
UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 8-K

CURRENT REPORT
PURSUANT TO SECTION 13 OR 15(d)
OF THE SECURITIES EXCHANGE ACT OF 1934

Date of Report (Date of earliest event reported) March 11, 2019



BLOOMIN' BRANDS, INC.
(Exact name of registrant as specified in its charter)

Delaware
(State or other jurisdiction
of incorporation)

001-35625
(Commission
File Number)

20-8023465
(I.R.S. Employer
Identification No.)

2202 North West Shore Boulevard, Suite 500, Tampa, Florida 33607
(Address of principal executive offices) (Zip Code)

Registrant's telephone number, including area code (813) 282-1225

N/A
(Former name or former address, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Item 7.01 Regulation FD Disclosure.

On March 11, 2019, the Company will present business and financial information at a publicly available webcast meeting (the “Analyst and Investor Meeting”). Attached hereto as Exhibit 99.1 are the Analyst and Investor Meeting presentations to be made by Elizabeth Smith, Chairman and Chief Executive Officer and David Deno, Executive Vice President and Chief Financial and Administrative Officer. During the course of the Analyst and Investor Meeting, the Company’s executives will discuss the Company’s strategic review of the casual dining segment, portfolio growth initiatives and the key drivers behind the momentum at the Outback Steakhouse brand.

The meeting will begin at approximately 9:00AM EDT and end at approximately 1:00PM EDT. A live webcast of the meeting will be available from the Company’s website at <http://www.bloominbrands.com> under the Investors section. A replay of the webcast will be available following the conclusion of the presentation.

The information contained in this Item 7.01, including Exhibits 99.1 attached hereto, is being furnished and shall not be deemed “filed” for any purpose, and shall not be deemed incorporated by reference in any document whether or not filed under the Securities Act of 1933, as amended, or the Securities Exchange Act of 1934, as amended, regardless of any general incorporation language in any such document.

Item 9.01 Financial Statements and Exhibits.

(d) Exhibits.

<u>Exhibit Number</u>	<u>Description</u>
99.1	Analyst and Investor Meeting Presentations made by the Company on March 11, 2019

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

BLOOMIN' BRANDS, INC.
(Registrant)

Date: March 11, 2019

By: /s/ Joseph J. Kadow
Joseph J. Kadow
Executive Vice President and Chief Legal Officer



2019 Investor Day

March 11, 2019





2019 Investor Day

March 11, 2019

Forward Looking Statements

Certain statements contained herein 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; competition; increases in labor costs; government actions and policies; increases in unemployment rates and taxes; local, regional, national and international economic conditions; consumer confidence and spending patterns; price and availability of commodities; challenges associated with our expansion, remodeling and relocation plans; interruption or breach of our systems or loss of consumer or employee information; political, social and legal conditions in international markets and their effects on foreign operations and foreign currency exchange rates; our ability to preserve the value of and grow our brands; the seasonality of the Company's business; weather, acts of God and other disasters; changes in patterns of consumer traffic, consumer tastes and dietary habits; the effectiveness of our strategic actions; the cost and availability of credit; interest rate changes; compliance with debt covenants and the Company's ability to make debt payments and planned investments; and our ability to continue to pay dividends and repurchase shares of our common stock. Further information on potential factors that could affect the Company's financial results and its forward-looking statements is included in its Form 10-K filed with the Securities and Exchange Commission on February 27, 2019 and its 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.

This presentation contains certain non-GAAP measures which are provided to assist in an understanding of the Company's business and performance. These measures may differ from non-GAAP measures used by other companies and should always be considered in conjunction with the appropriate GAAP measure. Reconciliations of non-GAAP measures to the most comparable GAAP measures are provided at the end of this presentation.

Liz Smith

Chairman and CEO

Introductions and Strategy Review



BLOOMIN'
BRANDS

Agenda for Today

Strategic review	9:00a to 9:30a
Financial outlook	9:30a to 10:15a
Brand updates	10:15a to 11:00a
Portfolio growth initiatives	11:00a to 11:30a
Management Q&A	11:30a to Noon
Culinary presentation	Noon to end

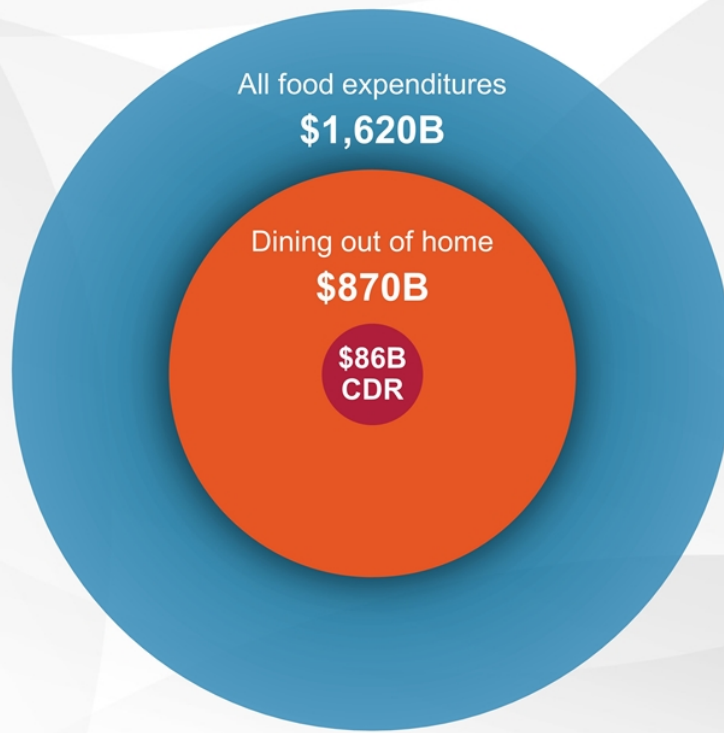


Key Messages for Today

- Great brands in casual dining are alive and well
- Lines blurring between CDR and other dining options presents growth opportunities
- BLMN strategy is to “win within” and “extend beyond”
- Made portfolio investments to drive growth
- Step-change in our platform for customer scale
- Inflection point of growth and margin is here
- We have the right team to keep the momentum



CDR is \$~80B of \$~1.6T Total Food Expenditures



The Ongoing Supply/Demand Imbalance in CDR Challenges Sales Comps

Over the last ten years...



CDR Traffic CAGR%

-2.0% to -2.5%



CDR Supply CAGR%

+1.0% to 1.5%

Changing Customer Preferences Impact Traditional CDR Experience



On-demand convenience
(where and when)

- **28% of consumers stay at home** more vs. two years ago
- Among 18-34, **30% replacing carryout with delivery**



Digital interaction and engagement

- **2B+ digital restaurant orders** in 2018
- **11 hours** of screen time per day
- **34 days per year** spent on social media
- **121 emails** received per day on average



Food is an immersive, social experience

- **300 million** food-related Instagram posts in 2018

New Dining Formats have Emerged to Meet New Needs

Food Halls



Food Trucks



"Eatertainment"

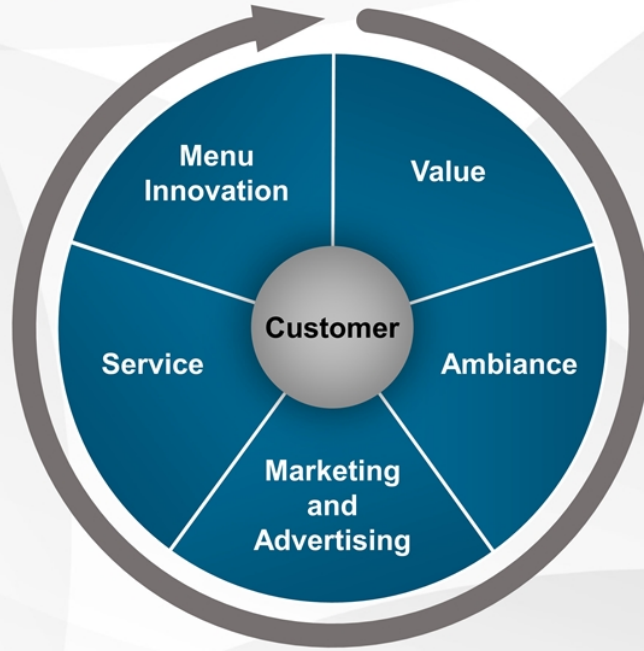


Retail Cafes

Brands are Using New Ways to Connect and Interact with Customers



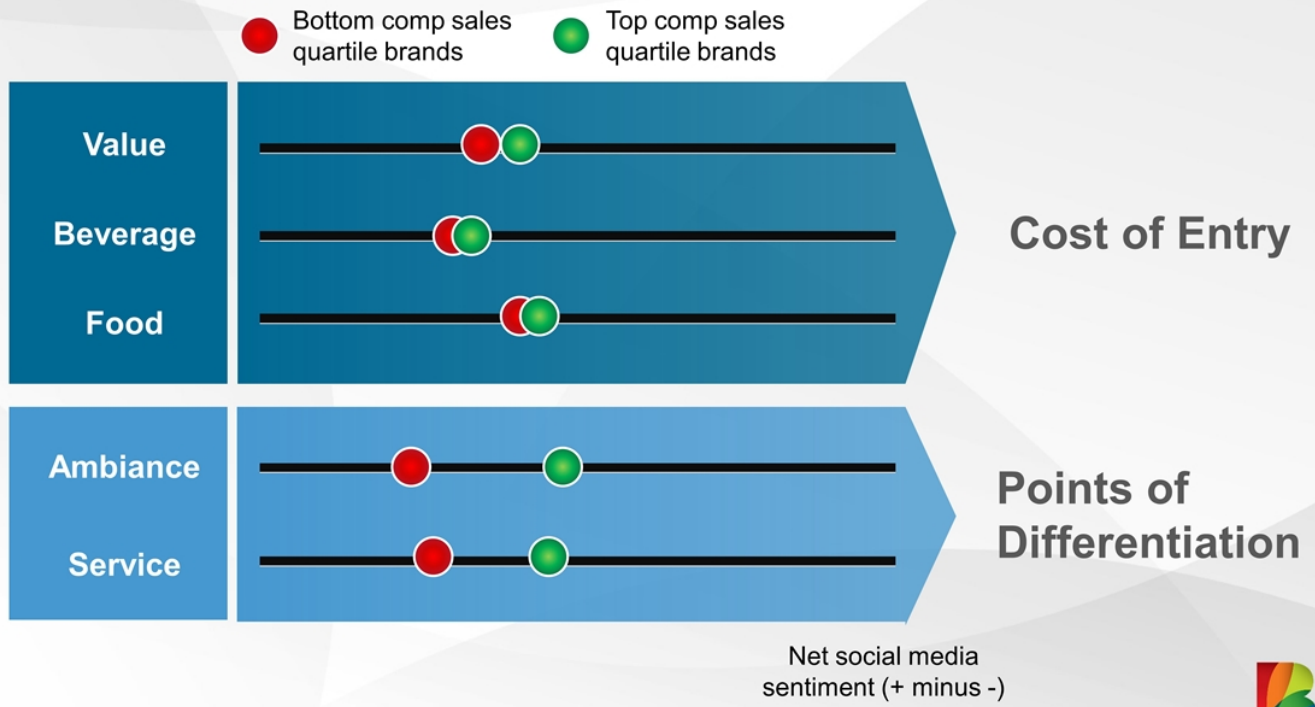
What Has Not Changed: In-Restaurant Execution Remains Critical



Win Within



Winning in Traditional CDR Requires a Differentiated Experience

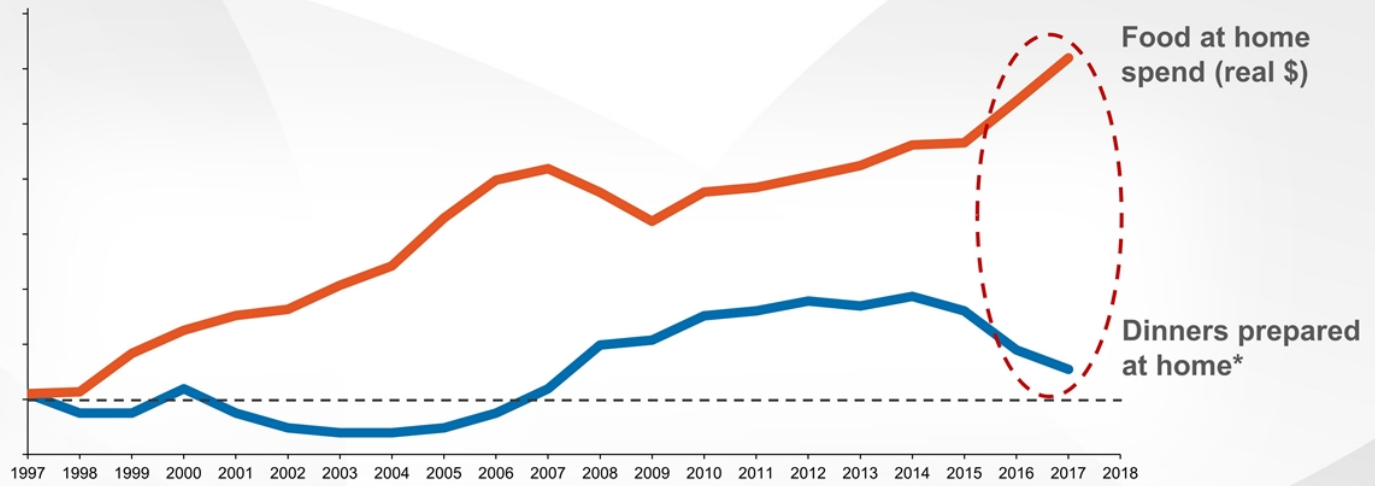


Source: Black Box Intelligence and White Box Social Intelligence



Growing Opportunity to Bring Food to Our Guests' Tables at Home

Indexed to 1997



Extend Beyond

*Source: The NPD Group/National Eating Trends® and CREST®, years ending February 2018



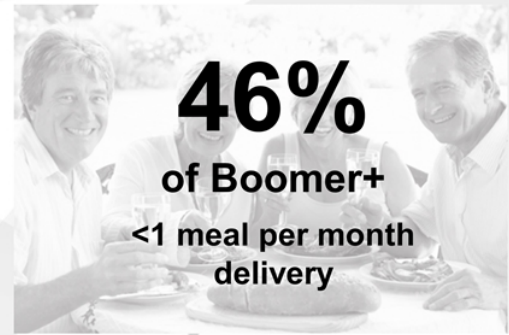
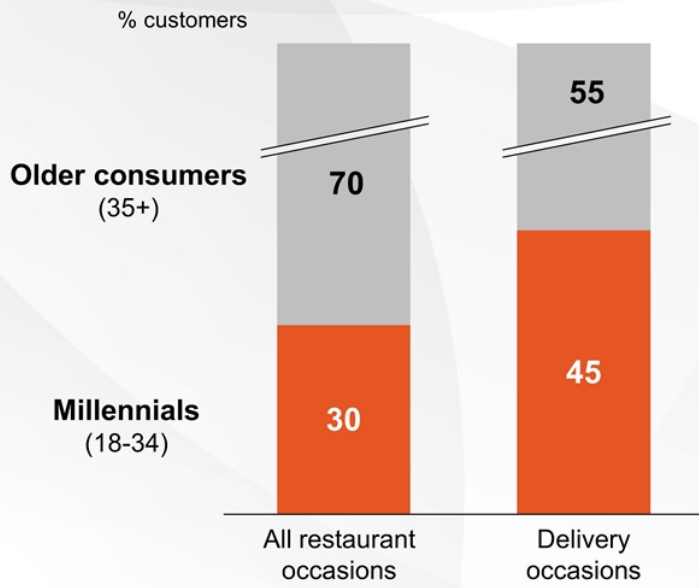
In-Home Dining has Evolved Away from Homemade to Home Consumed

Convenient

More Convenient

Dry Packaged Only	Groceries Including Fresh and Frozen	Meal Kit Delivery w/Fresh Ingredients	Groceries, Prepared Meals	Restaurant Delivery
  	 	  	  	   

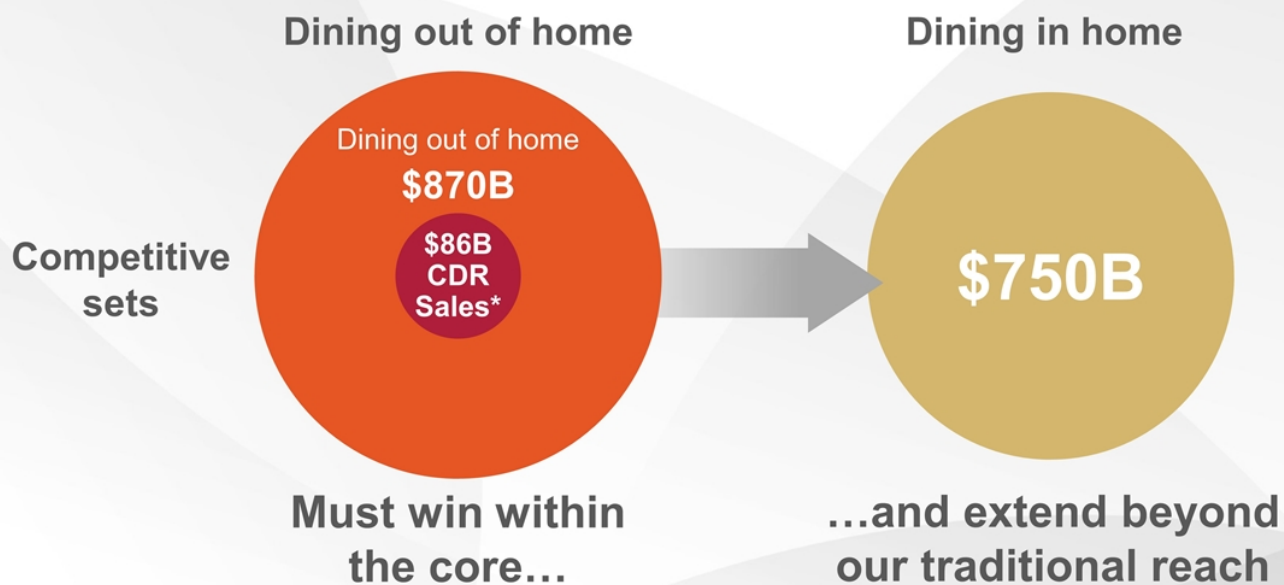
Delivery is the New Normal for Young Consumers



Source: The NPD Group/Delivery Custom Survey, June 2016



New Paradigm Creates Opportunity for BBI



*Source: The NPD Group/CREST® YE Dec '18



Our Priorities are Clear

Fortify the Core

360° In-Restaurant Experience



Enhanced
Quality and
Service



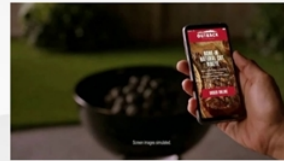
Reach Our Customers



Off-Premises



Loyalty



Digital



We Have Invested to Fortify the Core...

360° In-Restaurant Experience



- \$20M invested in service training and labor
- \$400M invested in remodels across brands

Enhanced Quality and Service



- \$30M invested in:
 - Food quality
 - Portions
 - Reduced complexity



...And Built an Infrastructure to Reach Our Customers

- 500+ units live
- 300 remodels in next three years to support off-premises

- Built personalization capabilities
- Integrated into all brands

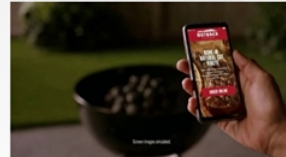
- Built digital ordering platform
- Highly rated digital app



Off-Premises



Loyalty

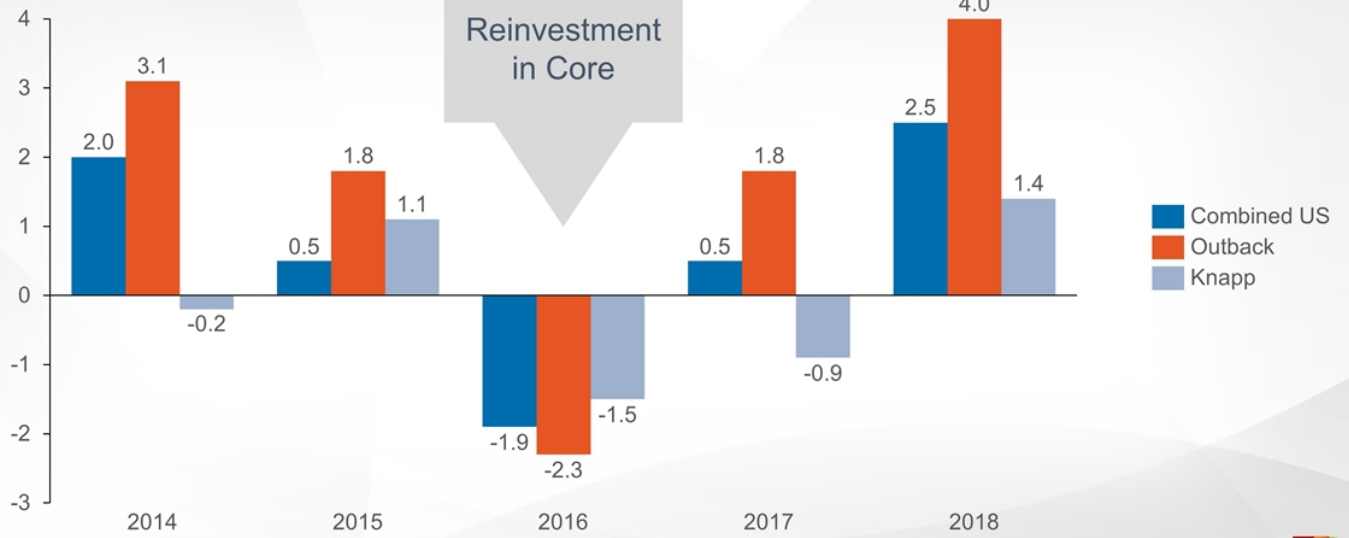


Digital



The Investments are Paying Off

SSS Growth %



BLMN Portfolio Construct for Sustainable Growth



Tightly edited portfolio



Brand differentiation

360° Customer Experience

Off-Premises

Platform for customer scale

CRM / Loyalty

Digital



David Deno

CFAO

Financial Outlook



BLOOMIN'
BRANDS

Agenda

- 2018 Recap
- Long-Term Growth Framework
- Capital Allocation Philosophy
- 2019 Guidance





2018 Recap



Key Takeaways from 2018

- 1 Focus on healthy sustainable traffic
- 2 Qualified incremental sales layers across loyalty, digital, and off-premises
- 3 Robust margin expansion opportunity with large investments behind us
- 4 Positioned to further leverage portfolio to drive efficiencies
- 5 Generate significant free cash flow to invest in business, de-lever balance sheet and return cash to shareholders



Achieved 2018 Commitments

Guidance / Commitment

Actual

Assessment

Comp Sales

1.0% to 2.0%



2.5%

- Positive comps at all U.S. concepts

Adj. Operating Margins

Full Year Expansion
52-week comparable calendar



+10 bps

- Quality sales and prudent cost management

Adjusted EPS

\$1.38 to \$1.45



\$1.50

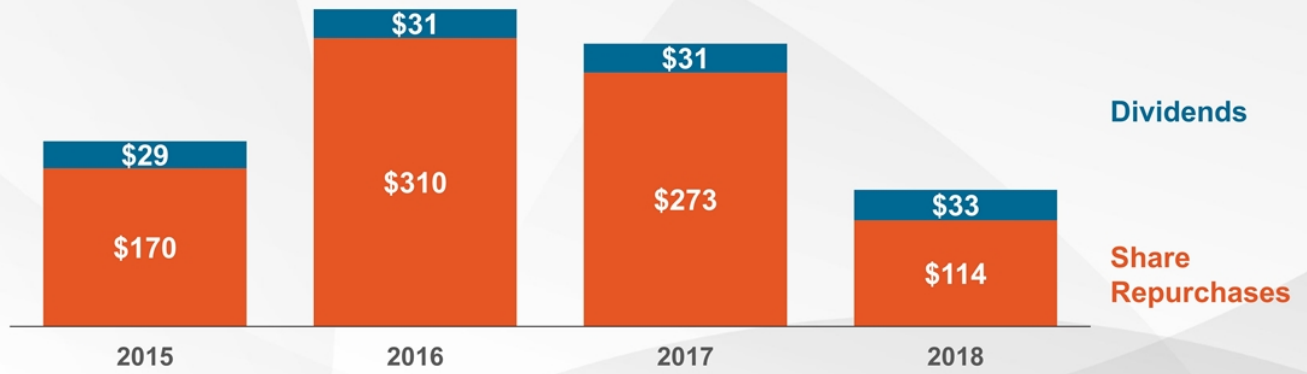
- Delivered 25% comparable EPS growth



Returned ~\$1B to Shareholders Over the Last 4 Years

- Cash used to repurchase shares only done after making all the investments needed to grow the business
- Monetized real estate at attractive valuations

Dividends & Share Repurchases (\$ in millions)





Long-Term Growth Framework



Long-Term Growth Framework (Annual)

- U.S Comparable Restaurant Sales **Approx. 1.5% to 2%**
- Total Shareholder Return **10% to 15%**
- Adjusted Operating Margin Expansion **~50 bps / year**
- Capital Expenditures **Approx. \$200M**
- Commodity Inflation **2%+**
- Number of New System-wide Restaurants **20 to 40**



Financial Goals Updated to Reflect Current Environment

What's Changed?

- Off-premises represents significant and incremental sales opportunity
- More conservative pricing outlook to deliver value
- Large upfront investments complete

What Hasn't Changed?

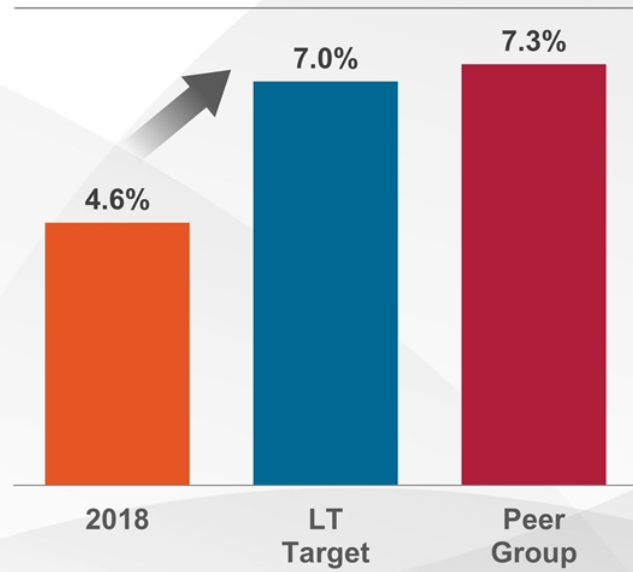
- Productivity pipeline and efficiency savings
- Significant margin improvement opportunities
- Improving capital structure affords more flexibility



Long-Term Operating Margin Opportunity

- ~250 bps operating margin opportunity vs peers
- Continue to narrow gap through:
 - Sales momentum from healthy traffic and incremental sales layers
 - Monetization of investments
 - Disciplined cost management
- Long-term target of 7%
 - Quality ingredients will not be sacrificed

Adjusted Operating Margins



Multiple Levers Available to Drive Annual Margin Gains



AUV leverage

Operating leverage from high quality traffic



Productivity

~\$50M / year in cost savings



Marketing Shift

From mass marketing to mass personalization



G&A

Flat to down G&A dollar spend target



International

High margin international business



Focused on Growing Volume in the Box



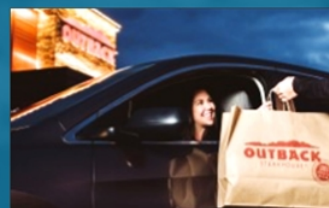
Average Outback



In-Restaurant



Off-Premises



Percent of Business

88%

12%

\$3.6M
AUV

Average Ticket

\$54

\$27 / \$42
To Go / Delivery

Flow Through

\$\$\$

\$\$

LT Potential Size of Prize

++

+++



Off-Premises has Huge Long Term Potential



Delivery Unit Potential

~80%+ of locations direct

Committed to Omni Channel Approach

25%+ Off-Premises Mix Opportunity

700 Units Future State

Complete Rollout in 2019

Incremental Sales and Profit



Delivery Unit Potential

~80% of locations direct



Productivity Opportunity Remains Robust

Continued Focus on Optimizing:

- Supplier Efficiency
- Labor Management
- Food / Liquor Waste
- Process Simplification
- Facilities Management
- Fraud / Discount Reduction

Annual Productivity Savings (\$M)



Winning Formula: Pricing + Productivity Offsets Inflation

$$\begin{matrix} \$ & + & P & \geq & I \\ \text{(PRICING)} & & \text{(PRODUCTIVITY)} & & \text{(INFLATION)} \end{matrix}$$

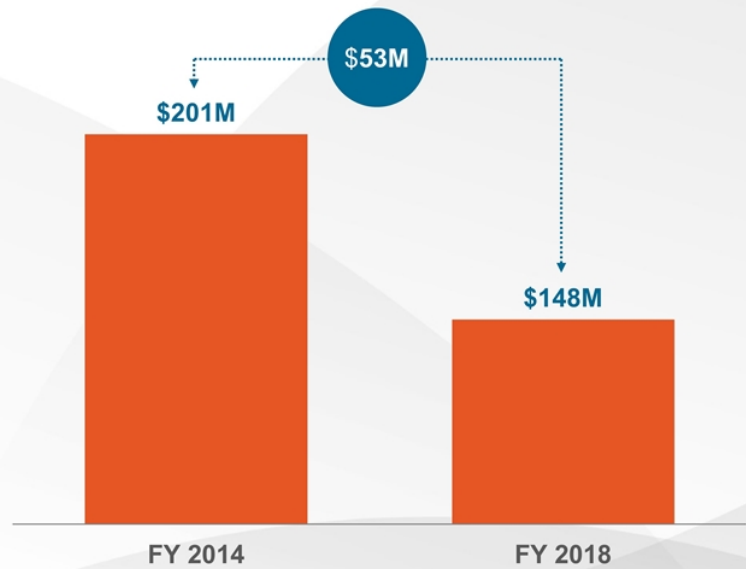
- Inflationary pressures expected to continue
- Productivity allows for prudent pricing
- Pricing below inflation protects traffic
- Invest in customer experience while growing margins

Optimizing Efficiencies Across Marketing



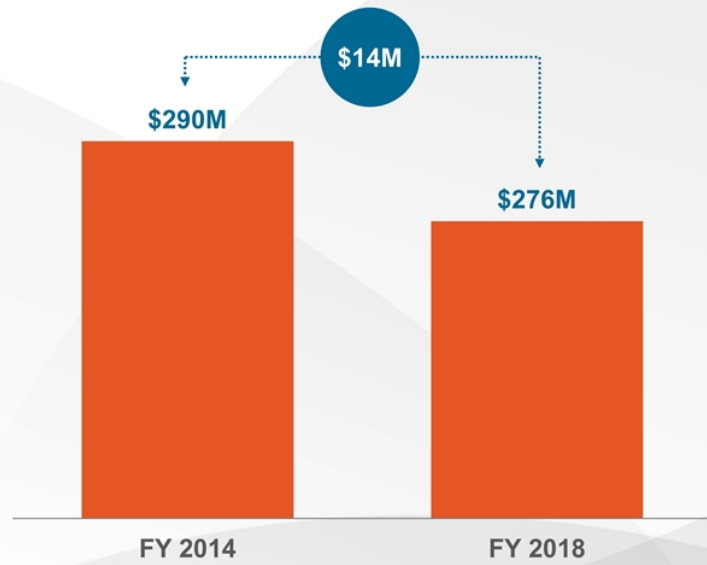
Marketing Shift

- Shift from mass marketing to mass personalization
- Media spend efficiencies through higher digital ROI



Capturing Efficiencies in G&A

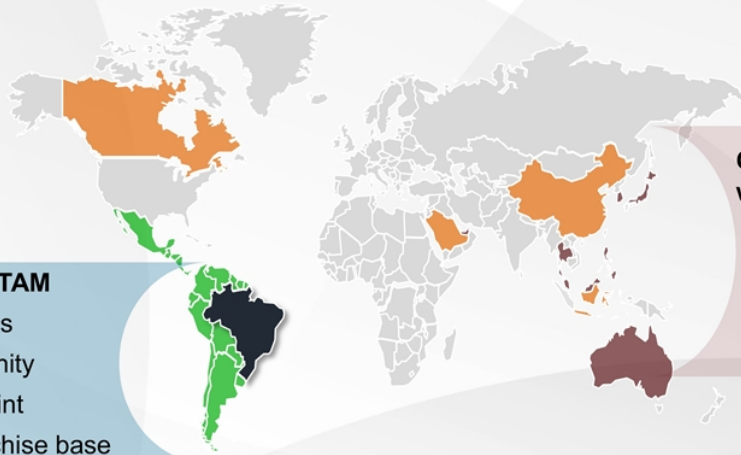
- Optimized G&A structure
- Disciplined cost management
- Reallocating dollars towards higher growth initiatives
- Target flat to down G&A dollar spend



International Continues as a Growth Priority



Continue to invest in high growth equity markets while expanding franchise base in non-core markets



Brazil to anchor LATAM

- Build new Outbacks
- Abbraccio opportunity
- Test smaller footprint
- Grow LATAM franchise base

Continue to grow around the world

- Grow franchise base
- Develop smaller formats
- Strong partners in South Korea





Impressive Growth from Outback Brazil

Units doubled since acquisition



...now at 92

Revenues of \$537M USD (2014 - Constant Currency)



...15% CAGR

Profits of \$52M USD (2014 - Constant Currency)



...10% CAGR

Brazil Continues to be a Growth Vehicle for Us

- Underpenetrated market
- High brand regard with Outback
- Operating two brands in two largest food sectors (steak, Italian)



Recent São Paulo Opening

Note: CAGR calculated based on 2014 constant currency comparative. Above data was translated at average exchange rates of 2.33 & 3.59 in FY 2014 and FY 2018, respectively.



Momentum in Brazil with Abbraccio

Abbraccio is the Brazilian Carrabba's

- 12 locations currently with potential for **50+**
- Capitalizing on underpenetrated market for Italian
- Abbraccio Average Unit Volumes similar to new Outback locations



Emerging Growth Layer with Delivery

- 12 restaurants started offering delivery
- Large incremental sales opportunity
- Utilizing third party delivery with attractive economics
- Online consumer feedback 4.8 out of 5

Early Efforts With Delivery Showing Success



Confident We Can Achieve Margin Targets

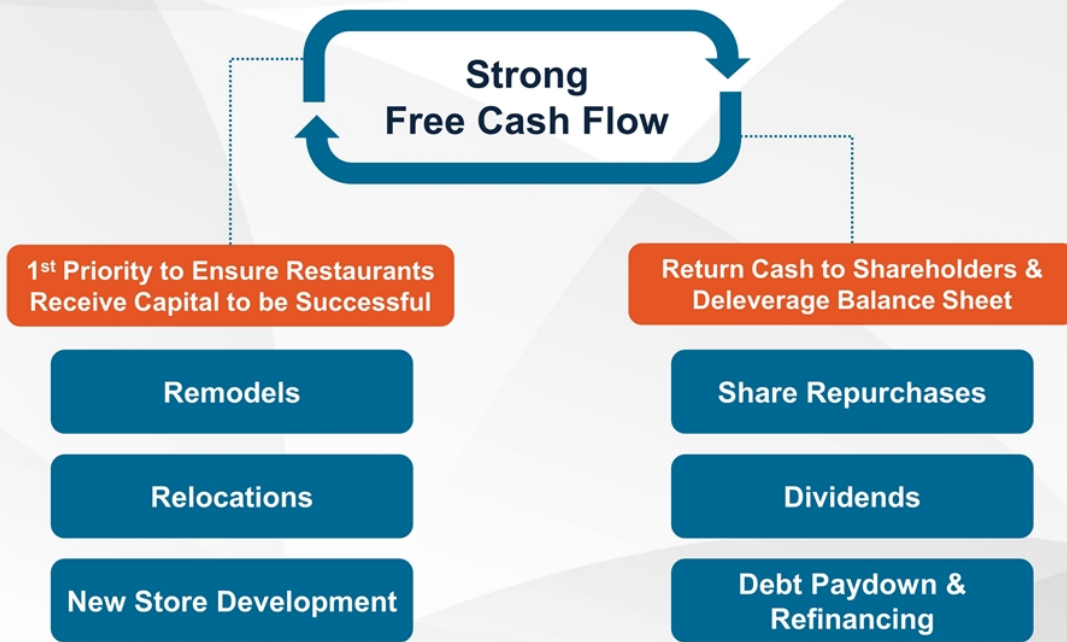




Capital Allocation Philosophy



Capital Allocation Philosophy



New Store Development Opportunities

International

- 50 new Outbacks, 50 new Abbraccios in Brazil
- Grow Franchise Base
- Test Smaller Box Footprint

Domestic

- 50 new Outback locations in U.S.
- 15-20 new Fleming's locations
- Bonefish new restaurant potential



Newest Outback Opening in Tampa, FL



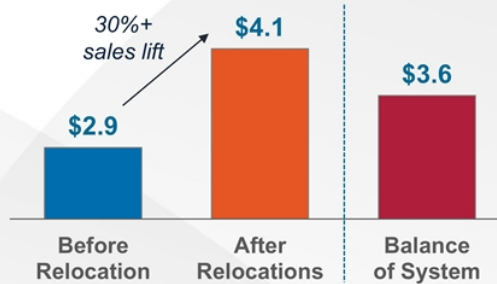
Fleming's in Miami, FL



Relocation Opportunities Generating Significant Lifts

- Completed over 50 relocations since 2012
- 30%+ sales lift
- Potential for an additional 50+ Outback Steakhouse relocations

Outback AUVs (\$M)



Strong FCF Provides Capital Allocation Flexibility

- Excess cash flow after business reinvestment dedicated towards debt paydown and returning cash to shareholders
- Targeting towards investment grade

**Generate annual
free cash flow of ~\$100M**

**Comfortable with long-term
debt level approaching 3x
(Adjusted net debt /
EBITDAR)**



Go Forward Growth Model Framework

Sales Levers

1.5% to 2% Comp Sales Growth

Off-Premises, Digital, Loyalty

International Expansion

Margin Levers

Healthy Traffic

Ongoing Productivity Efforts

Disciplined Cost Structure

Long-term TSR Target

+10% to +15%





2019 Guidance



2019 Guidance

- U.S Comparable Restaurant Sales **2.0% - 2.5%**
- Adjusted Earnings Per Share Growth¹ **10% to 15%**
- Adjusted Operating Margins Expansion¹ **50 - 70 bps**
- Capital Expenditures **\$175M - \$200M**
- Commodity Inflation **Approx. 2%**
- Number of New System-wide Restaurants **Approx. 20**

¹ Excluding the impact of the new lease accounting standard



Appendix

Adjusted Operating Income Margin Reconciliation

	FISCAL YEAR (\$ in thousands)	
	2018	2017
Income from Operations	\$ 145,253	\$ 138,686
Operating Income Margin	3.5%	3.3%
Adjustments:		
Restaurant and asset impairments and closing costs	29,542	42,767
Restaurant relocations and related costs	8,647	12,539
Legal and contingent matters	1,068	553
Severance	3,493	11,006
Transaction-related expenses	-	1,447
Total income from operations adjustments	42,750	68,312
Adjusted income from operations	\$ 188,003	\$ 206,998
Adjusted operating income margin	4.6%	4.9%

Note: Please refer to the section entitled "Non-GAAP Financial Measures" included in Item 7, "Management's Discussion and Analysis of Financial Condition and Results of Operations" of our 2018 Form 10-K for more information regarding the adjustments above.



Adjusted Net Income Reconciliation

FISCAL YEAR (\$ in thousands)

	2018	2017
Net income attributable to Bloomin' Brands	\$ 107,098	\$ 101,293
Adjustments:		
Income from operations adjustments	42,750	68,312
Loss on defeasance, extinguishment and modification of debt	-	1,069
Gain on disposal of business and other costs	-	(14,854)
Total adjustments, before income taxes	\$ 42,750	\$ 54,527
Adjustment to provision for income taxes	(8,944)	(24,513)
Net adjustments	\$ 33,806	\$ 30,014
Adjusted net income	\$ 140,904	\$ 131,307
Diluted earnings per share	\$ 1.14	\$ 1.02
Adjusted diluted earnings per share	\$ 1.50	\$ 1.32
Remove Fiscal 2017 53rd Week Impact (1)	-	(0.11)
Adjusted diluted earnings per share on a comparable period basis (1)	\$ 1.50	\$ 1.20
Diluted weighted average common shares outstanding	94,075	99,707

Note: Please refer to the section entitled "Non-GAAP Financial Measures" included in Item 7, "Management's Discussion and Analysis of Financial Condition and Results of Operations" of our 2018 Form 10-K for more information regarding the adjustments above.

(1) The 53rd week of 2017 was estimated to have positively impacted both GAAP and adjusted diluted earnings per share by approximately \$0.11 for fiscal year 2017. For comparability, we have presented adjusted diluted earnings per share excluding the impact of the 53rd week of December 25, 2017 to December 31, 2017.



