



Earnings Call

**Fiscal 2026: Second Quarter Results
December 18, 2025**

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 a complete description of the Company's performance, financial condition or outlook.

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: a failure to address cost pressures and a failure to effectively deliver cost management activities and achieve some economies of scale in purchasing, certain economic and business factors and their impacts on the restaurant industry and other general macroeconomic factors including unemployment, energy prices, tariffs and interest rates, the inability to hire, train, reward and retain restaurant team members and determine and maintain adequate staffing, a failure to recruit, develop and retain effective leaders or the loss or shortage of personnel with key capacities and skills that could impact our strategic direction, increased labor and insurance costs, health concerns arising from food-related pandemics, outbreaks of flu, viruses or other diseases, food safety and food-borne illness concerns, insufficient guest or employee facing technology or a failure to maintain a continuous and secure cyber network, compliance with privacy and data protection laws and risks of failures or breaches of our data protection systems, the inability to successfully complete our integration of Chuy's Holdings operations into our business, 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 recognize, respond to and effectively manage the accelerated impact of social media, a failure to identify and execute innovative marketing and guest relationship tactics, ineffective or improper use of other marketing initiatives and increased advertising and marketing costs, climate change, adverse weather conditions and natural disasters, long-term and non-cancelable property leases, inability or failure to execute a business continuity plan following a major natural disaster, shortages, delays or interruptions in the delivery of food and other products and services from our third-party vendors and suppliers, failure to drive profitable sales growth, a lack of availability of suitable locations for new restaurants or a decline in the quality of locations of our current restaurants, higher-than-anticipated costs associated with the opening of new restaurants or with the closing, relocating or remodeling of existing restaurants, risks associated with doing business with franchisees, licensees and vendors in foreign markets, volatility in the market value of derivatives, volatility in the U.S. equity markets affecting our ability to efficiently hedge exposures, failure to protect our intellectual property, our reporting on environmental, social and governance matters or our sustainability ratings, litigation, unfavorable publicity or failure to respond effectively to adverse publicity, disruptions in the financial and credit markets, impairment of 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 future changes in accounting standards, 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 adjusted diluted net earnings per share from continuing operations and adjusted 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

1

Mission

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

10

Iconic Brands



1

Driving Philosophy

Brilliant with the Basics

Culinary Innovation & Execution



Attentive Service



Engaging Atmosphere



Enabled by Our People

4

Darden Competitive Advantages

Significant Scale



Extensive Data & Insights



Rigorous Strategic Planning



Quality of Our Employees

"The greatest edge we have on our competitors is the quality of our employees reflected each day in the job they do."
— Bill Darden

Fiscal 2026 Second Quarter Financial Highlights



\$3.1 Billion
TOTAL SALES

7.3%
TOTAL SALES GROWTH

4.3%
SAME-RESTAURANT SALES
GROWTH¹

\$466 Million
ADJUSTED EBITDA²

\$2.08
ADJUSTED DILUTED NET EPS
FROM CONTINUING
OPERATIONS²

\$396 Million
CASH RETURN³

¹ Will not include Chuy's until they have been owned and operated by Darden for a 16-month period (Q4 fiscal 2026), and does not include Bahama Breeze as they are not expected to be operated by Darden for the entirety of the fiscal year.

² A reconciliation of Non-GAAP measures can be found in the Additional Information section of this presentation.

³ Includes cash dividends paid and repurchases of common stock.

Margin Analysis vs. Prior Year

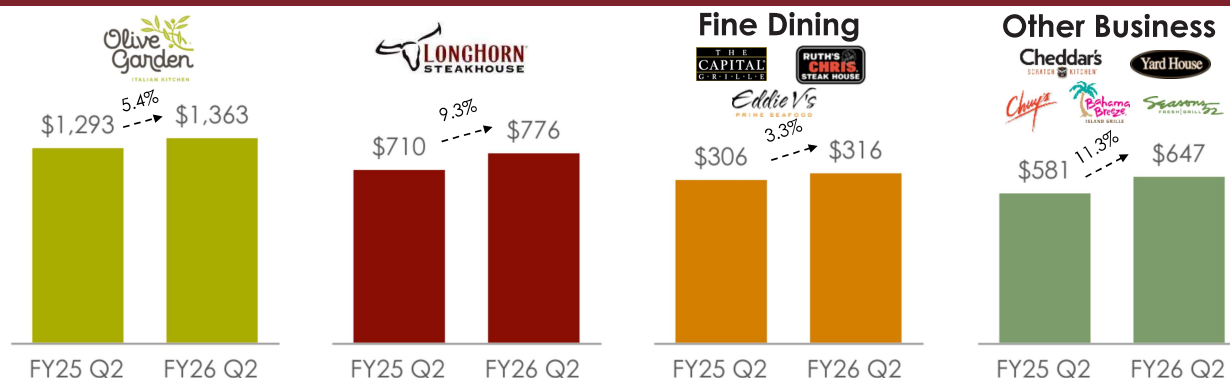
	As Reported		As Adjusted ¹	
	Q2 2026 (\$ millions)	Q2 2026 (\$ millions)	Q2 2026 % of Sales	vs Q2 2025 (bps) Favorable/(Unfavorable)
Sales	\$3,102.1	\$3,102.1		
Food and Beverage	\$963.7	\$963.7	31.1 %	(90)
Restaurant Labor	\$1,000.1	\$1,000.1	32.2 %	(10)
Restaurant Expenses	\$508.3	\$508.3	16.4 %	(10)
Marketing Expenses	\$48.7	\$48.7	1.6 %	10
Restaurant-Level EBITDA	\$581.3	\$581.3	18.7 %	(100)
Pre-opening Costs	\$8.1	\$8.1	0.3 %	(10)
General and Administrative Expenses	\$117.8	\$110.1	3.5 %	60
Depreciation and Amortization	\$137.9	\$137.9	4.4 %	—
Impairment and Disposal of Assets, Net	\$(2.9)	\$(2.9)	(0.1) %	10
Operating Income	\$320.4	\$328.1	10.6 %	(40)
Interest Expense	\$48.0	\$48.0	1.5 %	—
Earnings Before Income Tax	\$272.4	\$280.1	9.0 %	(40)
Income Tax Expense	\$35.0	\$36.9	1.2 %	—
Note: Effective Tax Rate	12.8%	13.2%		
Earnings From Continuing Operations	\$237.4	\$243.2	7.8 %	(50)

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

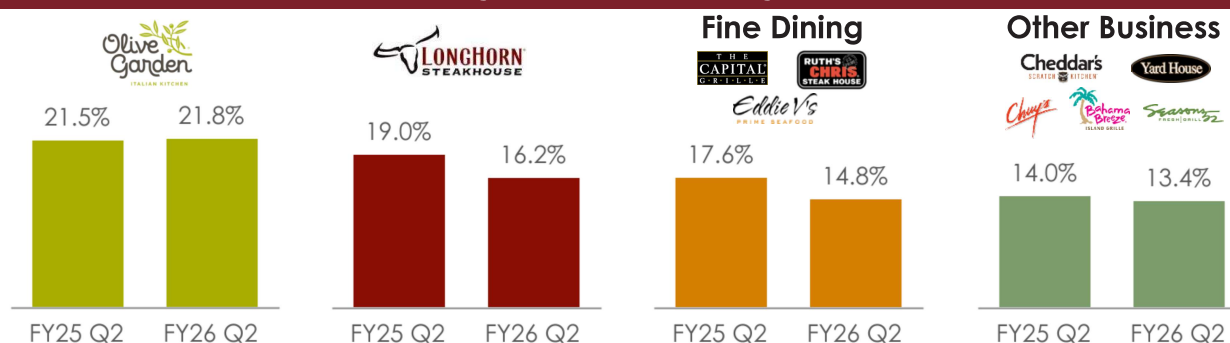
¹ A reconciliation of Non-GAAP measures can be found in the Additional Information section of this presentation.

Second Quarter Segment Performance¹

Segment Sales (\$ millions)



Segment Profit Margin²



¹ From the date of acquisition forward, sales and profits from Chuy's company-owned restaurants are included within the Other Business segment.

² Segment profit margin calculated as (sales less costs of food & beverage, restaurant labor, restaurant expenses and marketing expenses) / sales. During the fourth quarter of fiscal 2025, we changed our reporting of segment profit to exclude pre-opening costs. Fiscal 2025 figures have been recast for comparability.

Updating Fiscal 2026 Annual Outlook

SALES	DEVELOPMENT	MARGIN
Total Sales Growth¹ 8.5% to 9.3%	Restaurant Openings 65 to 70	Total Inflation: approx. 3.5% Commodities: 4.0% - 5.0%
Same-Restaurant Sales Growth² 3.5% to 4.3%	Capital Spending \$750 to \$775 million	Effective Tax Rate approximately 13.0%
Adjusted Diluted Net Earnings per Share^{1,3} \$10.50 to \$10.70 (Approximately 116.5 million Weighted Average Diluted Shares Outstanding)		

¹ Fiscal 2026 is a 53-week year and the outlook includes approximately 2% total sales growth for the extra week, which contributes approximately \$0.20 earnings per diluted share.

² Annual same-restaurant sales is a 52-week metric and excludes the impact of Chuy's, which will not have been owned and operated by Darden for a 16-month period prior to the beginning of fiscal 2026, as well as Bahama Breeze as they are not expected to be operated by Darden for the entirety of the fiscal year.

³ A reconciliation of Non-GAAP measures can be found in the Additional Information section of this presentation.



A Full-Service Restaurant Company with ...

// A Winning Strategy

// A Clear Roadmap to Grow Our Portfolio of Iconic Brands

// A Strong Commitment to Disciplined Capital Stewardship

Performance-Driven Leadership: Best-in-Class Operations • Experienced Management Team • Incentives Aligned with Shareholders

JOE R. LEE

Darden's First CEO
from 1995 to 2004





Question & Answer Session



Additional Information

Long-Term Framework

	Annual Target (Over Time)
New Restaurant Growth	3% - 4%
Same-Restaurant Sales	1.5% - 3.5%
EAT Margin Expansion	0 - 20 bps
Business Performance (EAT Growth)	6% - 10%
Dividend Payout Ratio	50% - 60%
Share Repurchase	1% - 2.5%
Return of Cash	4% - 5%
Total Shareholder Return (EPS Growth + Dividend Yield)	10% - 15%





LIGHTER PORTION ENTRÉES

All entrées come with our NEVER-ENDING
FIRST COURSE of soup or salad and breadsticks

Chicken Parmigiana

A classic with our homemade marinara and a side of spaghetti.
630 cal 13.99

Eggplant Parmigiana (V)

Hand-breaded, lightly fried and served with a side of
spaghetti. 660 cal 12.99

Lasagna Classico

Layers of pasta, Italian cheeses and our homemade meat
sauce.** 500 cal 13.99

Five Cheese Ziti al Forno

Oven baked blend of Italian cheeses, pasta and our signature
homemade five cheese marinara. 630 cal 12.99

Cheese Ravioli

Topped with melted mozzarella and your choice of
homemade marinara (V) or meat sauce.** with marinara 440 cal,
with meat sauce 500 cal 12.99

Spaghetti & Meatballs

Our homemade meat sauce and two hearty meatballs (or one
Italian sausage), served over spaghetti.** 800 cal, with Italian
sausage 720 cal 13.99

Fettuccine Alfredo (V)

Our signature alfredo made fresh in-house every morning,
served over fettuccine. 920 cal 12.99

Add Broccoli 130 cal 2.29

Prices vary by market

Commodities Outlook - Back Half

December - May FY2026			
	Spend by category	Coverage	Outlook
Beef	25%	45%	Low double digit inflation
Dairy / Oil ¹	13%	45%	High single digit deflation
Produce	12%	90%	Low single digit inflation
Seafood	8%	75%	Low double digit inflation
Chicken	8%	100%	Low single digit inflation
Wheat ²	7%	95%	Low single digit inflation
Non-Perishable / Other	27%	45%	Mid single digit inflation
Weighted average coverage	100%	60%	

¹ Includes cheese, cream, butter, and shortening.

² Includes breadsticks and pasta.

Reported to Adjusted Earnings Reconciliations

	Q2 2026				Q2 2025			
	Earnings Before Income Tax	Income Tax Expense	Net Earnings	Diluted Net Earnings Per Share	Earnings Before Income Tax	Income Tax Expense	Net Earnings	Diluted Net Earnings Per Share
\$ in millions, except EPS								
Reported Earnings from Continuing Operations	\$ 272.4	\$ 35.0	\$ 237.4	\$ 2.03	\$ 245.9	\$ 30.2	\$ 215.7	\$ 1.82
Total Adjustments:	7.7	1.9	5.8	0.05	27.7	3.4	24.3	0.21
Chuy's transaction and integration related costs	4.9	1.2	3.7	0.03	27.7	3.4	24.3	0.21
General and administrative expenses	4.9	1.2	3.7	0.03	25.0	2.8	22.2	0.19
Interest expense ¹	—	—	—	—	2.7	0.6	2.1	0.02
Closed restaurants ²	2.8	0.7	2.1	0.02	—	—	—	—
Adjusted Earnings from Continuing Operations	\$ 280.1	\$ 36.9	\$ 243.2	\$ 2.08	\$ 273.6	\$ 33.6	\$ 240.0	\$ 2.03
Adjusted Interest			48.0				43.5	
Adjusted Income Tax			36.9				33.6	
Adjusted Operating Income			\$ 328.1				\$ 317.1	
Depreciation and Amortization			137.9				127.7	
Adjusted EBITDA			\$ 466.0				\$ 444.8	

¹ In Q2 2025, interest expense relates to write-off of term loan issuance and interest rate hedge settlement.

² Primarily costs related to the closure of 22 underperforming restaurants that were permanently closed during the fourth quarter of fiscal 2025.

Reported to Adjusted Earnings Outlook Reconciliation

	2026			
Reported diluted net earnings per share from continuing operations	\$	10.62	to	\$ 10.82
Chuy's transaction and integration related costs	\$	0.06	\$	0.06
Closed restaurants ¹	\$	0.08	\$	0.08
Gain on Olive Garden Canada sale	\$	(0.26)	\$	(0.26)
Adjusted diluted net earnings per share from continuing operations	\$	10.50	\$	10.70

¹ Primarily costs related to the closure of 22 underperforming restaurants that were permanently closed during the fourth quarter of fiscal 2025.