille The Capital Grille	Υ	8026 8036	87 Yorktown Center 5340 N River Road		Lombard Rosemont	IL IL	60148 60018	847-671-8125	41.836839 41.97486	-88.00802 -87.86304	Chicago Chicago
The Capital Grille The Capital Grille	Y Y	8032 8047	40 W. Washington Street 900 Boylston Street	Hynes Convention Ctr	Indianapolis Boston	IN MA	46204 02115	317-423-8790 617-262-8900	39.767328 42.347725	-86.159186 -71.085255	Other - Midwest Boston
The Capital Grille	Υ	8028	10 Wayside Rd		Burlington	MA	01803	781-505-4130	42.485775	-71.190995	Boston
The Capital Grille The Capital Grille	Y Y	8004 8023	250 Boylston Street 500 East Pratt Street	Blgd. C117 Space 1320	Chestnut Hill Baltimore	MA MD	02467 21202	617-928-1400 443-703-4064	42.319232 39.287094	-71.177795 -76.607842	Boston Baltimore
The Capital Grille	Υ	8041	5310 Western Ave	Suite A	Chevy Chase	MD	20815	301-718-7812	38.960469	-77.086288	DC
The Capital Grille The Capital Grille	Y	8005 8010	2800 West Big Beaver Rd 801 Hennepin Ave	LaSalle Plaza	Troy Minneapolis	MI MN	48084 55402	248-649-5300 612-692-9000	42.562578 44.976952	-83.18373 -93.275887	Detroit Minneapolis
The Capital Grille The Capital Grille	Y Y	8015 8011	4740 Jefferson Street 201 N. Tryon Street		Kansas City Charlotte	MO NC	64112 28202	816-531-8345 704-348-1400	39.04106 35.228212	-94.595135 -80.841984	Kansas City Charlotte
The Capital Grille	Υ	8040	2000 Route 38	Suite #1152	Cherry Hill	NJ	08002	856-665-5252	39.94132	-75.02832	Philadelphia
The Capital Grille The Capital Grille	Y Y	8045 8020	1 Garden State Plaza 3200 Las Vegas Blvd South	Space 3300	Paramus Las Vegas	NJ NV	07652 89109	201-845-7040 702-932-6631	40.918108 36.127719	-74.074831 -115.168607	New York Las Vegas
The Capital Grille	Y Y	8049 8039	630 Old Country Road	Suite 1161 D	Garden City	NY NY	11530 10271	516-746-1675	40.73935	-73.61502	New York
The Capital Grille The Capital Grille	Υ	8038	120 Broadway 120 W 51st Street		New York New York	NY	10020	212-374-1811 212-246-0154	40.707847 40.760861	-74.010226 -73.981057	New York New York
The Capital Grille The Capital Grille	Y Y	8021 8052	155 East 42nd Street 3821 Edwards Road		New York Cincinnati	NY OH	10017 45209	212-953-2000 513-351-0814	40.751164 39.14869	-73.974862 -84.44298	New York Cincinnati
The Capital Grille	Y	8043	236 Mall Blvd		King of Prussia	PA	19406	610-265-1415	40.09115	-75.39225	Philadelphia
The Capital Grille The Capital Grille	Y Y	8013 8031	1338-46 Chestnut Street 301 Fifth Avenue		Philadelphia Pittsburgh	PA PA	19107 15222	215-545-9588 412-338-9100	39.95072 40.440756	-75.1639 -80.000116	Philadelphia Pittsburgh
The Capital Grille The Capital Grille	Y Y	8001 8051	1 Union Station 6065 Poplar Ave	Gps-56 Exchange Terrace	Providence Memphis	RI TN	02903 38119	401-521-5600 901-683-9291	41.825763 35.10192	-71.413337 -89.86177	Providence Memphis
The Capital Grille	Υ	8012	500 Crescent Ct	Suite 135	Dallas	TX	75201	214-303-0500	32.794066	-96.804734	Dallas-Fort Worth
The Capital Grille The Capital Grille	Y Y	8048 8057	800 Main Street 840 W Sam Houston Pkwy	City Center Four-Suite 100	Fort Worth Houston	TX TX	76102 77024	817-348-9200 713-463-5051	32.75247 29.7801	-97.32992 -95.56188	Dallas-Fort Worth Houston
The Capital Grille	Υ	8007	5365 Westheimer Rd		Houston	TX	77056	713-623-4600	29.739109	-95.469621	Houston
The Capital Grille The Capital Grille	Y Y	8046 8014	7300 Dallas Parkway 1861 International Drive	Suite C100	Plano McLean	TX VA	75024 22102	972-398-2221 703-448-3900	33.07849 38.915807	-96.823199 -77.225366	Dallas-Fort Worth DC
The Capital Grille	Y Y	8030	1301 4th Ave	Suite118	Seattle	WA	98101	206-382-0900	47.608256	-122.335198	Seattle
The Capital Grille Wildfish Seafood Grille	Υ	8027 8504	310 W Wisconsin Ave 7135 East Camelback Rd	Suite 100 Suite 130	Milwaukee Scottsdale	WI AZ	53203 85251	414-223-0600 480-994-4040	43.039046 33.501852	-87.915879 -111.927911	Other - Midwest Phoenix
Wildfish Seafood Grille Wildfish Seafood Grille	Y Y	8503 8505	1370 Bison Ave 1834 N Loop 1604 W.		Newport Beach San Antonio	CA TX	92660 78248	949-720-9925 210-493-1600	33.638928 29.607733	-117.860163 -98.520898	Los Angeles San Antonio
Yard House	Υ	8315	9401 West Westgate Blvd	Bldg F	Glendale	AZ	85305	623-872-3900	33.533981	-112.261191	Phoenix
Yard House Yard House	Y Y	8310 8312	21001 North Tatum Blvd 7014 East Camelback Rd	Suite 48-1550 Suite 612	Phoenix Scottsdale	AZ AZ	85050 85251	480-563-9273 480-675-9273	33.67628 33.50324	-111.971119 -111.92962	Phoenix Phoenix
Yard House	Y	8313	160 South Brea Blvd.	Space B-101	Brea	CA	92821	714-529-9273	33.918826	-117.898716	Los Angeles
Yard House Yard House	Y	8320 8302	13881 Peyton Dr 1875 Newport Blvd.	Space A-219	Chino Hills Costa Mesa	CA CA	91709 92627	909-631-2200 949-642-0090	34.001086 33.64266	-117.732044 -117.91778	Inland Empire Los Angeles
Yard House Yard House	Y	8335 8303	90 El Camino 71 Fortune Dr.	El Camino Real	Fresno Irvine	CA CA	93720 92618	559-261-2165 949-753-9373	36.84829 33.650323	-119.78914 -117.745121	Other - West Los Angeles
Yard House	Y	8301	401 Shoreline Village Dr		Long Beach	CA	90802	562-628-0455	33.761486	-118.190268	Los Angeles
Yard House Yard House	Y Y	8321 8350	800 West Olympic Blvd 13455 W. Maxella Ave	A-115 Ste 150-170	Los Angeles Marina Del Rey	CA CA	90015 90292	213-745-9273 310-822-7690	34.04512 33.986769	-118.2657 -118.44157	Los Angeles Los Angeles
Yard House	Y	8317	849 Newport Center Dr		Newport Beach	CA	92660	949-640-9273	33.617003	-117.876263	Los Angeles
Yard House Yard House	Y	8342 8349	9301 Tampa Ave 501 Collection Blvd	Suite 216 Ste # 4130	Northridge Oxnard	CA CA	91324 93036	818-721-0085 805-981-8707	34.24073 34.24023	-118.5563 -119.17578	Los Angeles Los Angeles
Yard House Yard House	Y Y	8332 8307	1247 Rancho Vista Blvd 330 East Colorado Blvd	Suite 1230 Suite 230	Palmdale Pasadena	CA CA	93551 91101	661-274-9271 626-577-9273	34.60568 34.1456	-118.15196 -118.14364	Other - West Los Angeles
Yard House	Y	8309	12473 N. Main Street		Rancho Cucamonga	CA	91739	909-646-7116	34.111857	-117.533094	Inland Empire
Yard House Yard House	Y Y	8304 8318	71800 Highway 111 3775 Tyler Street	Space B-101	Rancho Mirage Riverside	CA CA	92270 92503	760-779-1415 951-688-9273	33.739419 33.913059	-116.408936 -117.458145	Inland Empire Inland Empire
Yard House	Y	8331	1166 Roseville Parkway	Bldg E	Roseville	CA	95678	916-780-9273	38.76887	-121.270022	Sacramento
Yard House Yard House	Y	8305 8330	1023 4th Ave. 300 Santana Row	Suite #134 Suite 101	San Diego San Jose	CA CA	92101 95128	619-233-9273 408-241-9273	32.715891 37.32309	-117.160774 -121.94763	San Diego The Bay Area
Yard House Yard House	Y	8322 8329	40770 Winchester Rd 1555 Court Place	Suite 750-Bldg A	Temecula Denver	CA CO	92591 80202	951-296-3116 303-572-9273	33.52417 39.741905	-117.15357 -104.989125	Inland Empire Denver
Yard House	Ϋ́	8306	14500 West Colfax Ave	Suite 341	Lakewood	co	80401	303-278-9273	39.732934	-105.155662	Denver
Yard House Yard House	Y	8339 8338	8437 Park Meadows Center 201 Plaza Real	Dr Suite 1201	Lone Tree Boca Raton	CO FL	80124 33432	303-790-7453 561-417-6124	39.56169 26.35301	-104.8784 -80.08564	Denver Ft. Lauderdale/Miami
Yard House Yard House	Y Y	8323	320 San Lorenzo Ave.	Space 1320	Coral Gables Hallandale Beach	FL	33146	305-447-9273	25.73234	-80.25983	Ft. Lauderdale/Miami
Yard House	Ϋ́	8328 8347	601 Silks Run 1681 Lenox Ave	Suite 1490	Miami Beach	FL FL	33009 33139	954-454-9950 305-535-5660	25.97833 25.79124	-80.13989 -80.13981	Ft. Lauderdale/Miami Ft. Lauderdale/Miami
Yard House Yard House	Y Y	8352 8311	8317 International Dr 11701 Lake Victoria Garder	n: #4106	Orlando Palm Beach Gardens	FL FL	32819 33410	407-351-8220 561-691-6901	28.443595 26.847388	-81.469939 -80.093429	Orlando West Palm Beach
Yard House	Y	8337	261 19th Street NW	Suite 1100	Atlanta	GA	30363	404-815-8990	33.79363	-84.397397	Atlanta
Yard House Yard House	Y	8316 8351	226 Lewers St, #I148 3693 E. Longwing Lane	Suite #140	Honolulu Meridian	HI ID	96815 83642	808-923-9273 208-288-0990	21.279084 43.619393	-157.831264 -116.350453	Other - West Other - West
Yard House Yard House	Y	8308 8314	1880 Tower Dr. 1863 Village West Parkway		Glenview Kansas City	IL KS	60025 66111	847-729-9273 913-788-4500	42.088872 39.126744	-87.824454 -94.828246	Chicago Kansas City
Yard House	Y	8336	126 Brookline Avenue	Hynes Convention Ctr	Boston	MA	02215	617-236-4083	42.34537	-71.1003	Boston
Yard House Yard House	Y	8326 8348	200 Legacy Place 340 Market Street	Building 300	Dedham Lynnfield	MA MA	02026 01940	781-326-4644 781-334-6400	42.23044 42.5151	-71.1759 -71.03336	Boston Boston
Yard House Yard House	Y Y	8341 8319	4208 Six Forks Rd 6593 Las Vegas Blvd S.	Suite C110 B-161	Raleigh Las Vegas	NC NV	27609 89119	919-881-2590 702-734-9273	35.83689 36.068585	-78.64028 -115.177918	Raleigh-Durham Las Vegas
Yard House	Υ	8327	11011 W. Charleston Blvd		Las Vegas	NV	89135	702-363-9273	36.15699	-115.33337	Las Vegas
Yard House Yard House	Y	8353 8340	3545 Las Vegas Blvd S 4374 Palisades Center Dr		Las Vegas West Nyack	NV NY	89109 10994	702-597-0434 845-348-1528	36.11725 41.09664	-115.17231 -73.9548	Las Vegas New York
Yard House	Ý	8333	237 Market Street		Yonkers	NY	10701	914-375-9273	40.963484	-73.855986	New York
Yard House Yard House	Y Y	8344 8345	95 East Freedom Way 888 SW Fifth Avenue		Cincinnati Portland	OH OR	45202 97204	513-381-4071	39.09686 45.5182	-84.51047 -122.67681	Cincinnati Portland
Yard House Yard House	Y Y	8325 8324	800 Sorella Court 15900 La Cantera Parkway	Space 116 Bldg 23	Houston San Antonio	TX TX	77024 78256	713-461-9273 210-691-0033	29.77999 29.592878	-95.56125 -98.610673	Houston San Antonio
Yard House	Ý	8334	4549 Commerce Street	Suite 100	Virginia Beach	VA	23462	757-490-9273	36.841747	-76.13644	Other - Southeast
Yard House Canada	Olive Garden	8343 4345	1501 Fourth Ave 333 36th Street NE	Suite118 Northgate Village	Seattle Calgary	WA AB	98101 T2A7R4	206-682-2087 403-248-1020	47.61032 51.053018	-122.33691 -113.982064	Seattle Canada*
Canada	Olive Garden Olive Garden	4343 4342	4110 Gateway Blvd. NW 10121 171st Street	- ¥	Edmonton Edmonton	AB AB	T6J6S7 T5S1S6	780-437-3434 780-484-0700	53.47711962 53.633404	-113.4920344	Canada*
	Olive Garden Olive Garden	4346	20080 Langley Bypass		Langley	BC	V3A9J7	604-514-3499	49.113233	-113.483701 -122.667114	Canada*
	Olive Garden Olive Garden	4340 4344	1544 Portage Avenue 51 Reenders Drive		Winnipeg Winnipeg	MB MB	R3G0W9 R2C5E8	204-774-9725 204-661-8129	49.880096 49.903343	-97.201522 -97.068366	Canada* Canada*
Canada	Red Lobster	8167	890 Albert Street		Regina	SK	S4R2P5	306-522-2224	50.46475652	-104.61822	Canada*
	Red Lobster Red Lobster	8170 8119	2501 8th Street East 319 Bayfield Street		Saskatoon Barrie	SK ON	S7H0V4 L4M3C2	306-373-8333 705-728-2401	52.11495 44.401048	-106.617986 -79.700115	Canada* Canada*
Canada	Red Lobster Red Lobster	8111 8129	368 Queen Street E. 67 King George Road		Brampton Brantford	ON ON	L6V1C3 N3R5K2	905-459-6334 519-759-7121	43.702507 43.165687	-79.741881 -80.275103	Canada* Canada*
Canada	Red Lobster	8103	2423 Fairview Street	Suite A	Burlington	ON	L7R2E4	905-637-3454	43.347158	-79.797868	Canada*
	Red Lobster Red Lobster	8183 8135	1790 The Queensway 410 Bath Road		Etobicoke Kingston	ON ON	M9C5H5 K7M4X6	416-620-9990 613-545-1058	43.614358 44.236901	-79.557397 -76.557992	Canada* Canada*
Canada	Red Lobster	8118	1732 King Street East		Kitchener	ON	N2G2P1	519-743-1430	43.449553	-80.488446	Canada*
	Red Lobster Red Lobster	8116 8105	667 Wwellington Road Sout 790 Burnhamthorpe Rd. W.	n	London Mississauga	ON ON	N6C4R4 L5C3X3	519-668-0220 905-848-8477	42.948944 43.576593	-81.228088 -79.654686	Canada* Canada*
Canada	Red Lobster	8126	6220 Lundy'S Lane		Niagara Falls	ON ON	L2G1T6	905-357-1303	43.089375	-79.097882	Canada*
Canada	Red Lobster Red Lobster	8114 8184	311 King Street W. 1595 Merivale Road		Oshawa Ottawa	ON	L1J2J8 K2G3J4	905-434-1143 613-727-0035	43.894888 45.35220192	-78.874994 -75.7338411	Canada* Canada*
	Red Lobster Red Lobster	8124 8134	1499 St. Laurent Blvd 870 Lansdowne Street W.		Ottawa Peterborough	ON ON	K1G0Z9 K9J1Z7	613-744-7560 705-876-1840	45.413072 44.283443	-75.630898 -78.339746	Canada* Canada*
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Banner	Brand	Restaurant ID	Address Line 1	Address Line 2	City	State	Zip	Phone	Latitude	Longitude	Market
Canada	Red Lobster	8104	3252 Sheppard Ave. East		Scarborough	ON	M1T3K3	416-491-2507	43.777237	-79.315002	Canada*
Canada	Red Lobster	8158	1600 Lasalle Blvd		Sudbury	ON	P3A1Z7	705-560-9825	46.522161	-80.937954	Canada*
Canada	Red Lobster	8115	7291 Yonge Street		Thornhill	ON	L3T2A9	905-731-3550	43.806055	-79.421984	Canada*
Canada	Red Lobster	8155	3200 Dufferin Street		Toronto	ON	M6A2T3	416-785-7930	43.718295	-79.455731	Canada*
Canada	Red Lobster	8176	20 Dundas Street West	20 Dundas Street West		ON	M5G2C2	416-348-8938	43.656317	-79.381361	Canada*
Canada	Red Lobster	8101	6575 Tecumseh Rd. East		Windsor	ON	N8T1E7	519-948-7677	42.311039	-82.948409	Canada*
Canada	Red Lobster	8157	1540 Portage Ave		Winnipeg	MB	R3G0W9	204-783-9434	49.880169	-97.201096	Canada*
Canada	Red Lobster	8181	100-6100 MacLeod Trail S	s.W.	Calgary	AB	T2H0K5	403-252-8818	50.998479	-114.071179	Canada*
Canada	Red Lobster	8177	312 35th Street N.E.	Northgate Village	Calgary	AB	T2A6S7	403-248-8111	51.05329115	-113.9825877	Canada*
Canada	Red Lobster	8168	4111 Calgary Trail South		Edmonton	AB	T6J6S6	780-436-8510	53.47732697	-113.4956173	Canada*
Canada	Red Lobster	8166	10111 171st Street		Edmonton	AB	T5S1S6	780-484-0660	53.54172	-113.61608	Canada*