

Earnings Call

Fiscal 2023: First Quarter Results
September 22, 2022

Disclaimer/Non-GAAP Information

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, 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: the impacts of the novel coronavirus (COVID-19) pandemic on our business and the global economy, a failure to address cost pressures and a failure to effectively deliver cost management activities, economic factors and their impacts on the restaurant industry and general macroeconomic factors including unemployment, energy prices and interest rates, the inability to hire, train, reward and retain restaurant team members, a failure to develop and recruit effective leaders, labor and insurance costs, health concerns including food-related pandemics or outbreaks of flu or other viruses, food safety and food-borne illness concerns, technology failures including failure to maintain a secure cyber network, compliance with privacy and data protection laws and risks of failures or breaches of our data protection systems, risks relating to public policy changes and federal, state and local regulation of our business, intense competition, changing consumer preferences, an inability or failure to manage the accelerated impact of social media, a failure to execute innovative marketing and guest relationship tactics, climate change, adverse weather conditions and natural disasters, long-term and non-cancelable property leases, failure to execute a business continuity plan following a disaster, shortages or interruptions in the delivery of food and other products and services, failure to drive profitable sales growth, a lack of availability of suitable locations for new restaurants, higher-than-anticipated costs to open, close, relocate or remodel restaurants, risks of doing business with franchisees, licensees and vendors in foreign markets, volatility in the market value of derivatives, volatility leading to the inability to hedge equity compensation market exposure, failure to protect our intellectual property, litigation, unfavorable publicity, disruptions in the financial markets, impairment in the carrying value of our goodwill or other intangible assets, changes in tax laws or unanticipated tax liabilities, failure of our internal controls over financial reporting and other factors and uncertainties discussed from time to time in reports filed by Darden with the Securities and Exchange Commission.

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 EBITDA. 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. Reconciliations of these non-GAAP measures to the most comparable GAAP measures are included under "Additional Information" in this presentation.





A full-service restaurant company with ...

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

Culinary Innovation & Execution



Attentive Service



Engaging Atmosphere



Integrated Marketing

8

Iconic Brands



Brilliant With The Basics



Value-Creating New Restaurants



9 New Restaurants | 8 States



To Go Sales Benefit From Digital Platform



Digital Transactions

62% of Off-Premise Sales | 10% of Total Sales

Promotional Activity Filters...

Elevate Brand Equity

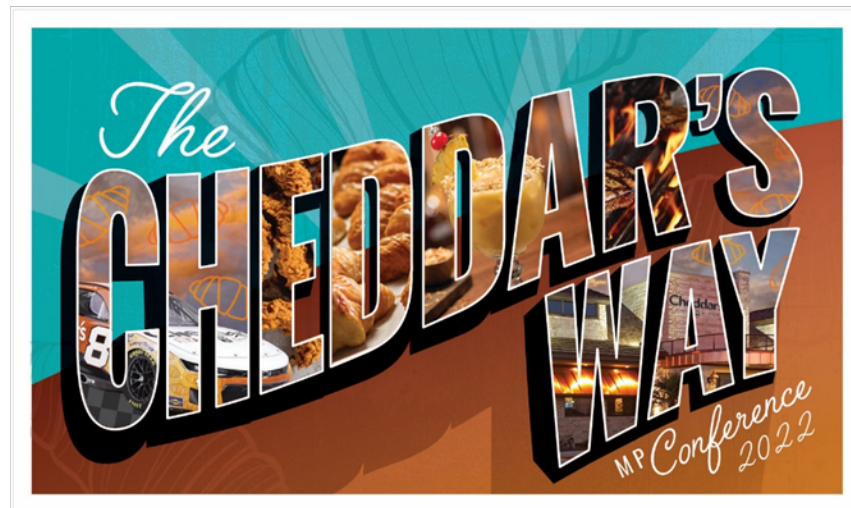
Simple to Execute

Not at a Deep Discount



General Manager/Managing Partner Conferences

OLIVE GARDEN'S
GENERAL MANAGERS
CONFERENCE  2022



Helping to Fight Hunger



**25 Trucks for 25 Feeding America® Food Banks
Since January 2021**

Thank You To Our Team Members



Fiscal 2023 First Quarter Financial Highlights



\$2.4 Billion

TOTAL SALES

6.1%

TOTAL SALES GROWTH

4.2%

SAME-RESTAURANT SALES
GROWTH

\$1.56

DILUTED NET EPS FROM
CONTINUING OPERATIONS



Fiscal 2023 First Quarter Financial Highlights



\$340 Million
EBITDA¹

\$150 Million
DIVIDENDS PAID

\$199 Million
SHARE REPURCHASES

¹ A reconciliation of Non-GAAP measures can be found in the Additional Information section of this presentation.



Margin Analysis

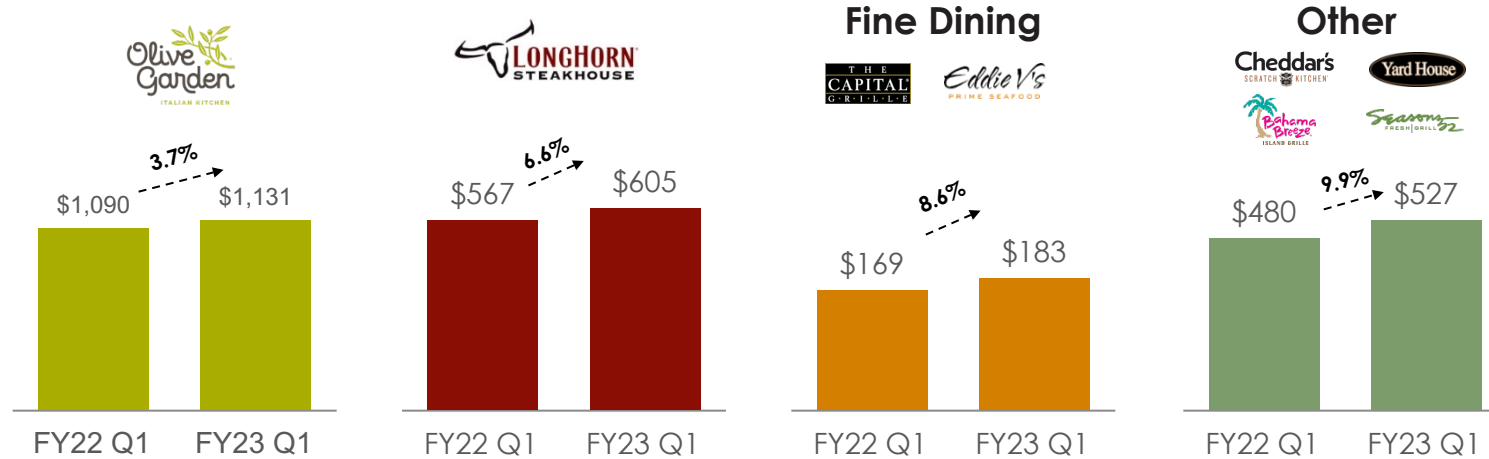
	Fiscal Q1 2023		
	(\$ millions)	% of Sales	vs Prior Year Favorable/(Unfavorable)
Sales	\$2,446.1		
Food and Beverage	\$795.3	32.5 %	(280)
Restaurant Labor	\$793.8	32.5 %	(50)
Restaurant Expenses	\$403.5	16.5 %	(10)
Marketing Expenses	\$30.3	1.2 %	(20)
Restaurant-Level EBITDA	\$423.2	17.3 %	(360)
General and Administrative Expenses	\$88.3	3.6 %	130
Depreciation and Amortization	\$95.6	3.9 %	—
Impairment and Disposal of Assets, Net	\$(4.9)	(0.2) %	20
Operating Income	\$244.2	10.0 %	(220)
Interest Expense	\$19.8	0.8 %	(10)
Earnings Before Income Tax	\$224.4	9.2 %	(230)
Income Tax Expense	\$30.8	1.3 %	20
Note: Effective Tax Rate	13.7%		
Earnings From Continuing Operations	\$193.6	7.9 %	(210)

Note: Continuing operations, values may not foot due to rounding.

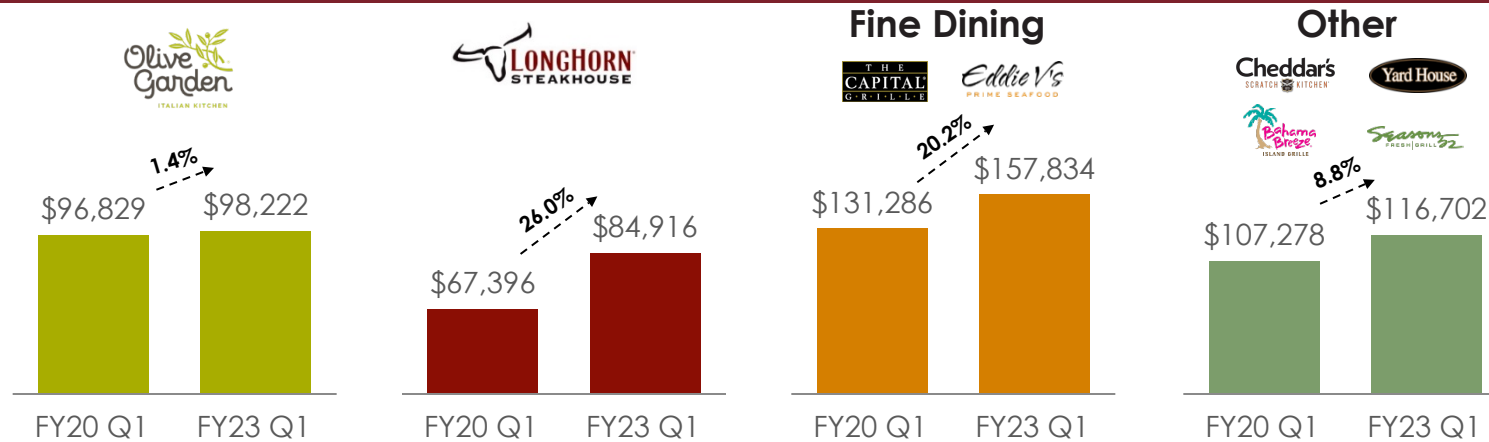


First Quarter Segment Performance

Segment Sales (\$ millions) vs. Prior Year



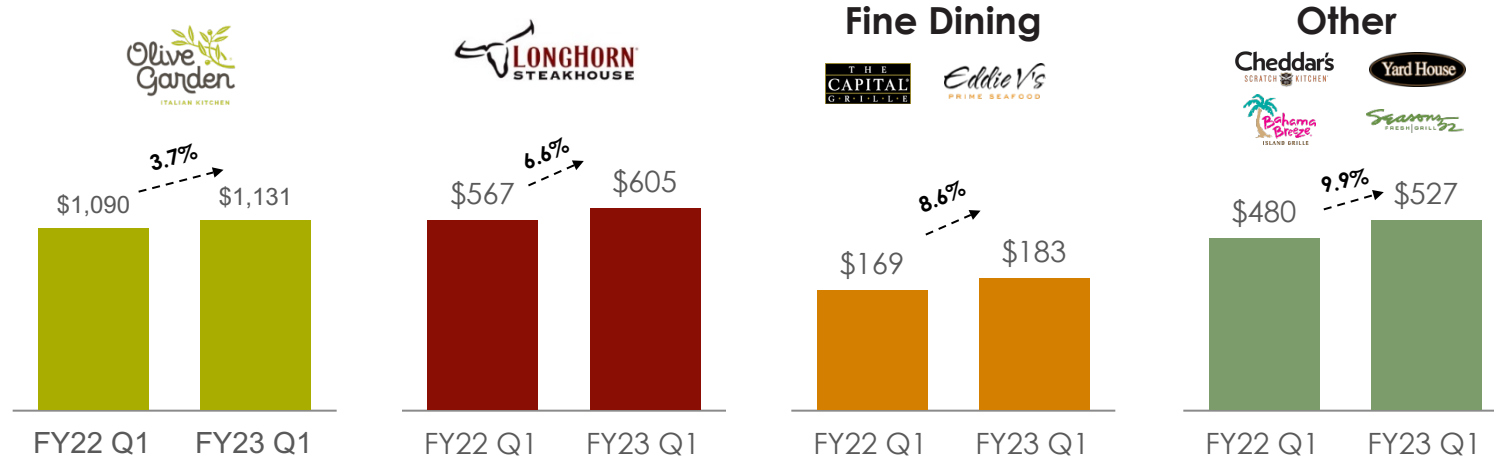
Average Weekly Sales vs. Pre-COVID



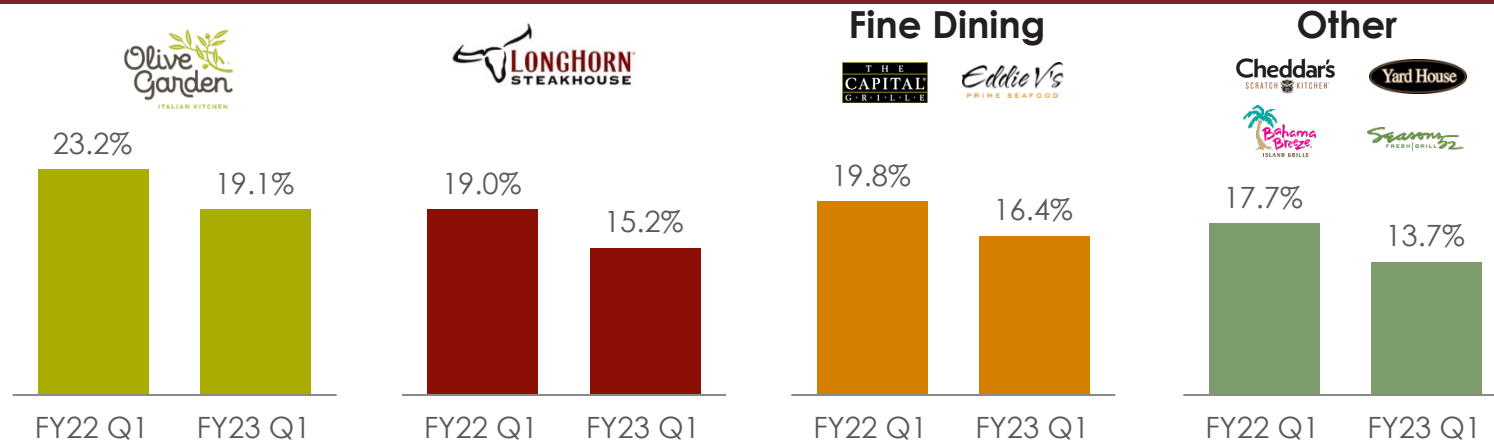
First Quarter Segment Performance

Fiscal 2023 vs. Prior Year

Segment Sales (\$ millions)



Segment Profit Margin¹



¹ Segment profit margin calculated as (sales less costs of food & beverage, restaurant labor, restaurant expenses and marketing expenses) / sales.

Reiterating Fiscal 2023 Annual Outlook

SALES	DEVELOPMENT	MARGIN
<p>Total Sales \$10.2B to \$10.4B</p> <p>Same-Restaurant Sales Growth 4% to 6%</p>	<p>Restaurant Openings 55 to 60</p> <p>Capital Spending \$500 to \$550 million</p>	<p>Total Inflation: ~6%</p> <p>Effective Tax Rate ~13.5%</p>

Earnings per Diluted Share
\$7.40 to \$8.00
(~124 million Weighted Average Diluted Shares Outstanding)



Question & Answer Session

Additional Information

Commodities Outlook – Second & Third Quarter

September - February FY2023			
	Spend by category	Coverage	Outlook
Beef	23%	35%	Mid single digit inflation
Produce	12%	55%	Mid single digit inflation
Seafood	11%	70%	Low single digit inflation
Dairy / Oil ¹	10%	55%	Low double digit inflation
Chicken	7%	65%	Low-to-Mid double digit inflation
Wheat ²	7%	60%	Low double digit inflation
Non-Perishable / Other	31%	50%	High single digit inflation
<i>Weighted average coverage</i>	100%	50%	

¹ Includes cheese, cream, butter, and shortening.

² Includes breadsticks and pasta.

Q1 Fiscal 2023 EBITDA Reconciliation

\$ in millions

Earnings from Continuing Operations	\$193.6
Interest, Net	19.8
Income Tax Expense	30.8
Depreciation and Amortization	95.6
EBITDA	\$339.8

