



# Earnings Call

Q2 FY2025 Results | August 6, 2025

# Forward-Looking Statements

Certain statements contained herein, including statements regarding guidance or expected proceeds 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: consumer reaction to public health and food safety issues; increases in labor costs and fluctuations in the availability of and our ability to attract, train and retain employees; increases in unemployment rates and taxes; competition; interruption or breach of our systems or loss of consumer or employee information; price and availability of commodities and other impacts of inflation and tariffs; our dependence on a limited number of suppliers and distributors; political, social and legal conditions in international markets and their effects on foreign operations and foreign currency exchange rates; our ability to execute and achieve the expected benefits of our restructuring actions and other cost-saving measures; our ability to execute and achieve the expected benefits of our turnaround plans; the impacts of our operations in Brazil as a minority investor and franchisor following our recent sale transaction, as well as future proceeds from that transaction, on our future results; our ability to address corporate citizenship and sustainability matters and investor expectations; local, regional, national and international economic conditions; changes in patterns of consumer traffic, consumer tastes and dietary habits; the effects of changes in tax laws; costs, diversion of management attention and reputational damage from any claims or litigation; government actions and policies; challenges associated with our remodeling, relocation and expansion plans; our ability to preserve the value of and grow our brands; consumer confidence and spending patterns; the effects of a health pandemic, weather, acts of God and other disasters and the ability or success in executing related business continuity plans; the Company's ability to sustain cash flow and make debt payments and planned investments and the Company's compliance with debt covenants; the cost and availability of credit; interest rate changes; and any impairments in the carrying value of goodwill and other assets. Further information on potential factors that could affect the financial results of the Company and its forward-looking statements is included in its most recent Form 10-K and 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.



# Non-GAAP Measures

In addition to the results provided in accordance with GAAP, this presentation includes certain non-GAAP measures, which present operating results on an adjusted basis. These are supplemental measures of performance that are not required by or presented in accordance with GAAP and include: (i) Restaurant-level operating income, adjusted restaurant-level operating income and their corresponding margins, (ii) Adjusted income from operations and the corresponding margin, (iii) Adjusted segment income from operations and the corresponding margin, (iv) Adjusted net income, (v) Adjusted diluted earnings per share, (vi) Adjusted EBITDA, and (vii) Lease Adjusted net leverage.

Restaurant-level operating margin is a non-GAAP financial measure widely regarded in the industry as a useful metric to evaluate restaurant-level operating efficiency and performance of ongoing restaurant-level operations, and we use it for these purposes.

We believe that our use of non-GAAP financial measures permits investors to assess the operating performance of our business relative to our performance based on GAAP results and relative to other companies within the restaurant industry by isolating the effects of certain items that may vary from period to period without correlation to core operating performance or that vary widely among similar companies. However, our inclusion of these adjusted measures should not be construed as an indication that our future results will be unaffected by unusual or infrequent items or that the items for which we have made adjustments are unusual or infrequent or will not recur.

We believe that the disclosure of these non-GAAP measures is useful to investors as they form part of the basis for how our management team and Board of Directors evaluate our operating performance, allocate resources and administer employee incentive plans.

These non-GAAP financial measures are not intended to replace GAAP financial measures, and they are not necessarily standardized or comparable to similarly titled measures used by other companies. We maintain internal guidelines with respect to the types of adjustments we include in our non-GAAP measures. These guidelines endeavor to differentiate between types of gains and expenses that are reflective of our core operations in a period, and those that may vary from period to period without correlation to our core performance in that period. However, implementation of these guidelines necessarily involves the application of judgment, and the treatment of any items not directly addressed by, or changes to, our guidelines will be considered by our disclosure committee. You should refer to the reconciliations of non-GAAP measures in in the “Reconciliations” section of this presentation for descriptions of the actual adjustments made in the current period and the corresponding prior period.



# Iconic, Founder-Inspired Brands





EST. 1988

**Australian-spirited**  
casual dining **steak**

Known for **grilled**  
**steaks, chicken,**  
**seafood** & more, home  
to the **Bloomin' Onion®**

Made using the **highest**  
**quality ingredients**



EST. 1986

**Authentic Italian** cuisine,  
**handmade, cooked to**  
**order**

**Lively exhibition kitchen**  
**& contemporary**  
atmosphere

Signature dishes include  
**Chicken Bryan, Pollo**  
**Rosa Maria, Grilled Steak**



EST. 1998

**Contemporary**  
interpretation of  
**American steakhouse**

**Elevated service,**  
signature style,  
culinary mastery

**Award-winning wines**  
and seasonal selections



EST. 2000

**Fish from around the**  
**world**

**Seasonal dishes**  
featuring highest-quality  
ingredients

**Classic & signature**  
**hand-crafted cocktails**  
and a distinct list of wines

# Organizational Changes and Senior Leadership



**Michael Healy**  
Executive Vice President,  
Strategy & Transformation  
*(effective September 8, 2025)*



**Eric Christel**  
Executive Vice President,  
Chief Financial Officer-  
Elect



**Kelly Lefferts**  
Executive Vice President,  
Chief Legal Officer &  
Secretary



**Lissette Gonzalez**  
Executive Vice President,  
Chief Commercial Officer



# Organizational Changes and Senior Leadership



**Jessica Mitory**  
Senior Vice President,  
Chief Human Resources  
Officer



**Ali Charri**  
Senior Vice President,  
Guest Insights & Analytics



**Rafael Sanchez**  
Senior Vice President,  
Chief Information Officer



**Randy Scruggs**  
Senior Vice President,  
Supply Chain



**Tara Kurian**  
Senior Vice President,  
IR, FP&A & International



**Susan Cline**  
Group Vice President,  
Strategy & Transformation



# Organizational Changes and Senior Leadership



**Pat Hafner**

Executive Vice President,  
President of Outback  
Steakhouse



**Kelia Bazile**

Senior Vice President,  
President of Carrabba's  
Italian Grill



**Sheilina Henry**

Senior Vice President,  
President of Fleming's Prime  
Steakhouse & Wine Bar



**John Bettin**

Senior Vice President,  
President of Bonefish Grill



# Operating Priorities

**SIMPLIFY  
THE AGENDA**

**DELIVER A  
GREAT GUEST  
EXPERIENCE**

**TURNAROUND  
OUTBACK**

# Leadership In the Field



# Q2 Financial Results – Continuing Operations

	<u>Q2 2025</u>	<u>Q2 2024</u>
<i>(in \$ millions, except EPS)</i>		
<b>Total Revenues</b>	<b>\$1,002</b>	<b>\$999</b>
<b>Restaurant-Level Operating Income</b>	<b>\$118</b>	<b>\$137</b>
<b>Adjusted Restaurant-Level Operating Income<sup>(1)</sup></b>	<b>\$118</b>	<b>\$137</b>
<i>% margin</i>	<i>12.0%</i>	<i>14.0%</i>
<b>GAAP Income from Operations</b>	<b>\$30</b>	<b>\$44</b>
<b>Adjusted Income from Operations<sup>(1)</sup></b>	<b>\$35</b>	<b>\$60</b>
<i>% margin</i>	<i>3.5%</i>	<i>6.0%</i>
<b>Adjusted EBITDA<sup>(1)</sup></b>	<b>\$77</b>	<b>\$102</b>
<i>% margin</i>	<i>7.7%</i>	<i>10.2%</i>
<b>GAAP Diluted Earnings per Share</b>	<b>\$0.29</b>	<b>\$0.28</b>
<b>Adjusted Diluted Earnings per Share<sup>(1)</sup></b>	<b>\$0.32</b>	<b>\$0.45</b>

(1) Refer to Reconciliations at the end of this presentation for more information.

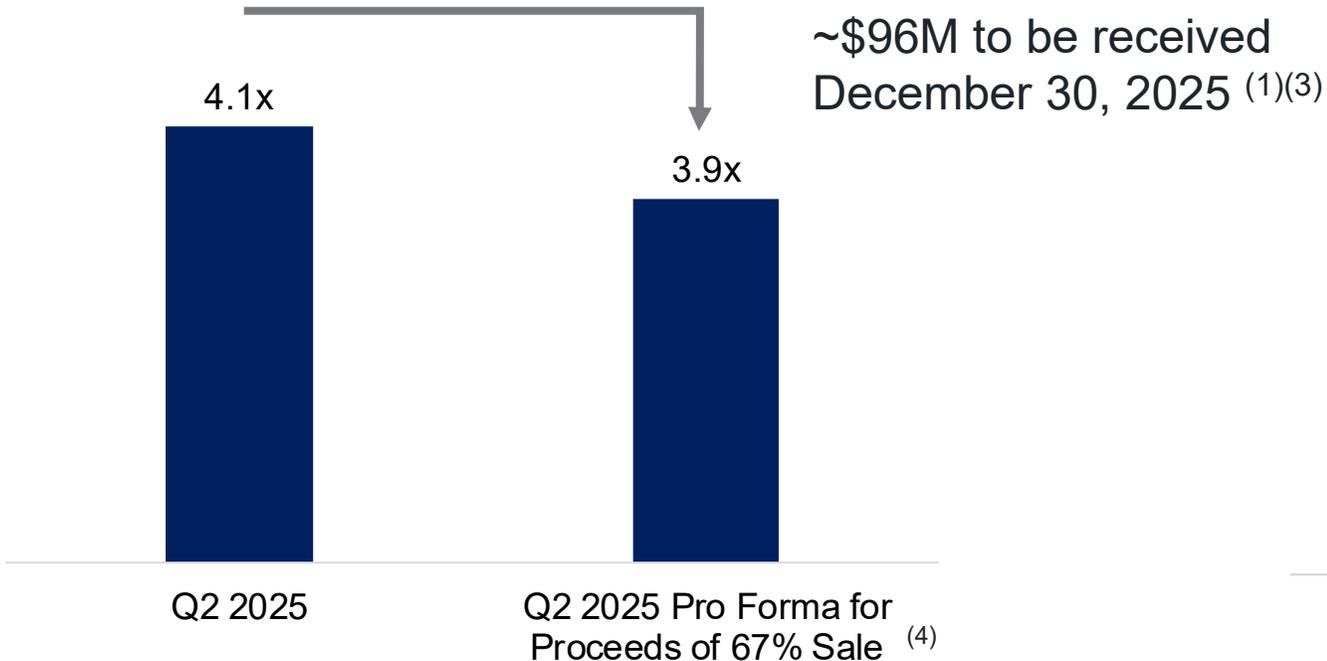
# Update on Brazil Transaction

Sold 67% for R\$1.4B / \$225M USD <sup>(1)</sup>

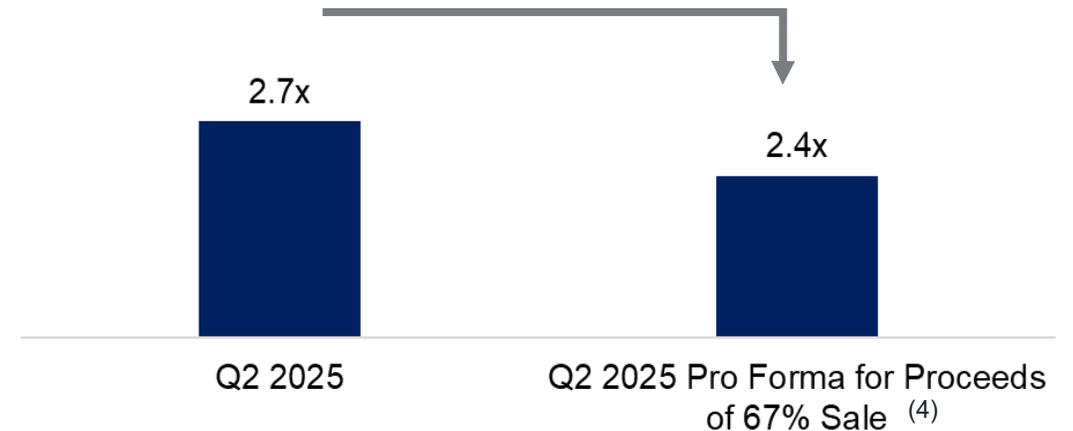
Option to sell remaining 33% in Q4 2028 *(not included in the below calculations)*

Proceeds will contribute to achieving our target 3.0x Lease Adjusted Leverage Ratio

## Lease Adjusted Net Leverage <sup>(2)</sup>



## Net Debt / Adjusted EBITDA



(1) Using FX rate of 6.12 on December 30, 2024.

(2) Lease Adjusted Net Leverage defined as Net Debt + Operating Lease Liabilities divided by (Adjusted EBITDA + Rent Expense). Lease Adjusted Net Leverage is a non-GAAP measure. Refer to Reconciliations at the end of this presentation for more information.

(3) Net of transaction fees, expenses and withholding taxes. Excludes interest income.

(4) Pro forma is as of end of Q2 2025, but gives effect to receipt of full proceeds from sale of 67% of the Brazil business that closed after year end. Half of the proceeds were received at closing in Q1 2025 and the remainder are payable in Q1 2026 in December 2025. Q2 2025 ended on June 29, 2025 and Fiscal Year 2025 will end on December 28, 2025.



# Guidance Targets

# Updated Full Year 2025 Guidance

<b>U.S. Comparable Sales Growth</b>	(2%) to 0%
<b>Adjusted Diluted EPS <sup>(1)</sup></b>	\$1.00 to \$1.10
<b>Commodity Inflation</b>	3% to 3.5%
<b>Labor Wage Inflation</b>	Approximately 4%
<b>Effective Income Tax Rate</b>	Negative
<b>U.S. New Unit Growth <sup>(2)</sup></b>	18-20 units
<b>Capital Expenditures</b>	Approximately \$190M

(1) Includes adjustments related to the workforce reduction announced on February 20, 2025 for severance and other transformational items and the estimated cost of executing the foreign currency forward contracts entered into as part of the Brazil transaction.

(2) Includes company-owned restaurant openings.

# Q3 2025 Guidance

## Q3 2025

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**U.S. Comparable Sales Growth**

(1%) to Flat

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**GAAP Diluted EPS**

(\$0.22) to (\$0.17)

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**Adjusted Diluted EPS <sup>(1)</sup>**

(\$0.15) to (\$0.10)

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(1) Includes estimated adjustments associated with severance and other transformational items as well as with the cost of executing the foreign currency forward contracts entered into as part of the Brazil transaction.



# Question & Answer Session



# Reconciliations

# Adjusted Restaurant Level Margin

<b>Consolidated</b> (dollars in thousands)	<b>THIRTEEN WEEKS ENDED</b>		<b>TWENTY-SIX WEEKS ENDED</b>	
	<b>JUNE 29, 2025</b>	<b>JUNE 30, 2024</b>	<b>JUNE 29, 2025</b>	<b>JUNE 30, 2024</b>
Income from operations	\$ 29,650	\$ 44,052	\$ 86,881	\$ 114,969
Operating income margin	3.0 %	4.4 %	4.2 %	5.6 %
Less:				
Franchise and other revenues	17,595	21,590	37,672	43,973
Plus:				
Depreciation and amortization	44,598	43,390	88,545	86,090
General and administrative	59,527	56,195	120,904	115,671
Provision for impaired assets and restaurant closings	1,540	14,684	1,890	25,557
Restaurant-level operating income (1)	\$ 117,720	\$ 136,731	\$ 260,548	\$ 298,314
Restaurant-level operating margin	12.0 %	14.0 %	12.9 %	14.7 %
Adjustments:				
Closure-related charges	—	—	—	434
Total restaurant-level operating income adjustments	—	—	—	434
Adjusted restaurant-level operating income	\$ 117,720	\$ 136,731	\$ 260,548	\$ 298,748
Adjusted restaurant-level operating margin	12.0 %	14.0 %	12.9 %	14.8 %

(1) The following categories of revenue and operating expenses are not included in restaurant-level operating income and the corresponding margin because we do not consider them reflective of operating performance at the restaurant-level within a period:

- a) Franchise and other revenues, which are earned primarily from franchise royalties and other non-food and beverage revenue streams, such as rental and sublease income.
- b) Depreciation and amortization, which, although substantially all of which is related to restaurant-level assets, represent historical sunk costs rather than cash outlays for the restaurants.
- c) General and administrative expense, which includes primarily non-restaurant-level costs associated with support of the restaurants and other activities at our corporate offices.
- d) Asset impairment charges and restaurant closing costs, which are not reflective of ongoing restaurant performance in a period.

# Adjusted Income from Operations

## Adjusted EBITDA

Consolidated (dollars in thousands)	THIRTEEN WEEKS ENDED	
	JUNE 29, 2025	JUNE 30, 2024
Income from operations	\$ 29,650	\$ 44,052
<i>Operating income margin</i>	3.0 %	4.4 %
Adjustments:		
Severance and other transformational costs (1)	3,542	1,000
Foreign currency forward contract costs (2)	2,233	—
Asset impairments and closure-related charges (3)	—	14,760
<b>Total income from operations adjustments</b>	<b>5,775</b>	<b>15,760</b>
<b>Adjusted income from operations</b>	<b>\$ 35,425</b>	<b>\$ 59,812</b>
<i>Adjusted operating income margin</i>	3.5 %	6.0 %
Plus:		
Depreciation and amortization	44,598	43,390
Loss from equity method investment, net of tax	(1,806)	—
Less:		
Non-controlling interest from minority partnerships	1,253	1,228
<b>Adjusted EBITDA, continuing operations</b>	<b>\$ 76,964</b>	<b>\$ 101,974</b>
<i>Adjusted EBITDA margin, continuing operations</i>	7.7 %	10.2 %

(1) The thirteen weeks ended June 29, 2025 includes severance and other costs incurred as a result of transformational and restructuring activities. The thirteen weeks ended June 30, 2024 includes fees incurred in connection with a project-based strategic initiative.

(2) Represents costs in connection with the foreign currency forward contracts that mostly offset foreign currency exchange risk associated with installment payments from the Brazil Sale Transaction.

(3) Includes asset impairment, closure costs and severance primarily in connection with the Q2 2024 decision to close nine restaurants in Hong Kong and the Q1 2024 closure of 36 U.S. restaurants.

# Adjusted Income from Operations

## Adjusted EBITDA

Consolidated (dollars in thousands)	TWENTY-SIX WEEKS ENDED		FISCAL YEAR	TRAILING TWELVE MONTHS
	JUNE 29, 2025	JUNE 30, 2024	DECEMBER 29, 2024	JUNE 29, 2025
Income from operations	\$ 86,881	\$ 114,969	\$ 139,808	\$ 111,720
Operating income margin	4.2 %	5.6 %	3.5 %	
Adjustments:				
Total restaurant-level operating income adjustments (1)	—	434	434	—
Severance and other transformational costs (2)	9,600	1,000	10,621	19,221
Foreign currency forward contract costs (3)	4,561	—	(15,728)	(11,167)
Asset impairments and closure-related charges (4)	(1,929)	27,280	63,009	33,800
Total income from operations adjustments	12,232	28,714	58,336	41,854
Adjusted income from operations	\$ 99,113	\$ 143,683	\$ 198,144	\$ 153,574
Adjusted operating income margin	4.8 %	6.9 %	5.0 %	3.9 %
Plus:				
Depreciation and amortization	88,545	86,090	175,580	178,035
Loss from equity method investment, net of tax	(3,097)	—	—	(3,097)
Less:				
Non-controlling interest from minority partnerships	2,697	2,810	5,363	5,250
Adjusted EBITDA, continuing operations	\$ 181,864	\$ 226,963	\$ 368,361	\$ 323,262
Adjusted EBITDA margin, continuing operations	8.9 %	11.0 %	9.3 %	8.2 %

(1) See *Restaurant-level and Adjusted Restaurant-Level Operating Income* for details regarding restaurant-level operating income adjustments.

(2) The twenty-six weeks ended June 29, 2025 includes severance and other costs incurred as a result of transformational and restructuring activities. The twenty-six weeks ended June 30, 2024 and year ended December 29, 2024 include fees incurred in connection with a project-based strategic initiative. The year ended December 29, 2024 includes compensation costs and professional fees related to our CEO transition and severance related to other executive level changes.

(3) Represents costs / (gains) in connection with the foreign currency forward contracts that mostly offset foreign currency exchange risk associated with installment payments from the Brazil Sale Transaction.

(4) The twenty-six weeks ended June 29, 2025 primarily includes gains from certain lease terminations. The twenty-six weeks ended June 30, 2024 include asset impairment, closure costs and severance primarily in connection with the Q2 2024 decision to close nine restaurants in Hong Kong and the Q1 2024 closure of 36 U.S. restaurants. Fiscal year 2024 includes asset impairment related to 41 older, underperforming restaurants, within the U.S. segment, asset impairment, closure costs and severance related to the 2023 Restaurant Closures, and the closure of nine restaurants in Hong Kong.

# Net Leverage Reconciliations – Adjusted and Pro Forma

(dollars in thousands)	Q2 2025	Brazil Proceeds from 67% Sale (1)	Q2 2025 Pro Forma for Proceeds of 67% Sale
Long-term debt, net	\$ 917,073		\$ 917,073
Cash	(50,308)	(95,844)	(146,152)
Net Debt	866,765	(1)	770,921
Current operating lease liabilities	162,509		162,509
Non-current operating lease liabilities	1,077,983		1,077,983
Total operating lease liabilities	1,240,492		1,240,492
Total Net Debt and Operating Lease Liabilities	\$ 2,107,257		\$ 2,011,413
Adjusted EBITDA (2)	323,262		323,262
Rent Expense (3)	187,942		187,942
Adjusted EBITDAR	\$ 511,204		\$ 511,204
Lease Adjusted Net Leverage	4.1x		3.9x
Net Debt/Adjusted EBITDA	2.7x		2.4x

(1) Net of transaction fees, expense and withholding taxes.  
(2) Refer to Adjusted EBITDA reconciliation earlier in this presentation.  
(3) Rent Expense includes costs incurred over the past twelve consecutive months.

# Adjusted Net Income & EPS

(in thousands, except per share data)	THIRTEEN WEEKS ENDED		TWENTY-SIX WEEKS ENDED	
	JUNE 29, 2025	JUNE 30, 2024	JUNE 29, 2025	JUNE 30, 2024
Net income (loss) attributable to Bloomin' Brands	\$ 25,419	\$ 28,403	\$ 67,571	\$ (55,469)
Net income from discontinued operations, net of tax	779	3,655	525	6,563
Net income (loss) attributable to Bloomin' Brands from continuing operations (1)	24,640	24,748	67,046	(62,032)
Adjustments:				
Income from operations adjustments (2)	5,775	15,760	12,232	28,714
Loss on extinguishment of debt (3)	—	—	—	135,797
Total adjustments, before income taxes	5,775	15,760	12,232	164,511
Adjustment to provision for income taxes (4)	(3,125)	(754)	(1,995)	(1,795)
Net adjustments, continuing operations	2,650	15,006	10,237	162,716
Adjusted net income, continuing operations	27,290	39,754	77,283	100,684
Adjusted net income, discontinued operations (5)	779	5,272	525	7,856
Adjusted net income	\$ 28,069	\$ 45,026	\$ 77,808	\$ 108,540
Diluted earnings (loss) per share:				
Continuing operations	\$ 0.29	\$ 0.28	\$ 0.79	\$ (0.71)
Discontinued operations	0.01	0.04	0.01	0.08
Net diluted earnings (loss) per share	\$ 0.30	\$ 0.32	\$ 0.79	\$ (0.64)
Adjusted diluted earnings per share				
Continuing operations	\$ 0.32	\$ 0.45	\$ 0.91	\$ 1.09
Discontinued operations	0.01	0.06	0.01	0.09
Adjusted diluted earnings per share (6)(7)	\$ 0.33	\$ 0.51	\$ 0.91	\$ 1.18
Diluted weighted average common shares outstanding (7)	85,140	88,632	85,135	86,856
Adjusted diluted weighted average common shares outstanding (6)(7)	85,140	88,632	85,135	92,004

(1) Represents net income (loss) from continuing operations less net income attributable to noncontrolling interests.

(2) See *Adjusted Income from Operations Reconciliation* for details regarding Income from operations adjustments.

(3) Includes losses in connection with the partial repurchase of the 2025 Notes, including settlements of the related convertible senior note hedges and warrants.

(4) Includes the tax effects of non-GAAP adjustments determined based on the nature of the underlying non-GAAP adjustments, their relevant jurisdictional tax rates and the quarterly impact that these adjustments may have on changes in forecasted annual pre-tax book income. For the thirteen and twenty-six weeks ended June 29, 2025, the difference between GAAP and adjusted effective income tax rates includes the reversal of (benefit) provision for income taxes on foreign currency remeasurement of the deferred tax liability attributable to the second installment receivable related to the Brazil Sale Transaction. For the thirteen weeks ended June 30, 2024, the difference between GAAP and adjusted effective income tax rates primarily relates to asset impairment and closure costs in Hong Kong with no corresponding tax benefit as a result of a full valuation allowance against deferred tax assets in that jurisdiction. For the twenty-six weeks ended June 30, 2024, the difference between GAAP and adjusted effective income tax rates primarily relates to nondeductible losses and other tax costs associated with the partial repurchase of the 2025 Notes.

(5) Includes net income from our Brazil operations for the periods presented. The thirteen and twenty-six weeks ended June 30, 2024 include a non-GAAP adjustment for \$1.5 million of asset impairment and the tax effect of non-GAAP adjustments.

(6) For the thirteen and twenty-six weeks ended June 29, 2025, our share price was lower than the conversion and strike price related to the 2025 Notes and related warrants, respectively, which resulted in antidilutive shares that are not included. The thirteen and twenty-six weeks ended June 30, 2024 were calculated including the effect of 1.0 million and 2.7 million dilutive securities, respectively, for outstanding 2025 Notes and the effect of 0.6 million and 1.9 million dilutive securities, respectively, for the Warrant Transactions, as defined below. In connection with the offering of the 2025 Notes, we entered into convertible note hedge transactions and concurrently entered into warrant transactions relating to the same number of shares of our common stock (the "Warrant Transactions").

(7) Due to a GAAP net loss from continuing operations, antidilutive securities are excluded from diluted weighted average common shares outstanding for the twenty-six weeks ended June 30, 2024. However, considering the adjusted net income position, adjusted diluted weighted average common shares outstanding incorporates securities that would have been dilutive for GAAP.