

Principles and Beliefs

The success of an Outback is measured by its sales and profit and is the result of putting Our People—Outbackers, Customers, Purveyors, Neighbors, and Partners—first. At the heart of Outback is our solid foundation of core beliefs, purpose, principles, and goals.

We believe that if we take care of Our People, then the institution of Outback will take care of itself. **We believe** that people are driven to be a part of something that they can be proud of, is fun, values them, and that they can call their own. **We believe** in the sanctity of the individual, the value of diversity, and in treating people with kindness, respect, and understanding. **We believe** that caring for people individually results in their emotional involvement in Outback. **We believe** in working as a team: having shared goals and a common purpose, serving one another, and supporting the success of the team. **We believe** the most important function of the organization is to enable Partners and Managers to effectively run their restaurants and to support their Outbackers. Our **purpose** is to prepare Outbackers to exercise good judgment and live our *Principles and Beliefs*. This preparation will result in a company of restaurants that endures, prospers, and increases shareholder value. These beliefs and purpose support the five principles that guide our success.

PRINCIPLES

Hospitality is giving for the sake of giving, rather than for the sake of gaining. It is giving to people beyond what is expected of us; it is sincerely saying please and thank you and our willingness to help them in tangible ways. It is being genuinely concerned and action-oriented toward their comfort and well-being.

Sharing is inviting people to participate in the fruits of our success. It includes sharing dollars, responsibility, authority, and accountability. It is “we” made it happen rather than “I” made it happen.

Quality is having a purpose and always working to improve. It is attention to detail. It is consistently meeting and then exceeding our standards.

Fun is having a sense of humor, being able to laugh at ourselves, and celebrate together.

Courage is living our principles and meeting our standards with absolute discipline while having a No Rules approach to Customers. It is being focused on results, sticking to the core of our business, and accommodating the individuality of Our People rather than demanding that they accommodate us.

Our beliefs, purpose, and principles are inviolate, critical to our success, apply to all aspects of our business, and determine how we do our jobs and conduct ourselves. We are a company of Restaurants, not a Restaurant Company, and focus on individuals, individual restaurants, teamwork, and success. We solve our problems with reverence for our *Principles and Beliefs* and the well-being of Our People.

OUTBACKERS

Each employee is immediately welcomed as an Outbacker—there are no probationary Outbackers. Outbackers want to take care of our Customers, work together, have fun, and make money. Because of our Serious Food, Concentrated Service, and No Rules, Outbackers approach our Customers with confidence and a sense of ownership while demonstrating our principles of Hospitality and Quality. They are proud to be Outbackers. Outback's environment requires people to be tough on results, but kind with people. It is an environment where managers are focused on serving Customers and supporting their Outbackers. Outbackers know they are valued and that situations special to them will be handled with respect and concern. Living our *Principles and Beliefs* requires that we deliver the following commitments to Outbackers:

Clear Direction is understanding our *Principles and Beliefs* in detail, knowing what needs to be done, and how to contribute. It is receiving and providing clear and timely communication, and being informed of priorities and change.

Preparation is being well trained, receiving feedback that emphasizes teaching over discipline, and understanding the impact of your job on the restaurant's and your own success.

Involvement is owning your performance and results, being a team player, asking for help before it is too late, offering your input and ideas, and enthusiastically supporting a decision once it has been made. It is also taking action on issues that are of concern to you when Our People do not live up to our *Principles and Beliefs*.

Affecting One's Own Destiny is having opportunity based on your performance, results, and the success of Outback.

A Fair Hearing is talking to anyone in the company with complete assurance that you will be listened to, responded to, and dealt with fairly and with respect.

Sharing in the Success of Outback is making you an important part of our success and future, celebrating your part in our success, and reserving a portion of the results for the Outbackers who make them happen.

Commitment is learning and practicing our *Principles and Beliefs* and keeping our commitments to Our People. It is knowing your job, doing it very well, on time, and to Outback's high standards.

Having a Good Time is celebrating individual and team contributions, playing together, organizing events, and making work fun.

Compassion is helping you in difficult circumstances.

Outback's commitments to you and your commitments to Our People complete a circle of success that ensures the institution of Outback can take care of itself. Living our *Principles and Beliefs* and delivering on our commitments ensures that Outbackers know Outback is a great place to work and have a career and drives our goal for Outbackers of being:

A great place to work, have fun, and make money.

CUSTOMERS

Hospitality starts when a Customer calls or arrives at one of our restaurants. Outbackers are welcoming, friendly, and warm and invite Customers to be indulged. The atmosphere is energetic and fun. During a wait, drinks are offered and food is shared. Outbackers deliver our commitments to our Customers—Serious Food, Concentrated Service, and No Rules.

Serious Food is a broad menu, generous portions, and drinks poured full. It is delighting our Customers by the freshness, incredible flavors, attractive appearance, and just-right temperatures of the food. It is food prepared from scratch, using the finest ingredients, and to exacting standards—close is never good enough for Outbackers. It is great food like thick steaks, fresh-cut Aussie chips, homemade croutons and salad dressings, fresh-baked brownies, and meticulously prepared chocolate sauce.

Concentrated Service is a warm welcome, freedom to relax, familiar surroundings, caring people, and an intense desire to please. It is having the pace of service dictated by the Customer—from a quick meal to a relaxing evening with friends. It is respecting the privacy of the Customer and tailoring the service to his or her wants.

No Rules is delighting Customers one at a time—ensuring everything is as they want it. It is inviting Customers to enjoy anything they want prepared any way they like it. It is the servers wanting to please, the kitchen wanting perfection, and together totally focusing on exceeding our Customers' expectations. It is enthusiastically saying "yes" when a Customer wants to split a meal—at no cost to him or her. It is a hassle-free, personalized, and totally enjoyable Outback experience.

Our Hospitality and Quality are obvious in our food and service. We do what it takes to deliver great food, drink, and service, are not distracted by the latest fads in the industry, and have the courage to put quality ahead of cost. We are totally focused on making our Customers happy and achieving our goal of being their:

Favorite place to eat, drink, relax, and be with friends.

Because we deliver on our commitment to Serious Food, Concentrated Service, and No Rules, our Customers enjoy the Outback, tell their friends about us, and continually select the Outback as their restaurant of choice. Our Customers hold each of us

accountable for delivering on our commitments to them. All we ask of our Customers is that they treat Our People with respect.

PURVEYORS

Our Purveyors are partners in our success. We work with them to develop long-term relationships based on trust and service. As we increase our standards, we count on them to continually improve their products and services. We include them in our celebrations and celebrate their contributions. We have two mutual commitments to keep:

Support is keeping one another informed of innovations, trends, and changes in the marketplace. It is negotiating fair agreements, working toward a long-term relationship, helping each other in times of need, being respectful, and celebrating our successes together. It is also providing each other with feedback on how well the other is meeting our needs, seeking input on how we can better support each other, and providing a receptive ear when concerns are raised.

Performance is living the letter and spirit of the agreements, never taking advantage of one another, and keeping confidences confidential and proprietary information proprietary. It is paying them on time and their delivering to us on time. It is our Purveyors ensuring that their products and services meet our needs, adhere to our product and service specifications, and are of the highest quality. In turn, it is our ensuring that their products and services are used properly.

Keeping our commitments to our Purveyors drives our goal of being:

A great customer and source of comfort and pride.

Because we deliver on our commitments to our Purveyors, they support our success by doing what it takes to help us serve our Outbackers and Customers. Our Purveyors hold each of us accountable for delivering these commitments, just as we hold each of them accountable.

NEIGHBORS

Every restaurant actively participates in the life of its neighborhood. Outback is a source of strength in times of crisis and can always be counted on to do our part to enhance the quality of life in our neighborhoods. We have one commitment to deliver to our Neighbors:

Active Presence and Support is being involved in our neighborhood and maintaining an active and visible presence in it. It is continually identifying and acting on opportunities to give back to the community and making it a better place to live, have fun, and do business. It is supporting our Neighbors and neighborhood in tangible and intangible ways.

We take pride in our neighborhood. Delivering this commitment makes the community proud of us and drives our goal of being:

A valued corporate citizen and neighbor.

Because we keep our commitment to our neighborhoods, they welcome and support us. Our Neighbors hold each of us accountable for delivering on our commitment.

PARTNERS

The investment of our Joint Venture Partners, Proprietors, and Franchisees goes beyond dollars to include their hard work, spirit, day-to-day commitment to Outback, and the know-how necessary to grow and maintain Outback. They are our partners in the truest sense of the word. We work to keep them fully informed about the direction of the company and its financial health. The key to success is how well we work together to enhance the value that each of us brings to our partnership and to Outback through two mutually kept commitments:

Development and Support is providing clear direction and developing an understanding of the business of hospitality through a passionate discussion of our *Principles and Beliefs*. It is developing and testing operating systems that build Outbacker, Customer, Purveyor, Neighbor, and Partner retention. It is also routinely evaluating the quality of our commitment-keeping to each of Our People and acting on the results.

Superior Partnering is practicing our principles and keeping our commitments to Our People. It is keeping one another fully and truthfully informed and taking the initiative to test new ideas that advance our competitiveness. It is asking one another for opinions and ideas and responding in a timely and complete manner. It is acting ethically by honoring our agreements, working for timely resolution of disagreements, and sharing best practices that improve our ability to compete and succeed.

We are committed to building long-term growth in the value of Outback, continually improving the quality of the relationship with our Partners, and achieving our goal of being:

A superior financial and emotional investment opportunity.

CONNECTIONS

At the core of our success is the quality of our commitment-keeping to our Customers—Serious Food, Concentrated Service, and No Rules. Our ability to keep these commitments depends on the extent to which our valued resources—Outbackers, Purveyors, Neighbors, and Partners—are focused on our Customers. We focus and

organize these resources by continually teaching our *Principles and Beliefs*, testing our understanding of them, and evaluating our delivery of our commitments. This creates an Enterprise that has as its driving Spirit the Principles, Beliefs, Purpose, and Goals of Outback. This Spirit differentiates us from our competitors and enables us to achieve the goals we have for all of Our People.

BALANCE

Balance is key to building the institution of Outback. Its meaning is simple and sacred: We keep our commitments to all of Our People and never sacrifice the interests of one for the interests of another. We know that:

Living our *Principles and Beliefs* is the source of our happiness, remarkable success, and personal commitment to Outback.