

Five-Year Financial Summary

Financial Review 2009

<i>(In millions, except per share data)</i>	Fiscal Year Ended				
	May 31, 2009 ⁽¹⁾	May 26, 2008	May 27, 2007	May 28, 2006	May 29, 2005
Operating Results ⁽²⁾					
Sales	\$ 7,217.5	\$ 6,626.5	\$ 5,567.1	\$ 5,353.6	\$ 4,977.6
Costs and expenses:					
Cost of sales:					
Food and beverage	\$ 2,200.3	\$ 1,996.2	\$ 1,616.1	\$ 1,570.0	\$ 1,490.3
Restaurant labor	\$ 2,308.2	\$ 2,124.7	\$ 1,808.2	\$ 1,722.1	\$ 1,594.2
Restaurant expenses	\$ 1,128.4	\$ 1,017.8	\$ 834.5	\$ 806.4	\$ 742.8
Total cost of sales, excluding restaurant depreciation and amortization ⁽³⁾	\$ 5,636.9	\$ 5,138.7	\$ 4,258.8	\$ 4,098.5	\$ 3,827.3
Selling, general and administrative	\$ 665.6	\$ 641.7	\$ 534.6	\$ 504.8	\$ 467.3
Depreciation and amortization	\$ 283.1	\$ 245.7	\$ 200.4	\$ 197.0	\$ 194.7
Interest, net	\$ 107.4	\$ 85.7	\$ 40.1	\$ 43.9	\$ 44.7
Asset impairment and restructuring charges, net	\$ 12.0	\$ -	\$ 2.4	\$ 1.3	\$ 2.0
Total costs and expenses	\$ 6,705.0	\$ 6,111.8	\$ 5,036.3	\$ 4,845.5	\$ 4,536.0
Earnings before income taxes	\$ 512.5	\$ 514.7	\$ 530.8	\$ 508.1	\$ 441.6
Income taxes	\$ (140.7)	\$ (145.2)	\$ (153.7)	\$ (156.3)	\$ (141.7)
Earnings from continuing operations	\$ 371.8	\$ 369.5	\$ 377.1	\$ 351.8	\$ 299.9
Losses from discontinued operations, net of tax benefit of \$(3.0), \$112.9, \$12.1, \$8.3 and \$10.6	\$ 0.4	\$ 7.7	\$ (175.7)	\$ (13.6)	\$ (9.3)
Net earnings	\$ 372.2	\$ 377.2	\$ 201.4	\$ 338.2	\$ 290.6
Basic net earnings per share:					
Earnings from continuing operations	\$ 2.71	\$ 2.63	\$ 2.63	\$ 2.35	\$ 1.91
Losses from discontinued operations	\$ -	\$ 0.06	\$ (1.23)	\$ (0.09)	\$ (0.06)
Net Earnings	\$ 2.71	\$ 2.69	\$ 1.40	\$ 2.26	\$ 1.85
Diluted net earnings per share:					
Earnings from continuing operations	\$ 2.65	\$ 2.55	\$ 2.53	\$ 2.24	\$ 1.84
Losses from discontinued operations	\$ -	\$ 0.05	\$ (1.18)	\$ (0.08)	\$ (0.06)
Net Earnings	\$ 2.65	\$ 2.60	\$ 1.35	\$ 2.16	\$ 1.78
Average number of common shares outstanding:					
Basic	137.4	140.4	143.4	149.7	156.7
Diluted	140.4	145.1	148.8	156.9	163.4
Financial Position					
Total assets	\$ 5,025.2	\$ 4,730.6	\$ 2,880.8	\$ 3,010.2	\$ 2,937.8
Land, buildings and equipment, net	\$ 3,306.7	\$ 3,066.0	\$ 2,184.4	\$ 2,446.0	\$ 2,351.5
Working capital (deficit)	\$ (541.3)	\$ (668.3)	\$ (529.0)	\$ (648.5)	\$ (637.3)
Long-term debt, less current portion	\$ 1,632.3	\$ 1,634.3	\$ 491.6	\$ 494.7	\$ 350.3
Stockholders' equity	\$ 1,606.0	\$ 1,409.1	\$ 1,094.5	\$ 1,229.8	\$ 1,273.0
Stockholders' equity per outstanding shares	11.53	10.03	7.74	8.37	8.25
Other Statistics					
Cash flow from operations ⁽¹⁾⁽²⁾	\$ 783.5	\$ 766.8	\$ 569.8	\$ 699.1	\$ 550.0
Capital expenditures ^{(2) (4)}	\$ 535.3	\$ 1,627.3	\$ 345.2	\$ 273.5	\$ 210.4

Dividends paid	\$ 110.2	\$ 100.9	\$ 65.7	\$ 59.2	\$ 12.5
Dividends paid per share	0.80	0.72	0.46	0.40	0.08
Advertising expense ⁽²⁾	308.3	257.8	230.0	223.0	206.5
Stock price:					
High	40.26	47.08	45.88	42.75	33.11
Low	13.54	20.99	33.29	28.80	19.30
Close	\$ 36.17	\$ 31.74	\$ 45.32	\$ 36.51	\$ 32.80
Number of employees	178,692	178,200	156,500	157,300	150,100
Number of restaurants	1,773	1,702	1,397	1,427	1,381

(1) Fiscal year 2009 consisted of 53 weeks while all other fiscal years presented on this summary consisted of 52 weeks.

(2) Consistent with our consolidated financial statements, information has been presented on a continuing operations basis. Accordingly, the activities related to Smokey Bones, Rocky River Grillhouse and the nine Bahama Breeze restaurants closed in fiscal 2007 have been excluded.

(3) Excludes restaurant depreciation and amortization of \$267.1, \$230.0, \$186.4, \$181.1 and \$180.2, respectively.

(4) Fiscal 2008 includes net cash used in the acquisition of RARE Hospitality International, Inc. of \$1.20 billion in addition to \$429.2 million of capital expenditures related principally to building new restaurants and replacing old restaurants and equipment.

