









Investor Presentation

Fiscal 2016 Q3 Update

DARDEN
RESTAURANTS





Disclaimer

IMPORTANT NOTICE

The following slides are part of a presentation by Darden Restaurants, Inc. (the "Company") and are intended to be viewed as part of that presentation (the "Presentation"). No representation is made that the Presentation is complete.

Forward-looking statements in this communication regarding our expected earnings performance and all other statements that are not historical facts, including without limitation statements concerning our future economic performance and expenses, are made under the Safe Harbor provisions of the Private Securities Litigation Reform Act of 1995. Any forward-looking statements speak only as of the date on which such statements are first made, and we undertake no obligation to update such statements to reflect events or circumstances arising after such date. We wish to caution investors not to place undue reliance on any such forward-looking statements. By their nature, forward-looking statements involve risks and uncertainties that could cause actual results to materially differ from those anticipated in the statements. The most significant of these uncertainties are described in Darden's Form 10-K, Form 10-Q and Form 8-K reports. These risks and uncertainties include food safety and food-borne illness concerns, litigation, unfavorable publicity, risks relating to public policy changes and federal, state and local regulation of our business, labor and insurance costs, technology failures including a failure to maintain a secure cyber network, failure to execute a business continuity plan following a disaster, health concerns including virus outbreaks, intense competition, failure to drive profitable sales growth, our plans to expand our smaller brands Bahama Breeze, Seasons 52 and Eddie V's, a lack of availability of suitable locations for new restaurants, higher-than-anticipated costs to open, close, relocate or remodel restaurants, a failure to execute innovative marketing tactics, a failure to develop and recruit effective leaders, a failure to address cost pressures, shortages or interruptions in the delivery of food and other products and services, adverse weather conditions and natural disasters, volatility in the market value of derivatives, economic factors specific to the restaurant industry and general macroeconomic factors including interest rates, disruptions in the financial markets, risks of doing business with franchisees and vendors in foreign markets, failure to protect our intellectual property, impairment in the carrying value of our goodwill or other intangible assets, failure of our internal controls over financial reporting, an inability or failure to manage the accelerated impact of social media and other factors and uncertainties discussed from time to time in reports filed by Darden with the Securities and Exchange Commission.

DARDEN RESTAURANTS

Non-GAAP Information

The information in this communication includes financial information determined by methods other than in accordance with accounting principles generally accepted in the United States of America ("GAAP"), such as adjusted net earnings per diluted share from continuing operations. The Company's management uses these non-GAAP measures in its analysis of the Company's performance. The Company believes that the presentation of certain non-GAAP measures provides useful supplemental information that is essential to a proper understanding of the operating results of the Company's businesses. These non-GAAP disclosures should not be viewed as a substitute for operating results determined in accordance with GAAP, nor are they necessarily comparable to non-GAAP performance measures that may be presented by other companies.

DARDEN RESTAURANTS

Darden Restaurants

An Attractive Investment For 2016 & Beyond

❶ Premier full-service restaurant company with unifying mission and compelling strategy for generating attractive shareholder returns

❷ Darden's competitive advantages drive sales and expand margins

❸ Differentiated and iconic brands positioned to increase market share

❹ Value-creating business model that generates significant and durable cash flow to fund growth and return of capital to shareholders

DARDEN RESTAURANTS

❶ Premier Full-Service Restaurant Company

1
Mission

Be financially successful through great people consistently delivering outstanding food, drinks and service in an inviting atmosphere making every guest loyal.

4
Competitive Advantages

Significant Scale • **Extensive Data & Insights** • **Rigorous Strategic Planning** • **Results-Oriented Culture**

1
Driving Philosophy

Back-To-Basics Operating Philosophy

Culinary Innovation & Execution • **Attentive Service** • **Engaging Atmosphere** • **Integrated Marketing**

7
Iconic Brands

Olive Garden · LONGHORN STEAKHOUSE · Yard House · The Capital Grille · Seasons 52 Fresh Grill · Bahama Breeze Island Grille · Eddie V's Prime Seafood

DARDEN RESTAURANTS

❷ The Darden Advantage

Support best-in-class restaurant brands by helping them reach their full potential

Significant Scale



Extensive Data & Insights



Rigorous Strategic Planning



Results-Oriented Culture



DARDEN RESTAURANTS

❷ Significant Scale

Enables Supply Chain, G&A, and People Advantages

Supply Chain

Scale enables deep relationships with vendor partners

- Use supplier negotiation expertise and leverage
- Consolidate vendors to achieve meaningful supplier relationships
- Extend favorable Darden product pricing across all brands
- Optimize logistics network

G&A

Scale creates a G&A benefit as a multi-brand company

- Centralized Shared Costs (IT, Development, Supply Chain, Accounting)
- Centralized Compliance (Legal, Tax, Treasury, SEC Reporting)

People

Scale amplifies our 'people' advantage

- Attract and retain the best talent
- Enable robust, efficient training
- Assign leaders based on business need

Darden will deliver $165 million incremental savings (Fiscal 2015 – 2017)

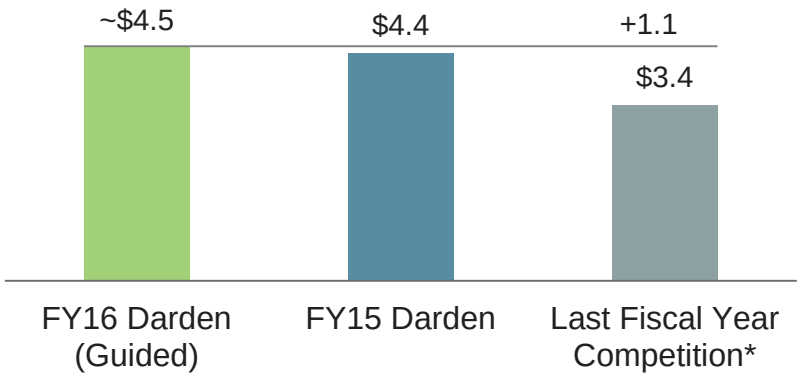
DARDEN RESTAURANTS

❷ Significant Scale

Emerging Trends Illustrate Progress on Scale Advantage

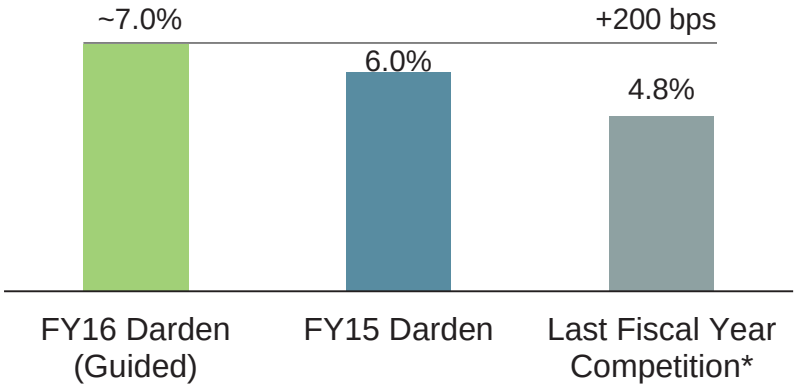
Better Guest Proposition

Average Annual Restaurant Sales (owned)
($M)



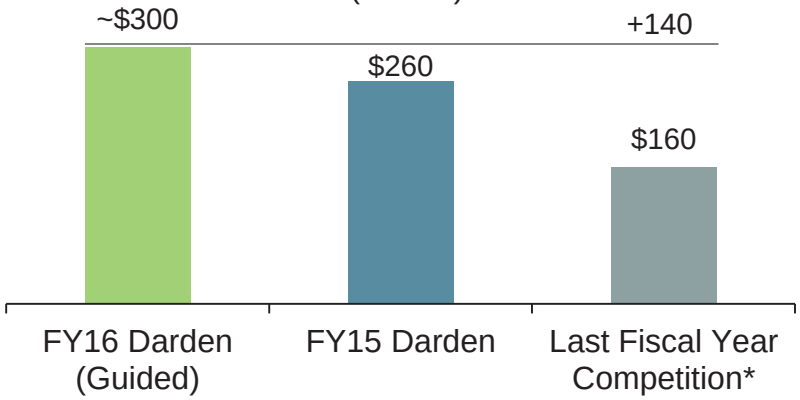
Better Shareholder Proposition

Adjusted Net Operating Income %**



Significant Cash Generation

Adjusted Net Operating Income per Restaurant (owned and franchised)
($ 000s)



With Cash ROIC Well Above WACC and Competition Post Real Estate Actions

	FY16E Darden	FY15 Darden	Last FY Competition*
Cash ROIC excl. Intangibles***	~19%	14%	16%
Cash ROIC with Intangibles	~14%	11%	13%

* Press Releases and 10Ks for BLMN, EAT, DINE, CAKE, TXRH, BJRI, BBRG, BWLD, RRGB, RT, IRG as of January 11, 2016
** Adjustments based on company press releases. (Adjusted EAT + (Interest * 62%)) / Sales.
*** Cash ROIC = (Adjusted Net Operating Income + Depreciation & Amortization) / (Avg. Gross Fixed Assets + Avg. Non-Cash Working Capital)
A reconciliation of GAAP to non-GAAP numbers can be found in the additional information section of this presentation.

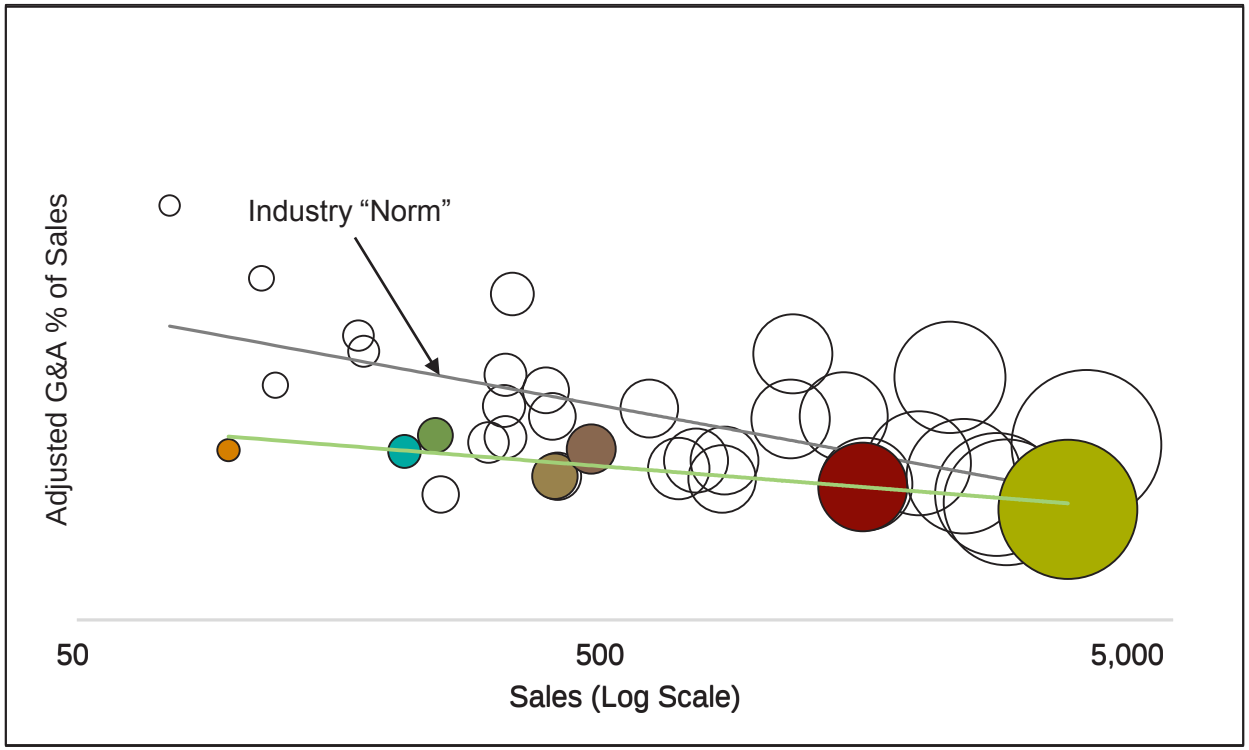
DARDEN RESTAURANTS

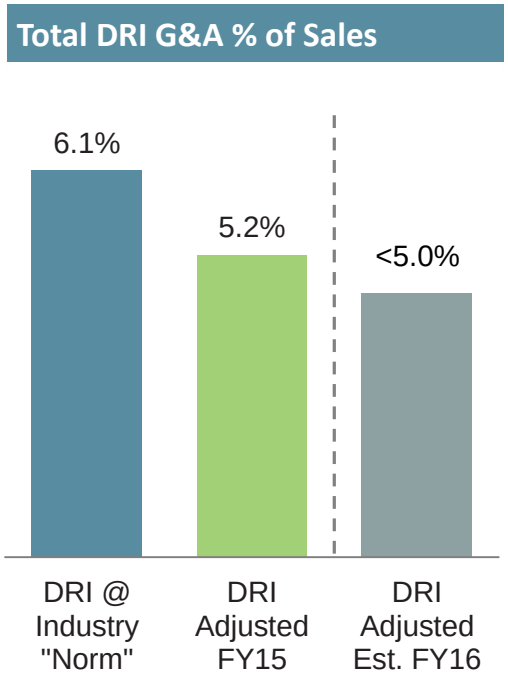
❷ Scale Drives G&A Advantage

Important to Measure at Brand Level

Darden brands demonstrate G&A advantage as part of Darden, especially the smaller brands

- This advantage equates to over $60 million in fiscal 2015 G&A savings per year vs. the industry “Norm”



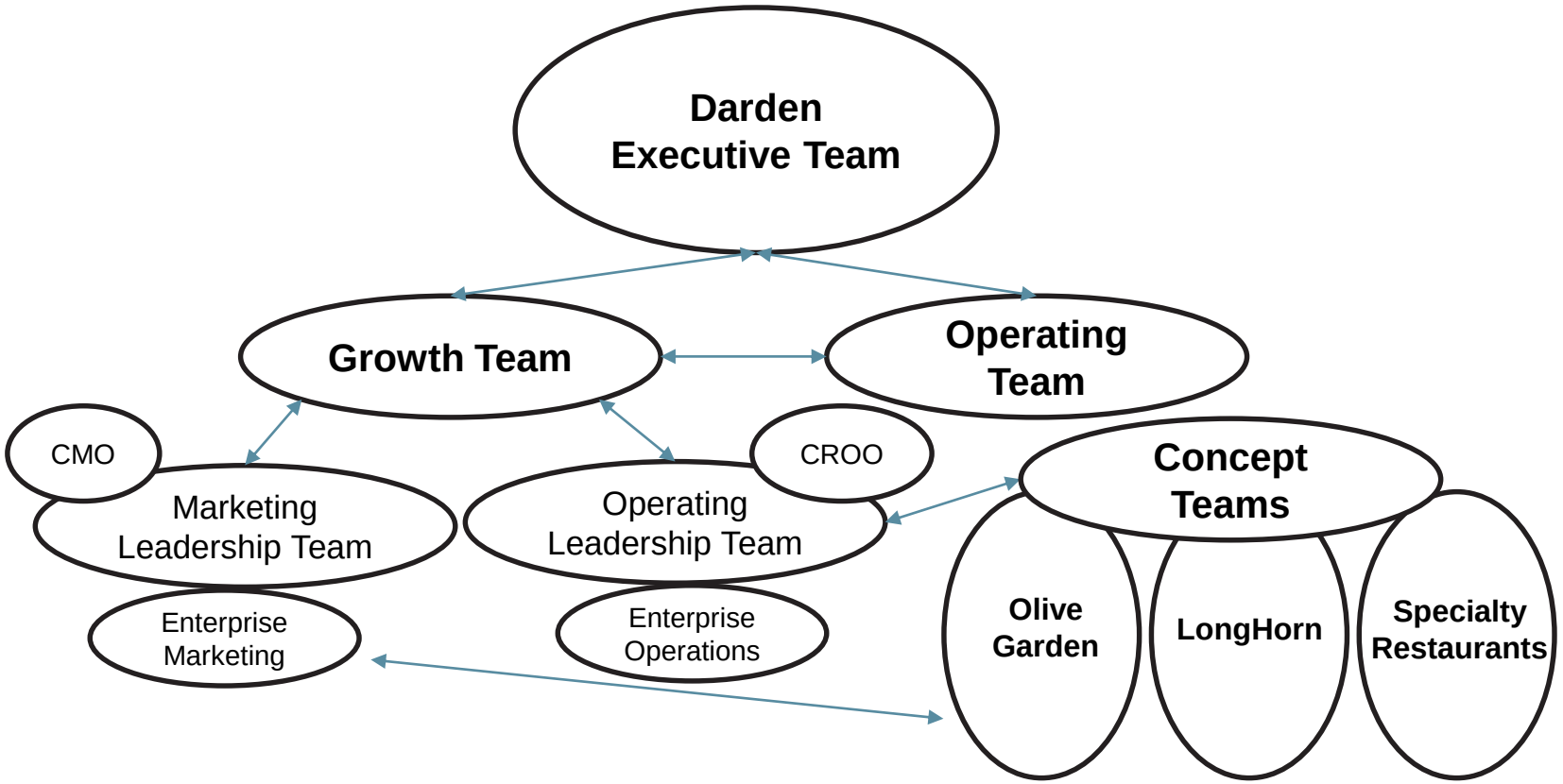


Source: Piper Jaffray Restaurant Benchmark Analysis, June 2015
Industry: BBRG, BJRI, BWLD, CAKE, CBRL, CHUY, CMG, COSI, DENN, DFRG, EAT, FRGI, HABT, IRG, KONA, LOCO, LUB, NDLS, PBPB, PLAY, PNRA, QSR, RRGB, RT, RUTH, SHAK, TAST, TXRH, ZOES
Note: DRI Adjusted and Darden Brands FY2015 Performance adjusted and allocating all G&A to brands on a % of sales.

DARDEN RESTAURANTS

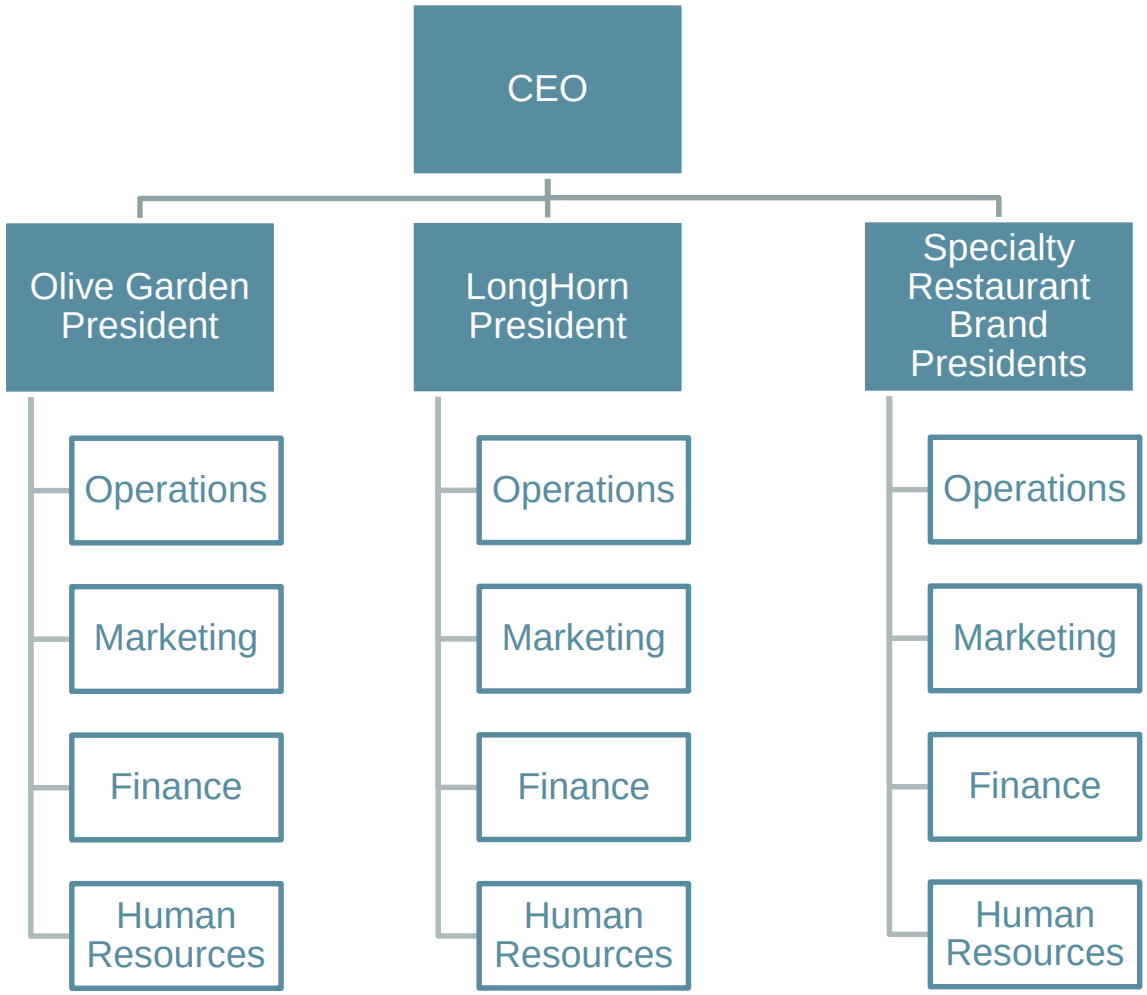
❷ From a Complex, Centralized Organization

Complicated Structure Lacking Clear Accountability



❷ To a Decentralized, Operations-focused Organization

Centralized Support Where Scale Matters



Darden

- Supply Chain
- Development
- Shared Services (Acctg, A/P, A/R, Cash Mgmt)
- Information Technology
- Regulatory
- Tax

DARDEN RESTAURANTS

❷ Extensive Data and Insights

Operationalize Data and Insights to Enhance Value

Validated, insight-driven decisions

Insight	Breadth and depth of data leads to richer insights
Action	Deep industry and consumer understanding enables turning insights into actions
Sharing	Multi-brand portfolio enables effective knowledge sharing and synergies
Decision	Smarter, faster and more impactful decision making
Results	Enhanced guest experience and improved financial returns

Example

Build guest relationships

Develop relevant, targeted content

Tailor message to anticipate guest need

Communicate across multiple touchpoints

Drive in-restaurant behavior and experience

Recognize and reward

DARDEN RESTAURANTS

❷ Rigorous Strategic Planning

Maximize Value of Business Planning

Elevate enterprise value through Corporate Strategy

- Ensure we have the right portfolio of brands with a compelling logical fit
- Align strategies and coordinate operations to maximize the portfolio value
- Capture the available synergies across the businesses

Utilize strategic framework to enhance brand value



- Determine the distinct advantages of each brand and strategic role in the portfolio
- Develop deep understanding of the changes in competitive landscape
- Identify and cultivate a clear distinctive positioning for each brand
- Hold each brand accountable for delivering on its commitment

❷ Results-Oriented "People" Culture

Grow our Business and our People

Focused talent and development strategy

1

Superior Employment Proposition

Performance
Set challenging goals

Accountability
Coach employees and provide feedback

Transparency
Let every employee know where they stand

Behavior
Uphold value and reward results

Differentiation
Recognize the best performance in unique ways

Preserve unique operating cultures

7

Unique Cultures

Olive Garden · LongHorn Steakhouse · Yard House · The Capital Grille · Seasons 52 Fresh Grill · Bahama Breeze Island Grille · Eddie V's Prime Seafood

DARDEN RESTAURANTS

❸ Portfolio of Iconic Brands

	Total Sales*	Average Annual Restaurant Sales*	Restaurant Locations*
Olive Garden	$3.9 B	$4.5 M	844
LongHorn Steakhouse	$1.6 B	$3.3 M	479
Yard House	$506 M	$8.3 M	63
The Capital Grille	$414 M	$7.5 M	54
Seasons 52 Fresh Grill	$257 M	$5.9 M	42
Bahama Breeze Island Grille	$218 M	$5.8 M	37
Eddie V's Prime Seafood	$106 M	$6.5 M	16
Darden Restaurants	**$7.0 B**	**$4.5 M**	**1,535**

* Twelve months ending February 28, 2016

❸ Olive Garden

The Essence Italy ● Family ● Value

The Purpose Olive Garden is where people of all ages gather to enjoy the abundance of great Italian food and wine and be treated like family

The Advantage

- Never-ending abundance
- Welcomed by people who treat you like family
- Craveable Italian food
- Broad appeal across all life stages
- Brand strength through emotional connections

The Numbers

Current*

- 844 Locations
- $3.9B Annual Sales
- $4.5M Average Annual Restaurant Sales

Ultimate Potential

- 900-950 Locations









* Twelve months ending February 28, 2016

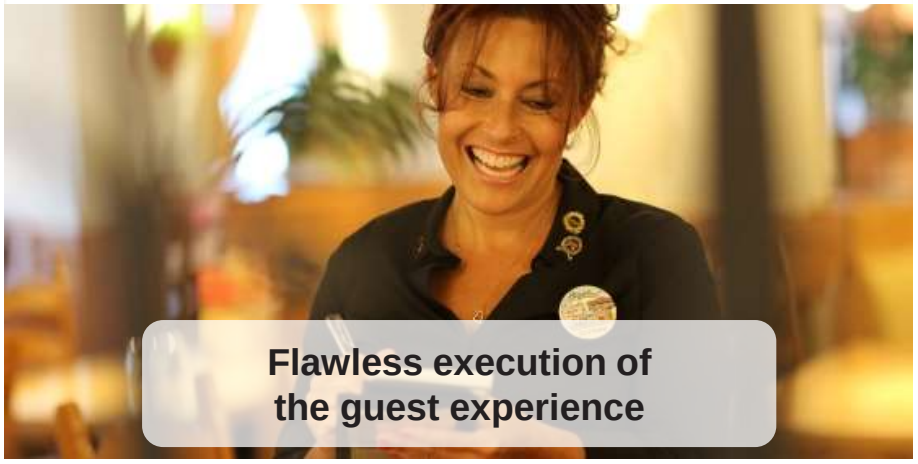
❸ Olive Garden

Brand-Building Imperatives

Culinary Innovation & Execution



Attentive Service



Engaging Atmosphere



Integrated Marketing



❸ Olive Garden

Growth Drivers

Consistently Great Experiences



Operations Excellence
Beverage Focus ● Everyday Value

More Relevant Occasions



To-Go ● Catering ● Delivery ● Large Parties

Restaurant Openings & Refresh



Customized Refresh Package
New Prototype

Breakthrough Communications



Unique Activations ● 360-Degree
CRM & Loyalty Program

❸ LongHorn Steakhouse











The Essence Steak ● Spices ● Fire ● Steel

The Purpose LongHorn is the place for people who crave a flavorful, boldly seasoned steak in a down-to-earth setting that feels like a rancher's home

The Advantage

- Steak expertise
- Bold, unique proprietary seasonings
- Industry-leading retention
- Simple operating model

The Numbers

Current*

- 479 Locations
- $1.6B Annual Sales
- $3.3M Average Annual Restaurant Sales

Ultimate Potential

- 700-750 Locations

* Twelve months ending February 28, 2016

❸ LongHorn Steakhouse

Brand-Building Imperatives

Culinary Innovation & Execution



Attentive Service



Engaging Atmosphere



Integrated Marketing



❸ LongHorn Steakhouse

Growth Drivers

Executional Improvements



Quality through simplification

Enhanced Guest Experience



Convenience through technology

New Restaurants



Value-creating expansion

Targeted Communications



Market-specific activations

❸ The Capital Grille









The Essence A private club open to the public

The Purpose The Capital Grille is the ultimate relationship brand offering a welcoming and club-like dining experience

The Advantage

- Exceptional and personalized service
- Hand-carved steaks, dry aged in-house
- Distinctive wine platform curated by Master Sommelier
- Private dining amenities with state-of-the-art technology

The Numbers

Current*

- 54 Locations
- $414M Annual Sales
- $7.5M Average Annual Restaurant Sales

Ultimate Potential

- 75-100 Locations

* Twelve months ending February 28, 2016

❸ Eddie V's

The Essence The modern-day Gatsby

The Purpose Eddie V's is the destination for a glamourous night-out

The Advantage

- Food as art
- Seafood flown in daily from around the world
- Vibrant, high-energy lounge with live jazz
- Stylish, yet sophisticated atmosphere
- Genuinely attentive service

The Numbers

Current*

- 16 Locations
- $106M Annual Sales
- $6.5M Average Annual Restaurant Sales

Ultimate Potential

- 75-100 Locations









* Twelve months ending February 28, 2016

❸ Yard House

The Essence Great Food ● Classic Rock ● 100+ Beer Taps

The Purpose Yard House is the modern American gathering place where beer and food lovers unite

The Advantage

- Eclectic, food-forward culture
- Broad and innovative beer and drink offering
- Relevant, lively atmosphere with carefully curated audio and visuals
- Right place all the time: lunch, happy hour, dinner and late-night
- Broad appeal across multiple cohorts and income groups

The Numbers

Current*

- 63 Locations
- $506M Annual Sales
- $8.3M Average Annual Restaurant Sales

Ultimate Potential

- 150-200 Locations









* Twelve months ending February 28, 2016

❸ Seasons 52

The Essence Celebrating living well

The Purpose Seasons 52 is the restaurant of choice for conscientious adults celebrating the goodness of life without compromise

The Advantage

- Seasonally inspired, artisanal food, wine and spirits
- Nationally sourced local treasures
- 52 wines by the glass curated by a Master Sommelier
- Pioneer and largest in the upscale, better-for-you segment

The Numbers

Current*

- 42 Locations
- $257M Annual Sales
- $5.9M Average Annual Restaurant Sales

Ultimate Potential

- 125-150 Locations









* Twelve months ending February 28, 2016

❸ Bahama Breeze

The Essence Your island oasis from the everyday

The Purpose Bahama Breeze is the destination to disconnect, lighten up and have fun

The Advantage

- Accessible, island-style cuisine
- Cocktails and music inspired by a Caribbean way of life
- Unique marketing initiatives tied to cultural celebrations
- Inclusive vibe with strong millennial and multicultural appeal

The Numbers

Current*

- 37 Locations
- $218M Annual Sales
- $5.8M Average Annual Restaurant Sales

Ultimate Potential

- 75-100 Locations









* Twelve months ending February 28, 2016

❸ International Franchising

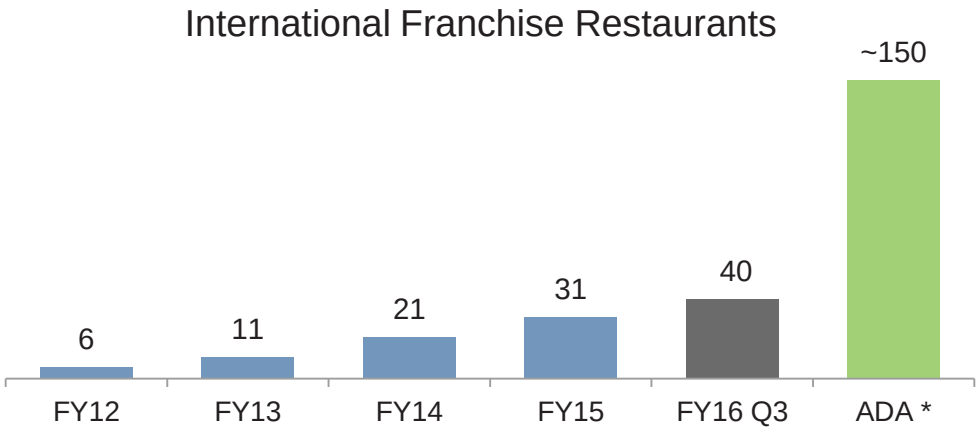
The Brands Olive Garden ● LongHorn ● The Capital Grille

The Purpose Leverage Darden's iconic brands with select world class partners

The Advantage

- Vibrant brand portfolio with global appeal
- Global supply chain economies
- Strategic partnerships with few world class partners

The Numbers



* Number of restaurants subject to Area Development Agreements with current international partners as of the end of Fiscal 2015


Olive Garden, Puerto Rico



Olive Garden, Malaysia



The Capital Grille, Mexico

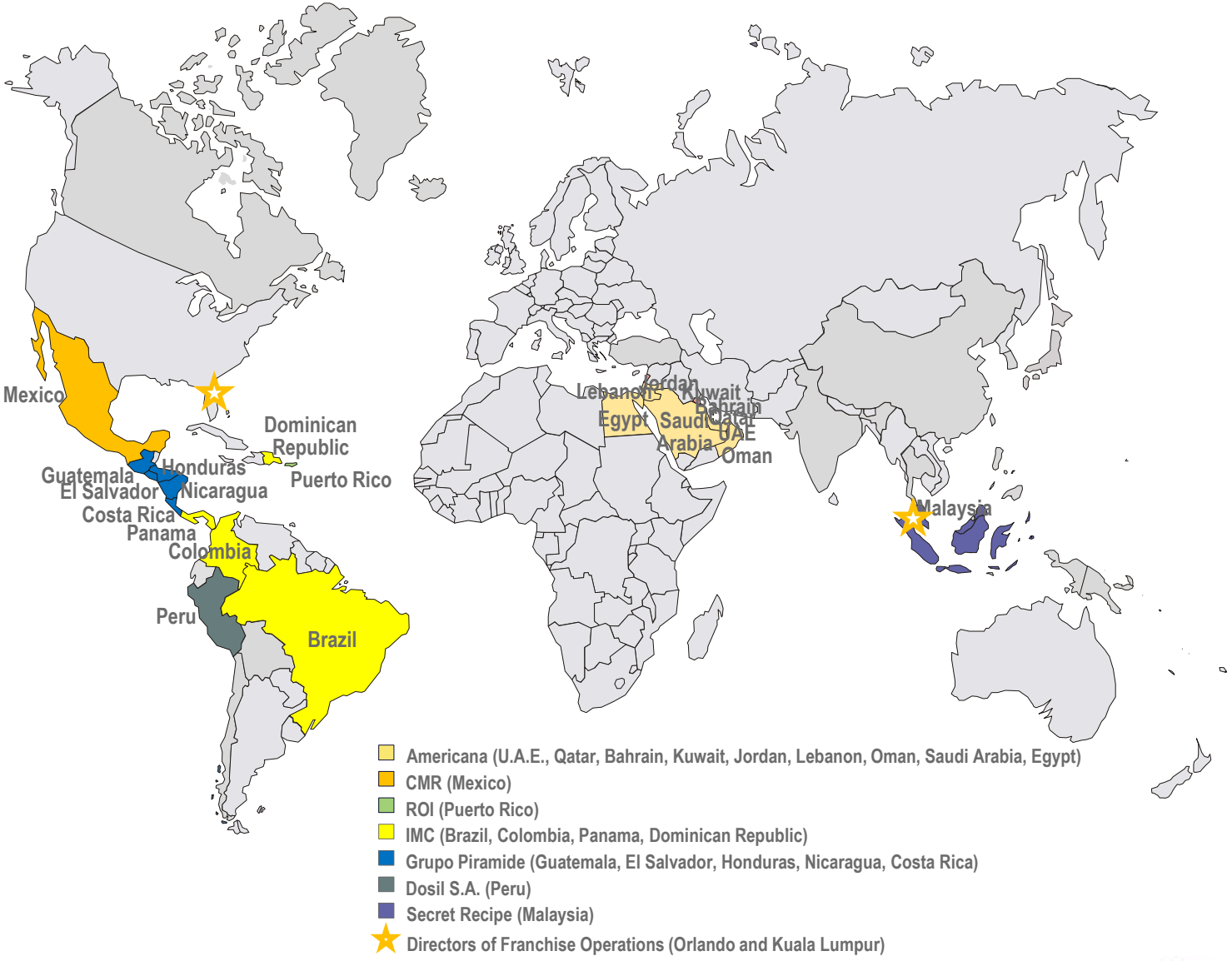


LongHorn, Qatar

DARDEN RESTAURANTS

❸ International Franchising

International Franchise Partners



DARDEN RESTAURANTS

❹ Value Creating Business Model

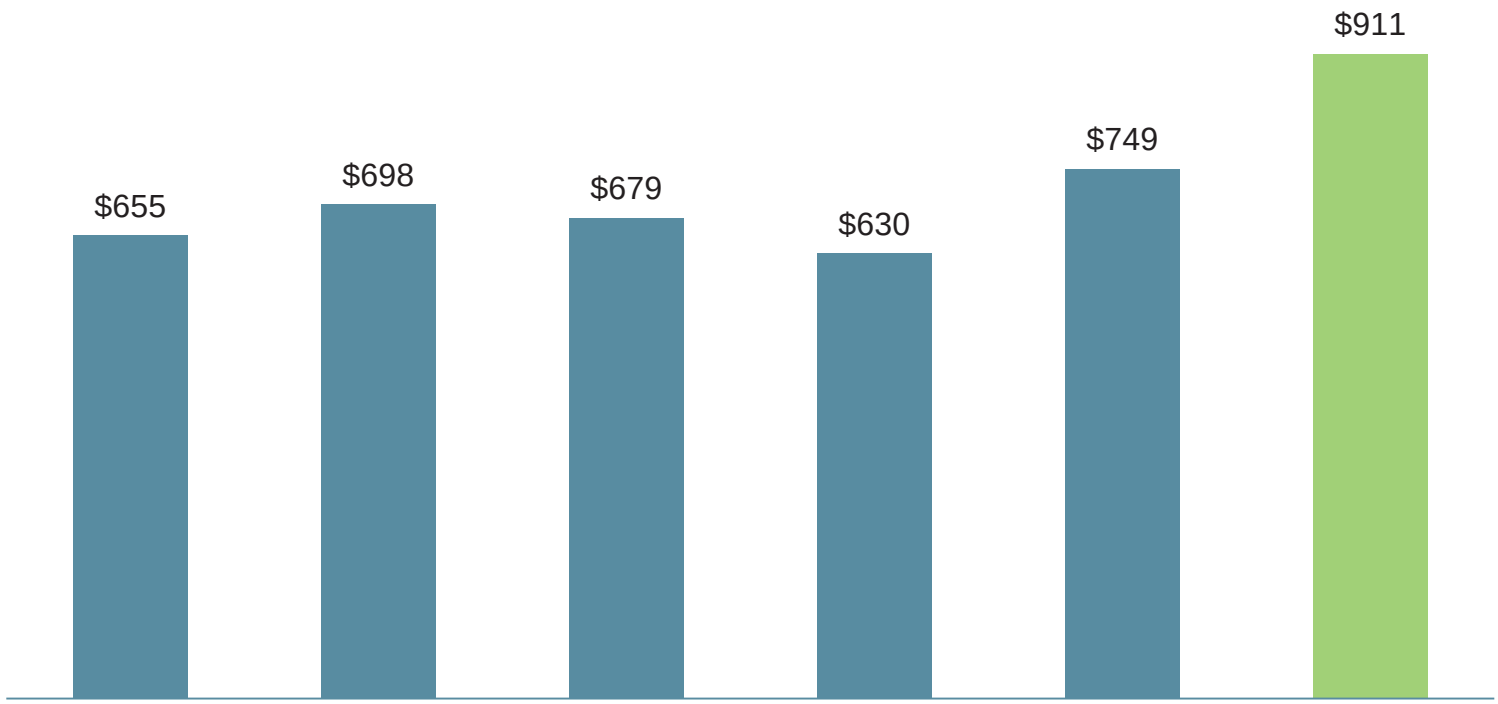
An Attractive Investment For 2016 & Beyond

- History of Stable and Growing Cash Flows
- Strong Balance Sheet with Investment Grade Profile
- Significant Return of Capital
- Improving Financial Performance
- Fiscal 2016 Annual Outlook
- Commitment to Superior Long-Term Total Shareholder Return

DARDEN RESTAURANTS

❹ History of Stable and Growing Cash Flows

Adjusted EBITDA[1] from Continuing Operations ($M)

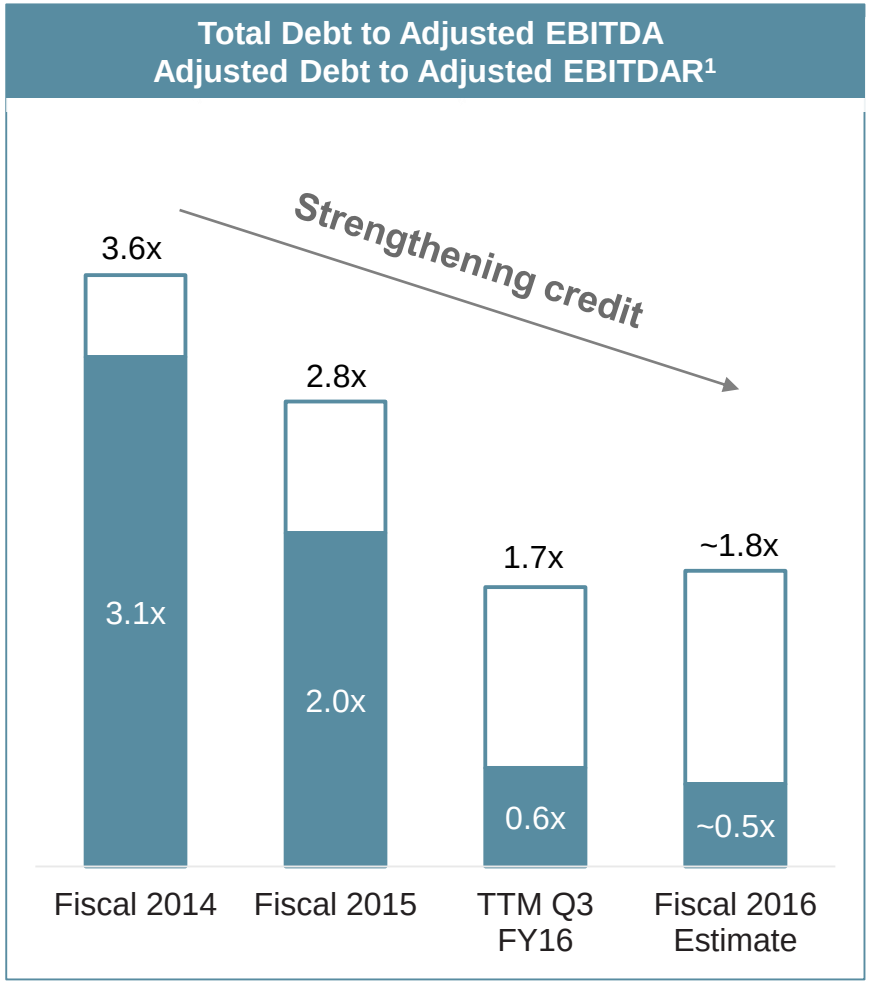


	Fiscal 2011	Fiscal 2012	Fiscal 2013	Fiscal 2014	Fiscal 2015	Fiscal 2016 TTM Q3
CapEx	$398	$458	$510	$415	$297	$239
Adjusted EBITDA / CapEx	1.6x	1.5x	1.3x	1.5x	2.5x	3.8x

[1] Excludes impairments and disposal of assets. A reconciliation of GAAP to non-GAAP numbers can be found in the additional information section of this presentation.

DARDEN RESTAURANTS

❹ Strong Balance Sheet – Investment Grade Profile



- Investment grade credit profile provides meaningful competitive advantages
  - Flexible access to cost-effective debt financing
  - Better pricing on leases supporting efficient new restaurant growth
  - Access to best sites in premium locations
  - Value creation potential for future real estate transactions

Debt Ratings	
Standard & Poor's	BBB
Fitch Ratings	BBB
Moody's Investors Services	Baa3

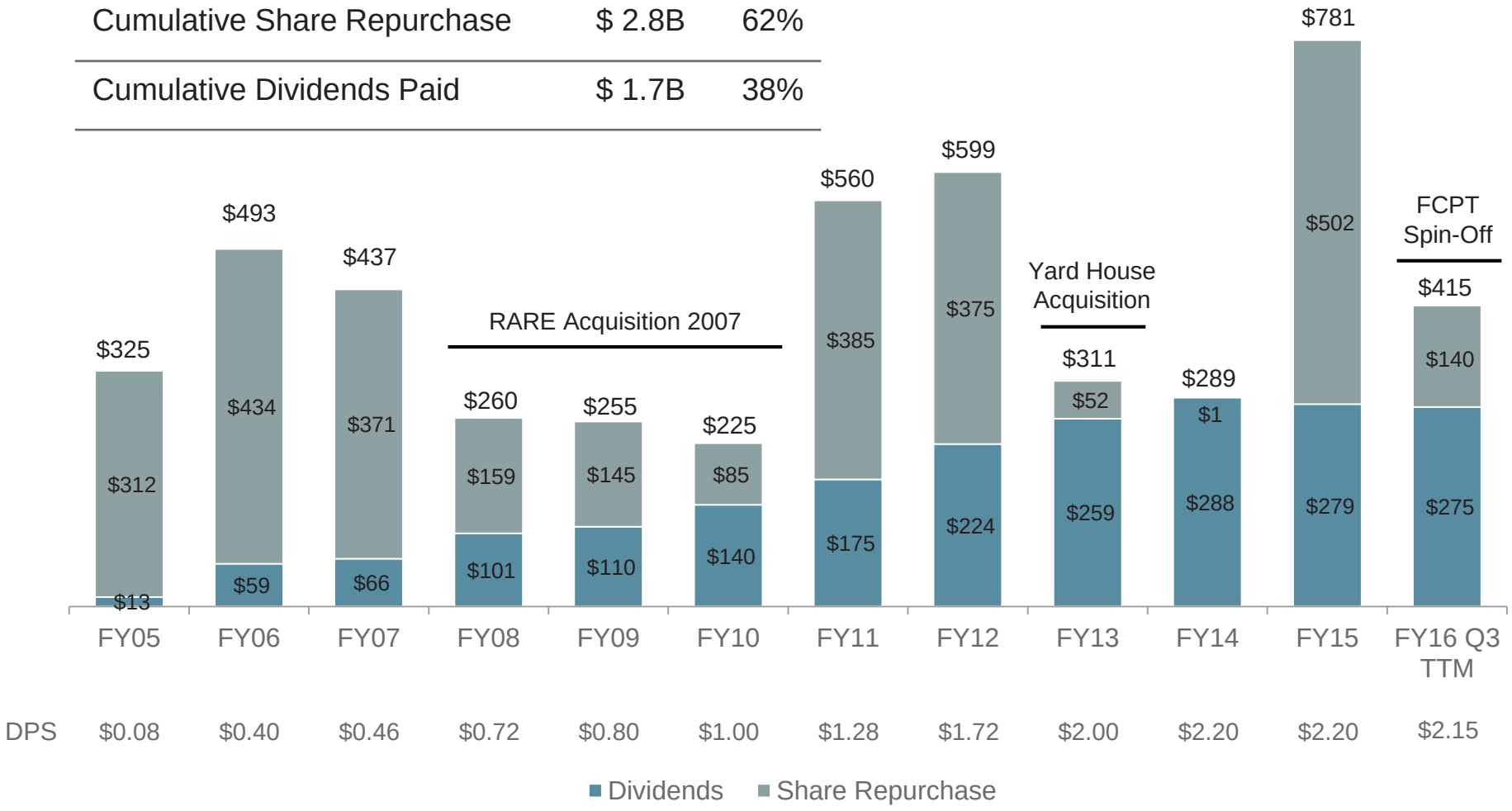
[1] EBITDAR excludes non-cash impairments and gain on the sale of Red Lobster; operating leases capitalized at 6.25x cash minimum rents. A reconciliation of GAAP to non-GAAP numbers can be found in the additional information section of this presentation.

DARDEN RESTAURANTS

❹ History of Returning Significant Capital

Fiscal 2005-2015 Cumulative Capital Returns

Cumulative Share Repurchase	$ 2.8B	62%
Cumulative Dividends Paid	$ 1.7B	38%



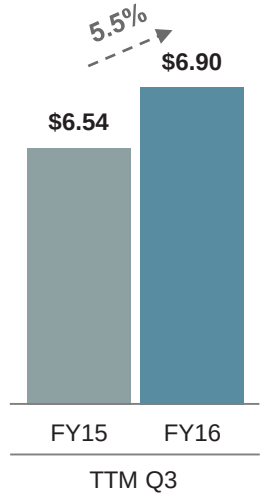
Note: Fiscal year ends in May. $ in millions, except for dividend per share (DPS) data or unless otherwise noted.

DARDEN RESTAURANTS

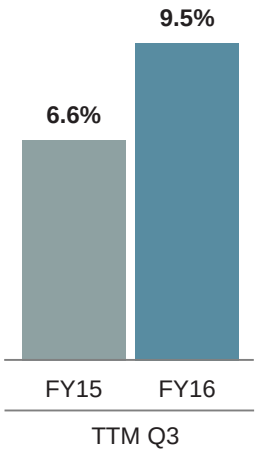
❹ Improving Financial Performance

Strong Total Sales Growth + **Disciplined Cost Management** = **Value Creating Earnings Growth**

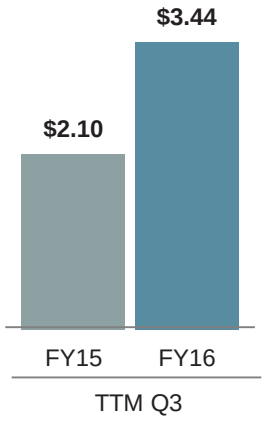
Total Sales[1] ($B)



Adjusted EBIT Margin[2]



Adjusted EPS[1,2]



+3.9% Same Restaurant Sales

+290 bps improvement

64% Growth

[1] TTM Q3FY16 values exclude the impact of additional week, due to a 53 week fiscal year, in FY15 Q4. Including the extra week total sales were $7.0B, a growth of 7.4%, and Adjusted EPS was $3.52, a growth of 68%.
[2] EBIT margins and EPS values adjusted for special costs, including impairments, G&A transfer to Red Lobster, and strategic action costs. A reconciliation of GAAP to non-GAAP numbers can be found in the additional information section of this presentation.

DARDEN RESTAURANTS

❹ FY2016 Annual Outlook

Same-Restaurant Sales	**Total**	**+3.0 to +3.5%**
Restaurant Openings	**New Restaurant Openings**	**18 to 22**
Tax Rate	**Annual Effective Rate**	**23% to 25%**
Adjusted Earnings per Diluted Share[1]	**Total** **Growth[2]**	**$3.48 to $3.52** **36% to 38%**
Capital Expenditures ($ millions)	**Total** New Restaurants Refresh/Maintenance/Other	**$230 - $255** $85 $145 - $170

[1] Excludes real estate implementation and debt retirement costs.
[2] Assumes a 52 week fiscal year for 2015. Non-GAAP number. A reconciliation of GAAP to non-GAAP numbers can be found in the additional information section of this presentation.

DARDEN RESTAURANTS

❹ Long-Term Value Creation Framework

		Annual Target, Over Time	
Business Performance (EAT Growth)	Same-Restaurant Sales	1% - 3%	7% - 10%
	New Restaurant Growth	2% - 3%	
	EBIT Margin Expansion	10 - 40bps	
Return of Cash	Dividend Payout Ratio	50% - 60%	3% - 5%
	Share Repurchase ($millions)	$100 - $200	

Total Shareholder Return (EPS Growth + Dividend Yield)	10% - 15%

Note: Growth in the individual components will vary year-to-year.

DARDEN RESTAURANTS

❹ Value Creating Business Model

An Attractive Investment For 2016 & Beyond

- **History of stable and growing cash flows**
  - Significant free cash flow after healthy investment in underlying business
- **Strong balance sheet with investment grade profile**
  - Flexible access to cost-effective debt financing
  - Opportunities to add more leverage as needed within investment grade profile
- **Positive outlook for ongoing earnings growth**
  - Sensible restaurant expansion coupled with margin expansion over time
  - Investing in initiatives that enhance guest experiences
  - Disciplined cost management
- **Commitment to ongoing return of capital**
  - Dividend payout ratio of +50%
  - Consistent share repurchase with remaining free cash flow

DARDEN RESTAURANTS

Results-Oriented ‘People’ Culture

“Our ‘Back-to-Basics’ operating philosophy exemplifies a value creating culture. This simple approach acknowledges that our brands come to life every day through our 150,000 team members. In our business, every guest matters and every employee matters.”

Gene Lee
CEO



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Darden Restaurants

An Attractive Investment For 2016 & Beyond

❶ Darden's competitive advantages drive sales and expand margins

❷ Premier full-service restaurant company with unifying mission and compelling strategy for generating attractive shareholder returns

❸ Differentiated and iconic brands positioned to increase market share

❹ Value-creating business model that generates significant and durable cash flow to fund growth and return of capital to shareholders











Additional Information

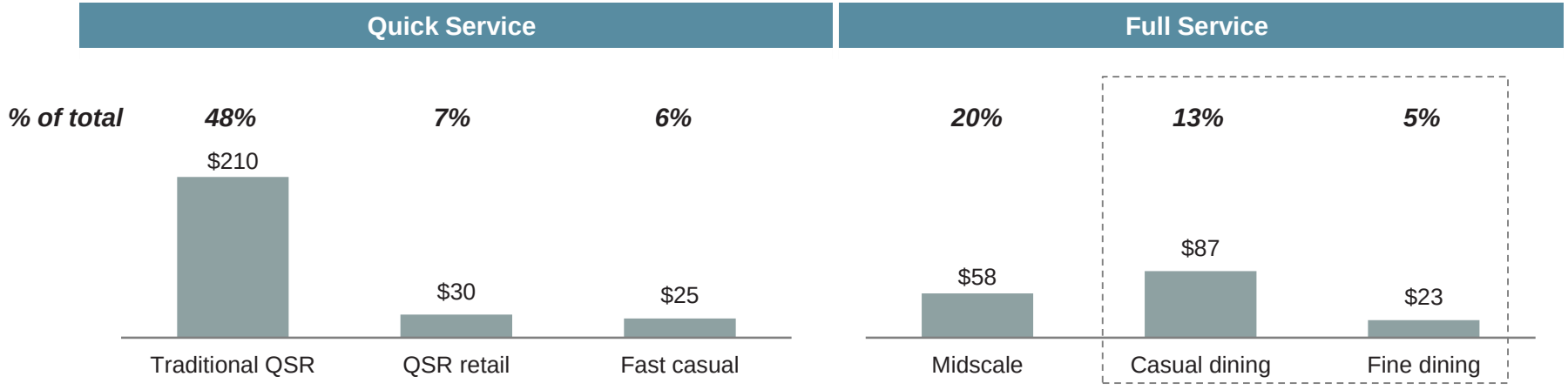
DARDEN
RESTAURANTS





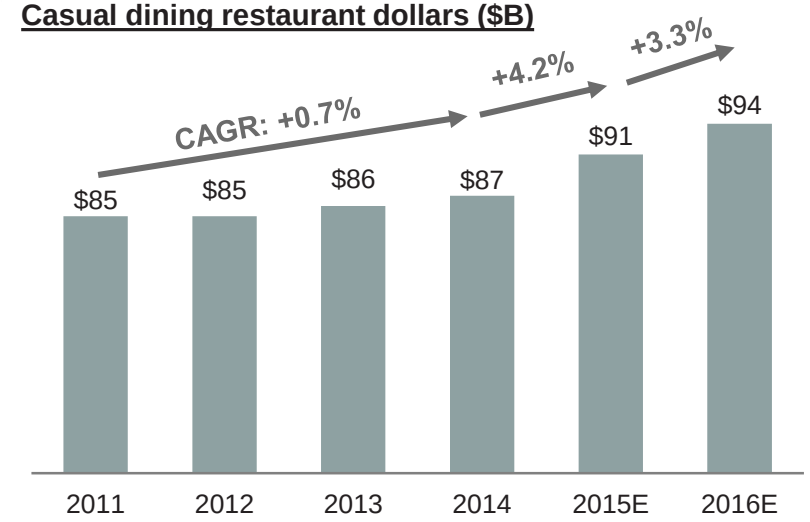
Large and Stable Casual Dining Industry

$87B industry – 20% of the total restaurant industry



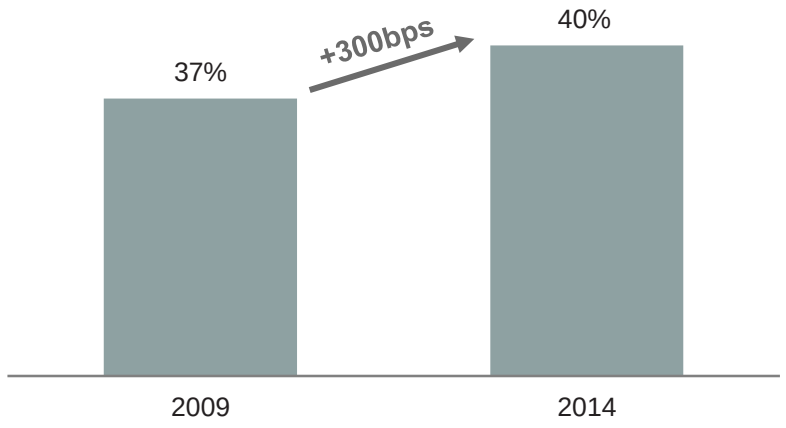
Casual dining industry is expected to show stable growth…

Casual dining restaurant dollars ($B)



… with major chains grabbing share from small chains and independent casual diners

Share of major casual dining chains



Source: NPD Crest

DARDEN RESTAURANTS

GAAP to Non-GAAP Reconciliations

Non-GAAP Reporting - General and Administrative Expenses and Net Operating Income - Slides 7 and 8
As described on slide 2, certain measures in this presentation are non-GAAP financial measures. The schedule below reconciles Net Earnings to adjusted Net Operating Income and General and Administrative expenses adjusted for significant performance adjustments and other one-time items.

$ in Millions	Fiscal 2015	Fiscal 2016 Estimate
Sales	$ 6,764.0	$6,922.0 — $6,957.0
Earnings from continuing operations	$ 196.4	$352.0 — $357.0
Performance adjustments:		
Strategic action costs	69.1	47.0
Red Lobster shared costs	3.5	—
Asset impairment and other one-time costs	69.5	—
Debt retirement costs	90.5	107.0
Income tax impact of performance adjustments	(86.3)	(56.0)
Adjusted earnings from continuing operations	$ 342.7	$450.0 — $455.0
Interest, net of tax	62.0	41.0
Adjusted net operating income	$ 404.7	$491.0 — $496.0
Adjusted net operating income as percent of sales	**6.0%**	**7.1%**
General and administrative expense as reported	$ 430.2	$381.0 — $389.0
Performance adjustments included in general and administrative expense	(79.4)	(47.0)
Adjusted general and administrative expenses	$ 350.8	$334.0 — $342.0
Adjusted general and administrative expenses as a percent of sales	**5.2%**	**4.8% — 4.9%**

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GAAP to Non-GAAP Reconciliations

Non-GAAP Reporting - Slide 29
As described on slide 2, certain measures in this presentation are non-GAAP financial measures. The schedule below reconciles Earnings from Continuing Operations to Adjusted Earnings Before Interest, Taxes, Depreciation and Amortization (Adjusted EBITDA).

	Fiscal Year Ended		Nine Months Ended		Trailing Twelve Months Ended	Fiscal Year Ended			
	a	+	b	- c	= d				
Adjusted EBITDA ($ in Millions)	5/31/2015		2/28/2016	2/22/2015	2/28/2016	5/25/2014	5/26/2013	5/27/2012	5/29/2011
Earnings from continuing operations	$ 196.4		$ 219.3	$ 78.3	$ 337.4	$ 183.2	$ 237.3	$ 279.2	$ 269.9
Interest, net	192.3		162.8	168.3	186.8	134.3	126.0	102.1	94.0
Income tax (benefit) expense	(21.1)		55.0	(29.5)	63.4	(8.6)	36.7	75.9	71.2
Depreciation and amortization	319.3		223.4	238.4	304.3	304.4	278.3	241.3	218.6
Impairments and disposal of assets, net	62.1		3.9	47.1	18.9	16.4	0.9	(0.2)	0.9
Adjusted EBITDA	$ 749.0		$ 664.4	$ 502.6	$ 910.8	$ 629.7	$ 679.2	$ 698.3	$ 654.6
Capital expenditures	$ 296.5		$ 172.8	$ 230.1	239.2	$ 414.8	$ 510.1	$ 457.6	$ 397.7
Adjusted EBITDA / CapEx ratio	2.5		3.8	2.2	3.8	1.5	1.3	1.5	1.6

GAAP to Non-GAAP Reconciliations

Non-GAAP Reporting - Credit Profile - Slide 30
As described on slide 2, certain measures in this presentation are non-GAAP financial measures. The schedule below reconciles Net Earnings for periods presented to Net Earnings before Interest, Taxes and Depreciation and Amortization (EBITDA) and adjusted EBITDA to exclude impacts of impairments and disposal of assets. The schedule also reconciles Debt to Adjusted Debt for impacts of lease-debt equivalent and other items.

	Fiscal Year Ended		Nine Months Ended		Trailing Twelve Months Ended	Fiscal 2016 Estimate
$ in Millions	**5/25/2014**	**5/31/2015**	**2/28/2016**	**2/22/2015**	**2/28/2016**	**5/29/2016**
		a	+ b	- c	= d	
Net earnings	$ 286.2	$ 709.5	$ 235.4	$ 604.2	340.7	$369.0 — $374.0
Interest, net	134.4	192.3	162.8	168.3	186.8	174.0
Income taxes [1]	23.7	323.7	57.9	292.9	88.7	98.0 — 99.0
Depreciation and amortization [1]	429.0	319.5	223.4	238.6	304.3	292.0
EBITDA	873.3	1,545.0	679.5	1,304.0	920.5	933.0 — 939.0
Impairment and disposal of assets, net [1]	22.2	(774.8)	(17.8)	(778.8)	(13.8)	(18.0)
Adjusted EBITDA	**$ 895.5**	**$ 770.2**	**$ 661.7**	**$ 525.2**	**$ 906.7**	**$915.0 — $921.0**
Minimum rent	186.4	182.1	169.9	130.2	215.3	243.0
Adjusted EBITDA excluding minimum rent (EBITDAR)	**$ 1,081.9**	**$ 952.3**	**$ 831.6**	**$ 655.4**	**$ 1,122.0**	**1,158.0 — 1,164.0**
Short-term debt	$ 207.6	$ -			$ -	$ –
Currrent portion of long-term debt	15.0	15.0			8.0	–
Long term-debt, excluding unamortized discount and issuance costs	2,486.6	1,466.6			450.0	450.0
Capital lease obligation	54.3	54.5			52.7	53.0
Total Debt	**$ 2,763.5**	**$ 1,536.1**			**$ 510.7**	**$503.0**
Lease-debt equivalent	1,165.0	1,138.1			1,393.2	1,560.0
Gurantees [2]	3.4	5.2			3.5	4.0
Adjusted Total Debt	**$ 3,931.9**	**$ 2,679.4**			**$ 1,907.4**	**$2,067.0**
Total Debt to Adjusted EBITDA	**3.1**	**2.0**			**0.6**	**0.5**
Adjusted Total Debt to Adjusted EBITDAR	**3.6**	**2.8**			**1.7**	**1.8**

(1) Amounts inclusive of results of both continuing and discontinued operations.

(2) Excludes contingent liability for assigned leases to Red Lobster.

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GAAP to Non-GAAP Reconciliations

Non-GAAP Reporting - Financial Performance Indicators - Slide 32
As described on slide 2, certain measures in this presentation are non-GAAP financial measures. The schedule below reconciles Sales, Earnings Before Interest and Taxes (EBIT) and Net Earnings as reported to adjusted.

Quarterly Data - Unaudited	Trailing Twelve Months Ended			Three Months Ended							
$ in Millions	2/28/2016	2/22/2015	% Δ	2/28/2016	11/29/2015	8/30/2015	5/31/2015	2/22/2015	11/23/2014	8/24/2014	5/25/2014
Sales	$ 7,021.6	$ 6,535.8	7.4%	$ 1,847.5	$ 1,608.8	$ 1,687.0	$ 1,878.3	$ 1,730.9	$ 1,559.0	$ 1,595.8	$ 1,650.1
53 week sales	(124.5)	-					(124.5)				
Adjusted Sales	**$ 6,897.1**	**$ 6,535.8**	5.5%	$ 1,847.5	$ 1,608.8	$ 1,687.0	$ 1,753.8	$ 1,730.9	$ 1,559.0	$ 1,595.8	$ 1,650.1
Earnings (loss) from continuing operations	337.4	126.7		108.2	30.1	81.0	118.1	128.4	(30.8)	(19.3)	48.4
Interest, net	186.8	203.9		83.1	57.3	22.4	24.0	23.3	33.7	111.3	35.6
Income taxes	63.4	(44.0)		29.9	(5.7)	30.8	8.4	18.7	(23.8)	(24.4)	(14.5)
Earnings (loss) before interest and taxes from continuing operations (EBIT)	**$ 587.6**	**$ 286.6**		$ 221.2	$ 81.7	$ 134.2	$ 150.5	$ 170.4	$ (20.9)	$ 67.6	$ 69.5
Performance Adjustments:											
Strategic action costs	65.6	70.9		6.0	31.0	8.8	19.8	4.5	40.2	4.6	21.6
Red Lobster shared costs	-	11.5		-	-	-	-	-	-	3.5	8.0
Asset impairment and other one-time costs	15.3	62.8		-	-	-	15.3	3.5	43.8	6.9	8.6
Impact of 53rd week	(16.5)	-		-	-	-	(16.5)	-	-	-	-
Adjusted EBIT from continuing operations	**$ 652.0**	**$ 431.8**		$ 227.2	$ 112.7	$ 143.0	$ 169.1	$ 178.4	$ 63.1	$ 82.6	$ 107.7
Adjusted EBIT Margin from continuing operations	9.5%	6.6%									
Earnings (loss) from continuing operations	$ 337.4	$ 126.7		$ 108.2	$ 30.1	$ 81.0	$ 118.1	$ 128.4	$ (30.8)	$ (19.3)	$ 48.4
Impact of Performance Adjustments and 53rd Week	64.4	145.2		6.0	31.0	8.8	18.6	8.0	84.0	15.0	38.2
Debt retirement costs	106.9	90.5		71.3	35.6	-	-	-	10.5	80.0	-
Income tax impacts of performance adjustments [1]	(63.3)	(87.2)		(28.5)	(26.2)	(2.2)	(6.4)	(11.0)	(27.7)	(33.9)	(14.6)
Adjusted earnings from continuing operations	**$ 445.4**	**$ 275.2**		$ 157.0	$ 70.5	$ 87.6	$ 130.3	$ 125.4	$ 36.0	$ 41.8	$ 72.0
Diluted net earnings per share from continuing operations	$ 2.61	$ 0.97									
Adjusted diluted net earnings per share from continuing operations	$ 3.44	$ 2.10	64.0%								
Diluted average number of common shares outstanding	129.3	131.0									

(1) Includes tax impact of 53rd week

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GAAP to Non-GAAP Reconciliations

Non-GAAP Reporting - Slide 33
As described on slide 2, certain measures in this presentation are non-GAAP financial measures. The schedule below reconciles Diluted Net Earnings Per Share from Continuing Operations from reported to adjusted.

Fiscal 2015	
	Annual*
Reported Diluted Net EPS from Continuing Operations	**$1.51**
Debt Retirement Costs	0.42
Strategic Action Plan and Other Costs	0.70
Adjusted Diluted Net EPS from Continuing Operations	**$2.63**

** Reflects the additional operating week vs Fiscal 2014*

	Per Share	% Growth
Fiscal 2015 Adjusted Diluted Net EPS from Continuing Operations	**$2.63**	
Remove 53rd Week Impact in Fiscal 2015 (In Q4)	(0.07)	
Fiscal 2015 52 Week Adjusted Diluted Net EPS from Continuing Operations	**$2.56**	
Growth from Fiscal 2015 (52 Week Year) to Fiscal 2016[1]		
Operating Performance[1]	$0.96 – 1.00	37 – 39%
Net Incremental Ongoing Real Estate Expenses	(0.08)	(3)%
Reduced Interest Expense related to FY15 Debt Retirement (FY16 Q1)	0.04	2%
Total Growth From Fiscal 2015 (52 Week Year) to Fiscal 2016[1]	**$0.92 - $0.96**	**36% - 38%**
Fiscal 2016 Adjusted Diluted Net EPS from Continuing Operations Outlook[1]	**$3.48 - $3.52**	

[1] Estimated

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