



**BLOOMIN'**  
**BRANDS** INC<sup>®</sup>

# INVESTOR PRESENTATION Q4



# FORWARD-LOOKING STATEMENTS

Certain statements contained herein, including statements under the headings "Select 2017 Guidance," are not based on historical fact and are "forward-looking statements" within the meaning of applicable securities laws. Generally, these statements can be identified by the use of words such as "guidance," "believes," "estimates," "anticipates," "expects," "on track," "feels," "forecasts," "seeks," "projects," "intends," "plans," "may," "will," "should," "could," "would" and similar expressions intended to identify forward-looking statements, although not all forward-looking statements contain these identifying words. These forward-looking statements include all matters that are not historical facts. By their nature, forward-looking statements involve risks and uncertainties that could cause actual results to differ materially from the Company's forward-looking statements. These risks and uncertainties include, but are not limited to: our ability to preserve the value of and grow our brands; local, regional, national and international economic conditions; consumer confidence and spending patterns; the cost and availability of credit; interest rate changes; competition; consumer reaction to public health and food safety issues; government actions and policies; increases in unemployment rates and taxes; increases in labor costs; price and availability of commodities; challenges associated with our expansion, remodeling and relocation plans; interruption or breach of our systems or loss of consumer or employee information; foreign currency exchange rates; the seasonality of the Company's business; weather, acts of God and other disasters; changes in patterns of consumer traffic, consumer tastes and dietary habits; the effectiveness of our strategic actions; compliance with debt covenants and the Company's ability to make debt payments and planned investments; and our ability to continue to pay dividends and repurchase shares of our common stock. Further information on potential factors that could affect the Company's financial results and its forward-looking statements is included in its Form 10-K filed with the Securities and Exchange Commission on February 22, 2017 and its subsequent filings with the Securities and Exchange Commission. The Company assumes no obligation to update any forward-looking statement, except as may be required by law. These forward-looking statements speak only as of the date of this presentation. All forward-looking statements are qualified in their entirety by this cautionary statement.

This presentation contains certain non-GAAP measures which are provided to assist in an understanding of the Company's business and performance. These measures may differ from non-GAAP measures used by other companies and should always be considered in conjunction with the appropriate GAAP measure. Reconciliations of non-GAAP measures to the most comparable GAAP measures are provided at the end of this presentation.



# BLOOMIN' BRANDS AT A GLANCE

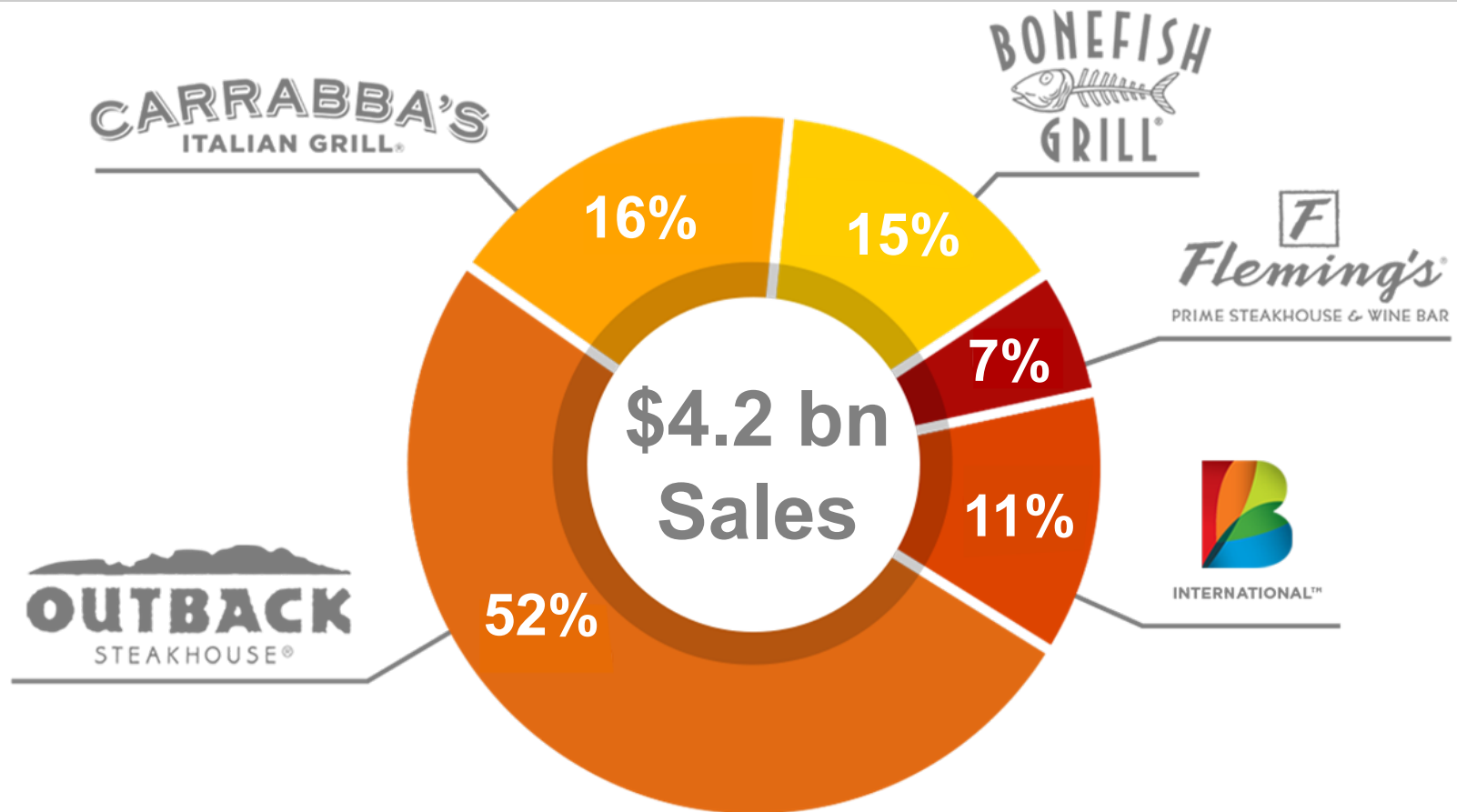
- Outback founded in 1988 in Tampa, FL
- One of the world's largest casual dining companies
  - ~1,500 restaurants in 22 countries and territories <sup>(1)</sup>
- Operate four unique founder inspired brands with leading market positions
- Disciplined and balanced capital allocation strategy while returning cash to shareholders

(1) Includes company-owned and franchise restaurants as of December 25, 2016.



# BLOOMIN' BRANDS AT A GLANCE

## LTM SALES BY CONCEPT<sup>(1)</sup>



(1) Last twelve periods ending December 25, 2016. Brazil sales are reported as of November 2016. Excludes franchise fees and other revenues.  
Note: Concept percentages may not sum to 100% due to rounding.

# INVESTMENT HIGHLIGHTS

1. Diversified Portfolio of Founder-inspired Leading Brands
2. Global Portability and Appeal with Significant Whitespace
3. Entrepreneurial Operating Model Aimed at Delivering Superior 360° Customer Experience
4. Culture of Continuous Innovation and Productivity
5. Seasoned Global Management Team





1

# DIFFERENTIATED BRANDS WITH LEADING U.S. MARKET POSITIONS <sup>(1)</sup>

**#1** Market Position  
755 LOCATIONS



**#2** Market Position  
244 LOCATIONS



**#2** Market Position  
210 LOCATIONS



**#3** Market Position  
68 LOCATIONS





# STRONG PLATFORM FOR SUSTAINABLE GROWTH

**OUTBACK**  
STEAKHOUSE

Celebrate Best at Steak

**CARRABBA'S**  
ITALIAN GRILL®

Expand Beyond Special Occasion

**BONEFISH**  
GRILL®

Return to Polished Casual



**Fleming's**

PRIME STEAKHOUSE & WINE BAR

The Contemporary Steakhouse





# 360°

## “Best at Steak”



## INNOVATIVE PROMOTIONS



# EXPAND BEYOND SPECIAL OCCASION

“REINVENTED ITALIAN”



**New Menu Launch**

**20 New Menu Items**

**Small Plates**

**Light and Fresh**

**Every Day Italian**

**Family Bundles**

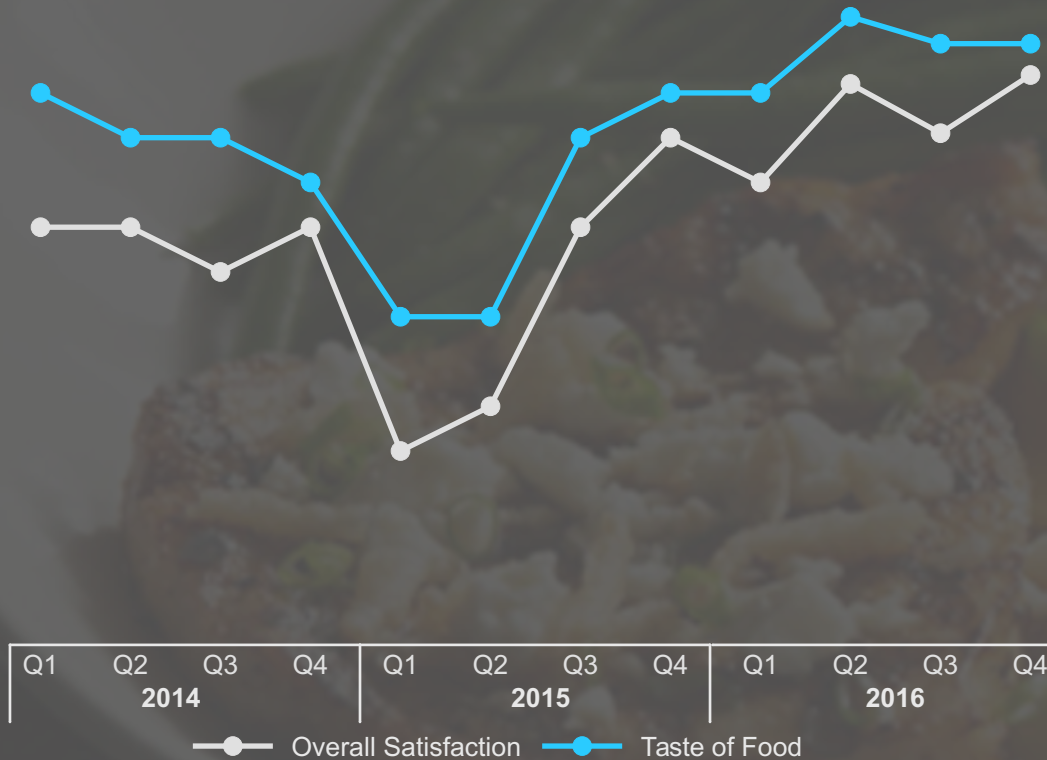




# RETURN TO POLISHED CASUAL

## "Enhance Guest Experience"

### Bonefish Customer Satisfaction



### Revitalization Roadmap:

- Reduced complexity
- Increased number of available fresh fish offerings
- Re-engaged field
- Pulled back CDR tactics

Customer Satisfaction Above 2014 Levels



# RETURN TO POLISHED CASUAL

## "CULINARY FORWARD AND FISH EXPERTISE"

- Reduce menu complexity and focus on fresh fish
- Enhance guest experience
  - *Improved customer satisfaction scores*
- Increase retention via improved training and development



## Commitment to Freshness



# THE CONTEMPORARY STEAKHOUSE

“CONTINUOUS INNOVATION”



## We've Saved You a Glass

We're opening our wine cellar for our annual Last Call and offering wines at a remarkable price.

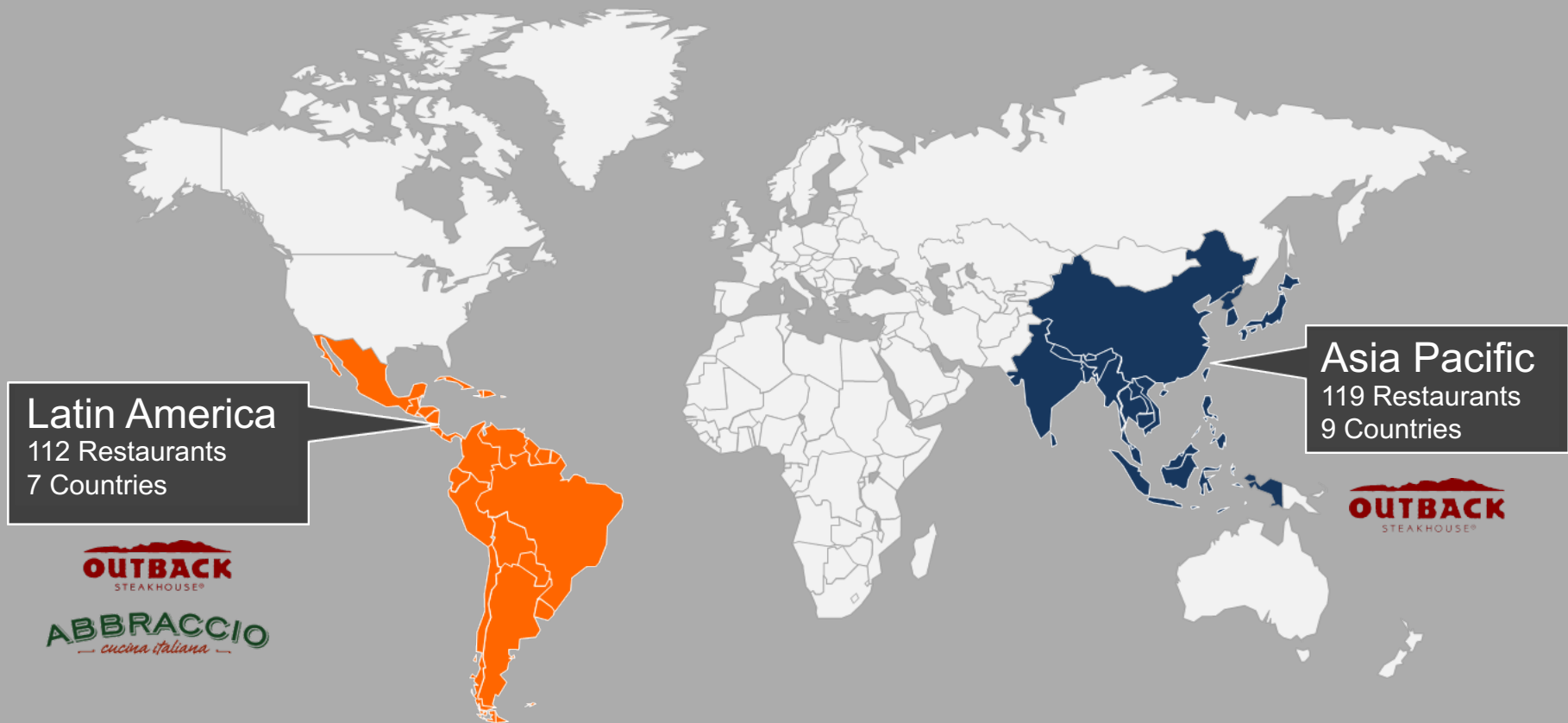
[LEARN MORE >](#)



## 2

# DIVERSIFIED GLOBAL PRESENCE WITH PROVEN PORTABILITY

Operate over 200+ international restaurants with Asia and Latin America driving significant growth <sup>(1)</sup>



## Franchise Opportunities in Other Markets

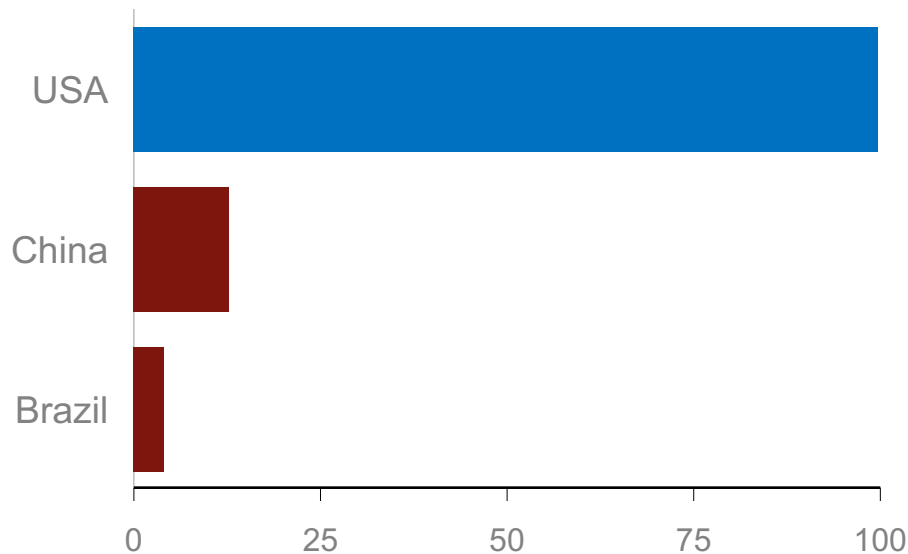
Note: Store counts as of December 2016. Restaurant counts for Brazil reported as of November 2016.

(1) Includes company-owned and franchise locations.

# LARGE INTERNATIONAL OPPORTUNITY WITH SIGNIFICANT WHITESPACE

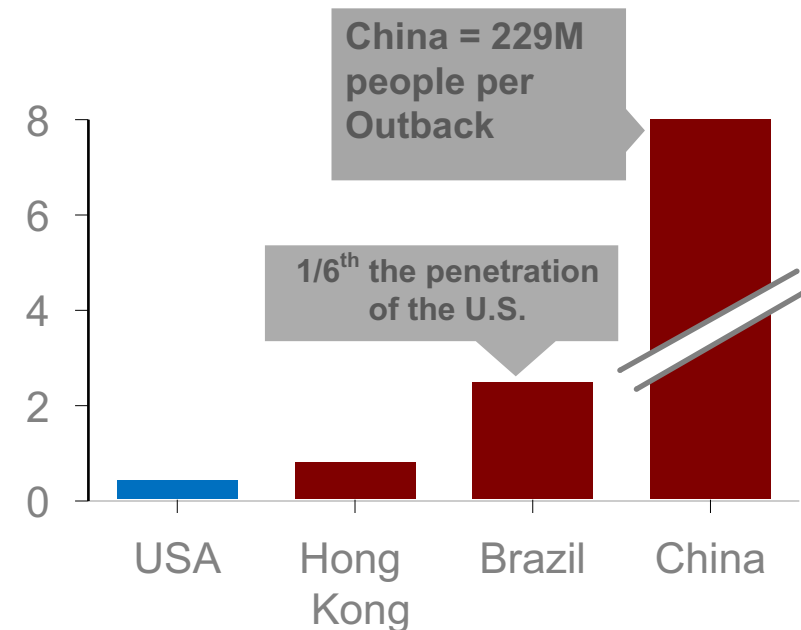
## Highly Fragmented Markets...

# of Chain Restaurants  
per 1M People<sup>1</sup>



## ...With a Long Development Runway

Population (in millions) per  
Outback Steakhouse



(1) Euromonitor and based on Full Service Restaurant Units.

# ENTREPRENEURIAL OPERATING MODEL AIMED AT DELIVERING SUPERIOR 360° CUSTOMER EXPERIENCE

## Entrepreneurial Culture

- Managing Partners have skin in the game
- Incented for growth

## Highly Attentive Service

- Customer surveys implemented in 2009 (SMG)
- Comprehensive training program



## Refreshed Ambiance

- Outback interior completed in 2013
- Began Carrabba's refresh in 2013
- Bonefish remodel tests underway
- Outback exterior remodel underway

## Menu Innovation/ Enhancements

- Menu refresh
- Annual LTO calendar
- Product and portion upgrades
- Enhanced service experience



# 4

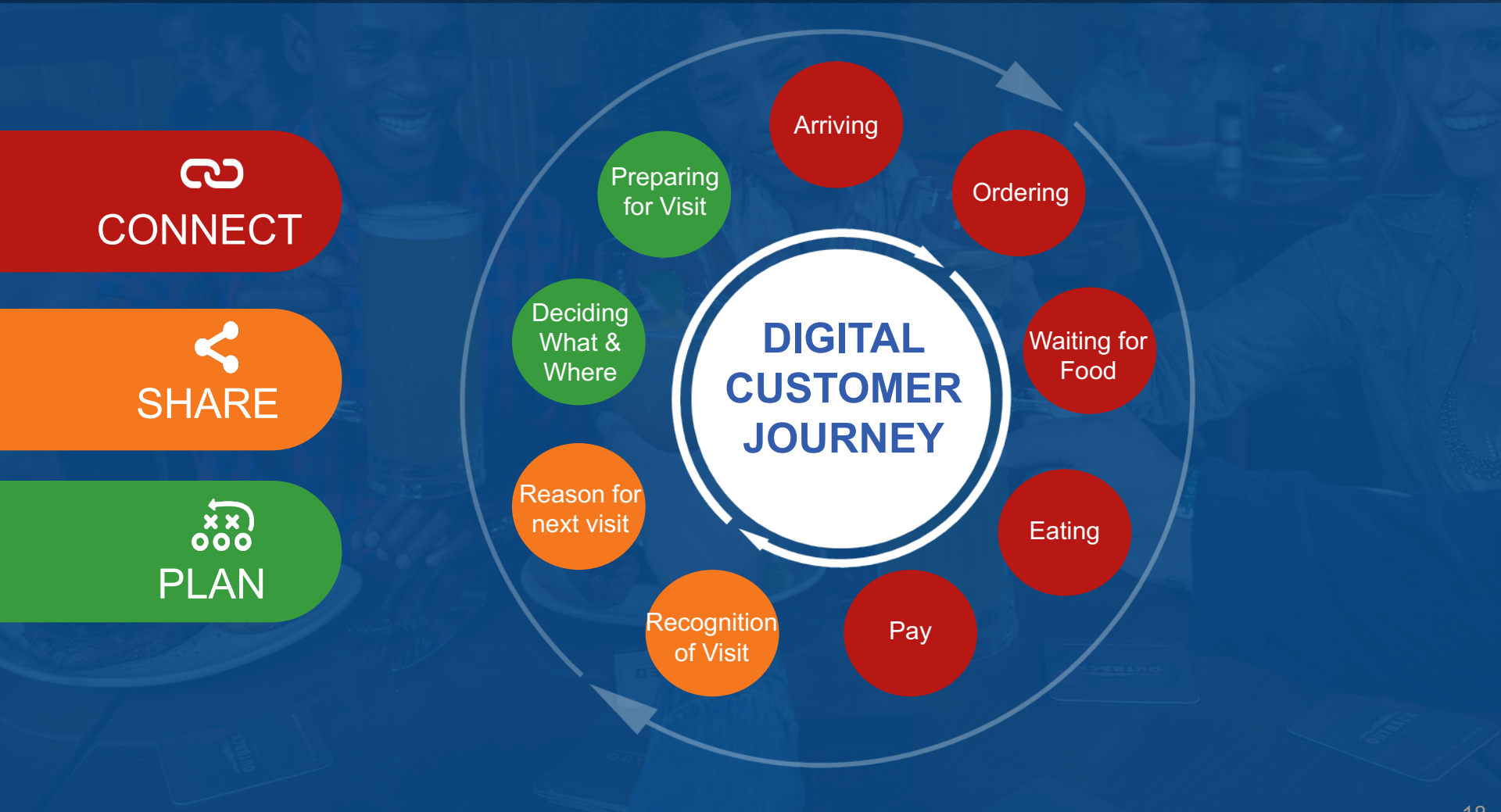
## DIGITAL INVESTMENT TO ENHANCE CONSUMER EXPERIENCE

### KEY AREAS

1. Pre-visit Control
2. Seamless Digital Experience in Restaurant
3. A Customer Data Strategy to Increase Personalization + Targeting Marketing Vehicles



# CONTINUOUSLY FOCUSED ON THE CONSUMER AND ENHANCING THE DINING EXPERIENCE

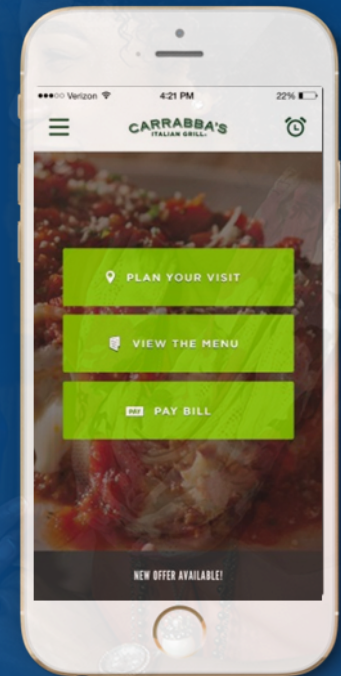
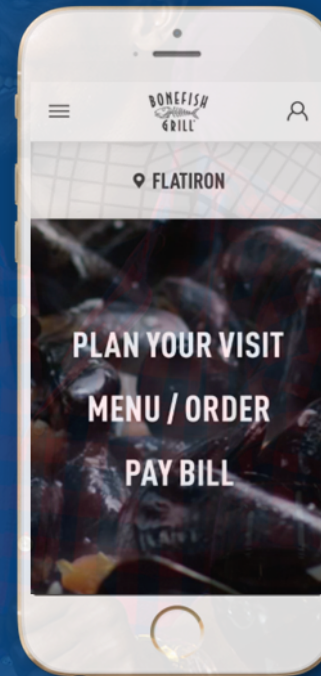
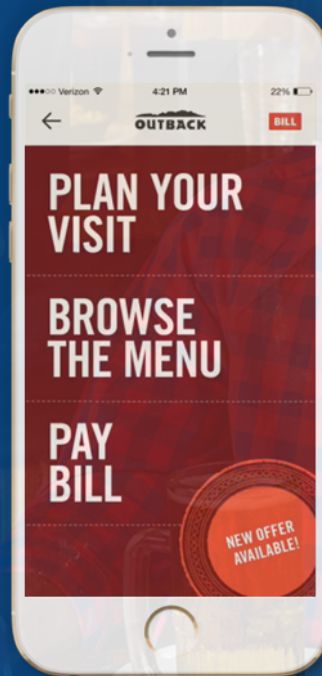




# MAKING IT EASIER TO CONNECT AND CONTROL EXPERIENCE

## 2016

- Multi-Brand Loyalty Program
  - July Launch
- Connected Customer App Rollout and Enhancements
  - Pay using phone
  - Offer pouch featuring specials and coupons
  - Wait List / Reservation
  - Location specific menus





# QUALIFYING NEW SALES LEVERS



## Dine Rewards

- System-wide launch July 2016
- Significant sales and traffic increase in 6 test markets
- More than 2.6 million members

## Delivery/ To-Go

- Currently in test markets

## 5

# SEASONED GLOBAL MANAGEMENT TEAM

	Title		BLMN Tenure (yrs)	Past Experience
CONCEPT PRESIDENTS	Elizabeth Smith	Chairman & Chief Executive Officer	7	<ul style="list-style-type: none"> <li>• Avon Products: President</li> <li>• Kraft Foods NA: President US Beverages &amp; Grocery</li> </ul>
	Gregg Scarlett	Outback President	22	<ul style="list-style-type: none"> <li>• Outback: Vice President Operations</li> </ul>
	Pat Murtha	International President	3	<ul style="list-style-type: none"> <li>• KFC, Japan: Chairman of the Board and Managing Director</li> <li>• Pizza Hut: COO</li> </ul>
	Mike Kappitt	Carrabba's President	6	<ul style="list-style-type: none"> <li>• Burger King: Chief Marketing Officer North America</li> </ul>
	David Schmidt	Bonefish President	11	<ul style="list-style-type: none"> <li>• Bonefish GVP Finance</li> </ul>
	Skip Fox	Fleming's President	16	<ul style="list-style-type: none"> <li>• La Madeleine French Bakery &amp; Café: VP of Ops &amp; New Concepts</li> <li>• ClubCorp: Executive VP</li> </ul>
FUNCTIONAL LEADERSHIP	David Deno	Chief Financial and Administrative Officer	5	<ul style="list-style-type: none"> <li>• Yum! Brands: CFO, COO</li> <li>• Best Buy: President of Asia and International CFO</li> </ul>
	Joe Kadow	Chief Legal Officer	23	<ul style="list-style-type: none"> <li>• Baker &amp; Hostetler: Partner</li> </ul>
	Donagh Herlihy	EVP Digital & Chief Information Officer	2	<ul style="list-style-type: none"> <li>• Avon Products: eCommerce and Global IT Strategy and Operations</li> <li>• Wrigley Company: Chief Information Officer</li> </ul>
	Suk Singh	EVP, Global Chief Development and Franchising Officer	3	<ul style="list-style-type: none"> <li>• Darden: Chief Development Officer</li> </ul>
	Juan Guerrero	SVP, Chief Global Supply Chain Officer	3	<ul style="list-style-type: none"> <li>• Office Depot: EVP of North America Retail, SVP of Supply Chain</li> </ul>
	Pablo Brizi	SVP, Chief Human Resource Officer	6	<ul style="list-style-type: none"> <li>• Avaya: VP Global Compensation and Benefits</li> </ul>
	Chris Brandt	EVP and Chief Brand Officer	<1	<ul style="list-style-type: none"> <li>• Taco Bell: Chief Brand Officer</li> </ul>
SENIOR TEAM COMBINES STRONG OPERATIONAL LEADERSHIP WITH FUNCTIONAL EXPERTISE				



# GROWTH STRATEGY





# THREE PLATFORMS FOR SUSTAINABLE GROWTH

Continuous Productivity  
Mindset To Fund Investment

1

Continued  
Focus on  
U.S. Sales &  
Profitability

2

Accelerate  
International  
Growth

3

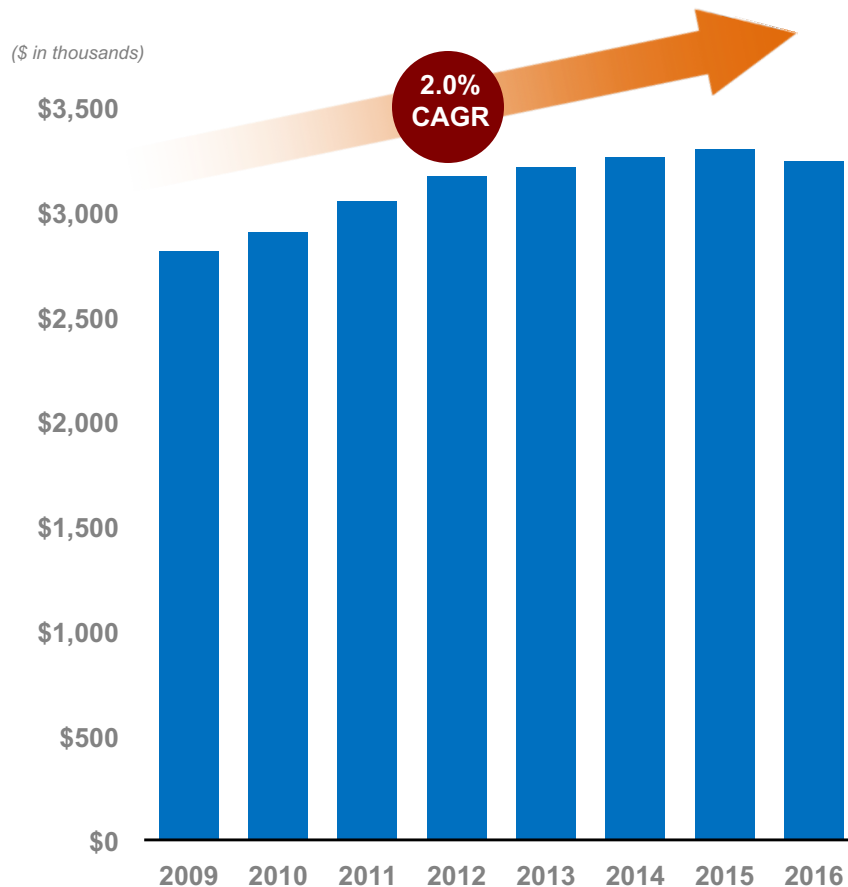
Drive Long-  
Term  
Shareholder  
Value

World Class Team And  
Infrastructure To Build Scale

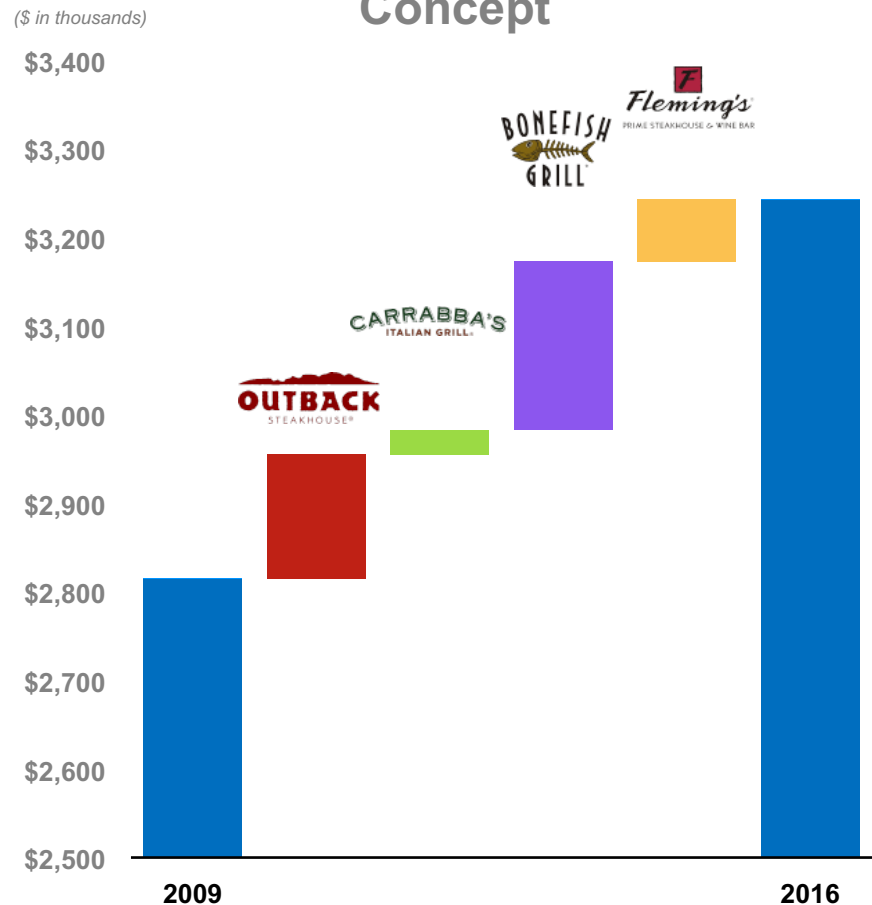
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# CONTINUED FOCUS ON U.S. COMP STORE SALES GROWTH

## U.S. Annual AUVs



## U.S. AUV Contribution by Concept





# REMODEL PROGRAM CONTINUES

- Outback aggressive multi-year rollout commenced
  - 150 to 200 restaurants per year
  - Expected completion in 2018
- Carrabba's entered third year
- Bonefish and Fleming's kick off multi-year remodel program

LEGACY OUTBACK



AFTER EXTERIOR REMODEL







# ACCELERATE OUTBACK RELOCATIONS

- Relocate legacy Outback Steakhouses from “B” and “C” to “A” locations
- Potential for 100+ Outback Steakhouse relocations
- 20 - 40% lifts observed
  - Weekday lunch added
  - Additional dinner lift



RELOCATION EXAMPLE TEST



# U.S. NEW UNIT EXPANSION

- Opportunistically invest in new Outback and Fleming's locations
- Bonefish and Carrabba's development opportunities remain

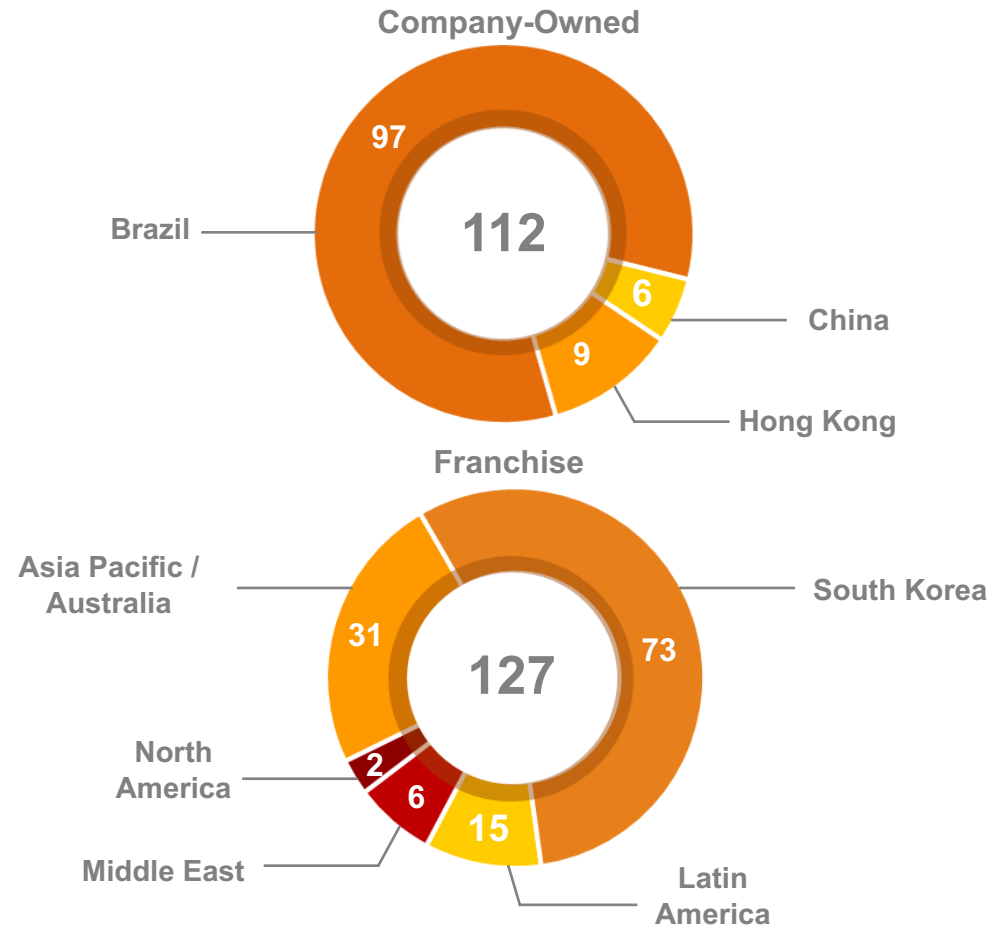




# PLATFORM FOR INTERNATIONAL GROWTH

- International platform focused on Outback since 1996
  - Current base of 239 locations in 20 countries.
  - \$633 million system-wide sales <sup>(1)</sup> <sup>(2)</sup>
- Strong infrastructure and leadership to leverage in high CDR growth LATAM and Asia markets

## LOCATIONS BY OWNERSHIP TYPE



(1) System-wide sales is a non-GAAP measure. Includes \$448 million in sales from Company-owned restaurants and \$185 million from franchised locations for the fiscal year ended December 25, 2016.

(2) Excludes Brazil sales for December 2016 as the Company reports Brazil on a one-month lag.

# FOCUSED ON FOUR KEY STRATEGIES TO WIN

## 1 Utilize Flexible Ownership Model

Franchise

Joint Venture

Equity

## 2 Expand Portfolio of Strong Brands



## 3 Create Alternative Formats

Operating Cost  
Alternative service models

Real Estate Availability  
Flexibility in restaurant size

Capital Investment  
Lower Capex / Better returns

## 4 Re-Invigorate the Experience





# INTERNATIONAL GROWTH PRIORITIES

## INTERNATIONAL GROWTH PRIORITIES

- Actively pursue near-term Company-owned opportunities in high growth markets:
  - Brazil
  - China
  - Andean Cluster
- International expected to be the majority of Bloomin' Brands 40-50 openings in 2017
- Franchise non-core markets
  - Signed 26 store franchise agreement in Middle East
  - Signed 20 store development agreement with existing franchisee in Australia



OUTBACK STEAKHOUSE – SHANGHAI, CHINA



# BRAZIL KEY PART OF GROWTH STRATEGY



## BRAZIL OVERVIEW

- **Outback** average traffic per store nearly double that of U.S. Outbacks
  - 83 total locations at the end of Q4 2016 with opportunity to expand to over 100 restaurants<sup>(1)</sup>
- **Abbraccio**, the **Brazilian Carrabba's**, opened in March 2015 in São Paulo, Brazil. Seven total locations at the end of Q4 2016

(1) Brazil Company-owned store count is reported one month in arrears and is on a calendar basis rather than a 52/53 week basis.



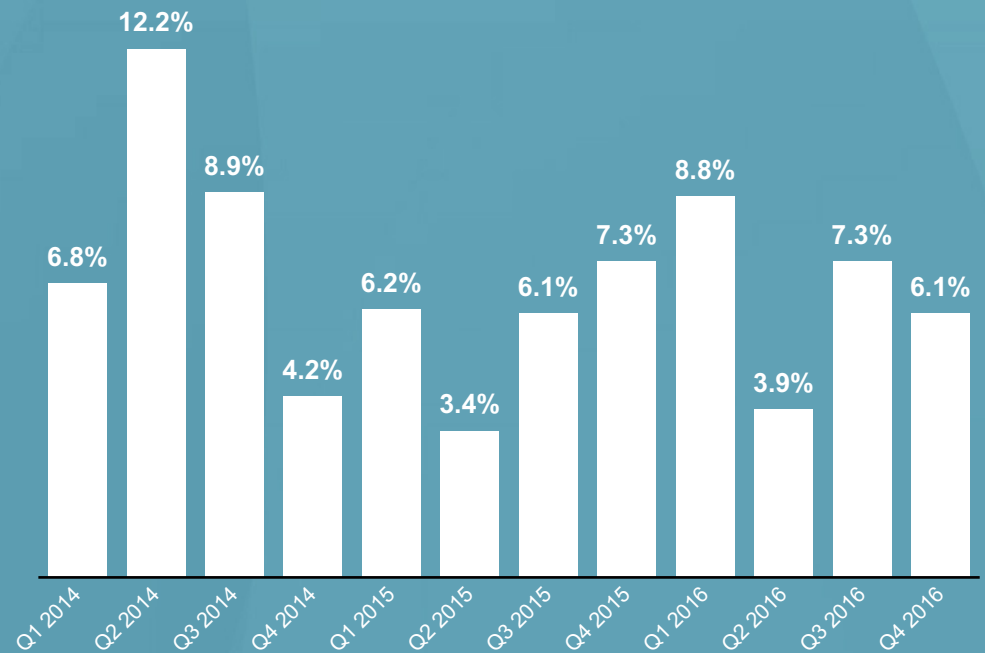
# BRAZIL KEY PART OF GROWTH STRATEGY



**OUTBACK STEAKHOUSE – SOROCABA, BRAZIL**



## OUTBACK BRAZIL'S COMP SALES PERFORMANCE



**MULTIPLE QUARTERS OF  
SUSTAINED GROWTH**

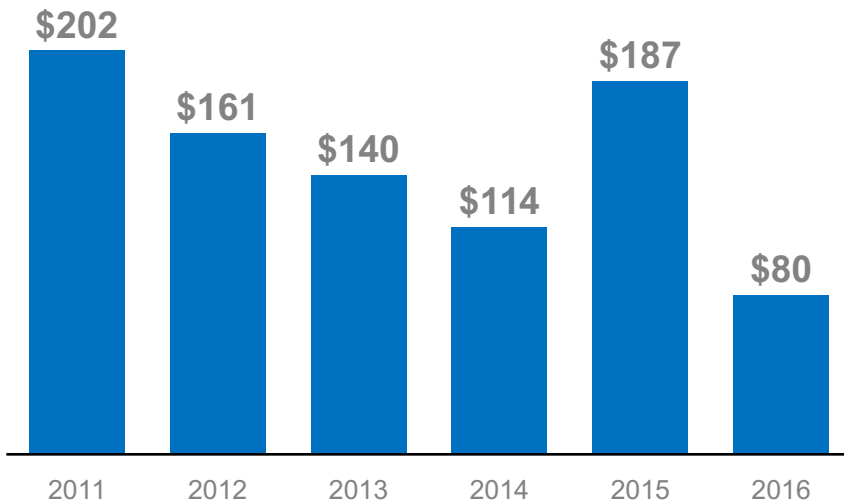
## 3

# DRIVE LONG-TERM SHAREHOLDER VALUE THROUGH PROVEN TRACK RECORD OF STRONG CASH FLOW GENERATION

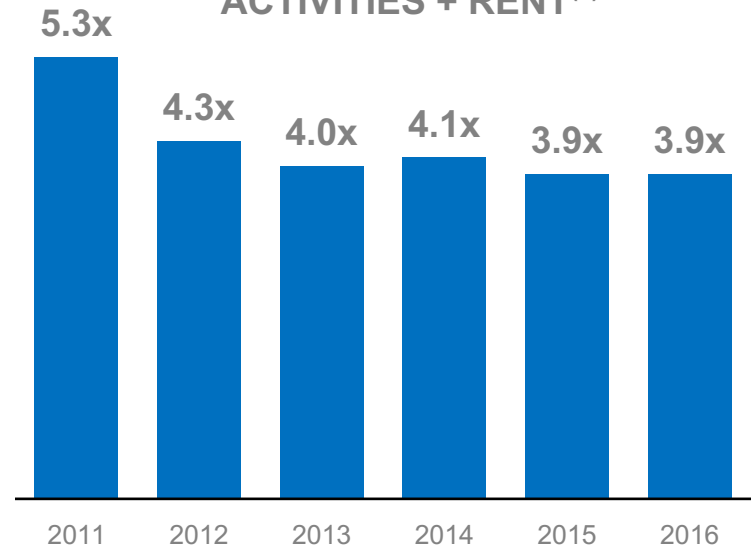
We generate significant free cash flow that allows us to fund capital expenditures and use excess cash to pay down debt.

(\$ in millions)

## FREE CASH FLOWS<sup>(1)</sup>



## HISTORICAL ADJUSTED NET DEBT<sup>(2)</sup> / CASH FLOW FROM OPERATING ACTIVITIES + RENT<sup>(2)</sup>



## CAPITAL SPEND

Total	2011	2012	2013	2014	2015	2016
	\$121	\$179	\$237	\$238	\$210	\$261

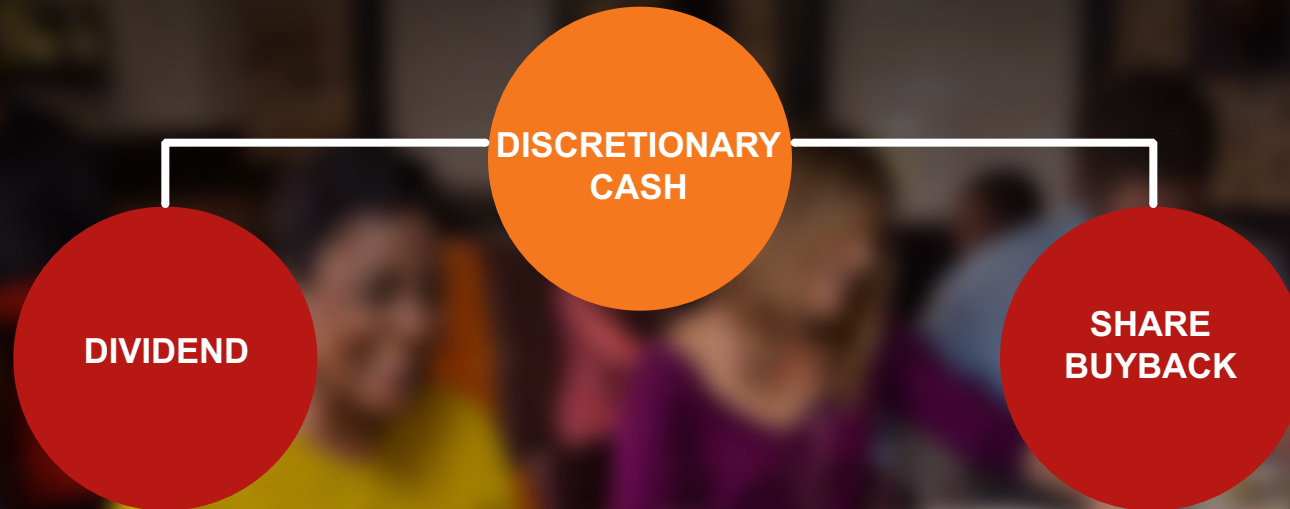
Note:

(1) Operating Cash Flows less Capital Expenditures. Refer to Cash flow and Adjusted Net Debt reconciliation for explanation

(2) See appendix for non-GAAP reconciliation.



# SINCE THE BEGINNING OF 2015, WE HAVE RETURNED OVER \$540M TO SHAREHOLDERS



\$0.32 per annum beginning  
Q1 2017

Approximate 1.8% dividend yield at  
today's price

Authorized new \$300M program in  
July 2016

Repurchased \$310M of stock in  
2016

Utilizing proceeds from sale of real  
estate (\$560M gross proceeds in  
2016)

**Long-term goal of 3.0x**  
**(Adjusted net debt to Cash Flow from Operating Activities + Rent)**

# FINANCIAL HIGHLIGHTS





# SELECT 2017 GUIDANCE

(\$ in millions, except per share data)

## 2017 Guidance <sup>(1)</sup>

### Revenue

**U.S. Comparable Sales**

**Flat to slightly down**

### Profitability

**Adjusted Diluted EPS <sup>(2)</sup>**

**\$1.40 to \$1.47**

**U.S. GAAP Diluted EPS**

**\$1.34 - \$1.41**

### Other

**Number of New System Wide Units**

**40 - 50**

**Capital Expenditures**

**\$260 - \$280**

**Commodity Inflation / (deflation)**

**Flat to (1%)**

(1) Reflects guidance issued on February 17, 2017. This guidance speaks only as of that date, and this slide does not constitute confirmation or updating of that guidance.

(2) Includes the impact of the 53rd week. Estimated based on revised non-GAAP methodology. Refer to Exhibit 99.2 to the Form 8-K from February 17, 2017 for complete recasting of the impacted non-GAAP measures to conform with the revised methodology for fiscal years 2016, 2015 and 2014.

(3) The primary difference between our U.S. GAAP diluted earnings per share outlook and our adjusted diluted earnings per share outlook is between \$16 million and \$19 million of restaurant closing expenses related to the 2017 Closure Initiative.

# CAPITAL STRUCTURE HIGHLIGHTS

- Ended 2016 at 3.9x Adj. Net Debt <sup>(2)</sup> / (Cash Flow from Operating Activities + Rent<sup>(2)</sup>)
- \$28M remaining on PRP Loan as of 2/22/2017

(\$ in millions)		12/25/2016
Cash	\$	127
Revolver		622
Term Loan A		259
Term Loan		141
Financing Obligations		20
Other Debt		4
PRP Mortgage Loan		47
Debt Discount		(3)
<b>Total Debt <sup>(1)</sup></b>	<b>\$</b>	<b>1,090</b>

(1) Includes current portion of long-term debt.

(2) See appendix for non-GAAP reconciliation.



# APPENDIX



# FREE CASH FLOWS AND ADJUSTED NET DEBT

	FISCAL YEAR (\$ in thousands)					
	2011	2012	2013	2014	2015	2016
Cash Flow from Operating Activities	322,450	340,091	377,264	352,006	397,430	340,581
Capital Expenditures	120,906	178,720	237,214	237,868	210,263	260,578
<b>Free Cash Flows</b>	<b>201,544</b>	<b>161,371</b>	<b>140,050</b>	<b>114,138</b>	<b>187,167</b>	<b>80,003</b>
<b>Cash Flow from Operating Activities</b>	<b>322,450</b>	<b>340,091</b>	<b>377,264</b>	<b>352,006</b>	<b>397,430</b>	<b>340,581</b>
Rent (1)	132,900	140,866	156,720	169,701	164,754	173,507
<b>Cash Flow from Operating Activities + Rent</b>	<b>455,350</b>	<b>480,957</b>	<b>533,984</b>	<b>521,707</b>	<b>562,184</b>	<b>514,088</b>
Total debt, net of discounts	2,093,137	1,481,101	1,408,088	1,309,797	1,316,864	1,089,485
Less: Cash	482,084	261,690	209,871	165,744	132,337	127,176
<b>Net Debt</b>	<b>1,611,053</b>	<b>1,219,411</b>	<b>1,198,217</b>	<b>1,144,053</b>	<b>1,184,527</b>	<b>962,309</b>
Capitalized Rent (2)	797,400	845,196	940,320	1,018,206	988,524	1,041,042
<b>Adjusted Net Debt</b>	<b>\$ 2,408,453</b>	<b>\$ 2,064,607</b>	<b>\$ 2,138,537</b>	<b>\$ 2,162,259</b>	<b>\$ 2,173,051</b>	<b>\$ 2,003,351</b>
Adj. Net Debt/ (Cash Flow from Operating Activities + Rent)	5.3	4.3	4.0	4.1	3.9	3.9

(1) Represents base rent and maintenance expense

(2) Represents 6x Rent.